



# ESG Performance Report for Listed Companies in 2025

**HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2025



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# ESG Performance

Company Name : HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED

Symbol : HARN

Market : mai

Industry Group : Industrials

Sector : SECTOR 0

## Environmental management

### Information on environmental policy and guidelines

#### Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, Greenhouse gas and climate change management, Air quality management

HARN recognizes that its business operations have both direct and indirect environmental impacts on stakeholders throughout the value chain. Therefore, the company has established an environmental policy, which is publicly available on its website at [www.harn.co.th](http://www.harn.co.th). HARN is committed to driving and supporting initiatives that minimize environmental impact, ensuring business growth aligns with sustainable environmental management. Focuses on setting operational frameworks to ensure that its business activities consider the reduction of environmental and community impacts while also supporting climate change mitigation efforts.

HARN is dedicated to working with and encouraging stakeholders across the value chain, including partners, service providers, contractors, non-controlled businesses, joint venture partners, and customers to adopt the principles of its environmental policy through the following practices:

- 1) Continuously adhere to relevant environmental laws, standards, regulations, and agreements with customers, partners, or stakeholders within the value chain.
- 2) Define environmental objectives and targets to prevent and mitigate environmental impacts resulting from HARNs activities, products, and services, while also promoting environmentally friendly products and services.
- 3) Reduce direct and indirect carbon dioxide emissions in operations, aiming for Carbon Neutrality by 2040 and Net Zero Emissions by 2050.
- 4) Enhance processes and products to minimize environmental impact while maintaining high-quality products and services. This includes ensuring compliance with customer requirements regarding restricted substances.
- 5) Optimize the use of energy, utilities, waste, and pollution control within operations including fuel, electricity, water, solid waste, hazardous waste, air pollution, and greenhouse gases to reduce environmental impact. Promote efficient use of limited resources based on the 3R principles is to reduce unnecessary consumption, reuse materials for maximum efficiency, recycle materials through reprocessing or transformation, including integrate Circular Economy principles to minimize waste generation.
- 6) Raising environmental awareness, provide education, and communicate the environmental policy to employees and all individuals working under HARNs control. Including providing relevant environmental training programs to enhance knowledge and encourage environmentally responsible practices.
- 7) Strengthen relationships with society, government agencies, private organizations, and other related entities by continuously supporting and participating in activities for natural resource and environmental conservation.
- 8) Continuously improve operational methods and workplace environments to meet safety standards and protocols, reducing accidents and preventing occupational diseases that may arise from work activities, thereby minimizing risks to occupational health and safety.

9) Provide mechanisms for stakeholders across the value chain to share opinions and suggestions on environmental issues to drive continuous improvement in processes and foster sustainable coexistence.

10) Regularly monitor and review environmental policies, including management plans to adapt to the current situation.

HARN has established the Sustainability Working Group and Carbon Footprint Management Working Group, chaired by Mr. Thammanoon Tripetchr (CEO) and advised by Dr. Jain Charnnarong (directors), advisor to oversee all aspects of effective sustainability operations. In line with HARN's sustainability goals for controlling organizations greenhouse gas emissions, Scope 1, Scope 2 and Scope 3 are compliant. This includes establishing guidelines for resource management and control to ensure maximum efficiency, raising awareness, and providing education on environmental issues. Communication with the board of directors, executives, and employees is maintained to foster ongoing environmental responsibility, along with training and seminars for target employee groups and relevant working committees.

Additionally, the Building Management Department and the Occupational Health, Safety, and Environmental Department are responsible for overseeing resource utilization within the organization to ensure efficiency. They are required to report operational results in the monthly Sustainability Committee meetings for continuous improvement and optimization.

### ● **Climate Change Action**

The current climate change crisis is becoming increasingly severe, with the affected areas expanding continuously. This issue has gained global attention, as reflected in the key discussions at the 29th United Nations Climate Change Conference (COP 29), which aims to limit global temperature rise to no more than 1.5 C above pre-industrial levels. The rising concentration of greenhouse gases directly impacts human life, biodiversity, and the environment, leading to more extreme weather conditions, seasonal fluctuations, and natural disasters.

Recognizing the urgency of this issue, HARN prioritizes reducing greenhouse gas emissions to mitigate global warming, implemented climate risk analysis and assessments, including risks such as flooding and regulatory changes in response to climate change that could affect business operations. In response, HARN has developed risk mitigation and adaptation to potential risks to achieve the committed to achieving carbon neutrality by 2040 and reaching net-zero greenhouse gas emissions by 2050

### ● **Greenhouse gas emission management from business operations**

#### **1) Energy Management**

HARN remains committed to managing electricity and fuel consumption efficiently. The company aims to reduce electricity consumption by 30% or equivalent 6% per year by 2028 and decrease fuel consumption by 5% per year, compared to the 2024 baseline.

HARN there is a system for data collection of electricity to analyze and plan on electricity control, while promoting indirect energy savings, with the installation of 330 solar panels size of 127 kW and selected the PoE Lighting system to control the lighting system from the lights inside the building by using internet lines instead of electric wires. The system automatically dims the light from the lamp when there is enough sunlight from outside. Additionally, the building harnesses natural light to create brightness without introducing heat (Light Harvest). This can save electric energy and expenses, including the reduction of environmental impacts.

Also, HARN to learn and establish a building and energy management system by its internal team, together with Aiyaraharn Co., Ltd. (Subsidiary), which Internet of Things (IoT) know-how, we target for energy in architectural design no more 100kWh/m<sup>2</sup>/year, which is considered lower than in Bangkok office building.

HARN has currently installed 307 kW of solar power panels in the parking area. As a result, in 2568, the company was able to generate approximately 20,781.40 kWh of renewable energy, reducing reliance on conventional electricity. The average electricity consumption of HARN's office building was 56 kWh/m<sup>2</sup>/year, exceeding the design target by 40% and categorizing the building as a Zero Energy Building (ZEB) with 57 kWh/m<sup>2</sup>/year, indicating very low energy use per square meter. Additionally, HARN was awarded the DGNB (Green Building) Gold Certificate by the German-Thai Chamber of Commerce and DGNB GmbH in 2565, recognizing the buildings sustainable and energy-efficient design.

The chiller system, along with air handling and air conditioning equipment, accounts for 64% of total electricity consumption at HARN, while the energy used within the office building itself accounts for only 9%, which is lower than typical office lighting systems that consume around 25% of energy. To address this, HARN is committed to reducing energy usage by continuously optimizing and maintaining these systems for maximum efficiency. The initiatives implemented in the office building have fostered a corporate culture of energy awareness, ensuring that employees, regardless of their location, remain mindful of minimizing energy waste at all times.

To reduce emissions from fossil fuel consumption, HARN has set a target to convert 60% of its company vehicles to electric vehicles (EVs) within 3 years, and achieve 100% conversion within 5 years, compared to the baseline year of 2566. Vehicles will be gradually replaced as they reach the end of their service life to meet the goal of reducing fuel energy consumption by 5% per year relative to 2566. In 2568, HARN successfully replaced 8 company vehicles from conventional fuel-powered cars to electric vehicles.

### **Energy Management Performance**

In 2568, HARN was able to reduce electricity consumption by 0.03% compared to the baseline year of 2567. In addition, fuel energy consumption also decreased, resulting from the conversion of 8 company vehicles to electric vehicles.

## **2) Water Resource Management**

### **Water Management Target**

As HARN's operations focus on importing and distribution, there are no major operational processes that create significant water-related issues. However, HARN places great importance on efficient water resource management and has therefore set a target to reduce tap water consumption by 3% per year compared to the baseline year of 2566.

### **Water Resource Management Initiatives**

HARN continuously promotes integrated water management, focusing on efficient water use and planning water consumption based on circular economy principles. Water management efficiency is improved by recycling water, such as using condensate water from the Air Handling Unit (AHU) of the air conditioning system for irrigation. This not only reduces water costs but also minimizes wastewater discharged into the environment. In addition, HARN regularly monitors and inspects water equipment and checks for any irregularities to prevent water loss. An automated irrigation system connected to a rainfall measurement system has also been installed, ensuring that irrigation does not occur when it rains, further enhancing water-saving efficiency.

### **Water Resource Management Performance**

In 2568, HARN was able to reduce tap water consumption by 0.06% compared to the baseline year of 2567. This reduction resulted from promoting awareness and supporting responsible water use, as well as regular inspection and maintenance of water-related equipment.

## **3) Waste, Hazardous Materials, and Air Pollution Management**

### **Management Targets**

HARN applies circular economy principles to manage waste, hazardous materials, and air pollution, aiming to minimize waste generation. The company implements the 3R principles: Reduce: Minimize unnecessary use of materials, Reuse: Maximize utilization by reusing materials and Recycle: Recover materials for new use. Additionally, HARN develops practices to avoid environmentally harmful materials or chemicals, consider options before disposal, and restore used materials to value through refurbishment or transformation. HARN has therefore set the following targets: Reduce non-hazardous waste sent to landfills by 5% per year compared to the baseline year of 2567. Reduce hazardous waste, chemicals, and air pollutants generated from operations by 5% per year. Maintain zero complaints regarding pollution resulting from HARN's operations.

### **Waste, Hazardous Materials, and Air Pollution Management Initiatives**

HARN promotes employee awareness and knowledge of proper waste management, fosters a culture of energy conservation, and encourages employees to recognize environmental issues. The company implements a five-category waste segregation system, including: General waste, Food waste, Recyclable waste, Hazardous waste and Chemical waste. Chemical waste, such as used solvents and contaminated containers, is managed by licensed operators

approved by the Department of Industrial Works, Ministry of Industry, ensuring traceable disposal. General waste, food waste, and hazardous waste are sent to landfills managed by government agencies, while recyclable materials including plastic, paper, glass, and metal are sent to private service providers for proper sorting and recycling.

In addition, HARN manages air pollution control from activities such as fire suppression agent refilling, 3D printing production, and printer demonstrations within office and warehouse facilities, following legal standards and regulations. HARN also controls emissions from company vehicles and delivery trucks by:

- Implementing an environmental policy that includes transitioning from conventional fuel vehicles to electric vehicles.
- Regularly inspecting the condition of service provider vehicles to ensure compliance with standards and reduce emissions.
- Installing air quality monitoring devices around the office building to track indoor and surrounding air quality.

**Activities on Waste, Hazardous Materials, and Air Pollution Management**

1. Waste Management by Category (3R Principles):

All activities under Reduce, Reuse, and Recycle (3R) for each waste category were successfully implemented at 100%.

Reduce	Reuse	Recycle
1.Reduce paper usage by improving work processes through the development and implementation of digital systems. 2. Send documents electronically, such as via email. 3.Documents are stored in digital file format on a shared drive. 4. Hold meetings via conference systems or e-meeting platforms. 5. Conduct surveys using Google Forms. 6. Provide training materials via electronic channels in place of printed documents.	Reuse paper that has been printed on only one side.	Separate waste by type to add value through the sale of different categories of waste

**2. Waste separation.**

Promote employees to separate waste into different categories in order to reduce the amount of residual and municipal solid waste. Proper waste segregation also helps reduce pollution, protect the environment, and preserve the planet. As a result of correct waste separation practices, the amount of waste sent to landfills has decreased, while the volume of recyclable waste has increased compared to the previous year.

**3. Circular Project**

Employees were encouraged to segregate plastic bags and plastic films for processing through mechanical recycling, whereby the materials are converted into recycled plastic pellets (Post-Consumer Recycled Resin: PCR). These recycled materials are subsequently reused as primary raw materials in the production process through the design and development of more sustainable products and packaging. This initiative contributes to the reduction of natural resource consumption and helps address plastic waste management challenges. In addition, the Circular Project is an environmental initiative that also supports public welfare activities. Based on the established calculation, every kilogram of plastic bags and plastic films collected is assigned a value of five baht, which is allocated for donation to various charitable foundations.

**Performance of Waste and Air Pollution Management**

In 2026 , air quality both inside and around HARN met 100% of the required standards, with no complaints regarding air pollution. This achievement resulted from the use of environmentally friendly technologies and the implementation of standardized and more efficient waste and hazardous materials management plans.

#### 4) Greenhouse Gas Management

##### Greenhouse Gas Reduction Targets

HARN operates in the Industrial Products sector as an importer and distributor of fire protection systems, air conditioning systems, sanitary systems, refrigeration systems, digital printing systems, and bioprinting systems. The Company recognizes the impacts of climate change and has therefore continuously implemented initiatives to reduce greenhouse gas emissions from its business operations. HARN has set a target to reduce Scope 1 and Scope 2 greenhouse gas emissions by 5% per year compared with the base year 2023. In addition, the Company aims to reduce Scope 3 emissions to zero by 2050, in order to achieve carbon neutrality by 2040 and net-zero greenhouse gas emissions by 2050.

##### Greenhouse Gas Reduction Management Initiatives

HARN has assessed risks and identified opportunities, and has developed strategic plans and innovation initiatives to support greenhouse gas emission reductions. These include increasing the proportion of renewable energy through the installation of solar power generation systems, transitioning the Company's vehicles to electric vehicles, adopting technology and digital systems in operational processes, and restructuring its business in the long term toward lower-carbon operations. The Company also seeks new environmentally friendly business opportunities in alignment with circular economy principles and is studying approaches to carbon dioxide sequestration assessment. In addition, Dr. Jain Channarong, an Executive Director of HARN, recognizes environmental issues relating to PM2.5 and has collaborated with the public sector, private sector, and civil society to reduce forest fires, restore green areas, address livelihood challenges, and promote knowledge development through the Wonlapa initiative.

##### Greenhouse Gas Reduction Activities

As HARN operates in the industrial products sector, it has identified that the largest proportion of greenhouse gas emissions under Scope 3 arises from the use of products distributed by the Company. HARN recognizes that a significant share of such emissions results from the sale of compressors to the cold storage and air-conditioning industries. Although HARN is not directly responsible for reducing energy consumption in the operation of such equipment, it plays an important role in developing technologies for customers throughout the value chain. Refrigeration systems are essential for the preservation of food and pharmaceuticals and are therefore closely related to fundamental necessities. Compressors are a key component of refrigeration systems and consume substantial electrical energy, while overall system efficiency also depends on multiple supporting components. Without proper management, operating costs may increase significantly.

HARN aims to ensure that customers receive maximum benefits from usage, along with safety and environmental friendliness in refrigeration systems. In 2025, the Company therefore invented, researched, and developed an IoT-based innovation, the *Energy Saving Solutions*, under the name **Telelchill S2 Energy Saving Solutions**. This solution has been developed from the **Telelchill Smart Solutions (S2)** system. In addition to enabling real-time online monitoring of refrigeration system performance anytime and anywhere, its most significant advantage is the ability to reduce energy consumption of refrigeration systems, lower operating costs for cold storage businesses, and minimize environmental impact. This aligns with the global trend toward achieving net-zero greenhouse gas (CO<sub>2</sub>) emissions. Based on actual installations across various sectors, the system has been proven to deliver energy savings of 15%–25%, depending on the characteristics of the existing system. It also offers a fast return on investment within 13 years. The solution helps sustainably reduce operating costs while remaining environmentally friendly, and enables customers to adapt to future changes in energy, technology, and environmental requirements.

Reference link for environmental policy and guidelines : <https://www.harn.co.th/en/corporate-governance/corporate-policy>

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## Information on review of environmental policies, guidelines, and/or objectives over the past years

### Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals over the past year : No

Changes in environmental policies, guidelines, and/or goals : Electricity management, Waste management, Greenhouse gas and climate change management, Air quality management, Noise pollution management

**Electrical Energy Management** In 2022, the Company set a target to reduce electricity consumption by 30%, followed by a reduction target of 20% in 2023, 5% in 2024, and 5% in 2025, compared to the 2024 base year.

**Waste and waste management** For 2022-2023, the average waste generation data of 1.07 kg./person/day was used, based on the 2022 Solid Waste Management Report by the Pollution Control Department. For 2024 and 2025 the measurement approach was changed to using actual measured waste weight.

## Information on compliance with environmental management principles and standards

### Compliance with environmental management principles and standards

Environmental management principles and standards : BCG Model, ISO 14001 - Environmental management systems

### Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs

### Compliance with waste management principles and standards

Waste management principles and standards : 3Rs, 5Rs or 7Rs

### Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management principles and standards : Thailand Greenhouse Gas Management Organization (TGO), The Greenhouse Gas Protocol

## Information on other environmental management

### Plans, performance, and outcomes related to other environmental management

**Energy Management:** Decreased by 7.61% compared to the 2024 base year. In addition, fuel energy consumption decreased by 7.76% compared to the 2024 base year, as a result of replacing the Company's vehicles with 8 electric vehicles (EVs).

**Water Resource Management:** Reduced tap water consumption by 1.12% compared to the 2024 base year, as a result of promoting awareness and supporting responsible water use, as well as regularly inspecting water-related equipment.

**Waste and Air Pollution Management:** The Company began measuring actual waste generation in 2024 and implemented a more systematic waste weighing and segregation process starting on October 1, 2024, separating waste into general waste and food waste categories. The Company also promoted awareness among executives and employees on proper waste segregation in accordance with the 3R principles. In 2025, the Company continued actual waste measurement and further classified waste into general waste, recyclable waste, tissue waste, food waste, and hazardous waste. Ongoing communication and awareness campaigns on proper waste segregation before disposal have been continuously provided to executives and employees. In addition, the Company participated in the Won Project, a campaign promoting the segregation and donation of clean and dry flexible plastic packaging (such as plastic bags, snack wrappers, and bubble wrap) for recycling into plastic pellets for circular reuse, thereby reducing waste to the environment. In 2024, the Company separated 17.8 kilograms of flexible plastic waste, increasing to 30 kilograms in 2025.

Indoor and surrounding air quality remained 100% compliant with applicable standards, with no complaints related to air pollution.

**Greenhouse Gas Management:** Direct and indirect greenhouse gas emissions from business operations decreased by 29% compared to the 2024 base year. In addition, HARN has implemented actions in line with its plans and communicated through various channels to foster a culture of awareness, promote knowledge, and build consciousness in reducing greenhouse gas emissions among directors, executives, and employees on a regular basis in accordance with the established targets. Furthermore, the Company has complied with applicable standards and legal requirements, with no environmental fines or penalties incurred.

### Information on incidents related to legal violations or negative environmental impacts

#### Number of cases and incidents of legal violations or negative environmental impacts

	2023	2024	2025
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

## Energy management

### Disclosure boundary in energy management in the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

### Information on energy management

#### Energy management plan

The company's energy management plan : Yes

HARN has set sustainability development targets that consider the impacts of its business operations, reflecting trends in Environmental, Social, and Governance (ESG) both in the short and long term. The company aims to achieve carbon neutrality by 2040 and net zero greenhouse gas emissions by 2050. A dedicated sustainability task force drives the strategy and sets the direction of operations in alignment with the established framework to achieve HARNs sustainability goals and support the United Nations Sustainable Development Goals (SDGs).

The Company has established a system for collecting electricity consumption data to analyze and plan electricity usage control. It also promotes indirect energy conservation through the installation of 330 solar panels with a total capacity of 127 kW, and the adoption of a smart PoE Lighting system, which controls indoor lighting through internet cables instead of conventional electrical wiring. The system automatically dims lighting when sufficient natural sunlight is available and utilizes daylight harvesting to enhance indoor illumination. These initiatives help reduce energy consumption and electricity costs, while also minimizing environmental impacts.

In addition, HARN has developed and implemented a building and energy management system through collaboration between its internal team and Aiyaraharn Co., Ltd., a subsidiary with expertise in the Internet of Things (IoT). The building was designed with an energy consumption target of not exceeding 100 kWh/m<sup>2</sup>/year, which is considered approximately two times lower than that of typical office buildings in Bangkok.

In 2025, the Company's electricity consumption decreased by 7.6% compared to 2024, while electricity generated from solar panels decreased by 2.9% compared to 2024. HARN's office building recorded an average electricity consumption of 56 kWh/m<sup>2</sup>/year, exceeding the design target by 40%, and is considered an ultra-low energy building, qualifying as a Zero Energy Building (ZEB) benchmarked at 57 kWh/m<sup>2</sup>/year. Furthermore, HARN received the Gold Certificate under the DGNB GmbH Green Building standard from the German-Thai Chamber of Commerce and DGNB GmbH in 2022.

In addition, to help reduce pollution emissions from fossil fuel consumption, the Company has set a target to convert 60% of its business-use vehicles to electric vehicles within three years and 100% within five years, compared to the 2023 base year. The transition will be carried out progressively as vehicles reach their designated replacement cycle, supporting the target of reducing fuel energy consumption by 5% per year compared to the 2023 base year. In 2025, the Company had already replaced 8 fuel-powered company vehicles with electric vehicles (EVs).

Reference link for company's energy management plan : <https://www.harn.co.th/storage/downloads/corporate-governance/corporate-policy/harn-sustainability-policy-th>

## Information on setting goals for managing energy

### Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel management : Yes

### Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2023 : purchased electricity for consumption 599,714.00 Kilowatt-Hours	2024 : Reduced by 6%
Reduction of electricity purchased and fuel consumption	2024 : energy consumption 381,000.00 Kilowatt-Hours	2025 : Reduced by 5%

## Information on performance and outcomes of energy management

### Performance and outcomes of energy management

Performance and outcomes of energy management : No

## Information on electricity management

### Company's electricity consumption<sup>(\*)</sup>

	2023	2024	2025
<b>Total electricity consumption within the organization (Kilowatt-Hours)</b>	759,308.15	795,338.15	621,491.41
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	599,714.00	517,656.00	352,000.00

	2023	2024	2025
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	159,594.15	277,682.15	269,491.41
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	3,111.92	3,207.01	2,427.70

Additional explanation : <sup>(\*)</sup> Exclude electricity consumption outside of the Company

### Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m <sup>2</sup> )	N/A	N/A	N/A

### Electricity Expense <sup>(\*)</sup>

	2023	2024	2025
Total electricity expense (Baht)	667,582.33	1,161,544.43	1,127,282.57
Percentage of total electricity expense to total expenses (%) <sup>(**)</sup>	0.06	0.10	0.10
Percentage of total electricity expense to total revenues (%) <sup>(**)</sup>	0.05	0.09	0.09
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	2,735.99	4,683.65	4,403.45

Additional explanation : <sup>(\*)</sup> Exclude electricity expense outside of the Company

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

### Information on fuel management

#### Company's fuel consumption

	2023	2024	2025
Diesel (Litres)	270,488.38	241,666.14	41,398.83
Gasoline (Litres)	109,063.00	126,031.82	5,446.11
Natural gas (Standard Cubic Feet)	19,742.31	14,943.40	8,553.08

Additional explanation : Not include external fuel consumption

### Company's fuel expense <sup>(\*)</sup>

	2023	2024	2025
Total fuel expense (Baht)	N/A	N/A	N/A
Percentage of total fuel expense to total expenses (%) <sup>(**)</sup>	N/A	N/A	N/A
Percentage of total fuel expense to total revenues (%) <sup>(**)</sup>	N/A	N/A	N/A

Additional explanation : <sup>(\*)</sup> Exclude electricity expense outside of the Company

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

### Information on total energy management (electricity + fuel)

#### Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	N/A	0.00	0.00

#### Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) <sup>(*)</sup>	N/A	0.00000000	0.00000000

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Water management

### Disclosure boundary in water management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

### Information on water management plan

#### Water management plan

The Company's water management plan : Yes

HARN continuously promotes integrated water management, emphasizing efficient water usage and planning in accordance with circular economy principles, enhances water management efficiency by recycling wastewater from Air Handling Units (AHUs) in the air conditioning system is used to water plants. This initiative not only reduces water expenses but also minimizes wastewater discharge into natural water sources. Additionally, HARN regularly inspects and monitors water usage and equipment to prevent leaks and reduce water loss, as well as has also installed an automated water system integrated with a rainfall measurement system, ensuring that watering is paused during rainfall. This approach further optimizes water consumption efficiency.

Reference link for company's water management plan : [www.harn.co.th/storage/downloads/investor-relations/one-reports/harn-one-report-2025-th.pdf](http://www.harn.co.th/storage/downloads/investor-relations/one-reports/harn-one-report-2025-th.pdf)

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### Information on setting goals for water management

#### Setting goals for water management

Does the company set goals for water management : Yes

#### Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2023 : Water withdrawal 12,571.00 Cubic meters	2024 : Reduced by 3% Cubic meters
Reduction of water consumption	2024 : Water consumption 12,442.00 Cubic meters	2025 : Reduced by 3% Cubic meters

### Information on performance and outcomes of water management

#### Performance and outcomes of water management

Performance and outcomes of water management : No

## Information on water management

### Water withdrawal by source

	2023	2024	2025
<b>Total water withdrawal (Cubic meters)</b>	12,571.00	12,442.00	10,896.00
Water withdrawal by third-party water (cubic meters)	12,571.00	12,442.00	10,896.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	51.52	50.17	42.56
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.01	0.01	0.01

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

### Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	12,571.00	12,442.00	10,896.00

### Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.00947877	0.00978531	0.00900056

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

### Water withdrawal expenses

	2023	2024	2025
<b>Total water withdrawal expense (Baht)</b>	212,343.00	195,028.03	170,688.97
Total water withdrawal expense from third-party water (Baht)	212,343.00	195,028.03	170,688.97
Percentage of total water withdrawal expense to total expenses (%) <sup>(*)</sup>	0.02	0.02	0.02
Percentage of total water withdrawal expense to total revenues (%) <sup>(*)</sup>	0.02	0.02	0.01
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	870.26	786.40	666.75

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Waste management

### Disclosure boundary in waste management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

### Information on waste management plan

#### Waste management plan

The company's waste management plan : Yes

HARN, encourage employees to manage waste correctly, creating the awareness of energy conservation, raise the employees to awareness the environmental issue, in addition, launched segregation by the type of 5 waste, namely, ordinary waste, food waste, recycled waste, hazardous waste and chemical waste, by authorized individuals from the Department of Industrial Works, Ministry of Industry is the operator who disposes of chemical waste e.g. solvents and contaminated containers, can be verified and traced back. Meanwhile, the non-hazardous wastes, food waste and hazardous waste be sent to landfill by government agencies. For recycled waste such as plastic, paper, glass, metal, are delivered to other service providers for proper separation and recycling.

Additionally, HARN implements air pollution control measures in parallel with its operations, ensuring compliance with legal standards. These measures cover emissions from fire suppression agent refilling processes, 3D printing parts manufacturing, and printer demonstrations conducted within office buildings and warehouses. Furthermore, HARN manages vehicle emissions from both company cars and delivery trucks with environmental policies, which promotes the transition to electric vehicles (EVs) instead of fuel-powered cars. Also conducts regular inspections of third-party transport vehicles to ensure they meet emission standards, thereby reducing environmental impact. Additionally, HARN has installed air quality monitoring devices within and around its office buildings to maintain a healthy indoor environment.

Reference link for company's waste management plan : [www.harn.co.th/storage/downloads/investor-relations/one-reports/harn-one-report-2025-en.pdf](http://www.harn.co.th/storage/downloads/investor-relations/one-reports/harn-one-report-2025-en.pdf)

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### Information on setting goals for waste management

#### Setting goals for waste management

Does the company set goals for waste management : Yes

#### Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
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Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste and hazardous waste	2024 : non-hazardous waste and hazardous waste 17,080.90 Kilograms	2025 : Reduced by 5%	<ul style="list-style-type: none"> <li>• Reuse</li> <li>• Recycle</li> <li>• Other : Reduce</li> </ul>

## Information on performance and outcomes of waste management

### Performance and outcomes of waste management

The company's performance and outcomes of waste management : Yes

In 2025, HARN reduced non-hazardous waste by 11.7% compared to the 2024 base year, driven by changes in the methodology for measuring actual waste weight, as well as initiatives to raise employees awareness of environmental issues and provide education on proper waste segregation in accordance with the 3R principles. In 2022 and 2023, waste generation was calculated using an average rate of 1.07 kilograms per person per day, based on the 2022 Waste Management Report issued by the Pollution Control Department.

Hazardous and chemical waste generated from operations also decreased by 8.6% compared to the 2024 base year, driven by the adoption of environmentally friendly product technologies and the implementation of more standardized and effective waste management plans. In addition, indoor and surrounding air quality at HARN remained 100% compliant with applicable standards, with no complaints related to air pollution.

## Information on waste management

### Waste Generation<sup>(\*)</sup>

	2023	2024	2025
<b>Total waste generated (Kilograms)</b>	54,851.85	17,080.90	15,204.50
<b>Total non-hazardous waste (kilograms)</b>	49,636.35	12,853.40	11,344.50
Non-hazardous waste - Landfilling (Kilograms)	49,636.35	12,853.40	11,344.50
<b>Total hazardous waste (kilograms)</b>	5,215.50	4,227.50	3,860.00

	2023	2024	2025
Hazardous waste - Landfilling (Kilograms)	5,215.50	4,227.50	3,860.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.04	0.01	0.01
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.04	0.01	0.01
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.00	0.00	0.00

Additional explanation : <sup>(\*)</sup> Exclude the total weight of waste generated outside of the Company, which is not responsible for the waste disposal or treatment cost

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

#### Waste reuse and recycling

	2023	2024	2025
<b>Total reused/recycled waste (Kilograms)</b>	N/A	5,770.90	2,351.50
<b>Reused/Recycled non-hazardous waste (Kilograms)</b>	N/A	5,770.90	2,351.50
Recycled non-hazardous waste (Kilograms)	N/A	5,770.90	2,351.50
Percentage of total reused/recycled waste to total waste generated (%)	N/A	33.79	15.47
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	N/A	44.90	20.73

Additional explanation : Exclude the total weight of reused/recycled waste outside of the Company, which is not responsible for the waste disposal or treatment cost

## Greenhouse gas management

### Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

### Information on greenhouse gas management plan

#### Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

The Company has conducted risk assessments and identified opportunities to develop strategic plans and innovations supporting greenhouse gas reduction, including increasing the share of renewable energy through additional solar panel installations, converting company vehicles to electric vehicles, adopting technology and digital systems in work processes, transforming the business structure over the long term toward a low-carbon business model, and pursuing new environmentally friendly business opportunities aligned with circular economy principles. The Company also supports carbon offset initiatives through natural carbon sequestration under the Wonpa Project and is studying approaches for assessing carbon dioxide storage. In addition, Dr. Jen Channarong, an executive director of the Company, recognizes environmental issues related to PM2.5 and has collaborated with the public sector, private sector, and civil society to help reduce forest fires, conserve and restore green spaces, address livelihood challenges, and promote knowledge creation through the Wonpa Project.

Reference link for company's greenhouse gas management plan : [www.harn.co.th/storage/downloads/investor-relations/one-reports/harn-one-report-2025-en.pdf](http://www.harn.co.th/storage/downloads/investor-relations/one-reports/harn-one-report-2025-en.pdf)

Page number of the reference link : 5,108-109

### Information on setting greenhouse gas emission goals

#### Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting net-zero greenhouse gas emissions targets, Setting carbon neutrality targets

#### Setting net-zero greenhouse gas emissions targets

#### Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-3	2024 : Greenhouse gas emissions 505.53 tCO <sub>2</sub> e	2025 : Reduced by 5% in comparison to the base year	2050 : Reduced by 100% in comparison to the base year	<ul style="list-style-type: none"> <li>• Thailand Greenhouse Gas Management Organization (TGO) : None</li> <li>• Science-based Targets (SBTi) : None</li> </ul>

### Setting carbon neutrality targets

#### Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1-3	2024 : Greenhouse gas emissions 505.53 tCO <sub>2</sub> e	2040 : Reduced by 100% tCO <sub>2</sub> e	None

### Information on performance and outcomes of greenhouse gas management

#### Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

In 2025, the Company's direct and indirect greenhouse gas emissions (Scope 1 and Scope 2) from business operations decreased by 29% compared to the 2024 base year. In addition, the Company has continued implementing actions in line with its plans and communicating through various channels to foster a culture, promote knowledge, and build awareness of greenhouse gas reduction among directors, executives, and employees on a regular basis in accordance with established targets. Furthermore, HARN has complied with applicable standards and legal requirements, with no environmental fines or penalties incurred. The Company's carbon footprint calculation is based on the assessment principles and methodologies of the Thailand Greenhouse Gas Management Organization (TGO). The data management system is currently under development, and the results have not yet been externally verified by experts from Thailand Greenhouse Gas Management Organization.

### Information on greenhouse gas management

#### The company's greenhouse gas emissions

	2023	2024	2025
<b>Total GHG emissions (Metric tonne of carbon dioxide equivalents)</b>	452.46	505.53	354.78
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	177.99	284.23	148.49
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	274.47	221.30	206.29

### Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.000341	0.000398	0.000293
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	1.85	2.04	1.39

Additional explanation : (\*) Total revenues and expenses from consolidated financial statement

### Information on verification of the company's greenhouse gas emissions over the past year

#### Verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas : No  
emissions

### Information on reduction and absorption of greenhouse gas

#### Reduction of Greenhouse Gas

	2023	2024	2025
<b>Total reduced GHG (Metric tonnes of carbon dioxide equivalent)</b>	0.00	0.00	0.00

### Absorption and removal of Greenhouse Gas

	2023	2024	2025
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

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# ESG Performance

Company Name : HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED

Symbol : HARN

Market : mai

Industry Group : Industrials

Sector : SECTOR 0

## Human rights

### Information on social and human rights policies and guidelines

#### Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee Rights, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

HARN strictly adheres to the principles of international human rights organizations, supporting and respecting the protection of human rights throughout the value chain, has established a Human Rights Policy, which is integrated into the Human Resource Management Policy and is publicly available on its website, [www.harn.co.th](http://www.harn.co.th). HARN strict compliance with legal requirements in all its operational processes and throughout its business value chain, according to a 100% business activity plan, conducts risk assessments related to human rights impacts and opportunities, covering all HARNs business operations, under the management approach that respects human rights, such as safety and occupational health, migrated labor, security, suppliers workplace conditions, the standard of living of communities, and the rights of natives/employees to ensure to keep risks manageable. Also, the implementation of this plan is to be monitored every quarter. The matter was reported to the Board of Directors for acknowledgment and to obtain recommendations to ensure effective implementation and the achievement of the defined objectives. In 2025, there were no complaints and no incidents of human rights violations identified in the Companys business operations. The Companys practices are outlined as follows:

- promote and motivates has guidelines to the practice based on the principle of basic human rights and equality by disregarding the differences between nationalities, race, skin color, sex, language, religions, political or any other beliefs, ethnicity or social background, wealth, birth or other status this is the foundation of social coexistence.
- Supports and respects the protection of human rights by regularly inspecting its own business so that it does not involve with activities which violates the human rights, for example, not supporting forced labor, or opposing to child labor, or any other issues that demonstrate a lack of respect for human rights principles or are not in line with international standards regarding human rights, freedoms, and equality.
- Respects the opinions of the employees which cover the freedom of opinions that is free from outside influences, obtaining information or ideas from various Medias, including providing the communication to freely listen to the opinions of the stakeholders.
- Monitors compliance with human rights requirements within the organization and promotes compliance to human rights principles in accordance with international standards by subsidiaries, partners, and all stakeholders.
- Protects the rights of stakeholders who have been harmed by human rights violations arising from business operations, by considering compensation for damages not less than the amount prescribed by law.
- Executives and employees have the duty and responsibility to promote the rights of individuals in all locations where HARN or its subsidiaries operate, ensuring that business operations do not participate in or refrain from taking action that may result in human rights violations.

Reference link for social and human rights policy and guidelines : <https://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf>

## Information on review of social and human rights policies, guidelines, and/or goals over the past year

### Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year	: Yes
Changes in social and human rights policies, guidelines, and/or goals	: Employee Rights, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

On January 15, 2025, the Human Resources Department reviewed the Human Resource Management Policy to ensure coverage of child labor protection, protection for pregnant female workers, forced labor, harassment or sexual harassment, and freedom of association and collective bargaining. The revised policy has been communicated to executives and employees at all levels across the organization for acknowledgment and compliance.

## Information on compliance with human rights principles and standards

### Compliance with human rights principles and standards

Human rights management principles and standards	: Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour
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## Information on Human Rights Due Diligence : HRDD

### Human Rights Due Diligence : HRDD

Does the company have an HRDD process	: No
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## Information on other social management

### Plans, performance, and outcomes related to other social management

#### Vanpha Project (Update)

In 2024, HARN signed a Memorandum of Understanding (MOU) for the Vanpha Project, collaborating with: The Ananda Mahidol Foundation Scholarship Club, Kasetsart University, Silpakorn University, The Geo-Informatics and Space Technology Development Agency (GISTDA), Siam Cement Public Company Limited (SCG), Mew Space & Advance Technology Co., Ltd and The Department of National Parks, Wildlife and Plant Conservation. The project focuses on researching carbon sequestration and net carbon dioxide balance in dry dipterocarp forest ecosystems through remote sensing surveys, under the initiative named Vanpha Project.

This MOU establishes a partnership between government agencies, the private sector, and the Department of National Parks with the objective of developing methodologies for carbon measurement and establishing a carbon accounting system, as well as assessing carbon credits from natural forests, including both aboveground and belowground biomass, using remote sensing technology. The assessments are conducted according to Tier 3 standards to monitor greenhouse gas reductions caused by deforestation and forest degradation from recurring wildfires in Mae Ping National Park, Lamphun Province. The project also supports natural forest regeneration by reducing the frequency and recurrence of forest fires, allowing the ecosystem to recover naturally. This initiative aims to enhance carbon management, mitigate greenhouse gas emissions, and promote sustainable forest restoration.

The Tier 3 standard involves assessing carbon dioxide exchange using the Eddy Covariance Technique, which integrates geospatial and satellite data with ground measurements collected through permanently installed monitoring equipment on towers, also known as Flux Towers, operating continuously 24 hours a day. The collected data are then processed through mathematical models to calculate greenhouse gas emissions, providing a standardized, fast, and highly accurate measurement method. Simultaneously, the project conducts research to assess carbon credits from reducing recurrent forest fires by working collaboratively with the Department of National Parks and local communities to protect the forest, prevent fire intrusion, and manage watershed areas to enable natural forest regeneration. The process and standards are developed by a group of eight expert organizations and presented to the Thailand Greenhouse Gas Management Organization (Public Organization). This system allows the private sector to support wildfire reduction by investing in community enterprises, creating jobs for local communities to care for forests, in exchange for the carbon credits generated through scientifically and satellite-verified processes. If implemented nationwide in protected forests, this approach is expected to channel significant private-sector investment into forest protection and fire prevention while simultaneously generating sustainable employment in local communities.

Currently, the Vanapha Project has completed the installation of carbon monitoring towers. Thai President Foods Public Company Limited and HARN Engineering Solutions Public Company Limited have begun a pilot program employing two vulnerable individuals previously involved in forest collection, hunting, and fire-setting. The employment is structured under Sections 33 and 35 of the Promotion and Development of Quality of Life of Persons with Disabilities Act, providing income to the families of the individuals while restoring their human dignity. This initiative demonstrates to society that people with disabilities can contribute meaningfully to themselves, their families, and the community, transforming past destructive behaviors into positive social and environmental impact.



**Information on incidents related to legal or social and human rights violations**

**Number of cases and incidents of significant legal or social and human rights violations**

	2023	2024	2025
<b>Total number of cases or incidents of significant legal or social and human rights violations (cases)</b>	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partners rights violations (cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

## Fair labor practice

### Disclosure boundary in fair labor practice in the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

### Information on employees and labor management plan

#### Employees and labor management plan

The company's employee and labor management plan	:	Yes
Employee and labor management plan implemented by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Child labor, Safety and occupational health at work

#### Fair Treatment of Labor

HARN is committed to conducting its business in parallel with ethical labor practices, ensuring fair treatment of workers throughout the entire value chain. The Company has established clear policies and guidelines under its Code of Conduct, which is transparently disclosed on the Company's website ( [www.harn.co.th](http://www.harn.co.th) ). This is to ensure that all personnel are treated with respect for human rights and equality.

In 2025, there were no disputes, no violations of laws related to labor, consumer protection, employment, fair competition, or environmental regulations, and no incidents of protests or work stoppages. The Company's practices are outlined as follows:

1. Strictly comply with laws and regulations related to employees.
2. Do not support forced labor and oppose child labor.
3. Provide a good working environment, including workplace safety and occupational health, to ensure employees well-being and happiness at work.
4. Treat employees with courtesy and respect for individuality and human dignity.
5. Provide fair compensation/wages to employees, taking into consideration responsibilities, economic conditions, and prevailing wage rates.
6. Consider appointments, transfers, rewards, and disciplinary actions fairly, based on employees knowledge, capabilities, and suitability, without discrimination, while providing equal opportunities for all.
7. Place importance on developing employees potential equally by providing broad and continuous opportunities for career advancement, based on ethical principles.
8. Avoid any unfair actions that may affect employees job security or create threats and psychological pressure on employees.
9. Provide opportunities for employees at all levels to express opinions or file complaints in cases where they believe they have not been treated fairly, on an equal and equitable basis.
10. Consider opinions or complaints and take prompt action in accordance with the established procedures and processes based on the facts.

#### Fair Employee Compensation

HARN has a fair employee compensation policy that is competitive in the market, while also promoting career stability and providing fair opportunities for career advancement in alignment with the Company's strategic direction in both the short and long term, to drive performance toward planned targets. Employees receive both monetary compensation, including salary, performance-based bonuses, overtime pay, commissions, incentive rewards, and equity-based compensation (EJIP), as well as other compensation and welfare benefits in accordance with HARN's regulations and applicable legal requirements.

**Learning and Development**

- Support for training and seminar expenses, both domestic and overseas.
- Support for educational scholarships at undergraduate and masters degree levels, including development of language skills.

**Performance Evaluation**

HARN focuses on establishing a standardized and fair performance evaluation system, encouraging supervisors and employees to jointly set goals and key performance indicators (KPIs) to foster mutual understanding and good relationships, while clearly supporting employees career advancement. Performance evaluations are conducted twice a year to monitor progress and provide developmental feedback. Performance measurement is divided into three main components as follows:

Measurement of achievement against assigned responsibilities, aligned with and supporting key objectives.	Assessment of competencies and work behaviors in alignment with job responsibilities, as well as adherence to HARN's culture and values.	Assessment of work discipline and attendance records to reflect responsibility and readiness for work.
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In 2025, 100% of employees underwent performance evaluations. The evaluation results were analyzed to support fair annual compensation consideration and used as information for planning employee capability and competency development, in order to prepare personnel to drive the business in line with the sustainability strategy.

The Company adheres to universal human rights principles as a common standard of practice, with respect for human dignity, rights, freedoms, and equality. The Company shall not engage in or support any acts that violate human rights and strictly ensures that its business operations are not involved in any human rights abuses.

**Promoting Employee Relations and Engagement**

HARN is committed to policies and practices that treat all employees fairly, while respecting employees rights and freedoms in accordance with human rights principles, including employees right to freely associate to foster collaboration within the organization. The Company has also established a Welfare Committee, which serves as employee representatives to provide consultation and recommendations on appropriate welfare arrangements, helping to balance employees needs with organizational stability.

HARN recognizes the importance of effective communication in creating shared understanding of business goals and direction. The Company communicates policies, operational guidelines, and important information comprehensively through various digital channels, including email, LINE Official Account, and digital signage. The Company also provides opportunities for employees to express their needs and suggestions through grievance channels, enabling HARN to use such feedback to improve work processes and support employees more effectively.

In 2025, HARN continued to promote happiness in the workplace through relationship-building activities that support both employees work and personal lives. These initiatives help strengthen physical and mental well-being, boost morale, and contribute to sustainable growth.

**1) Annual Employee Town Hall Meeting**

On March 14, 2025, the Company held its Annual Employee Town Hall Meeting, during which the Chief Executive Officer communicated the Company's goals, direction, and business strategies for both the short and

long term, while reinforcing the vision and mission to employees at all levels to strengthen shared understanding and unite the organization toward common goals. In addition, a long-service award ceremony was held to recognize employees who met service milestones, honoring and expressing appreciation for their dedication to the organization. This initiative helped boost morale and reaffirm the importance of employees as a key driving force behind the Companys success and growth.

## **2) Preserving the Songkran Tradition and Annual Company Merit-Making Ceremony**

HARN promotes and preserves Thailand's valued cultural traditions through Songkran celebration activities and the annual company merit-making ceremony, providing employees with opportunities to make merit together and show respect to senior employees and executives. These activities help strengthen relationships, boost morale, and foster a warm organizational atmosphere, reinforcing the Companys commitment to caring for employees as a family, which serves as an important foundation for driving efficient business growth.

## **3) Annual Company Outing**

This activity provides employees with an opportunity to fully relax from work, interact, and strengthen unity among colleagues at all levels. In addition to fostering loyalty and engagement with the organization, it helps recharge employees and inspire new motivation, supporting a positive mindset for creative and effective work performance.

## **4) Annual Sports Competition (HARN GAMES)**

This activity promotes employees participation in sports and supports physical well-being, while strengthening relationships among employees at all levels through teamwork. It also fosters sportsmanship, including learning to win, lose, forgive, and respect universal rules, while emphasizing friendship and participation in exercise over competition results. The activity helps create an atmosphere of harmony and strengthens collaborative spirit, contributing positively to long-term teamwork.

## **5) New Year Celebration Party**

The year-end and New Year celebration party provides an opportunity for employees at all levels to participate in enjoyable and relaxing activities after a year of dedicated work. The event aims to encourage creativity and self-expression, while strengthening relationships and unity within the organization. A key highlight of the event is the announcement of the Employee of the Year award to recognize outstanding employees who serve as role models in their work. The event also includes activities to honor retiring employees in appreciation of their long-standing contributions to the Companys success. These activities not only boost morale, but also reinforce a sense of unity, loyalty, and shared commitment, enabling employees to begin the new year with energy and sustainability.

## **6) Employee Engagement, Happiness and Satisfaction Survey**

HARN believes that creating career stability for employees and supporting a good quality of work life, health, and well-being are important factors in enhancing work efficiency and strengthening the organizations competitiveness. The Company therefore conducts an annual survey on employee engagement and job satisfaction toward the organization.

In the 2025 survey, a total of 157 employees out of 247 employees participated, representing 63.56% of all employees. The survey results showed an average score of 84.42%, an increase of 0.93% compared to 83.66% in 2024, although still below the target of 85%. HARN has analyzed the results and established strategies and action plans to continuously enhance employee engagement and job satisfaction, including improving communication effectiveness, developing a better working environment, and supporting the use of tools and equipment for work. In addition, monthly meetings are held between the Chief Executive Officer and junior- to mid-level management to present work-related information, exchange views, and propose improvements to enhance operational efficiency.

## **Child Labor**

The Company does not employ or support child labor. Specifically, the Company does not hire employees under the age of 18. In the recruitment process, all job applicants are required to present documents or

evidence, such as a passport or national identification card, for age verification and to ensure legal compliance in employment, as stipulated in the Human Resource Management Policy.

**Occupational Health, Safety and Working Environment**

HARN recognizes the importance of life safety and occupational health for employees, contractors, and all related parties. The Company has therefore established policies and management systems that support safe working practices in accordance with international standards and in strict compliance with the Occupational Safety, Health and Environment Act B.E. 2554 (2011). The Company has also appointed a Safety Committee to oversee and monitor situations, as well as report comprehensively and equitably on occupational health, safety, and working environment performance in line with the safety policy. In addition, the Company conducts risk assessments and establishes action plans and preventive measures to address occupational health, safety, and working environment risks.

In 2024, HARN reviewed its Occupational Safety, Health and Environment Manual, work regulations, and operating procedures to ensure compliance with applicable laws, serving as guidelines for safe working practices and as training materials for employees on occupational health, safety, and the working environment. As a result of its commitment to implementing occupational health, safety, and environmental management practices for employees and contractors, HARN achieved the following performance results in 2025:

**Accident Statistics / Lost Time Injury Rate / Work-Related Illness Rate**

Indicators	Target	Unit	2025		2024		2023	
			Female	Male	Female	Male	Female	Male
<b><u>Employees</u></b>								
Being sick at work until stopping work	0	Person	0	0	0	0	0	0
Injured at work until work is stopped	0	Person	0	0	0	0	0	2
Death due to work	0	Person	0	0	0	0	0	0
Downtime Damage Rate (LTFR)	0	Person	0	0	0	0	0	0
Working hours	-	hour	217,464	315,741	205,090	205,090	189,098	281,512
<b><u>Contractor</u></b>								
Being sick at work until stopping work	0	Person	0	0	0	0	0	0
Injured at work until work is stopped	0	Person	0	0	0	0	0	0
Death due to work	0	Person	0	0	0	0	0	0
Downtime Damage Rate (LTFR)	0	Person	0	0	0	0	0	0

**Note:** Lost Time Injury Frequency Rate (LTIFR) refers to the number of lost time injuries per 200,000 working hours. It represents work-related accidents resulting in injuries that prevent an employee from returning to normal work duties on the following workday.

**Basic Firefighting Training and Drills**

**Safety Training for Technical Employees and Construction Contractors**

Training has been provided to educate and communicate policies on occupational safety, health, and the working environment, including promoting and supporting relevant safety practices for technical employees and contractors stationed at customers construction project sites. The objective is to ensure understanding of safety management principles and consistent implementation in the same direction, in order to reduce risks and prevent workplace accidents.

### Safety Training for New Employees

Training on occupational safety, health, and the working environment is provided to ensure that new employees gain knowledge and understanding of HARNs safety, health, and environmental practices, including relevant laws, rules, and requirements. The training also helps employees understand work-related risks and hazards, recognize the importance of compliance with regulations, and strengthen safety awareness. In 2025, a total of 53 new employees received the training, with each employee completing 6 training hours per year. The average post-training test score was 90%.

### Basic Firefighting and Fire Evacuation Training Program

With a commitment to ensuring that employees have the knowledge and skills in basic firefighting and are able to respond to potential fire incidents, including proper and safe evacuation procedures, HARN conducted its annual fire evacuation drill on July 21, 2025, at its headquarters. The drill involved a total of 250 participants, consisting of 147 male employees and 103 female employees, including tenants at the premises. The exercise included a fire simulation scenario and clearly defined roles and responsibilities before, during, and after an emergency to ensure effective control and mitigation of the situation. The training was conducted by instructors from the Training Division of the Bangkok Fire and Rescue Department. The evacuation drill was completed in 4 minutes and 15 seconds, which meets the standard requirement under the Ministerial Regulation on Safety Management and Occupational Health and Working Environment related to Fire Prevention and Suppression B.E. 2555 (2012).

### Workplace Safety Inspections

The Company conducts inspections and monitoring of occupational safety, health, and working environment practices at its headquarters and warehouse in accordance with the established plan, to ensure that employees perform their duties safely and in compliance with applicable laws. In addition, safety-related information is regularly communicated to all levels of employees through multiple channels, including email, LINE Official Account, intranet, and digital signage.

Reference link for employee and labor management plan : <https://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf>

Page number of the reference link : 88-103,114

### Information on setting employee and labor management goals

#### Setting employee and labor management goals

Does the company set employee and labor management goals? : Yes

#### Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
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Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> <li>• Fair employee compensation</li> <li>• Employee training and development</li> <li>• Promoting employee relations and participation</li> <li>• Child labor</li> <li>• Safety and occupational health at work</li> <li>• Non-discrimination</li> </ul>	100% of business activities	2024: There were no disputes, no violations of labor laws, consumer protection laws, employment laws, competition laws, or environmental laws, and there were no protests or strikes whatsoever.	2025: There were no disputes, no violations of labor laws, consumer protection laws, employment laws, competition laws, or environmental laws, and there were no protests or strikes whatsoever.

**Information on performance and outcomes for employee and labor management**

**Performance and outcomes for employee and labor management**

Performance and outcomes for employee and labor management : Yes

In 2025, the Company operated and conducted strict monitoring in line with its target of covering 100% of business activities, with no disputes, no violations of labor, consumer protection, employment, competition, or environmental laws, and no protests or strikes whatsoever.

**Information on employment**

**Employment**

	2023	2024	2025
<b>Total Employment (Person)</b>	244	248	256
Percentage of employees to total employment (%)	100.00	100.00	100.00
Percentage of non-employee workers to total employment (%)	0.00	0.00	0.00
<b>Total employees (persons)</b>	244	248	256

	2023	2024	2025
Male employees (persons)	143	145	151
Percentage of male employees (%)	58.61	58.47	58.98
Female employees (persons)	101	103	105
Percentage of female employees (%)	41.39	41.53	41.02
<b>Total of workers who are not employees ( Person)</b>	0	0	0
Male workers who are not employees (Person)	0	0	0
Percentage of male non-employee workers (%)	0.00	0.00	0.00
Female workers who are not employees (Person)	0	0	0
Percentage of female non-employee workers (%)	0.00	0.00	0.00

#### Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	73	75	68
Percentage of employees under 30 years old (%)	29.92	30.24	26.56
Total number of employees 30-50 years old (Persons)	151	153	164
Percentage of employees 30-50 years old (%)	61.89	61.69	64.06
Total number of employees over 50 years old (Persons)	20	20	24
Percentage of employees over 50 years old (%)	8.20	8.06	9.38

#### Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	42	41	44
Percentage of male employees under 30 years old (%)	29.37	28.28	29.14
Total number of male employees 30-50 years old (Persons)	89	92	93
Percentage of male employees 30-50 years old (%)	62.24	63.45	61.59
Total number of male employees over 50 years old (Persons)	12	12	14
Percentage of male employees over 50 years old (%)	8.39	8.28	9.27

**Number of female employees categorized by age**

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	31	34	24
Percentage of female employees under 30 years old (%)	30.69	33.01	22.86
Total number of female employees 30-50 years old (Persons)	62	61	71
Percentage of female employees 30-50 years old (%)	61.39	59.22	67.62
Total number of female employees over 50 years old (Persons)	8	8	10
Percentage of female employees over 50 years old (%)	7.92	7.77	9.52

**Number of employees categorized by position**

	2023	2024	2025
Total number of employees in operational level (Persons)	200	202	207
Percentage of employees in operational level (%)	81.97	81.45	80.86
Total number of employees in management level (Persons)	39	41	44
Percentage of employees in management level (%)	15.98	16.53	17.19
Total number of employees in executive level (Persons)	5	5	5
Percentage of employees in executive level (%)	2.05	2.02	1.95

**Number of male employees categorized by position**

	2023	2024	2025
Total number of male employees in operational level (Persons)	117	116	120
Percentage of male employees in operational level (%)	81.82	80.00	79.47
Total number of male employees in management level (Persons)	22	25	27
Percentage of male employees in management level (%)	15.38	17.24	17.88
Total number of male employees in executive level (Persons)	4	4	4
Percentage of male employees in executive level (%)	2.80	2.76	2.65

**Number of female employees categorized by position**

	2023	2024	2025
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	2023	2024	2025
Total number of female employees in operational level (Persons)	83	86	87
Percentage of female employees in operational level (%)	82.18	83.50	82.86
Total number of female employees in management level (Persons)	17	16	17
Percentage of female employees in management level (%)	16.83	15.53	16.19
Total number of female employees in executive level (Persons)	1	1	1
Percentage of female employees in executive level (%)	0.99	0.97	0.95

**Number of employees categorized by department over the past year**

Department / Line of work / Unit / Business group	Number of employees (persons)
Senior Executives	5
Management line	10
Project Sales Division	40
Fire Protection and Safety Systems Sales Division	27
Petrochemical Sales Division	5
Refrigeration Systems Sales Division	15
Engineering Support Division	8
Digital Printing Systems Sales Division	30

Department / Line of work / Unit / Business group	Number of employees (persons)
Service Division	33
Specialty Products Sales Division	10
Operations Division	45
Finance Division	28
Total number of employees	256

### Significant changes in the number of employees

Significant changes in number of employees over the : No  
past 3 Years

### Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	143	145	151

### Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	101	103	105

### Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities ( persons)	0	2	2

	2023	2024	2025
Percentage of disabled workers to total employment (%)	0.00	0.81	0.78
<b>Contributions to empowerment for persons with disabilities fund</b>	Yes	No	No

## Information Technology in Human Resource Development

### Information Technology in Human Resource Development

The Company prioritizes Human Resource Management through digital technology to ensure data accuracy, minimize operational errors, and enhance data utilization efficiency across all dimensions. In 2025, the Company implemented the following developments to improve operational efficiency:

**1) Human Resource Management System:** We continue to utilize the 'E-Business Plus' system as a primary tool for employee data management. This online Self-Service platform allows employees to perform transactions anytime and anywhere, promoting a paperless environment and enhancing data storage speed. The system covers the following key functions:

- Payroll Processing
- Leave & Overtime (OT) Request and Approval
- Medical Benefits Claiming
- Compensation & Benefits Inquiry

**2) Digital Workforce Management:** To adapt to modern working environments, the Company has transitioned from paper-based processes to online systems (Digital Transformation).

- **Online Performance Management System (PMS):** Enables employees to review their evaluation results for continuous self-development, while ensuring transparency and accountability.
- **Training Approval System:** Utilizing digital tools for training requests, performance assessments, and training history tracking. This transformation minimizes complexity and significantly saves time on paperwork.

## Information on compensation of employees

### Employee remuneration by gender

	2023	2024	2025
<b>Total employee remuneration (baht)</b>	161,141,571.00	170,151,100.00	172,201,980.00
Total male employee remuneration (baht)	100,219,001.00	101,974,350.00	106,163,197.00
Percentage of remuneration for male employees (%)	62.19	59.93	61.65

	2023	2024	2025
Total female employee remuneration (baht)	60,922,570.00	68,176,750.00	66,038,783.00
Percentage of remuneration for female employees (%)	37.81	40.07	38.35
Average of remuneration of employees (Baht/persons)	660,416.27	686,093.15	672,663.98
Average of remuneration for male employees (Baht/persons)	700,832.17	703,271.38	703,067.53
Average of remuneration for female employees (Baht/persons)	603,193.76	661,910.19	628,940.79
Rate of average of remuneration between female employees and male employees	0.86	0.94	0.89

## Information on provident fund management

### Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

HARN promotes employees ability to independently plan their personal finances appropriately to ensure financial stability after retirement. The Company provides provident fund members with the opportunity to adjust their investment choices in accordance with their individual risk tolerance up to four times per year, and to adjust their contribution rates twice per year, in order to provide flexibility and suitability in line with current economic conditions. These measures enable employees to manage their savings effectively and prepare for a better quality of life in the future.

Reference link to provident fund management policy and guidelines : [www.harn.co.th/storage/downloads/corporate-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf)

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### Overview of methods for determining employee and employer contribution Rates

The Company promotes long-term savings to build financial stability for employees after retirement by providing a provident fund managed by UOB Asset Management (Thailand) Co., Ltd., under disclosure practices aligned with investment governance principles and in compliance with the Provident Fund Act B.E. 2542 (1999). In addition, the Company has established employee contribution rates that increase in line with years of service to encourage employees to grow together with the organization in the long term.

In 2025, a total of 238 executives and employees were members of the provident fund out of 256 total employees, representing 92.96% participation. The total contribution to the provident fund amounted to THB 5,060,762.

Implementation of Investment Governance Code for Institutional Investors ("I Code") by Company's Provident Fund Committee : Yes

### Participation in provident fund membership

#### Details of provident fund participation

##### Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	240	248	256
Number of employees joining in PVD (persons)	233	225	238
Number of PVD members / Total employees (%)	95.49	90.73	92.97
Number of PVD members / Total eligible employees (%)	97.08	90.73	92.97

##### Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	4,762,463.00	4,976,433.00	5,060,762.00

#### Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED	Yes	256	256	238	92.97	92.97

## Information on employee development

### Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	26.52	25.72	23.32
Total amount spent on employee training and development (Baht)	1,031,586.00	665,905.00	607,517.00
Percentage of training and development expenses to total expenses (%) <sup>(*)</sup>	0.000873	0.000575	0.000550
Percentage of training and development expenses to total revenue (%) <sup>(*)</sup>	0.000778	0.000524	0.000502

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Information on safety, occupational health, and work environment

### Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	470,610.00	491,478.00	533,205.00
Total number of hours worked by employees (Hours)	470,610.00	491,478.00	533,205.00
Total number of hours work by non-employee (Hours)	0.00	0.00	0.00

### Statistic of accident and injuries of employees from work

	2023	2024	2025
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	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	2	0	0
Total number of employees that lost time injuries for 1 day or more (Persons)	2	0	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.82	0.00	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (*) (Persons / 1 million-manhours)	4.25	0.00	0.00
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	0.85	0.00	0.00

Additional explanation : (\*) The company with the total number of employees over 100 or more

(\*\*) The company with the total number of employees less than or equal to 100

## Information on promoting employee relations and participation

### Employee engagement

	2023	2024	2025
<b>Total number of employee turnover leaving the company voluntarily (persons)</b>	28	38	43
Total number of male employee turnover leaving the company voluntarily (persons)	16	22	14
Total number of female employee turnover leaving the company voluntarily (persons)	12	16	29

	2023	2024	2025
Proportion of voluntary resignations (%)	11.48	15.32	16.80
Percentage of male employee turnover leaving the Company voluntarily (%)	57.14	57.89	32.56
Percentage of female employee turnover leaving the Company voluntarily (%)	42.86	42.11	67.44

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

**Employee internal groups**

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

## Responsibility to customers/ consumers

### Information on responsibility to customers/consumers policy

#### Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data
- Reference link to consumer data privacy and protection policy and guidelines : <http://www.harn.co.th/storage/downloads/corporate-governance/corporate-policy/harn-personal-data-protection-policy-th.pdf>
- Page number of the reference link : 1-11

#### Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : Yes
- Responsible sales and marketing guidelines : Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts
- Reference link for responsible sales and marketing policy and guidelines : <https://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf>
- Page number of the reference link :

#### Policy and guidelines on communicating the impact of products and services to customers / consumers

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information, Appropriate marketing communications for vulnerable groups, including children or youth under 12 years old, Appropriate marketing communications through digital channels
- Reference link to policy and guidelines on communicating the impact of products and services to customers / consumers : <https://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf>

## Information on customer management plan

### Customer management plan

Company's customer management plan	:	Yes
Customer management plan implemented by the company in the past year	:	Responsible production and services for customers, Communication of product and service impacts to customers / consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

#### 1) Confidentiality of Customers Personal Data

HARN to the importance of respecting the rights and committing to protect the personal data of customers which have been collected, stored, used, and revealed in presenting products and services to meet the needs as appropriate, accordance with personal data protection notice to show transparency in its operations, which has policies and guidelines are in accordance with the Personal Data Protection Act (PDPA) through its website [www.harn.co.th](http://www.harn.co.th), covering the following:

- Personal data collected by HARN
- Objectives of personal data processing
- Disclosure of personal data
- Duration of personal data collection
- Rights of the owners of personal data
- Contact channels to HARN and personal data protection officers
- Review of policies on privacy

The personal data protection officers (DPO) are responsible for protecting customers' personal data. To protect confidential information from leaking to external parties, the confidentiality of the data is categorized by level of importance and is limited to the scope of duties and responsibilities assigned. HARN provides a complaint channel regarding customers personal data through the website [www.harn.co.th](http://www.harn.co.th). If any customer has a complaint, HARN will investigate the facts, consider corrective actions, provide advice or suggestions, and identify measures to resolve the issue. A suitable time frame for investigation will be set, taking into account the nature of the issue and the corrective action to be taken in collaboration with the relevant parties. In case of financial damage, compensation will be provided based on the severity of the issue, or legal penalties may be applied depending on the case.

#### 2) Responsibility to Consumers/ Consumers

HARN is committed to selling products that meet international standards, developing services in line with customer expectations and satisfaction, and adhering to business ethics when interacting with customers with responsibility and integrity with the highest benefit of customers in mind, under the policies that focus on customer responsibility and development. Emphasis is placed on the development of products, services, and solutions, utilizing information technology and technology as tools to manage sales processes to improve the efficiency of delivering products and services to customers as targeted. Also uses technology to monitor potential issues and obstacles to ensure that planning for expansion and product delivery aligns with customer needs. Additionally, HARN is transitioning to an environmentally friendly business and fosters customer engagement through Facebook, its website, Line Official Account, and seminars, allowing customers to securely access and exchange information via digital systems.

Also, emphasize lawful and ethical marketing communications, respecting consumer rights. We avoid misleading claims, unlawful promotions, and unethical content. Our product labeling complies with legal requirements, and we ensure responsible marketing for vulnerable groups, including children under 12. Our policies and guidelines are outlined in our business code of conduct, available at [www.harn.co.th](http://www.harn.co.th).

Furthermore, HARN continuously focuses on improving its management system in accordance with ISO 9001:2015 standards and developing the correct knowledge and understanding among employees and stakeholders regarding

workplace safety to ensure the safety and reliability of products and services delivered to customers. A department is designated to regularly inspect product quality standards every month, and a separate unit inspects the operational systems, service processes, and methods for addressing feedback and complaints. These activities are aligned with company policies, announcements, and operating regulations, and suggestions and complaints will be promptly considered for improvement and corrective action within an appropriate time frame.

### 3) Quality and standard of the products

HARN emphasizes on the quality and the standard of the distributed products so that the customers can be confident in the quality and the safety of the products that follows the terms and conditions agreed upon with HARN. The products sold by HARN are mostly certified by the UL (Underwriters Laboratories) and/or FM (Factory Mutual) and/or BS (British Standard) and/or TIS (Thai Industrial Standards) and/or EN (European Standard) and/or Vds Standard. As for HARNs OEM, these are produced under BS or ASTM International, including all aspects of HARNs operation is certified by the ISO 9001:2015.

### 4) Products Insurance

HARN ensures the damages or defectives of products following the insurance conditions of the products that HARN distributes or installs for the customers for 6 months to 1 year, for the machines and the spare parts, respectively. The products of HARN had been insured already by the suppliers for similar time.

For project sales, after completion of installation work, HARN ensures the installed products under the conditions for 1 year where the suppliers also ensure the products to HARN for 1 year as well and may consider purchasing additional warranty from the seller in case the customer wants a longer warranty.

### 5) Customer Relationship Management Plan

HARN recognizes the importance of customer satisfaction, which is why it has implemented the ISO 9001:2015 quality management system within the organization. The quality policy is stated as: We will create a lasting impression on customers with fast service, high-quality products, and continuous development of personnel through ongoing improvements in work processes. This is to maintain customer satisfaction with products and services, and the principles are communicated to all business units.

Also focuses on managing good relationships with customers through various marketing activities, such as regular customer visits, promotional activities, customer satisfaction surveys at least once a year, and training sessions about products and services. These efforts lead to trust and the development of long-term partnerships with customers, HARN aiming for customer loyalty and repeat business.

Additionally, HARN systematically manages customer complaints through its website at [www.harn.co.th](http://www.harn.co.th), ensuring complaints are handled, tracked, and reported across all business units. Customer satisfaction surveys for HARN products and services are conducted annually to continuously improve product quality, services, and internal processes. These surveys provide important data that enhances understanding of customer needs.

Reference link for company's customer management plan : [https://www.harn.co.th/wp-content/uploads/2025/03/SO05\\_การจัดการด้านความยั่งยืนในมิติเศรษฐกิจ-EN.pdf](https://www.harn.co.th/wp-content/uploads/2025/03/SO05_การจัดการด้านความยั่งยืนในมิติเศรษฐกิจ-EN.pdf)

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## Information on setting customer management goals

### Setting customer management goals

Does the company set customer management goals : Yes

### Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> <li>• Responsible production and services for customers</li> <li>• Communication of product and service impacts to customers/consumers</li> <li>• Development of customer satisfaction and customer relationship</li> <li>• Protection of customer personal information</li> </ul>	more than 90 percent	2024: Results of the annual customer satisfaction survey	2025: Results of the annual customer satisfaction survey

## Information on performance and results of customer management

### Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

HARN places strong emphasis on customer satisfaction as a core principle of its business operations. The Company has implemented the ISO 9001:2015 quality management system within the organization and has established its quality policy as follows: We will create customer satisfaction through high-quality products and services, advanced technology, and excellent business management. This policy is aimed at maintaining and enhancing customer satisfaction toward the Company's products and services, and has been effectively communicated across all business units.

In addition, HARN focuses on maintaining strong customer relationships through continuous marketing activities, such as regular customer visits, promotional events, and conducting customer satisfaction surveys at least once a year. The Company also provides training and product knowledge sessions related to its products and services. These initiatives help strengthen trust, build partnerships, and foster long-term customer loyalty, leading to repeat purchases and continued use of the Company's products and services.

The Company manages customer complaints in a systematic and end-to-end manner through its website, [www.harn.co.th](http://www.harn.co.th), which is used for receiving, tracking, and reporting the resolution of customer complaints across all business units. This is carried out in parallel with customer satisfaction surveys regarding the Company's products and services. The information obtained is used to continuously improve product quality, service standards, and internal processes on an ongoing annual basis. This serves as important feedback that enables the Company to better understand customer needs.

In 2025, the Quality Management Department was responsible for monitoring quality, service performance, complaint handling, and compliance, as well as conducting customer satisfaction surveys delivered to customers in October 2025. The proportion of customer complaints resolved within an appropriate timeframe was 100%. The average customer satisfaction score for 2025 was 94.10%, a slight decrease of 0.04% compared to 2024, but still 4.10% above the target of 90% set by the Company.

Based on the customer satisfaction survey results, HARN has continued to maintain a high level of customer satisfaction. The Company has improved product quality and service delivery, expanded communication channels and after-sales services for customers, and regularly provided useful business

information to customers. In addition, survey results are communicated to relevant departments to support improvements in products, services, and work processes, as well as to further enhance customer satisfaction in response to customer needs.

In 2026, the Company plans to incorporate Net Promoter Score (NPS) analysis into its customer satisfaction survey as an additional tool to assess customer satisfaction and brand loyalty. The analysis results will be used to further improve operations and more effectively respond to customer needs.

However, HARN remains committed to and places strong importance on maintaining good customer relationships, with a focus on marketing activities, enhancing product knowledge for employees involved in sales through regular training, and continuously developing new products. These efforts aim to deliver products and services that meet customer expectations and maintain customer trust.

<b>Customer Satisfaction</b>	<b>2025</b>	<b>2024</b>	<b>2023</b>
Products and Services (Product Quality, Product Variety, and Service Quality)	93.60	93.50	92.91
Sales Personnel, Service Personnel, and Project Engineers (Product Knowledge, Service, Problem Solving, and Installation Work)	94.35	94.27	93.65
Other Services (Management, Information Provision, and Communication with HARN)	94.36	94.64	93.94
<b>Overall Average Satisfaction</b>	<b>94.10</b>	<b>94.14</b>	<b>93.50</b>

#### Customer satisfaction

	<b>2023</b>	<b>2024</b>	<b>2025</b>
Evaluation results of customer satisfaction	Yes	Yes	Yes

#### Channels for receiving complaints from customers/consumers

Company's channels for receiving complaints from : Yes  
customers/consumers

Telephone : 023189744

Fax : 023189744

Email : dec@harn.co.th

Company's website : www.harn.co.th

Address : 559 Soi Soonvijai 4, Rama 9 Road, Bangkok, Huaykhwang,  
Bangkok 10310

## Responsibility to community/ society

### Information on community development and engagement policies

#### Community development and engagement policies

- Community development and engagement policies : Yes
- Reference link for community development and engagement policies : [www.harn.co.th/storage/downloads/corporate-governance/corporate-policy/harn-sustainability-policy-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/corporate-policy/harn-sustainability-policy-th.pdf)

### Information on community and social management plan

#### Community and social management plan

- Company's community and social management plan : Yes
- Community and social management plan implemented by the company over the past year : Employment and professional skill development, Education, Forests and natural resources, Sports and recreation, Occupational health, safety, health, and quality of life, Water and sanitation management, Reducing inequality

HARN as a company providing engineering services in fire protection systems, air-conditioning, sanitary, refrigeration, digital printing, and 3D bioprinting. Having a mission to sustainably contribute to society by conducting business responsibly by leveraging the capabilities of its personnel, technology, and collaboration with both public and private sector partner networks. Creating positive impacts on society, communities, and the nation, initiatives include developing human resources, communities, and society, as well as promoting conservation and restoration of natural resources and the environment. Additionally, promoting opportunities for disadvantaged individuals to improve their quality of life aims to mitigate potential negative impacts of business operations. HARN has considered covering and aligning with the needs, expectations, and concerns of all stakeholders through participatory processes to foster relationships and understanding. This involves creating shared value between the organization and the community in balanced, leading to sustainable collaboration in the future. This approach aims to generate social holistic images and outcomes.

- Reference link for company's community and social management plan : [www.harn.co.th/storage/downloads/investor-relations/one-reports/harn-one-report-2025-en.pdf](http://www.harn.co.th/storage/downloads/investor-relations/one-reports/harn-one-report-2025-en.pdf)

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### Information on setting of community and social management goals

#### Setting of community and social management goals

- Does the company set community and social management goals : No

## Information on outcomes and results of community and social management

### Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

#### 1. Knowledge Sharing and Academic Collaboration

HARN has shared its knowledge and experience by transferring expertise in refrigeration systems and IoT to academic institutions, including King Mongkuts University of Technology North Bangkok and King Mongkuts Institute of Technology Ladkrabang. This initiative aims to provide students and engineering personnel with deeper practical understanding derived from real industrial experience. This represents the creation of value through preparing quality human resources for the labor market. It not only contributes to the development of the nations human capital but also plays an important role in elevating the standards of Thai engineering for sustainable long-term growth.

#### 2. Support Through Donations and Volunteer Activities

In 2025, the Company carried out public benefit activities through donations to support education, hygiene, and disaster relief, while also fostering a volunteer mindset by encouraging employees to continuously participate in social contribution activities, as follows:

##### 1) HARN United for Flood Relief Project

Following the flooding in southern Thailand, which affected a large number of people, the Company organized a fundraising activity to provide urgent assistance and help alleviate hardship. Management and employees jointly contributed donations totaling THB 46,000 to the Songklanagarind Hospital Foundation, Hat Yai District, Songkhla Province, to support medical missions, treatment for flood victims, and the restoration of damaged healthcare facilities. In addition, essential consumer goods and supplies were collected and delivered to the Thai Red Cross Society for further distribution to affected communities.

##### 2) HARN United for Educational Opportunities Project

On 19 December 2025, the Companys management and employees visited Ban Thung Kled School, Ko Lak Subdistrict, Mueang District, Prachuap Khiri Khan Province, to carry out activities including donating educational supplies, providing scholarships, and supporting funding for improvements to school buildings and landscape areas to enhance safety and create a better learning environment for students. The total support provided amounted to THB 210,009.20.

##### 3) Clean Drinking Water for Children Project

On 8 March 2025, the Company donated two water filtration units and one stainless steel drinking water dispenser to Ban Phu Khae School, Pak Chong Subdistrict, Chom Bueng District, Ratchaburi Province. In addition, the Company participated in recreational activities and sports with the students to foster good relationships and create a warm and positive atmosphere between the Company and the community.

##### 4) Giving from the Heart, Moving Forward Together, Sharing with Children Project

###### 4.1 Promoting Educational Opportunities

At Ban Yang Ngam School, Phunphin District, Surat Thani Province, where the school lacked educational materials and many students families faced economic hardship, the Company, together with employees and customer partners, joined hands to provide essential educational supplies to help students be better prepared for learning and encouraged in their studies.

###### 4.2 Supporting Quality of Life

At School for Life, Wat Don Chan, Mueang District, Chiang Mai Province, HARN took part in supporting orphaned, underprivileged, and disadvantaged children by donating rice, dry food, and essential daily necessities to help improve their quality of life.

##### 5) Sharing What We Love, Supporting Education Project

Employees and management jointly donated a total of 231 items, which were converted into scholarship funds totaling THB 15,300. This amount was able to support scholarships for two underprivileged students (average scholarship of THB 7,000 per student per year).

### 3. Forest Fire Volunteer Insurance Project

HARN contributed donations to support life and accident insurance coverage for 20,000 National Park, Wildlife and Plant Conservation volunteers nationwide under the Forest Fire Volunteer Insurance Project, organized by the Bangkok Breath Council. The initiative aims to provide security and morale support for volunteers who sacrifice themselves to help combat forest fires, where they face risks of injury, disability, or even loss of life.

### 4. Participation in Research on Carbon Dioxide Sequestration Assessment

In 2024, HARN signed a Memorandum of Understanding (MOU) with the Anandamahidol Foundation Scholars Association, Kasetsart University, Silpakorn University, Geo-Informatics and Space Technology Development Agency (GISTDA), Siam Cement Public Company Limited, mu Space and Advanced Technology Co., Ltd., and the Department of National Parks, Wildlife and Plant Conservation to collaborate on research related to carbon sequestration assessment and net carbon dioxide fixation balance in dry dipterocarp forest ecosystems using remote sensing, under the **Wonnapha Project**.

This signing represents a collaboration among the public sector, private sector, and the Department of National Parks, with the objective of implementing a project to develop carbon monitoring, carbon accounting, and carbon credit assessment from natural forests covering both above-ground and below-ground carbon stock through remote sensing technology and assessment under Tier 3 standards. The project aims to monitor reductions in greenhouse gas emissions resulting from deforestation and forest degradation caused by recurring wildfires in Mae Ping National Park, while also supporting the forests natural regeneration by reducing the frequency and recurrence of forest fires.

Currently, the Wonnapha Project has completed the installation of carbon monitoring towers. In addition, Thai President Foods Public Company Limited and Harn Engineering Solutions Public Company Limited have begun a pilot employment initiative for two vulnerable persons with disabilities, who were formerly involved in forest gathering, hunting, and slash-and-burn activities. The employment is arranged under Sections 33 and 35 of the Persons with Disabilities Empowerment Act, with the objective of creating income for their families while also restoring dignity and human value to persons with disabilities. The initiative also aims to demonstrate to society that persons with disabilities can contribute meaningfully to themselves, their families, and society.

## Benefit from implementing social development project

### Financial benefits

Does the company measure the financial benefits : No  
from social development?

### Non-financial benefits

Does the company measure the non-financial : No  
benefits from social development?

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### Corporate Governance Policy

#### Information on overview of the policy and guidelines

##### Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

HARN has a committed to be a leading provider of sustainable total of Fire Protection System, Refrigeration System, Digital Printing System, and biological 3D printing system, including provide development IoT Products and Solutions that meet customer needs to improve quality of life, society, and environment. Conducting an honest, transparent, and accountable business, sets its business on corporate governance principles and a code of conduct, recognized as basic requirements for efficient business operations and key foundation for building confidence from all stakeholders, to raise competitiveness, and to promote sustainable growth and can adapt to the changes of various environmental factors.

The Board of Directors (The Board) developed a Corporate Governance Policy, as well as code of conduct in business of all directors, executives, and employees, adhered to this as its guideline been practicing since 2013 has published through website, [www.harn.co.th](http://www.harn.co.th), which was reviewed related principles and practices regularly to improve the standard of operations to comply with Good Corporate Governance Principles (CG) of Securities and Exchange Commission (SEC) and Stock Exchange of Thailand (SET).

HARN has defined that corporate governance is part of the vision, mission, and values of the organization. The goal is to be a company with sustainable business of continuous growth, promotes the development of innovation and technology along with creating business cooperation based on corporate governance, transparency and sustainability.

To illustrate the commitment that adheres to as an operating framework application of such policy and code of conduct to their jobs. The Boards policy on **Corporate Governance of HARN** is as follows:

1. The Board of Directors, Executives and all employees must perform their duties with determination, commitment and responsibility to the best of their ability for the benefits of the HARN and to uphold the 5 international standard principle of corporate governance (REACT) with understanding to conduct business, and confidence, thus resulting in a corporate culture, as well as to executing their duties under applicable laws, regulations, and requirements strictly.
2. The Board of the Directors has a significant role together with the Executives to set the visions, strategies policies and important plans, including establishing the management structures that relates fairly between the Board of Directors, the Executives and the shareholders and to plan the management guidelines and the appropriate business operations including making sure that the accounting system, the financial report and the accounting audit are reliable.
3. The Board of Directors and the Executives must be the leaders in terms of ethics and be an example for working with honesty, fairness, transparently and accountable.
4. The Board of Directors, the Executives and all employees must uphold fairness by treating all stakeholders equally, including keeping watch, control and prevent anyway decisions or actions that may have conflict of interests with relating issues.
5. The Board of Directors must operate with the efficient anti-corruption system including reporting regularly to ensure that all directors, executives and employees is aware and emphasizes include follows the anti-corruption policies strictly.

6. Compliance with the corporate governance policy of HARN is considered an important key performance index in evaluating the business management of the Board of Directors and the Executives and to assess the performance of employees.

The Board acknowledged the outcomes of CG implementation in 2024, approve embraced the revision to the Charter, and sustainable development policy to ensure suitability for HARN business context, include review Corporate Governance Policies, Code of Conduct, Risk Management Policies, and Anti-Corruption Measures manual its indeed remained completely up-to-date, suitable, and consistent with various criteria.

HARN announced the approved policy on the Intranet on April 1, 2024 requires all directors, management, and employees to acknowledge and observe all policies in the course of their works, and disclosed on website, [www.harn.co.th](http://www.harn.co.th) both Thai and English are for investor and stakeholders to use or use for reference.

Reference link for the full version of corporate governance policy and guidelines : <https://www.harn.co.th/wp-content/uploads/2025/03/CG01-นโยบายCG.pdf>

### **Policy and guidelines related to the board of directors**

Are there policy and guidelines related to the board of directors : Yes

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies

### **Nomination of directors**

#### **1. Nomination Criteria of the Board and Independent Directors**

HARN define Criteria and process for the Board members nomination in compliance with relevant laws and regulations the Public Company Limited Act, and the securities and exchange law, as well as other relevant notifications, stipulations and/or regulations, as described in CG Policy, that directors must hold qualifications that comply with laws and regulations, considering experience, knowledge, and skills that benefit the business. The criteria, in addition, opened to the diversity of gender, race, ethnicity, nationality, or country of origin. Also, values independence of the Directors, their conflict of interest, and their directors diversity of expertise and has developed a Board Skill Matrix aligned with Nomination and Remuneration Policy to assist in the selection process. Include to create a wide range of expertise in line with strategic directions. Also searched and selected qualified Directors through the Thai Institute of Directors list of professional directors (IOD) or other agencies provide that HARN deems appropriate.

HARN specifies the composition for appointing independent directors not less than one-third of all directors. and there are at least 3 independent directors. In case of any director and/or independent director vacating office before the end of the office term, the Board may appoint a new director with the required qualifications as a replacement. The replacing shall hold office only for the remaining term of office of the independent director whom he has replaced.

#### **2. Nomination Criteria of the Board**

1) Allowing minority shareholders to propose qualified names according to the law as per qualifications set by HARN in order to be a candidate of the Board, by announcing invitations on website [www.harn.co.th](http://www.harn.co.th) at least 90 days in advance of the shareholders' meeting. HARN set ratio of minimum shares to be qualified prior to the announcement and must have a minimum of 5% voting shares of HARN. However, nominations must include history of education and sufficient experience to helpfully decision.

2) The nomination and Remuneration Committee review rules and method of recruiting to the board prior to the end of term of office. If submit the former Board as a candidate, performance of that individual must be reviewed once

again. However, the Nomination and Remuneration Committee, may appointed consultant to assist in the selection of directors.

3) The Nomination and Remuneration Committee selects and proposes to the Board for consideration of the names of qualified candidates prior to the Shareholders approval in the AGM. After the Boards endorsement, the list of qualified candidates is proposed to the AGM, individually. In this process each director and/or independent directors must receive more than half of the total number of votes of Shareholders attending the AGM and having the right to vote.

4) The shareholders meeting shall elect the directors in accordance with the following criteria and procedure:

- The shareholders voting right of one share equals one votes, provided separate ballot for each of the Director, the majority votes of the shareholders who attend the meeting and have the right to vote.

- The shareholders right shall cast all the votes he has to elect one or several directors. In case of electing several directors, each shareholder may not divide his votes and allocate them to all such candidates in portions.

### **3. Nomination Criteria the Chairman of the Board**

The Board shall elect one of the Board members as Chairman of the Board to supervise and control meetings of the Board and meetings of the shareholders of HARN to ensure efficiency and compliance with relevant rules and regulations and to meet the meeting objectives.

To segregate policy-making duties from those of day-to-day management and to enable directors to look after and assess performance effectively, HARN has required that the Chairman of the Board and the Chief Executive Officer are always two persons. This is because the Chairman needs to define policy and oversee managements performance, guide, and assist it, but not to take part in or interfere with day-to-day management, which is the duty of the Chief Executive Officer under the authority delegated by the Board.

Board Meeting No. 1/2023 of February 24, 2023 the 2023 Annual General Meeting held on April 24, 2023, Mr. Mr. Pichet Sithi-Amnuai was appointed as an Independent Director and Chairman of the Board. Effective from April 24, 2023, which in accordance Corporate Governance guidelines. The current Chairman is an independent director. He exercises high-level leadership and ensures that directors do not fall under the influence of management by encouraging them to exercise their voting rights and strictly comply with the CG code. Does not repeat a position of Chief Executive Officer which is Mr. Thammanoon Tripetchr. He has no business relationship or bloodline with the CEO. Therefore, the position is suitable and balanced.

### **4. Qualifications the Directors**

The Board must be a leader, have vision, able to monitor and system promote business operations to law and ethics with corporate governance. Control management to ensure the effectiveness of operations, achieving targets and adding value for shareholders, and other stakeholders to align with HARNs business strategy, as qualifications follow:

1) Must not be over 80 years of age, which they may be re-elected for another year on year, taking into knowledge necessary for business. However, must be approved by the Board of Director meeting.

2) The Board must be duly qualified, without the prohibitions stated in the Public Limited Company Act and the securities and exchange law, Including not having characteristics indicating lack of suitability as specified in the notification of the Securities and Exchange Commission, must whose name be listed as directors of a company issuing securities according to the Notification of the Capital Market Supervisory.

3) Independent directors must command independence as required by SETs Notification on the qualifications and scope of work of the Audit Committee.

4) Must never been sentenced to imprisonment, except for violations of the law by negligence or a petty offence and never have been expelled, dismissed, or removed from a position because of malfeasance.

5) Must not be a political official, except for holding a directorial position under a provision of law and not hold any position in a political party or be an official of political party

6) Have knowledge and experience be beneficial to the business, honesty, integrity, and ethics and perform duties for the fullest.

7) Representing of shareholders as a whole not representing any group.

8) Limit of 5 listed companies on SET where directors can each serve, without exception.

9) Prohibited conducting business or become a partnership or being director, executive, authorized in other juristic with same business, which the benefit of oneself or another person, unless the Board meeting to the resolution of appoint.

### **5. Qualifications the independent directors**

The Board, approved the definition of the independence of directors, with in line the criteria set by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) as follows;

1) Holding not more than 1% of the total shares with voting rights of HARN<sup>1/</sup>, which shall be inclusive of the shares held by any related person thereof. (Person related shall mean the person under Section 258 of the Securities and Exchange Act);

2) Neither being nor having been an executive director, an employee, a staff member, an adviser who receives a regular salary, or a controlling person of HARN<sup>1/</sup> unless the foregoing status has ended for no less than 2 years;

3) Not being a person related by blood or registration under law of other directors, major shareholder, controlling person or person to be nominated as an executive or a controlling person of HARN<sup>1/</sup> or its subsidiary company;

4) Neither holding nor having held a business relationship with HARN<sup>1/</sup>, in a manner which may interfere with his/her independent judgment; and neither being nor having been a substantial shareholder or a controlling person of any person having a business relationship with HARN<sup>1/</sup>, unless the foregoing relationship has ended for no less than 2 years;

5) Neither being nor having been an auditor of HARN<sup>1/</sup>, and not being a substantial shareholder, controlling person or partner of an audit firm which employs auditors of HARN<sup>1/</sup>, unless the foregoing relationship has ended for no less than 2 years;

6) Neither being nor having been any professional service provider including legal adviser or financial adviser who receives an annual service fee exceeding Baht 2 million from HARN<sup>1/</sup>, and not being a substantial shareholder, controlling person or partner of the professional service provider, unless the foregoing relationship has ended for no less than 2 years;

7) Not being a director who has been appointed as a representative of a director of HARN, major shareholder, or shareholder related to the major shareholder;

8) Not undertaking any business the nature of which is the same as that of HARN or subsidiary company and which, in any material respect, is competitive with the business of HARN or subsidiary company or not being a substantial partner in the partnership, a director who is involved in management, an employee, a staff member, an adviser who receives a regular salary, or a shareholder holding more than 1% of the total shares with voting rights of a company undertaking any business the nature of which is the same as that of HARN or subsidiary;

9) Not having any characteristics that prohibit the expression of independent opinion towards HARNs business undertakings.

**Note:** 1/ Including company principal, subsidiary, associated, major shareholder, or controlling person of HARN.

Reference link for Nomination of directors : <https://www.harn.co.th/en/corporate-governance/corporate-policy>

### **Determination of director remuneration**

HARN fairly and sensibly specifies the remuneration of directors. The remuneration consideration criteria are related to the responsibilities and performance of the board of directors, overall economic circumstances while making comparisons with other companies in the same industry to come up with a comparable and motivating. The Nomination and Remuneration Committee set directors annual remuneration to the Board for agreed before presenting the AGM for approval.

### **Principles of compensation for the Board of Directors and Board Committees are as follows:**

1. The Nomination and Remuneration Committee is the person who determines and establishes the principles or policies "Remuneration for Directors" and propose to the Board of Directors for approval to propose to the Annual

General Meeting of Shareholders which must comply with HARN's Articles of Association, Chapter 4, regarding the Board of Directors, including various factors related as follows:

- Duties and responsibilities of each director
- To be appropriate when compared to other public companies that has the similar operating results and business operations.
- To be fair and transparent to create incentives to maintain qualified directors as needed
- To be appropriate for the ability to get paid the compensation from HARN

2. The Nomination and Remuneration Committee is summaries the annual remuneration and compensation which must not exceed the amount approved by the shareholders' meeting from the previous year and propose to the Board of Directors for approval to report to the shareholders' meeting to acknowledge the amount of money actually paid by considering the following factors:

- Company performance previous year
- Determine the appropriate time to pay
- Details and conditions of payment such as annual remuneration for all directors who remain in office in the event that any director has recently held the position and has not yet completed a service year, annual remuneration will be paid in proportion referring to time appointment since joined.

3. Board and Committee members entitled to receipt of Directors' remuneration must not be HARNs employees.

4. Board member who also serve in another committee shall receive only one remuneration that pay the highest rate.

Reference link for Determination of director remuneration : <https://www.harn.co.th/en/corporate-governance/corporate-policy>

### **Independence of the board of directors from the management**

The Board shall consider, express opinions on, and vote for activities under their authority. If a decision is made under pressure from work, family, or any conflict of interest, it may be made in bias to benefit the directors in question, their family, or other contacts. The independence of the Board must be emphasized in order to protect the shareholders and HARNs benefit. Therefore, any director who is not entirely independent shall not make decisions. At a given meeting in 2025, those with conflicts of interest with HARN must inform the meeting to and abstain from voting on each such matter.

Independent Directors shall be independent from major shareholders and executives. They shall also have adequate access to financial-related and business information in order to provide a free opinion to protect the best interest of minor shareholders, acting with care and honesty. In addition, being an Independent Director set a policy for independent directors to hold office continuously for **no more than 9 years** from the date of appointment or from the date HARN is listed on the stock exchange without exception. In 2025, **none** of the independent directors have been on the position for longer than 9 years. 4 are independent directors out of the total of 8 directors is more than one-third of all directors. In this regard, independent directors meet the standards of the Securities and Exchange Commission (SEC) and the Thai Stock Exchange. (SET) and does not violate or conflict, with other relevant laws, free to express opinions.

In this regard, the independent directors shall examine and certify their qualifications and independence at least once a year, also required to disclose independence on office-holding by independent directors of HARN, in the Annual Disclosure Statement / Annual Report (Form 56-1 One Report).

Reference link for Independence of the board of directors from the management : <https://www.harn.co.th/en/corporate-governance/corporate-policy>

### **Director development**

#### **1. Director development**

The Board encourages all directors to keep on learning as support for their improved performance. HARN directors underwent training with Thai Institute of Directors Association (IOD) and other leading entities and institutes. The Nomination and Remuneration Committee consider training curricula related and to foster their work knowledge to the Board application to HARNs businesses for sustainable growth.

## **2. Orientation of New Directors**

The Board of Directors has established an orientation program for all newly appointed directors prior to assuming their duties. The purpose is to ensure that new directors understand the Companys expectations regarding their roles, duties, and responsibilities, as well as the Companys corporate governance policies and practices. The program also provides knowledge and understanding of the Companys business and operations in various aspects to prepare directors for the effective performance of their duties. In 2025, one new director underwent the orientation program, namely Mr. Sumrid Sumnieng, on 28 October 2025.

Reference link for Director development : <https://www.harn.co.th/storage/downloads/corporate-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf>

## **Board performance evaluation**

HARN arranges for performance assessment of the Board and Board-Committee on an annual basis according to the good practices of the Thai Stock Exchange, serve as a framework for reviewing and reviewing structures, qualifications, meetings, roles, and responsibilities. The responsibility of the board of directors and more effective performance development. The assessment is divided into two types:

- (1) Whole Board and Board-Committee Assessment
- (2) Individual Board and Board-Committee Assessment

### **1. Process of Self-Assessment the Whole Board and Individual**

The Board Meeting No. 5/2025 of October 6, 2025, approved the 2025 Boards performance assessment form, which was reviewed and improved to have diverse the roles, duties and responsibilities covered according the Board Charter. The assessment forms were sent to each individual director for assessment and returned to the Secretary Company for analysis, then, raised the assessment results together with comments to the Board for acknowledgment. Recommendations from the assessment shall be used to identify guidelines to develop and enhance performance efficiency.

- 1) Board of Directors approve and review the evaluation form for accuracy and completeness in accordance to the regulations set by the supervisory authorities.
- 2) Executives do self-evaluations, as team and individuals to express the opinions about the roles and duties of committee. The freedom, managerial structure, knowledge development and comments on corporate management.
- 3) The summary and performance evaluation of the board of directors are summarized by the Company Secretary and reported to the Board of Directors
- 4) The Company Secretary analyzed the results and additional comments from the board of directors to make a plan to improve and develop.

### **2. Criteria of Self-Assessment the Whole Board and Individual**

#### **Assessment Criteria**

- (1) Structure and qualifications
- (2) Meetings
- (3) Roles, duties and responsibilities
- (4) Other

#### **Measurement Criteria**

- Level 0 - Need significant improvement
- Level 1 - Partially meet expectations
- Level 2 - Meet expectations

Level 3 - Exceed expectations

Level 4 - Exemplary best practices

Calculated as a percentage from the full score in each topic: more 90% is Excellent, 80-89% is Good, 70-79% is Relatively Good, 60-69% is Fair, below 60% Need improvement

### 3. Results of Self-Assessment the Whole Board and Individual

Board of Director		Whole 87.21%	Individual 87.98%
Audit Committee		Whole 97.59%	Individual 95.42%
Nomination & Remuneration Committee	Whole 89.42%	Individual 87.78%	
Executive Committee		Whole 74.98%	Individual 76.85%
Risk management Committee	Whole 76.72%	Individual 76.35%	

The Board has provided recommendations to enhance the effectiveness of its duties, ensuring they contribute positively to HARNs business operations. Additionally, the Board collectively reviews the evaluation results to further improve its performance.

HARN also establishes an annual development plan for directors to support their continuous growth. However, the Board has not yet engaged an external consultant to assist in setting evaluation frameworks or providing recommendations on board performance assessments.

Reference link for Board performance evaluation : [www.harn.co.th/storage/downloads/corporate-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf)

### Corporate governance of subsidiaries and associated companies

HARN determine policies to govern subsidiaries by setting way of conduct guidelines, internal control, disclosure of financial performance, transactions with connected persons, acquisition or disposition of property, other important, capital increase, capital reduction, and dissolution of subsidiaries, so that their work procedures in conformity according to the law and relevant regulations as a governance tool for companies in which HARN holds shares. All are required to practice and drive toward the same standard across HARN through HARNs representative(s) assigned as directors. This way, HARN commands unity in action, leading to synergy, enhanced capability and strength in competition to in turn lead to joint growth in a transparent and sustainable way.

#### Below is the scope of executives, which consists of governance principles:

1. Major joint venture is defined as has ratio of the voting shares between 20-50% and invest large amount of sum. In necessary circumstances, the Board must arrange Shareholders agreement or other agreement to clarify authority of management and decision, to use for financial statement of HARN according to the standards and timeline.
2. Rules, Regulations and Policy, including directives which form part of the governance designed to drive linkages between HARNs policy governance and its successful implementation driven toward a uniform standard throughout by HARNs representatives assigned to serve in these subsidiaries as directors.
3. Steering for management by defining objectives and goals, strategies, and policies, and allocating key resources for objective and goal achievement, including monitoring, assessing, and ensuring performance reporting. Must report implementation updates to the Board.
4. HARN's Quality Management Division is responsible for monitoring and reporting on the effectiveness of internal controls within subsidiaries to the Chief Executive Officer and Chief Operating Officer, in accordance with the established plan.

The Board of Directors, which supervises the subsidiaries as part of the operation, have a resolution to appoint a representative to take the position of director in Aiyaraharn Company Limited (Subsidiary). To act in pushing for good corporate governance policies and practices, code of conduct, risk management and anti-corruption measures HARN's are of the same standard, along with setting annual goals and indicators and require monthly meetings between representatives and executives of subsidiaries, reports are submitted to the Board of Directors at every board meeting.

HARN has operations to promote compliance with policies and guidelines for supervising subsidiaries. In 2025, a meeting was held between representatives and management of subsidiaries in order to consider financial status, performance and other important matters which have been already reported to the Board of Directors for acknowledgment. In summary, the Subsidiary has an appropriate and careful internal control process for its business operations. **No** misconduct that violates the conflict-of-interest prevention policy.

Reference link for Corporate governance of subsidiaries and associated companies : [www.harn.co.th/storage/downloads/corporate-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf)

### Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

Guidelines and measures related to shareholders and stakeholders : Shareholder, Employee, Customer, Business competitor, Business partner, Creditor, Government agencies, Community and society

### Shareholder

The Board of HARN protects shareholders and encourages them to exercise their rights while treating them equally, be they may major or minor shareholders or institutional investors. Remains committed to being an organization that the economic growth sustainable and improving the quality of life, develop innovation and technology in all sectors, consider account the three aspects are Environmental, Social and Governance to be assure that HARN will be a company that operating returns business, sustainable growth.

HARN still holds an annual general meeting of shareholders in April each year, providing shareholders with the opportunity to propose agenda items and nominate qualified candidates for election as directors. Including, shareholders are allowed to submit questions in advance of the meeting. To ensure transparency in the voting and vote-counting process, an independent legal advisor is appointed to oversee the vote counting.

Also, held various activities as channels to meet with shareholders, investors, and analysts.

### Company's response to hope

1. Increase growth channels and expand business to new potential markets
2. Have good corporate governance
3. Developing full range of solutions and services- Pay a dividend not less than 40%
4. CG Score "Excellent" level
5. ESG Rating Score "A" level

Reference link for Shareholder : [www.harn.co.th/storage/downloads/investor-relations/one-reports/harn-one-report-2025-en.pdf](http://www.harn.co.th/storage/downloads/investor-relations/one-reports/harn-one-report-2025-en.pdf)

### Employee

HARN attention to employees well-being by promoting a corporate culture and providing fair compensation while observing human rights principles based on fairness and equality, which have been basing treatment for employees and stakeholders on human rights principles, under the HARN's Human Resource Management Policy. Employs personnel under terms and conditions that comply with legal requirements. Follows a fair and non-discriminatory process in determining wages, ensuring impartiality and equitable compensation. It provides a safe working environment, promotes occupational health and well-being, and offers appropriate skills training.

Additionally, a welfare committee has been established to allow employees to propose beneficial welfare initiatives. While strictly observing labor laws and other related regulations.

In 2025, **no** complaint about human rights was lodged in 2025.

### Company's response to hope

1. Promote participation and two-way communication in organization
2. Promote safety at work
3. There are channels for complaints or suggestions
4. Labor problems or complaints equal to 0%
5. Salary and other benefits compare results with the labor market every year
  - Central Division In standard Sales
  - Service Group Above average market
6. No employee accidents from work 254 employees equal 0%
7. The number of employees with the criteria metric is 100%
8. Working satisfaction is 84.42%

Reference link for Employee : [www.harn.co.th/storage/downloads/investor-relations/one-reports/harn-one-report-2025-en.pdf](http://www.harn.co.th/storage/downloads/investor-relations/one-reports/harn-one-report-2025-en.pdf)

### Customer

HARN is committed to conducting business under the policy of managing and developing responsibility towards customers. Realizing the importance of safe, quality and environmentally friendly products, meet customers standards, includes innovation for product development to better respond to customers demand. In addition to quality products, HARN values communication with customers and maintaining good sustainable relationship, with has various channels for receive customers opinions, including the customer visits, seminars, satisfaction surveys, LINE Official, phone, e-Mail and website, [www.harn.co.th](http://www.harn.co.th) etc.

HARN is well aware of privacy and strives to protect customers personal data and comply with the Personal Data Protection Act B.E. 2562 by announcing privacy notice for customers and all stakeholders on website, [www.harn.co.th](http://www.harn.co.th)., as well as a customer satisfaction survey is held yearly, for the 2024 received an average score of as high as 94.10%.

In 2025, **no** complaints from customers regarding the protection of their personal data and **no** complaints from customers regarding the safety and environmental aspects of product use.

### Company's response to hope

1. Educate to customers/partners through the Knowledge Sharing Project and employee training
2. There were no lawsuits filed by customers relating to non-delivery of products or services, or breach of contract.
3. Employees receive training on products and services every year.
4. Customer satisfaction is 94.10%

Reference link for Customer : [www.harn.co.th/storage/downloads/investor-relations/one-reports/harn-one-report-2025-en.pdf](http://www.harn.co.th/storage/downloads/investor-relations/one-reports/harn-one-report-2025-en.pdf)

Page number of the reference link : 69

### Business competitor

HARN treats all business competitors equally under laws concerning trade competition and within the extent of liberalized international competition. HARN adheres to fair competition and does not commit the following practices: seeking competitors confidential information, defaming competitors using slander, entering into any agreement with competitors or any party that may lead to reduction or limitation of competition.

In 2025, HARN **not any** advantage by seeking competitors confidential information through dishonest or improper means, and do not defaming competitors using slander that led to reduction or limitation of trade competition. Resulting in **No** legal case between competitors.

### Company's response to hope

1. Not any seeking competitors confidential information through dishonest
2. No complaint of infringement of competitor's property

Reference link for Business competitor : [www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf)

### **Business partner**

HARN places great importance on treating its business partners as key strategic allies. Therefore, procurement and purchasing procedures have been established to ensure fairness, equality, and transparency for all partners. The selection process is conducted with impartiality, based on clear evaluation criteria regarding qualifications and capabilities.

All partners are required to comply strictly with established standards concerning cost, product quality, marketing plans, production capacity, inventory management, and delivery processes. Additionally, they must adhere to the Code of Conduct for Business Partners, as well as safety standards mandated by law and consumer protection regulations.

Additionally, HARN has incorporated Green Procurement practices as part of its environmental policy, targets a 25% increase in the procurement of eco-friendly products as a percentage of total revenue by 2040.

In 2025, there were no disputes, violations of labor laws, human rights, consumer rights, employment regulations, fair competition, or environmental laws. Additionally, there were no protests or labor strikes of any kind.

### **Company's response to hope**

1. Communicate news and a complete, timely trading policy
2. Visit and exchange information to improve collaboration
3. Vender evaluation 2 a year
4. 15 field/assessment visits

Reference link for Business partner : [www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf)

### **Creditor**

HARN treats its trade creditors equitably, with responsibility, transparency, and fairness, ensuring mutually fair returns. Strictly adheres to payment deadlines to maintain its credibility with creditors and complies fully with agreed-upon contracts and conditions, particularly guarantee terms.

Additionally, HARN consistently provides creditors with accurate and transparent financial information as per agreed terms. In cases where is unable to maintain its financial position or meet contractual obligations for any reason that may lead to a breach of contract, HARN will promptly inform creditors to seek fair and timely resolutions together.

However, due to HARN's capital structure, which does not involve borrowing from financial institutions, there are no interest expenses arising from either short-term or long-term loans.

To encourage trade partners and/or creditors conduct guidelines may be more in line with the sustainable business covering environmental issues, HARN has reviewed its policies and guidelines on promoting enhance the potential of partners and/or creditors subject to risk management processes and requirements according compliance its anti-corruption measures handbook.

1. Facilitates training and study visits for executives and employees with business partners and/or creditors, both domestically and internationally to enhances knowledge and experience, pass it on to colleagues within their respective departments and across other teams through internal training.
2. Hosting business partners and/or creditors for company visits and executive meetings, both at HARNs offices and via video conferencing. This fosters sustainable relationships and mutual trust.
3. Promotes the development of contractor partners by providing knowledge and training to improve their understanding and efficiency in installation work to ensures they can maximize the benefits of HARNs products effectively.

4. Cultivates a culture of innovation within the organization, driving the development of new innovations that contribute to business sustainability. This includes product and service design, research, and collaboration with business partners.

In 2025, there were no disputes, violations of labor laws, human rights, consumer rights, employment regulations, fair competition, or environmental laws. Additionally, there were no protests or labor strikes of any kind.

#### **Company's response to hope**

1. Communicate news and a complete, timely trading policy
2. Visit and exchange information to improve collaboration

Reference link for Creditor : [www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf)

#### **Government agencies**

HARN supports the government policies which adhere to economic development along with social, community, and environmental development, towards a low carbon society, announcing goals becoming carbon neutrality by the year 2040 and emission Net Zero by the year 2050. In addition, HARNs business operations comply with laws, rules, regulations, announcements, and government orders that bind to such business operations, and tracks such changes of government policies and new legislations for the timely management and compliance with the laws among employees and operators at all levels.

#### **Company's response to hope**

1. Review relevant laws, rules and regulations
2. Repeat operation test regular
3. There is no penalty for neglecting to comply with the law
4. Become an affiliate Thailand Private Sector Collective Action Coalition Anti-Corruption (CAC)
5. No corruption, unethical, or unethical behavior.
6. CG Score "Excellent" level

Reference link for Government agencies : [www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf)

#### **Community and society**

HARN has established an environmental policy focused on minimizing the impact of climate change and preserving ecosystems. Also committed to reducing risks and mitigating the effects of its business operations on communities while fostering strong relationships and enhancing the quality of life for both nearby and remote communities. This is carried out within the framework of corporate social and environmental responsibility. HARN operates its business with transparency and strict adherence to ethical principles.

Reference link for Community and society : [www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf)

### **Information on business code of conduct**

#### **Business code of conduct**

Business code of conduct : Yes

HARN has established a Code of Conduct based on international standards, guided by the principles of ethics, integrity, fairness, and equality for all stakeholders, while also considering social and environmental responsibilities. Serves as a framework for good business practices, ensuring that directors, executives, and employees adhere to ethical conduct. Additionally, places strong emphasis on anti-corruption measures, committing to the prevention of all forms of fraud and corruption.

The Board, executives must be leaders and comply with during the course of business and in their duties with ethics, integrity, fairness and equality. The maintain HARNs image as an organization of sustainable growth. Furthermore, supervisors are responsible for the monitoring and promotion of Code of Conduct compliance among their subordinates. Violators of the code are subject to disciplinary action.

In 2024, HARN there **were no** violations related to corporate governance, code of conduct in business.

The main contents of the Code of Conduct are as follows:

1. Compliance with relevant laws and regulations
2. Conduct
3. Perform duties with responsibility, honesty, diligence and discipline
4. Confidentiality of company confidential information
5. Maintaining company assets
6. Exercise of social and political rights
7. Treat stakeholders fairly
8. Respect universal human rights
9. Compliance with applicable laws, rules, regulations and regulations and respect for culture customs and traditions of each locality
10. Confidentiality and use of inside information
11. Marketing communications
12. Intellectual Property
13. Use of information and communication technology
14. Anti-Corruption

The Board reviewing of Code of Conduct in the Board Meeting no. 2/2024 on March 27, 2024 indeed remained completely up-to-date, suitable, and consistent with various criteria. Details are published on the website: [www.harn.co.th](http://www.harn.co.th)

Reference link for the full version of business code of conduct : [www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf)

### **Policy and guidelines related to business code of conduct**

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

### **Prevention of Conflicts of Interest**

HARN requires information disclosure to prevent conflicts of interest and illegal, improper activities. Under the Boards policy, business decisions made aligning our practices with good governance principles. The Board of Directors has established policies and guidelines for conflicts of interest with under Corporate Governance, and Code of Conduct for the directors, executives and employees follow on the principle that any decision It must be done for the best interest of HARN only and it is the duty of directors, executives and employees at all levels to avoid financial involvement and/or relationships with other third parties. This will result in HARN losing interest or creating a conflict of loyalty or interest or hindering its effective operations. Those Director, Executives and Employee person with interests or related businesses which may require HARN s review and decisions must report their relationships and connection with potential conflicts of interest. Including is to disallow such connected directors and related executives from participating in the decision making and having no authority to approve for and involvement in such transactions, operation follow:

1. HARN has required all directors and the first 4 top-ranking executives (as defined by the Securities and Exchange Commission (SEC)) must be disclose stakeholder and conflict of interest reports when taking office for the first time. They also have to report any changes on their conflicts of interest regularly, and within February for every year, as the foundation for supervising everyone's stakeholders. These include the disclosure of any suspected items of conflict of HARNs interests or any approvals. In such cases, there should be no principles, conditions, or special issues contrary to normal terms. Thus, this is considered as HARNs internal control process. In the meantime, the Audit Committee is required to oversee and resolve such conflicts of interest. Company Secretary retain this information to investigate and monitor conflicts of interest. In 2025, there were no transactions with conflicts of interests among the directors and the first 4 top-ranking executives, as well as related individuals.

2. The Board define at every board meeting, the Chairman or Company Secretary, reminds directors to conform to the policy on conflicts of interest on all agenda items, which requires those with vested interests to declare themselves to the meeting to abstain from voting or any opinions, and record it in the meeting minutes.

3. The Audit Committee reviews related transactions and those with potential conflicts of interest that could undermine HARNs businesses to ensure conformance to the law and SETs criteria. All of which must be reported to the board for approval.

In 2025, directors and the first 4 top-ranking executives all has submitted the report of the report of vested interest and the report conflicts of interest and signed the 100% confirmation compliance with HARN's corporate governance principles and code of conduct. In addition, learned and passed the online knowledge test on preventing conflicts of interest through HARN Academy system 100% complete. Directors and the first 4 top-ranking executives, no misconduct that violates the conflict-of-interest prevention policy.

Reference link for Prevention of Conflicts of Interest : [www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf)

## **Anti-corruption**

### **1. Prevention Policy Relating to Anti-Corruption Matters**

HARN define establishes and enforces through all the organization an explicit Anti-Corruption Policy comprising of definitions, responsibilities, implementations, and measures within Anti-Corruption Measures Handbook. The Board approved on May 10, 2018 which is an ISO 9001:2015 certified document. The Board, executives, employees, subsidiaries, joint ventures, other companies that control and agents (if any), are strictly required to acknowledge and comply with this policy.

Define Anti-Corruption Policy an explicit, all the Board, executives, employees, subsidiaries, joint ventures, and other entities that may have a control over including agents (if any), prohibited or commit or accept any kind of corruption at all means. For direct and indirect benefits to personal and relevant parties neither one is a receiver or a giver or an offer of bribe both monetary and non-monetary to the government or private, and partners that HARN exercise business, it has continuous operations and development as follows:

1) Announced the intention as member Thai Private Sector Collective Action Against Corruption (CAC) since March 21, 2017, with a certified for member CAC on quarter 3/2018 and certified for CAC recertification first time on quarter 3/2018, and certified for CAC recertification second time on quarter 2/2024. Demonstrate its firm intention in anti-corruption. HARN is committed to good governance, code of conduct in business that are responsible for the community, society, and environment, including all stakeholders in the entire supply chain.

2) Since 2018, has begun enforcing Anti-Corruption Policies as part in Anti-Corruption Measures Handbook. Defining as part of the way of Corporate Governance and Code of Conduct so that may observe the same standards and management approaches.

3) Anti-Corruption Policy forbids HARNs director, executives and employees to carry out or participate in corrupt practices as well as all forms of bribery offer or acceptance direct and indirect. They must seriously observe the Anti-Corruption Policy, which covers various processes, including donation to charities, human resources administration, supply procurement, and internal control, etc.

## **2. Guidelines for Overseeing the Compliance with Anti-Corruption Practices**

To be in accordance with the latest anti-corruption policy HARN adopted, provides guidelines for overseeing the compliance, as follows:

1) Assign directors management and staff to assess the compliance with corporate governance policies, code of conduct, risk management policies, anti-corruption measures policies, and personal data protection policies every year.

2) Follow up to regularly review and improve the anti-corruption policy every year in order to ensure that HARNs operations comply with changes in business, regulations and relevant legal requirements. Presented to the Audit Committee and reported to the Board of Directors.

3) Establish a risk assessment related to anti-corruption, enhance operational mechanisms, prevent fraudulent activities, and improve organizational efficiency. Promote transparent, fair, and accountable business operations to build trust among stakeholders.

4) Assign the Quality System Management Department to inspect and monitor the implementation of anti-corruption policy measures by various departments through internal quality audits and report to the Chief Operating Officer, Chief Financial Officer, and the management review meeting every month by presenting to the Risk Management Committee. It must be reported to Board of Directors on a quarterly basis.

5) If from information from the audit or complaints found by the investigation there is reasonable evidence to believe that there are transactions or actions that may have a significant impact on the financial status and HARN's performance, including any breach of the law, the code of conduct in business, guidelines for corruption prevention, or questions about financial report or internal control system, the Audit Committee will report to the Board of Directors in order to take corrective action within the period the Audit Committee deems appropriate. An investigation will be conducted without disclosing the whistleblowers name in order to protect the potential impact on the whistleblowers of the complaint or allegation.

## **3. Communication, Training, and Task Highlights**

In order to strictly guide the behavior of directors, executives and all employees, including subsidiaries, joint ventures, other companies controlled by the company, including business representatives (if applicable) and other relevant external, require communication and training. The anti-corruption actions are as follows:

1) Communicate the anti-corruption policy and measures, as well as relevant laws and regulations, to the Board of Directors, executives, and employees of HARN, including its subsidiaries, affiliated companies, and other entities under HARNs control. Also, to business partners, stakeholders, and the general public through various communication channels such as email, website, HARN Intranet, digital signage, and LINE Official. The raise awareness of the impacts, implementation guidelines, and preventive controls against corruption, while emphasizing the consequences of such misconduct.

2) Continuously provide training and knowledge assessments for the Board of Directors, executives, and employees to ensure a thorough understanding of anti-corruption measures and associated penalties through the E-Learning platform, HARN Academy, and is mandatory on an annual basis. Additionally, this topic is included as part of the orientation program for all new employees, who must complete the training before commencing their duties.

#### **4. Oversight and Monitoring of Performance**

To demonstrate commitment to countering corruption, as a listed company, it is the companys responsibility to foster confidence among shareholders and stakeholders, define has oversight and monitoring of performance, as follow:

1) The Board ensures that HARN efficient system for anti-corruption to ensure that executives recognize and values anti-corruption and cultivates it as a corporate culture.

2) The Audit Committee supervises internal control, financial reporting, and other procedures concerning anti-corruption measures, including steers conformance, reviews applicable measures and internal control to ensure that the measures are adequate and effective. The reviews risk assessment and provides recommendations to the Board on suggested practices.

3) The Audit Committee annually defines and reviews the Anti-Corruption Policy, provides recommendations and guidelines, monitors, and assesses performance relate. Including support for risk assessments and periodic reviews of anti-corruption measures at the operational level to ensure adequacy and effectiveness, with the results reported to the Board of Directors on a quarterly basis.

4) Top Executives establish annually risk assessment for business processes that may lead to corrupt practices, review the suitability of processes, measures, and lead by example as well as communicating it to all employees and related parties.

5) Developed Risk & Control Self-Assessment for all units to apply as guidelines for assessing corruption risks in their respective business processes and for defining suitable internal control processes.

6) The Quality Management Division inspect and monitors the use operational on process the Anti-Corruption measures and monthly report on compliance outcomes to the Chief Operating Officer, Chief Financial Officer and the management meeting.

7) Internal Audit reviews items of potential the likelihood of corruption, and corporate efficiency for managing risks arising from corporate corruption and those at the operating level. Also reports to the Audit Committee and top executives when encountering items or actions that could undermine performance outcomes, including corruption.

The Boards review policies suitability and Anti-corruption Measures on March 24, 2025, remains consistent and suitable for changes of the business environment, rules, regulations, and the provision of laws. Details are published on the website: [www.harn.co.th](http://www.harn.co.th)

Reference link for Anti-corruption : [www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf)

#### **Whistleblowing and Protection of Whistleblowers**

HARN has established a whistleblowing and complaint mechanism that covers the process of receiving complaints, fact-finding investigations, and conclusion. Includes measures to protect whistleblowers, relevant parties, or stakeholders who are affected or at risk of being affected by business operations or the conduct of HARNs directors, executives, and employees, regarding addresses violations of code of conduct in business, breaches of the law, and any actions that may indicate fraud or corruption.

##### **1. Implementation Measures Whistleblowing**

The Board has established measures, scopes, procedures, and channels for whistleblowing and complaints of all for from all stakeholder groups of HARN as follows:

###### **1) Measures and Scope**

HARNs employees should not ignore actions in potential conflicts with anti-corruption measures, including any actions that violate or fail to comply with laws, corporate governance policies and principles, code of conduct in

business, or HARNs policies, rules, and regulations particularly those that suggest fraud or misconduct for unlawful personal or third-party gain are subject to this framework. Such actions include corruption, embezzlement, fraud, and other unethical practices. Additionally, this encompasses situations where employees face unfair treatment in the workplace or instances where weaknesses in HARNs internal controls are observed, raising concerns about potential fraud, corruption, or harm to HARNs interests.

## **2) Channels and Methods of Anti-Corruption Whistleblowing**

Must explicitly spell out confidential to the Chairman of the Audit Committee which is an Independent Committee, through these channels.

Chairman of the Audit Committee

Harn Engineering Solutions Public Company Limited

559 Soi Soonvijai 4, Rama 9 Road, Bangkapi, Huaykwang, Bangkok 10310

Email: chairac@harn.co.th

Website: <https://www.harn.co.th/corporate-governance/corruption-report/>

## **3) Channels for Advice**

Employees or others whom has inquiries and seek for advice on anti-corruption policy may contact through these channels.

Chief Financial Officer

Harn Engineering Solutions Public Company Limited

559 Soi Soonvijai 4, Rama 9 Road, Bangkapi, Huaykwang, Bangkok 10310

Tel: +(66)2 318-9744 ext.4004

Email: wisit.w@harn.co.th

## **4) Channels Contact to HARN**

Stakeholders can provide feedback, suggestions, complaints, and report any non-compliance with laws, code of conduct, organizational regulations, and other matters unrelated to corruption through the following channels:

Company Secretary, email: wasukan.b@harn.co.th, Tel: (02) 318-9744 ext. 4011

Investor Relations, email: wirat.s@harn.co.th, Tel: (02) 318-9744 ext. 5001

Mail, Harn Engineering Solutions Public Company Limited, 559 Soi Soonvijai 4, Rama 9, Road, Bangkapi, Huaykwang, Bangkok 10310

HARN's employees can complain and express opinions through a variety of channels such as through a comment box, LINE Official account, or direct notification via e-mail to the Human Resources Department. All employees are obligated to acknowledge the available complaint channels since their orientation as new employees.

## **2. Actions when Receiving Whistleblowing and Confidentiality**

1) Once the chairman of the Audit Committee receives a clue, or the company secretary or investor relations or any other channels receive clues and complaints from the stakeholders of HARN, a preliminary consideration will be made regarding the category of which the matter of the complaint received falls into. The cases will be collected to present to the sub-committees related. Except for complaints and anti-corruption whistleblowing directly sent to the chairman of the Audit Committee, the chairman of the Audit Committee will personally open those letters.

2) Employee complaints or suggestions, HARN has a process for dealing with such by considering whether the employee's complaint is a matter that may be an offense and at what level in order to determine the penalties for the action with fairness and accuracy.

3) HARN has established a suitable and fair process for punishing violators of anti-corruption measures. Any violation of this policy, direct or indirect, calls for disciplinary review under HARNs regulations, consisting of fact-finding, investigation, punishment, and appeal. They could also lead to punishment by law. Employees must therefore master and strictly conform to the Anti-Corruption Policy in every step of their work.

The Board of Directors has assigned the Audit Committee, comprising entirely independent directors, to serve as the central body for receiving reports and whistleblower disclosures, monitoring reported cases, protecting and ensuring fairness for complainants and whistleblowers related to internal fraud and corruption. The Audit Committee is also responsible for reporting investigation results and disciplinary actions to the Board of Directors.

The Audit Committee has authorized the Chief Executive Officer or an appropriate designee to establish an investigative committee responsible for collecting, screening, and reviewing complaints or whistleblower reports, assessing the sufficiency of evidence, and conducting investigations to establish the facts within 30 days. If additional evidence is required, the process must be completed within 60 days. A summary report of the investigation findings must be submitted to the Chief Executive Officer, who will present it to the Audit Committee for further action. The Audit Committee will then report the findings and measures taken to the Board on a quarterly basis.

### 3. Protection Measures Whistleblowers

In order to protect the rights and confidentiality of whistleblowers or those who cooperate to provide with good intention, HARN will take the following actions:

1) Required that not disclose names, addresses or any other information that can identify the complainant or the whistleblower and keep the information of the complainant and whistleblower confidential in an appropriate and fair manner. Only those responsible for the investigation of complaints will have access to such information.

2) Required that human resources administration process echoes its commitment to anti-corruption measures. Although refusal to take part in corruption may deprive HARN of business opportunities, its policy is not to demote, punish, or harm those that do so.

3) The person receiving information from performing duties related to complaints have a duty to maintain information, complaints, clues and documentary evidence of the complainant and whistleblower confidential. No information is to be disclosed to any other person who does not have a relevant duty unless it is a disclosure in accordance with the duty required by laws. If there is an intentional violation involving the disclosure of confidential information, HARN will impose disciplinary action in accordance with its regulations and/or take legal action as deemed appropriate.

In 2025, HARN **received no** complaints or whistleblower reports regarding fraud or corruption. Additionally, there **were no** violations related to corporate governance, code of conduct in business, or compliance with applicable laws, regulations, and policies. However, it communicates acknowledged to all Board, Executives and Employees to the Good Corporate Governance, Code of Conduct and Anti-Corruption Measures to prevent complaints/whistleblowing of such issues.

Reference link for Whistleblowing and Protection of Whistleblowers : [www.harn.co.th/storage/downloads/corporate-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf)

### Prevention of Misuse of Inside Information

HARN has defined policy and guidelines in according Corporate Governance Policies to ensure director, executives and employees on best practices on the use of inside information and guarding of confidential information, in its good Corporate Governance Policies and Principles. Employees HARN they must guard inside information or confidential information not yet publicly available and must not share with other parties inside information learned during the course of their duties or use it to seek profit in a fraudulent way, or to cause damage to HARNs interests.

In addition, HARN has a policy for the Board and Executives including employees who are in a position to access to inside information to refrain from insider trading of HARN stocks within 30 days prior to the disclosure of quarterly and yearly financial statements to the public and until the period of 24 hours since disclosure to the public. Other than that, trading it normally, and requiring all directors and the first 4 top-ranking executives, including their spouses and children under the legal age, if trading HARN stock must report such trading to the Company Secretary at least 1 day in advance. And must report any changes in their HARN share ownership to report electronic the SEC under Article 59 of the Securities and Exchange Act B.E. 2535 (1992) and its amendments within three days of the date of trading,

disposal, or receipt of such shares. HARN defines a policy of disclosing or reporting the trading, disposal, or receipt of such shares, changes in share ownership of the directors and the first 4 top-ranking executives to the quarterly Board meeting, contained in advance as a regular agenda item.

The company secretary will notify and a campaign against the use of insider information via e-mail to those involved to acknowledge them of the trading prohibition period and forbidding them to disclose such information to external parties or unrelated parties on a regular basis, so as to prevent insider trading. Including providing organized online learning media in HARN Academy system about the prevention of the use of inside information and prevention of conflicts of interest to educate directors, executives and all employees, operation follow:

1. The company secretary has prepared a schedule to notify prohibition period trading of securities year 2025 in advance notify by email to directors, executives including employees who are in a position to have access to inside information be aware, within 30 days prior to the disclosure of quarterly and yearly financial statements to the public and until the period of 24 hours since disclosure to the public. Other than that, trading it normally.

2. Define all directors and the first 4 top-ranking executives to trade securities they must report such trading to the Company Secretary at least 1 day in advance. Must report any changes in their HARN share ownership to report electronic through the SEC under Article 59 within 3 days of the date of trading of such shares, in which the company secretary reports trading to the board of directors acknowledged every quarter.

Year 2025, directors and the first 4 top-ranking executives has practices in accordance to policies and regulation strictly. There no were purchases, sales, or transfers of HARN securities. Also, learning and also passed and online knowledge test of prevent the use of inside information in HARN Academy representing 100%, and all directors and the first 4 top-ranking executives, including employees who are in a position to access to inside information have been no violations related to the insider trading involving undisclosed information

Reference link for Prevention of Misuse of Inside Information : [www.harn.co.th/storage/downloads/corporate-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf)

### **Gift giving or receiving, entertainment, or business hospitality**

#### **Gift, Asset, and Benefit Policy**

The provision or receipt of gifts, assets, or benefits must be reasonable, appropriate, and not influence decision-making. Compliance with company guidelines is required.

#### **Gift Provision Guidelines**

1. Gifts to business partners should align with local customs, be infrequent, and not expect unethical returns.
2. Customary monetary contributions (e.g., religious events, business openings, funerals) are allowed.
3. Gifts must not be given to government officials' relatives, customers, or business partners.
4. Employees must not give gifts to supervisors, nor should supervisors accept gifts from subordinates.

#### **Gift Receipt Guidelines**

5. Employees and families must not solicit gifts from business-related individuals.
6. Inappropriate gifts must be returned immediately or reported.
7. Company-commemorative gifts (e.g., for contracts, awards) may be accepted if under 3,000 THB.
8. Gifts exceeding 3,000 THB must be reported if necessary to maintain goodwill.
9. Reported gifts must be handed to HR for proper documentation.
10. Employees must not offer or accept bribes or benefits influencing decisions, especially with government officials.
11. Departments must communicate this policy to relevant stakeholders.

#### **Entertainment & Hospitality Policy**

Entertainment is permitted to build relationships but should be appropriate, infrequent, and not excessive. Entertainment expenses must comply with business norms and exclude company employees unless necessary.

#### **Guidelines**

1. Choose appropriate venues.
2. Obtain prior approval for entertainment expenses, with urgent cases capped at 3,000 THB.
3. Submit detailed expense reports with receipts and company details.
4. Entertainment is prohibited if:
  - 4.1 It violates laws or company policies.
  - 4.2 It seeks to influence business decisions.
  - 4.3 It constitutes bribery.
  - 4.4 It supports political activities.
  - 4.5 It is excessively extravagant.
  - 4.6 It harms the company's reputation.
  - 4.7 It contradicts legal or ethical standards.

Reference link for Gift giving or receiving, entertainment, or business hospitality : [www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf)

### **Compliance with laws, regulations, and rules**

The company prioritizes compliance with all applicable laws, regulations, policies, and operational procedures in every jurisdiction where it operates. Respect for cultural differences and local traditions is fundamental. Employees must understand and adhere to these requirements, act ethically and fairly, and report any violations.

#### **Guidelines**

1. Employees must familiarize themselves with relevant laws, customs, and operational procedures in each location before traveling. This includes ensuring that carried goods, travel documents, and activities comply with local regulations. If uncertain, employees must seek guidance from their supervisors.
2. The company respects local customs and operates within the legal frameworks of all regions in which it conducts business. Employees should recognize that legal and procedural requirements may differ across jurisdictions.
3. Employees must not assist or support any actions that circumvent legal or regulatory requirements. If company policies differ from local regulations, employees must consult the relevant department before taking action.
4. Any observed violations of laws, regulations, or company policies should be reported through appropriate channels, including direct supervisors or the company's whistleblowing mechanism. If an issue may significantly impact the company, it must be reported immediately.

Reference link for Compliance with laws, regulations, and rules : [www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf)

### **Information and assets usage and protection**

#### **Confidential Information Protection**

#### **Guidelines**

1. Do not exploit company information for personal or third-party gain, whether directly or indirectly. Use information strictly for company purposes.
2. Do not disclose internal company information unless explicitly authorized or already made public.
3. Do not share business-related information with competitors, even after leaving the company.

#### **Company Asset Protection**

#### **Guidelines**

1. Utilize company resources efficiently and responsibly to maximize value.
2. Maintain and safeguard company assets to prevent damage or loss, ensuring long-term efficiency.
3. Do not use company assets for personal benefit or to advantage third parties.

Reference link for Information and assets usage and protection : [www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf)

### **Anti-unfair competitiveness**

The company upholds ethical business practices and fair competition by adhering to legal frameworks and promoting free and fair market competition. It does not engage in activities that may distort market fairness or hinder free trade.

#### **Guidelines**

1. Treat competitors fairly and equally, fostering free competition without engaging in price manipulation that could negatively impact consumers.
2. Do not seek competitors confidential information through unethical or improper means.
3. Refrain from defaming competitors through false accusations, misleading statements, or baseless attacks.
4. Do not breach or unlawfully access competitors trade secrets through fraudulent methods.
5. Avoid agreements with competitors or any entity that may result in restricting or reducing market competition or creating monopolistic practices.

Reference link for Anti-unfair competitiveness : [www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf)

### **Information and IT system security**

The company provides information and communication technology (ICT) to support business operations. Employees are required to use these resources properly and efficiently, in accordance with legal requirements, orders, policies, and the company's guidelines for ICT system usage. This is to ensure maximum benefit to the company while preventing any negative impacts on the company or its stakeholders.

#### **Guidelines**

1. Employees must use licensed software when performing their duties. When working on computers outside the office, they must verify the software's license before use. The installation or use of unlicensed software within the office is strictly prohibited.
2. Employees must keep their passwords confidential and not disclose them to others to prevent unauthorized access. They should also avoid using the internet or visiting unfamiliar websites that may pose a risk to the company's computer systems.
3. Employees must not use computers to harm, violate, or disrupt the work of others. The company ensures the security of its ICT systems in accordance with international standards, and employees are responsible for maintaining the security of these systems.
4. Employees must not use computers to spy, alter, access, or view other people's files, or to create false evidence that could lead to data theft.
5. Employees may use ICT equipment for personal activities in moderation, but it should not be used for personal business activities, nor should it interfere with the company's operations or disrupt work performance, nor cause inconvenience to others.
6. Employees must use company-provided email and internet services carefully for business purposes, ensuring they do not harm the company's reputation. They must also refrain from using the company's name or logo in public electronic media.
7. Employees must not copy other people's copyrighted software.
8. Employees are responsible for overseeing external personnel's access to data files and programs, limiting access to only what is necessary for their work, and strictly adhering to information and communication technology laws.
9. Employees must strictly comply with information and communication technology laws and all related company policies, including policies and plans for ICT development.

10. If the company discovers that an employee has violated these guidelines and the investigation confirms the violation, appropriate disciplinary and/or legal action will be taken, depending on the case.

Reference link for Information and IT system security : [www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf)

### **Environmental management**

The company establishes its business policies with a strong commitment to corporate social responsibility, emphasizing compliance with relevant standards, regulations, and laws. This ensures safety, security, public health, and environmental sustainability while considering the impact on natural resources and the ecosystem.

#### **Guidelines**

1. Conduct business in compliance with laws and quality standards related to security, safety, occupational health, environmental management, and energy efficiency while promoting sustainable energy conservation for the benefit of society and future generations.
2. Refrain from any activities that may harm natural resources and the environment beyond legal requirements.
3. Optimize the use of natural resources and seek sustainable alternatives, taking into account both present and future environmental conditions.
4. Continuously instill a sense of social and environmental responsibility among employees.
5. Foster social, community, and environmental development, with a focus on creating positive impact and preserving natural resources, particularly in communities surrounding the company's operations.
6. Respond promptly and effectively to incidents affecting the community and environment due to company operations, working in full cooperation with government authorities and relevant organizations.

Reference link for Environmental management : [www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf)

### **Human rights**

The company upholds universal human rights principles as a shared standard of practice, respecting human dignity, freedom, and equality. The company strictly prohibits and does not support any form of human rights violations. Regular monitoring is conducted to ensure that business operations do not contribute to or become involved in human rights infringements.

#### **Guidelines**

1. The company must strictly adhere to universal human rights principles at both national and international levels, including compliance with labor laws in every country where it operates. This includes aligning with the company's human rights policies and guidelines by maintaining a safe and hygienic working environment that meets international standards, ensuring a drug-free workplace, and treating all employees equally. Discrimination based on origin, gender, age, skin color, race, nationality, religion, beliefs, political views, disabilities, social status, or any other non-work-related factors is strictly prohibited. The company also respects individual freedoms and protects personal data.
2. The company must continuously monitor and ensure that its business operations do not contribute to human rights violations. It should actively engage in and uphold globally recognized human rights initiatives, such as the United Nations' human rights principles.
3. The company must educate and raise awareness among its employees about universal human rights principles, integrating them into daily operations. It shall not support any business or activity that violates these fundamental rights.

Reference link for Human rights : [www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf)

## Safety and occupational health at work

The company is committed to fostering a sustainable safety culture by continuously engaging stakeholders in occupational health, safety, and environmental initiatives. It establishes key performance indicators (KPIs) and transparently reports on safety and environmental performance while consulting and collaborating with stakeholders. Emphasizing accident prevention and occupational disease control, the company implements a structured risk assessment process to mitigate environmental impacts arising from its business operations. It strives for full compliance with all relevant environmental, occupational health, and safety laws and regulations.

### Guidelines

1. Executives, employees, contractors, and visitors must strictly adhere to laws, policies, regulations, and safety, occupational health, and environmental standards, including all relevant industry standards.
2. The company actively communicates safety, health, and environmental guidelines to employees and stakeholders to ensure understanding of regulations, operational procedures, and safety precautions. These measures help prevent harm to health, property, and the environment.
3. The company implements control and prevention measures to mitigate losses from accidents, fires, workplace injuries or illnesses, asset damage or loss, security breaches, and operational errors. It ensures a safe working environment for employees, contractors, and visitors. All personnel are responsible for reporting workplace accidents in accordance with established procedures.
4. Emergency response plans are in place to manage potential incidents, including fire outbreaks and workplace accidents, ensuring readiness for emergency situations.
5. The company assigns workplace safety officers at all levels, under the supervision of senior safety officers, to oversee safety compliance.
6. The company promotes, supports, and monitors workplace safety initiatives to ensure alignment with safety management plans suitable for its operations.
7. The company enforces corrective actions based on reported deficiencies or safety recommendations to enhance employee safety.
8. The company continuously improves its safety management system to comply with legal and regulatory requirements through regular assessments and reviews.
9. The company conducts regular fire evacuation drills and continuously improves procedures to ensure preparedness and effectiveness.
10. Regular fire evacuation drills are conducted and continuously improved to ensure preparedness and effectiveness.

Reference link for Safety and occupational health at work : [www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf)

## Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and employees to comply with the business code of conduct : Yes

The Company stipulates that it is the duty and responsibility of all directors, executives, and employees to acknowledge and strictly comply with the Company's Code of Business Conduct. The Company promotes and develops knowledge and understanding of this matter among directors, executives, and employees. In addition, the Company requires executives at all levels to take responsibility for, and regard as important, promoting

awareness, understanding, and strict compliance with the Company's Code of Business Conduct among employees under their supervision. The Company will not engage in any actions that violate the law or are contrary to its Code of Business Conduct.

(1) If any director, executive, or employee violates the principles or practices prescribed, he or she shall be subject to disciplinary action.

(2) If any conduct is believed to violate laws, rules, regulations, or government requirements, the Company will consider referring the matter to the relevant government authorities for further action.

(3) If any employee encounters uncertainty in making decisions or performing duties relating to business ethics that are not specifically addressed in this document, the employee should ask themselves the following questions regarding such action:

Does the action violate any law? If it does, it must be discontinued.

Does the action cause serious harm to the Company's stakeholders? If it causes serious harm to stakeholders, it should be discontinued.

Does the action adversely affect the Company's image? If it damages the Company's image, it should be discontinued. Is the action acceptable and can it be openly disclosed to the public? If the action is not acceptable and cannot be openly disclosed, it should be discontinued.

(4) Report to a supervisor or the responsible person upon discovering any violation of, or non-compliance with, the Company's Code of Business Conduct.

(5) Cooperate in fact-finding investigations conducted by the relevant department or authorized persons.

(6) Supervisors at all levels must lead by example in complying with the Company's Code of Business Conduct, and foster a working environment in which employees and related persons understand that compliance with the Code of Business Conduct is appropriate and required.

In this regard, if employees or external parties who witness or become aware of information, including persons affected by the Company's business operations or by the actions of the Company's directors, executives, or employees that violate or fail to comply with laws and/or the Company's Code of Business Conduct, policies, and regulations, including acts that may indicate fraud, may submit complaints or whistleblowing reports through the channels provided under the Company's Complaint and Whistleblowing Measures, as follows:

(1) By mail addressed to: **Chairman of the Audit Committee**, Harn Engineering Solutions Public Company Limited, 559 Soi Soonvijai 4, Rama 9 Road, Bangkapi Subdistrict, Huai Khwang District, Bangkok 10310, Thailand.

(2) By email: [chairac@harn.co.th](mailto:chairac@harn.co.th)

(3) Through the website: [www.harn.co.th](http://www.harn.co.th)

The Company will investigate all complaints confidentially without disclosing the identity of the whistleblower, in order to protect against any potential adverse effects on persons submitting complaints or allegations, in accordance with the Company's whistleblower protection mechanism.

Reference link for the process of promotion for the board of directors, executives, and employees to comply with the business code of conduct : [www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf)

### Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks : Yes

Anti-corruption networks or projects the company : Thai Private Sector Collective Action Against Corruption

has joined or declared intent to join (CAC)  
CAC membership certification status : Certified  
Certification document of CAC membership status :  
ใบประกาศนียบัตรรับรองการเป็นสมาชิก CAC.pdf

## Information on material changes and developments in policy and corporate governance system over the past year

### Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors charter

In the past year, did the company review the : Yes  
corporate governance policy and guidelines, or  
board of directors charter

Material changes and developments in policy and : Yes  
guidelines over the past year

The Board of Directors oversees, monitors, and promotes HARNs operations to ensure compliance with its good corporate governance policies and practices. On 24 March 2025, the Board acknowledged HARNs corporate governance performance and also reviewed and approved revisions to HARNs good corporate governance policies, principles, and practices. In doing so, the Company benchmarked and applied relevant rules, regulations, and corporate governance principles of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), as well as principles and assessment criteria from other organizations, adapting them as appropriate to HARNs business context, as follows:

1. Revised the Board of Directors Charter to ensure that duties and responsibilities are more comprehensive and appropriate.
2. Revised the Sustainable Organizational Development Policy to align with HARNs core strategic pillar economic, environmental, social, and corporate governance dimensions in accordance with the sustainable business practices promoted under the good corporate governance principles of the SEC and the SET, which are currently placing increasing emphasis on these areas.
3. The Corporate Governance Policy and Principles, Code of Business Conduct, Anti-Corruption Measures Manual, and Risk Management Policy remain current, appropriate, and sufficiently aligned with all relevant regulations and requirements.

### Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the : Mostly used in practice  
SEC

At Board of Directors Meeting No. 2/2025 held on 24 March 2025, the Board acknowledged the review of the implementation of the CG Code and found that most practices were already in compliance with the relevant principles. The meeting therefore approved retaining the existing Corporate Governance Policy and Principles for continued use. However, HARNs current practices that differ from the CG Code guidelines of the Securities and Exchange Commission (SEC) are as follows:

- 1) Election of Directors by Cumulative Voting. HARNs Articles of Association provide for the election of directors by majority vote, with each shareholder having voting rights equal to the number of shares held. In

addition, HARN has continuously adopted other measures to protect the rights of minority shareholders, such as supporting minority shareholders in exercising their rights to propose agenda items for shareholders meetings and nominate persons for appointment as directors in advance.

#### 2) Preparation of a Sustainability Report

At present, the Company discloses information regarding legal compliance, business ethics, anti-corruption policies, treatment of employees and stakeholders, fair practices and respect for human rights, as well as social and environmental responsibilities on material issues relevant to its core business. Such disclosures are reported under the Corporate Governance Policy section and the Sustainable Business Development section in the 56-1 One Report.

3) Maintaining Independent Directors at Not Less Than Half of the Total Board. Currently, HARN has 4 independent directors out of a total of 8 directors, representing 50% of the Board. Given the wide variety of products distributed by the Company, the business requires directors with strong knowledge of products, market conditions, competition, and customer needs.

#### 4) Consideration of Establishing a Corporate Governance Committee

Although HARN does not currently have a dedicated Corporate Governance Committee, it has appointed a Sustainability Working Team to undertake this responsibility. The team is tasked with jointly setting direction and driving environmental, social, and governance (ESG) initiatives to achieve the Companys goals, as well as promoting awareness, participation, and a sustainability mindset among all stakeholder groups of HARN. Progress is reported to the Board of Directors at least once a year. The Sustainable Organizational Development Policy was also reviewed at Board Meeting No. 2/2025 held on 24 March 2025. In this regard, HARN has established strategic plans and targets for sustainable business operations that balance environmental, social, and governance dimensions, with a goal of achieving carbon neutrality by 2040 and net zero greenhouse gas emissions by 2050.

### **Other corporate governance performance and outcomes**

As a result of these commitments and initiatives, in 2025 HARN received a 5-star Excellent Corporate Governance rating for the 7th consecutive year, achieved a 100-point score in the Annual General Meeting quality assessment for the 8th consecutive year, and was awarded an A sustainability rating for the 2nd consecutive year. These achievements reflect the Companys continued commitment to advancing sustainability practices, environmental stewardship, social responsibility, and governance in accordance with good corporate governance principles.

In addition, as HARN participates in the Jump+ and Corporate Value Up (CVUP) programs through its Climate Action plan, and has received an excellent CG Score, HARN shares have met the criteria set by the Securities and Exchange Commission (SEC) to qualify as investable securities for Thai ESG funds, effective from 1 March 2026 onward.

Corporate Governance Structure

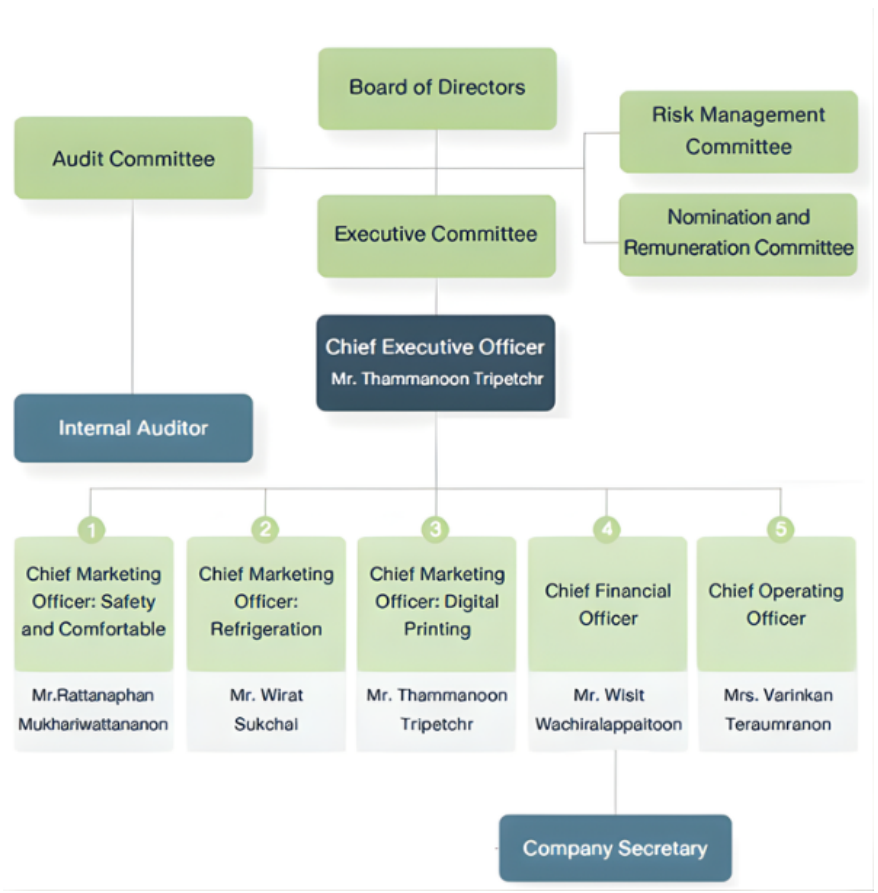
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



Corporate Governance Structure

Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	8		8		8	
	6	2	6	2	7	1
Executive directors	2		2		2	
	2	0	2	0	2	0
Non-executive directors	6		6		6	
	4	2	4	2	5	1
Independent directors	4		4		4	
	3	1	3	1	3	1
Non-executive directors who have no position in independent directors	2		2		2	
	1	1	1	1	2	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	75.00	25.00	75.00	25.00	87.50	12.50
Executive directors	25.00		25.00		25.00	
	25.00	0.00	25.00	0.00	25.00	0.00
Non-executive directors	75.00		75.00		75.00	
	50.00	25.00	50.00	25.00	62.50	12.50
Independent directors	50.00		50.00		50.00	
	37.50	12.50	37.50	12.50	37.50	12.50
Non-executive directors who have no position in independent directors	25.00		25.00		25.00	
	12.50	12.50	12.50	12.50	25.00	0.00

Additional explanation : Displayed % (percentage) from proportion of total board of directors

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	59		60		61	
	57	65	58	66	60	71

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. PICHET SITHI-AMNUAI  Gender: Male  Age : 60 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Chairman of the board of directors (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	24 Apr 2023	Strategic Management, Sustainability, Risk Management, Information & Communication Technology, Law
<p>2. Mr. WIRAT SUKCHAI  Gender: Male  Age : 60 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 89,657,617 Shares (15.339199 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 13,000,000 Shares (2.224123 %)</li> </ul>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	25 Nov 2012	Strategic Management, Risk Management, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. THAMMANOON TRIPETCHR</p> <p>Gender: Male</p> <p>Age : 58 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 23,786,313 Shares (4.069515 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	1 Nov 2016	<p>Strategic Management, Risk Management, Sustainability, Information &amp; Communication Technology, Human Resource Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. JAIN CHARNNARONG</p> <p>Gender: Male</p> <p>Age : 59 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 68,953,030 Shares (11.796926 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	28 Apr 2017	Information & Communication Technology
<p>5. Mr. PRASERT DEEJONGKIT</p> <p>Gender: Male</p> <p>Age : 59 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	23 Apr 2021	Law, Finance, Sustainability, Human Resource Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mrs. VALEERATN CHUERBOONCHAI  Gender: Female  Age : 71 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Accounting  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 5,671,700 Shares (0.970351 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors,  Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	15 May 2022	Human Resource Management, Finance

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. PISES IAMSAKULRAT  Gender: Male  Age : 61 years  Highest level of education : Master's degree  Study field of the highest level of education :  Master of Arts (International Trade)  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 81,884,151 Shares (14.009264 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>The directors spouse, Mrs. Sirima Iamsakulrat, holds shares in HARN.</p> <p><u>Reference link for the shareholding</u></p> <p><a href="https://www.set.or.th/en/market/product/stock/quote/HARN/major-shareholders">https://www.set.or.th/en/market/product/stock/quote/HARN/major-shareholders</a></p>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>24 Apr 2025</p>	<p>Finance,  Accounting,  Corporate Social Responsibility,  Sustainability, Risk Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. SUMRID SUMNEING</p> <p>Gender: Male</p> <p>Age : 61 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	6 Oct 2025	Law, Accounting, Finance, Risk Management, Business Administration

Additional explanation:

(\*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(\*\*) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

#### Diagram of list of the board of directors

### Board of Directors



**Mr. Pichet Sithi-Amnuai**  
Independent Director (Non-Executive) /  
Chairman of the Board



**Mr. Prasert Deejongkit**  
Independent Director (Non-Executive) /  
Member of the Audit Committee /  
Chairman of the Nomination  
and Remuneration Committee



**Mrs. Valeeratn Chuerboonchai**  
Independent Director (Non-Executive) /  
Member of the Nomination  
and Remuneration Committee /  
Chairperson of the Audit Committee



**Mr. Sumrid Sumneing**  
Independent Director (Non-Executive) /  
Chairman of the Risk Management  
Committee / Member of the Audit Committee



**Mr. Wirat Sukchai**  
Director (Executive) /  
Chairman of the Executive Committee /  
Member of the Risk Management Committee /  
Authorized Director



**Mr. Thammanoon Tripetchr**  
Director (Executive) /  
Member of the Executive Committee /  
Member of the Risk Management Committee /  
Authorized Director



**Dr. Jain Charnnarong**  
Director (Non-Executive) /  
Member of the Executive Committee /  
Member of the Nomination and Remuneration Committee /  
Authorized Director



**Mr. Pises Iamsakulrat**  
Director (Non-Executive)  
Authorized Director

บริษัท หาร์น เอ็นจิเนียริ่ง โซลูชั่นส์ จำกัด (มหาชน) (สำนักงานใหญ่)  
559 ซอยสุขุมวิท 4 ถนนสุขุมวิท 9 แขวงบางนาแคมี เขตคลองเตย กรุงเทพมหานคร 10310  
Harn Engineering Solutions Public Company Limited (Head Office)  
559 Soi Sookvitjai 4, Rama 9 Road, Bangkapi, Huaykwang, Bangkok, 10310, Thailand  
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### Board of Directors List

#### List of board of directors who resigned / vacated their position during the year

List of directors	Position	Date of resignation / termination	Replacement director
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List of directors	Position	Date of resignation / termination	Replacement director
<p>1. Mrs. SIRIMA IAMSAKULRAT Gender: Female Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 81,884,151 Shares (14.009264 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p>	24 Apr 2025	-

List of directors	Position	Date of resignation / termination	Replacement director
<p>2. Mr. Theerachai Pornsinsirak Gender: Male Age : 55 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : No DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p>	31 Jul 2025	<p>Mr. Sumrid Sumneing</p> <p>Appointment date of replacement director : 6 Oct 2025</p>

Additional explanation:

(\*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(\*\*) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

## List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. PICHET SITHI-AMNUAI	Chairman of the board of directors		✓	✓		
2. Mr. WIRAT SUKCHAI	Director	✓				✓
3. Mr. THAMMANOON TRIPETCHR	Director	✓				✓
4. Mr. JAIN CHARNNARONG	Director		✓		✓	✓
5. Mr. PRASERT DEEJONGKIT	Director		✓	✓		
6. Mrs. VALEERATN CHUERBOONCHAI	Director		✓	✓		
7. Mr. PISES IAMSAKULRAT	Director		✓		✓	✓
8. Mr. SUMRID SUMNEING	Director		✓	✓		
<b>Total (persons)</b>		<b>2</b>	<b>6</b>	<b>4</b>	<b>2</b>	<b>4</b>

#### Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Information & Communication Technology	3	37.50
2. Law	3	37.50

Skills and expertise	Number (persons)	Percent (%)
3. Accounting	2	25.00
4. Finance	4	50.00
5. Corporate Social Responsibility	1	12.50
6. Human Resource Management	3	37.50
7. Sustainability	4	50.00
8. Strategic Management	3	37.50
9. Risk Management	5	62.50
10. Business Administration	2	25.00

**Information about the other directors** <sup>(\*)(\*\*)</sup>

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	Yes	Yes
The chairman of the board and the highest-ranking executive are from the same family	No	No	No
Chairman is a member of the executive board or taskforce	-	No	No
The company appoints at least one independent director to determine the agenda of the board of directors meeting	Yes	Yes	No

Additional explanation :

(\*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards

(\*\*) If a remark is specified, the remark from the most recent year will be displayed

**The measures for balancing the power between the board of directors and the Management**

The measures for balancing the power between the : Have  
board of directors and the Management

Methods of balancing power between the board of : Others : Authority for management approval has been

directors and Management delegated to the management team, with an established approval framework in place.

The Company has clearly segregated the roles and responsibilities of the Board of Directors, the Chief Executive Officer, and the management team, and monitors compliance with delegated duties. These are prescribed under the Company's Good Corporate Governance Policy and Principles as follows:

1. The Board of Directors has established Charters defining the duties and responsibilities of the Board and each Board committee to serve as references for all directors in performing their duties. Such Charters are reviewed regularly at least once a year, including periodic reviews of the segregation of roles and responsibilities among the Board, the Chief Executive Officer, and management, to ensure alignment with the Company's strategic direction.

2. The Board of Directors understands the scope of its duties and has delegated management authority for Company operations, including authority to approve various transactions, to management through an established Authority Approval Matrix. However, such delegation does not relieve the Board of its responsibilities. The Board continues to monitor and oversee management in carrying out its delegated duties. The scope of responsibilities of the Board of Directors, the Chief Executive Officer, and management may be categorized as follows:

(1) Matters for which the Board of Directors has primary responsibility to ensure appropriate implementation include:

- Defining the Company's objectives and core business goals.
- Establishing an organizational culture grounded in ethics and serving as a role model for ethical conduct.
- Ensuring that the structure and practices of the Board of Directors are appropriate to effectively achieve the Company's objectives and core business goals.
- Evaluating the performance and determining the remuneration of the Chief Executive Officer on an annual basis. Establishing a remuneration structure that serves as an incentive for personnel performance, in alignment with the Company's objectives and core business goals.

(2) Matters jointly undertaken by the Board of Directors and management refer to matters in which the Board of Directors, the Chief Executive Officer, and management jointly consider. Management proposes such matters for the Board's approval and reports progress to the Board periodically as appropriate. These include:

- Formulating and reviewing the Company's strategies, objectives, and annual business plans.
- Overseeing the adequacy and appropriateness of the risk management system and internal control system.
- Defining appropriate levels of authority commensurate with management responsibilities.
- Establishing the framework for resource allocation, development, and budgeting, including policies for personnel management and development, as well as information technology development plans.
- Monitoring and evaluating operational performance.
- Ensuring the reliability of financial and non-financial disclosures.

(3) Matters for which the Board of Directors provides policy-level oversight and delegates primary responsibility for implementation to the Chief Executive Officer and management include:

- Execution management in accordance with the strategies, policies, and business plans approved by the Board of Directors, whereby the Board delegates operational decision-making to management within the defined policy framework. The Board will monitor performance outcomes without interfering in management decisions, except where necessary.
- Matters that are restricted or prohibited, such as approving transactions in which directors have a conflict of interest.

Reference link for the measures for balancing the power between the board of directors and the management : [www.harn.co.th/storage/downloads/corporate-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf)

## Information on the roles and duties of the board of directors

Board charter : Have

In the Board of Directors Charter, the roles and responsibilities of the Board are defined as follows:

1. To define the Company's vision, policies, business ethics, strategies, objectives, business plans, annual budgets, management structure, and key plans of HARN, as well as to consider potential risks that may arise. This is to ensure that management can effectively implement the defined vision, direction, and strategies, and conduct business with transparency, accountability to stakeholders, society, and the environment.

2. To evaluate the performance of the Chief Executive Officer and determine remuneration in alignment with business performance, as well as to ensure that appropriate compensation mechanisms for employees and executives are in place to create both short-term and long-term incentives.

3. To oversee the accounting system, financial reporting, and auditing processes, as well as to ensure that effective and efficient internal control and internal audit systems are in place. This also includes establishing comprehensive risk management guidelines, implementing an effective complaint handling mechanism with whistleblower protection, and ensuring that management has efficient systems and processes for risk management, with quarterly monitoring of performance results.

4. To monitor and oversee related party transactions, and to manage and resolve any potential conflicts of interest, including regular reporting to the Board of Directors.

5. To ensure that the Corporate Governance Policy, Principles, and the Code of Business Conduct are regularly reviewed for appropriateness and are communicated on a consistent basis, at least once a year

6. To monitor and ensure that the anti-corruption policies and measures comply with applicable legal requirements, and to communicate them to the Board of Directors, executives, employees at all levels, and relevant external parties, in order to promote them as part of the organizational culture.

7. To supervise and oversee management operations to ensure they are carried out efficiently in accordance with the established policies, business plans, and budgets, as well as to ensure that HARN is managed in compliance with good corporate governance policies and principles.

8. To approve long-term investments, lending of funds, or other forms of financial support as deemed appropriate.

9. To approve the succession plan and ensure that an effective succession planning process is in place.

10. To approve and/or provide opinions on related party transactions, acquisition or disposal of assets, investments, and any operations of HARN and its subsidiaries in accordance with applicable laws, regulations, notifications, and rules, except for matters required by law to be approved by the shareholders meeting.

11. To appoint the Chief Executive Officer and Board committees, who are selected through the nomination process and procedures prescribed under applicable laws and relevant regulations, and to define the duties and responsibilities of the Chief Executive Officer and Board committees. In cases where the Board of Directors delegates authority to the Chief Executive Officer or any other person to act on its behalf, the scope of authority and responsibilities of the delegated party must be clearly defined in writing or recorded in the Board meeting minutes. Such delegation must not include authority to approve transactions that may create conflicts of interest with HARN or its subsidiaries, except for matters that comply with policies and criteria previously reviewed and approved by the Board of Directors.

12. To appoint a Company Secretary with appropriate qualifications and experience in accordance with the Securities and Exchange Act and relevant requirements.

Reference link for the board charter : [www.harn.co.th/storage/downloads/corporate-governance/charter-board-and-subcommittee/harn-board-](http://www.harn.co.th/storage/downloads/corporate-governance/charter-board-and-subcommittee/harn-board-)

## Information on subcommittees

### Information on subcommittees

### Information on roles of subcommittees

## Roles of subcommittees

### Audit Committee

#### Role

- Audit of financial statements and internal controls
- Others
- Consider the appointment, transfer, and dismissal of the Head of the Internal Audit Unit.

#### Scope of authorities, role, and duties

1. Review financial reporting to ensure its accuracy and adequacy.
2. Review the efficiency and effectiveness of internal control, risk management and internal audit processes and consider on the appointment, transfer and dismissal of the internal audit and review annual audit plan, fees and personnel.
3. Review compliance with laws, SET requirements, SEC and law relevant to HARNs businesses.
4. Review for compliance with the self-assessment and documents to anti-corruption measures.
5. Review and opinions on transactions to cause fraud that may affect operations, to comply with anti-corruption measures to the Boards for acknowledgment.
6. Oversee complaints, whistleblowing and investigate fact, report to the Boards for punishment or solve the problem according to the anti-corruption policy
7. Consider select, nominate and dismissal of an independent of the external auditor of HARN's and offer the fees, as well as review financial reporting process to ensure accuracy and credibility, including a meeting with the external auditor in the absence of management at least once a year.
8. Review connected transactions or transactions of potential conflicts of interest under SETs laws and requirements.
9. Disclose a report on its annual performance and the fees of the auditor in the annual report of HARN.
10. Perform other tasks as required by the law or as assigned by the Board within the committees scope of duties and responsibilities.
11. Prepare a charter that is compatible with scope of work and responsibilities. The charter must be approved by the Board and revised at least once a year.
12. Report internal audit performance to the Board for acknowledgment.

#### Reference link for the charter

[www.harn.co.th/storage/downloads/corporate-governance/charter-board-and-subcommittee/harn-board-of-directors-charter-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/charter-board-and-subcommittee/harn-board-of-directors-charter-th.pdf)

### Executive Committee

## Role

- Others
- Review and formulate business policies, business plans, budgets, organizational structure, and management authority.

## Scope of authorities, role, and duties

The Executive Committee scrutinize and prepare policy, business plan, budget, management structure, and various management, to be in with the economic conditions, propose the Board for approve, as follow:

1. Propose policies, strategies, targets, operation plan, annual budget, establishment of a new business/ dissolution/ merger/ transfer of business, joint venture (with participation in management), prepare financial plan, organizational structure, as well as consider and scrutinize the proposals of the executive, to the Boards for approval.
2. Oversee the HARNs business and follow up operation to comply with the policies, targets and budget tasks as assigned by the Board and regularly report the performance to the Board in meeting.
3. Approve significant investment in budget tasks as assigned by the Board.
4. Approve off-budget investment an amount not more Baht 10 million, to the Boards for approval.
5. Approve loans, acquisition of credit lines of HARN an amount not more Baht 10 million and total amount not more Baht 30 million, in case of must the HARN's assets are used as collateral, to the Boards for approval.
6. Propose payment an interim dividend or annual dividend for the Boards and the shareholders approval.
7. Assign the power of attorney or delegate specific tasks to other persons, provided that the action complies with the document on the power of attorney or rules, regulations, or directives of the Board or HARN, or both.

The authority and duties of the Executive Committee stated above are invalid for any conflict of interest with HARN in any form resulting from the Executive Committee exercise of the authority. In 2024, no action taken is beyond the scope of such.

8. Perform other tasks as assigned by the Board.

## Reference link for the charter

[www.harn.co.th/storage/downloads/corporate-governance/charter-board-and-subcommittee/harn-board-of-directors-charter-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/charter-board-and-subcommittee/harn-board-of-directors-charter-th.pdf)

## Nomination and Remuneration Committee

### Role

- Director and executive nomination
- Remuneration

### Scope of authorities, role, and duties

#### 1) Nomination

1. Review qualification of the Board and Board-Committees consideration due regard for the composition: knowledge, expertise, experience, talents are independent according to the established criteria.
2. Consider qualification of Chief Executive Officer as suitable for HARN's business management, compatible with business strategies, due regard for the composition: education, experience, knowledge, expertise and into consideration important business environment.
3. Select, set process and criteria for nominating directors in accordance with the structure set in 1 and 2 in compliance with HARN's Board Skill Matrix to ensure transparency.
4. Propose directors for Board-Committees duties with due regard for the committees compositions, qualifications, expertise, and competencies, including Chief Executive Officer. Then propose the Board to consider when their vacancy.
5. Oversee the orientation and provide documents useful for the performance of duties to the newly appointed

directors.

6. Prepare and review with HARN's top executive succession plans to enable continued business.
7. Opportunity for minority shareholders to propose names of persons to be nominated as directors.
8. Review a charter at least once a year, assess its own performance outcomes and report the findings to the Board for acknowledgment, disclose its own performance in the annual report, perform other tasks as assigned by the Board.

## 2) Remuneration

1. Define policy and define the criteria for remuneration to be appropriate with the duties and responsibilities and propose fair, sensible remuneration at monetary and other benefits for the Board and Board-Committees' for the Boards and the shareholders approval
2. Define criteria for assessing performance outcomes and remuneration for the Chief Executive Officer to the Boards for approval.
3. Review the Nomination and Remuneration Committees charter at least once a year.
4. Assess its own performance outcomes and report the findings to the Board for acknowledgment, disclose its own performance in the annual report, perform other tasks as assigned by the Board.

### Reference link for the charter

[www.harn.co.th/storage/downloads/corporate-governance/charter-board-and-subcommittee/harn-board-of-directors-charter-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/charter-board-and-subcommittee/harn-board-of-directors-charter-th.pdf)

## Risk Management Committee

### Role

- Risk management

### Scope of authorities, role, and duties

1. Define and review the risk management policy and guidelines of HARN, in both operational risks and the risk anti-corruption policy, to the Boards for acknowledgment.
2. Define risk management strategies in line with the risk management policy to assess, monitor and control to be at appropriate.
3. Oversee the implementation of the risk management policy tasks as assigned by the Board.
4. Define risk measurement criteria and acceptable risk limit.
5. Define measures to manage risks in alignment with the prevailing circumstances.
6. Review adequacy of the risk management system and compliance in line with the defined policy.
7. Report to the Board on a quarterly, implement and risk status, as well as changes and improvement actions in line with the defined policy and strategy.
8. Oversee a risk management working group as necessary.
9. Support working group in respect of personnel, budget and other resources required, in line with the defined scope.
10. Support risk management, as well as promote the development internal risk management culture.
11. Review and report risk management outcomes to the Board at least once year and disclosed in annual report. For factors or events with potential significant impacts on HARN or stakeholders, the Board must be notified immediately.

### Reference link for the charter

[www.harn.co.th/storage/downloads/corporate-governance/charter-board-and-subcommittee/harn-board-of-directors-charter-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/charter-board-and-subcommittee/harn-board-of-directors-charter-th.pdf)

## Information on each subcommittee

### List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mrs. VALEERATN CHUERBOONCHAI<sup>(*)</sup></p> <p>Gender: Female</p> <p>Age : 71 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	25 Apr 2023	Human Resource Management, Finance
<p>2. Mr. PRASERT DEEJONGKIT<sup>(*)</sup></p> <p>Gender: Male</p> <p>Age : 59 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	23 Apr 2021	Law, Finance, Sustainability, Human Resource Management

List of directors	Position	Appointment date of audit committee member	Skills and expertise
3. Mr. SUMRID SUMNEING <sup>(*)</sup> Gender: Male Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director)  Director type : Existing director	6 Oct 2025	Law, Accounting, Finance, Risk Management, Business Administration

Additional explanation :

(\*) Directors with expertise in accounting information review

#### List of audit committee members who resigned / vacated their position during the year

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mr. Theerachai Pornsinsirak <sup>(*)</sup> Gender: Male Age : 55 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director)	31 Jul 2025	Mr. SUMRID SUMNEING  Appointment date of replacement committee member : 6 Oct 2025

Additional explanation :

(\*) Directors with expertise in accounting information review

#### List of executive committee members

List of committee members	Position	Appointment date of executive committee member
<p>1. Mr. WIRAT SUKCHAI  Gender: Male  Age : 60 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes</p>	<p>The chairman of the executive committee</p>	<p>1 Mar 2018</p>
<p>2. Mr. THAMMANOON TRIPETCHR  Gender: Male  Age : 58 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Management  Thai nationality : Yes  Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>11 Nov 2016</p>
<p>3. Mr. JAIN CHARNNARONG  Gender: Male  Age : 59 years  Highest level of education : Doctoral degree  Study field of the highest level of education : Engineering  Thai nationality : Yes  Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>1 Mar 2017</p>
<p>4. Mr. Rattanaphan Mukhariwattananon  Gender: Male  Age : 47 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>1 Apr 2022</p>

List of committee members	Position	Appointment date of executive committee member
5. Mr. Wisit Wachiralappaitoon Gender: Male Age : 51 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Mar 2017
6. Mrs. Varinkan Teraumranon Gender: Female Age : 60 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Mar 2017

**List of executive committee members who resigned / vacated their position during the year**

**Other Subcommittees**

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	Mr. PRASERT DEEJONGKIT	The chairman of the subcommittee (Independent director)
	Mrs. VALEERATN CHUERBOONCHAI	Member of the subcommittee (Independent director)
	Mr. JAIN CHARNNARONG	Member of the subcommittee
Risk Management Committee	Mr. Sumrid Sumneing	The chairman of the subcommittee (Independent director)
	Mr. Theerachai Pornsinsirak	The chairman of the subcommittee (Independent director)

Subcommittee name	Name list	Position
	Mr. WIRAT SUKCHAI	Member of the subcommittee
	Mr. THAMMANOON TRIPETCHR	Member of the subcommittee
	Mr. Rattanaphan Mukhariwattananon	Member of the subcommittee
	Mr. Wisit Wachiralappaitoon	Member of the subcommittee
	Mrs. Varinkan Teraumranon	Member of the subcommittee
	Mr. Prapas Rakpanya	Member of the subcommittee
	Ms. Warangkana Jongnui	Member of the subcommittee
	Mr. Suchat Suwatnodom	Member of the subcommittee
	Mr. Kittiphong Kittimethawenun	Member of the subcommittee
	Mr. Vachiravit Akaraseranee	Member of the subcommittee
	Mr. Sukit Litikorn	Member of the subcommittee
	Mr. Withoon Thamee	Member of the subcommittee
	Mr. Surasak Udom	Member of the subcommittee

**List of subcommittees who resigned / vacated their position during the year**

Subcommittee name	Name list	Position	Date of resignation / termination	Replacement committee member
Risk Management Committee	Mr. Theerachai Pornsinsirak	The chairman of the subcommittee (Independent director)	30 Jul 2025	Mr. SUMRID SUMNEING  Appointment date of replacement committee member : 6 Oct 2025

Information on the executives

Information on the executives

List and positions of the executive

List of the highest-ranking executive and the next four executives

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. WIRAT SUKCHAI                      Gender: Male                      Age : 60 years                      Highest level of education : Master's degree                      Study field of the highest level of education : Business Administration                      Thai nationality : Yes                      Residing in Thailand : Yes                      Highest responsibility in corporate accounting and finance : No                      Accounting supervisor : No</p>	<p>Chief Marketing Officer : Refrigeration system business                      (The highest-ranking executive)</p>	<p>5 Sep 2012</p>	<p>Strategic Management, Risk Management, Business Administration</p>
<p>2. Mr. THAMMANOON TRIPETCHR                      Gender: Male                      Age : 58 years                      Highest level of education : Bachelor's degree                      Study field of the highest level of education : Management                      Thai nationality : Yes                      Residing in Thailand : Yes                      Highest responsibility in corporate accounting and finance : No                      Accounting supervisor : No</p>	<p>CHIEF EXECUTIVE OFFICER                      (The highest-ranking executive)</p>	<p>1 Nov 2016</p>	<p>Strategic Management, Risk Management, Sustainability, Information &amp; Communication Technology, Human Resource Management</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Mr. Rattanaphan Mukhariwattananon</p> <p>Gender: Male</p> <p>Age : 47 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Chief Marketing Officer</p> <p>(The highest-ranking executive)</p>	<p>1 Jan 2014</p>	<p>Strategic Management</p>
<p>4. Mr. Wisit Wachiralappaitoon<sup>(*)</sup></p> <p>Gender: Male</p> <p>Age : 51 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : Yes</p> <p>Accounting supervisor : No</p>	<p>Chief Financial Officer</p> <p>(The highest-ranking executive)</p>	<p>16 Mar 2016</p>	<p>Accounting, Finance, Law, Risk Management</p>

List of executives	Position	First appointment date	Skills and expertise
5. Mrs. Varinkan Teraumranon Gender: Female Age : 60 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Operating Officer (The highest-ranking executive)	1 Jan 2014	Risk Management, Human Resource Management, Accounting

*Additional Explanation :*

*(\*) Highest responsibility in corporate accounting and finance*

*(\*\*) Accounting supervisor*

*(\*\*\*) Appointed after the fiscal year end of the reporting year*

#### **Organization structure diagram of the highest-ranking executive and the next four executives**

Organization structure of the highest-ranking : 31 Dec 2025  
 executive and the next four executives as of date

#### **Organization structure diagram of the highest-ranking executive and the next four executives from the top executive**



Chief Executive Officer and the next four highest-ranking executives



**Mr. Thammanoon Tripetchr**

Chief Executive Officer /

Chief Marketing Officer: Digital Printing Systems Business Unit



**Mr. Wirat Sukchai**

Chief Marketing Officer: Refrigeration Systems



**Mr. Rattanaphan Mukharivattananon**

Chief Marketing Officer: Fire Protection, Air Conditioning, and Sanitarian Systems Business Unit



**Mr. Wisit Wachiralappaitoon**

Chief Financial Officer



**Mrs. Varinkan Teraumranon**

Chief Operating Officer

บริษัท หาร์น เอ็นจิเนียริ่ง โซลูชั่นส์ จำกัด (มหาชน) (สำนักงานใหญ่)  
 559 ซอยสุขุมวิท 4 ถนนสุขุมวิท 9 แขวงบางนาเหนือ เขตคลองเตย กรุงเทพมหานคร 10310  
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 +66 (0) 2318 9744 +66 (0) 2318 9744 ext. 4000 www.harn.co.th



**Remuneration policy for executive directors and executives**

This regard, the top executives of HARN is the persons who are defined under the Securities and Exchange Act., who have the top position at the management level from the four lists following by the Chief Executive Officer level. The Board has designated the Nomination and Remuneration Committee. Determines the compensation of the Chief Executive Officer. The criteria are in accordance with the recruitment and compensation policy for the Chief Executive Officer. And the remuneration of other top executives who have the position level following by the Chief Executive Officer level, it complies with the policies and guidelines set by the Chief Executive Officer that is linked to HARNs performance by defining key performance indicators and setting KPI goals about annual objective-based performance and results of short-term and long-term strategic objectives. In terms of finance, society, and the environment, according to the Balanced Scorecard, these indicators cover the following items: performance, sales growth, market shares, marketing expansion into foreign markets, employee satisfaction, continuous development of work systems, and business management processes toward excellence, increased competitiveness, and long-term business operations to lead to sustainable success under transparency. Relevant risks are also evaluated, including its vision, goal, and strategy, as well as its shareholders continued added-value generation.

In addition, we aim to keep compensation competitive in the relevant business sectors in order to ensure that HARN can attract and retain skilled employees to work and continue production for HARN.

Reference link for remuneration policy for executive directors and executives : [www.harn.co.th/storage/downloads/corporate-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf)

Does the board of directors or the remuneration committee have an opinion on the remuneration policy for executive directors and executives : Have

The remuneration of the Chief Executive Officer and senior executives should be in accordance with the principles and policies established by the Board of Directors and/or the Nomination and Remuneration Committee, and shall serve the best interests of the Company. The remuneration, including salary, bonus, and incentive compensation, shall be set at an appropriate level and aligned with performance results. If additional duties and responsibilities are assigned, appropriate additional compensation shall be provided in accordance with the increased scope of responsibilities. In addition, the remuneration must be competitive with similar industry peers in order to attract and retain high-quality executives. At the same time, consideration must be given to the benefits received by both the Company and its shareholders.

#### Remuneration of executive directors and executives

##### Monetary remuneration of executive directors and executives

	2023	2024	2025
<b>Total remuneration of executive directors and executives (baht)</b>	23,541,170.00	24,079,937.00	21,521,749.00

The monetary compensation includes salary, bonus, and other benefits such as social security fund contributions and the Employee Joint Investment Program (EJIP).

##### Other remunerations of executive directors and executives

	2023	2024	2025
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	Yes	Yes	Yes

Other forms of compensation include social security fund contributions and the Employee Joint Investment Program (EJIP).

##### Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors and executives in the past year : 0.00

Estimated remuneration of executive directors and executives in the current year : 0.00

## Other significant information

Other significant information

## Assigned person

### List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Ananya Proyngoen	ananya.p@harn.co.th	02-318-9744 Ext 4090

### List of the company secretary

General information	Email	Telephone number
1. Mr. Wisit Wachiralappaicon	wisit.w@harn.co.th	02-318-9744 ext.4004

### List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Chonlada Thirapattananon	cholada@ultimataxacc.ocm	02-434-6180
2. Ms. Siriphan Tantipanichphan	siripan@ultimataxacc.ocm	02-689-2454

### List of the head of the compliance unit

General information	Email	Telephone number
1. Mrs. Varinkan Teraumranon	varinkan.t@harn.co.th	02-318-9744 ต่อ 4003

## Head of investor relations

Does the Company have an appointed head of : Have  
investor relations

### List of the head of investor relations

General information	Email	Telephone number
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General information	Email	Telephone number
1. Mr. Wirat Sukchai	wirat.s@harn.co.th	02-318-9744 ต่อ 5001

## Company's auditor

### Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KARIN AUDIT COMPANY LIMITED 72 CAT TELECOM TOWER, FLOOR 24,CHAROEN KRUNG ROAD, BANGRAK, BANGKOK. 10500 THAILAND BANG RAK BANG RAK Bangkok 10500 Telephone number +66 2105 4661	1,336,000.00	<p>Types of non-audit service : Other service fees, in addition to audit fees, shall be charged based on actual service costs incurred.</p> <p>Details of non-audit service : Observation service fees for product destruction, audit working paper review fees, per diem allowances, overtime expenses, travel expenses, telephone expenses, and others.</p> <p>Amount paid during the fiscal year 0.00 baht            Amount to be paid in the future 0.00 baht            Total non-audit fee 116,563.00 baht</p>	<p>1. Mr. SUPOJ MAHANTACHAISAKUN            Email: audit@karinaudit.co.th            Telephone number: 02-105-4661            License number: 12794</p> <p>2. Mr. JADESADA HUNGSAPRUEK            Email: audit@karinaudit.co.th            Telephone number: 02-105-4661            License number: 3759</p> <p>3. Ms. NETINAN TRONGTOKAN            Email: audit@karinaudit.co.th            Telephone number: 02-105-4661            License number: 15065</p> <p>4. Ms. KANWARAT SAKSRIBORWORN            Email: audit@karinaudit.co.th            Telephone number: 02-105-4661            License number: 13273</p> <p>5. Ms. KANNIKA WIPANURAT            Email: audit@karinaudit.co.th</p>

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
			Telephone number: 02-105-4661 License number: 7305  6. Mr. POJANA ASAWASONTICHAJ Email: audit@karinaudit.co.th Telephone number: 02-105-4661 License number: 4891  7. Mr. WICHIAN PROONGPANISH Email: audit@karinaudit.co.th Telephone number: 02-105-4661 License number: 5851  8. Ms. PASINEE WANKLUEA Email: audit@karinaudit.co.th Telephone number: 02-105-4661 License number: 15208

**Details of the auditors of the subsidiaries**

Audit fee (Baht)	Other service fees		
199,267.59	-		

**Assigned personnel in case of a foreign company**

Does the company have any individual assigned to : No  
be representatives in Thailand

**List of designated individuals as representatives in Thailand**

## Performance Report on Corporate Governance

### Information about the summary of duty performance of the board of directors over the past year

#### Summary of duty performance of the board of directors over the past year

##### 1. Review CG Policy, Guidelines and System

The Board to oversee, monitor, and promote the business in compliance with the policy and guidelines for HARN. March 24, 2025, the Board acknowledged the outcomes of CG implementation, which embraced the revision of the CG policy, principles, and guidelines of HARN. To ensure suitability for HARN business context, the compared and adapted practices to the criteria, announcements the SEC and SET, and other entities, as follow:

1) Improving the Charter of the Board, to ensure fulfill responsibilities is appropriate.

2) Improving the Sustainable Development policies to in line with HARNs main strategic plan, namely economic, environmental, social, and corporate governance, and based on SEC and SET principles of good corporate governance, sustainably driving the organization, these principles are now more focused and valued.

3) The Corporate Governance Policies and Principles, Code of Conduct, Anti-Corruption Measures, and Risk Management Policy, indeed remained completely up-to-date, suitable, and consistent with various criteria.

##### 2. Review CG Policy, Guidelines and System

HARN complies with its corporate governance policies and principles, Code of Conduct, Anti-Corruption Measures Manual, Risk Management Policy, and Personal Data Protection Policy (PDPA). Continuously communicates and reinforces these guidelines to directors, executives, and employees. The performance in 2025 are as follows:

1. Delivered HARNs Corporate Governance Policy and Code of Conduct to 100% of newly appointed directors. Emphasized compliance with corporate governance and code of conduct in business, such as insider trading, conflicts of interest, and stakeholder engagement, during Board of Directors meetings.

2. Conducted risk assessments covering business operations, legal compliance, financial management, internal controls, IT security, occupational and safety, environmental protection, corporate reputation, and fraud prevention. Reported risk control measures to the Risk Management Committee, Audit Committee, and Board of Directors quarterly. In 2025, no violations related to business ethics, fraud, insider trading, or conflicts of interest were found among HARNs directors, executives, or employees.

3. Integrated corporate governance, business ethics, and anti-corruption awareness into the onboarding program for new employees. 100% f the 52 new employees in 2025 completed the required training and knowledge assessment.

4. Provided ongoing communications on corporate governance, business ethics, anti-corruption, insider trading prevention, conflict of interest management, risk management, cybersecurity threats, and personal data protection to all directors, executives, and employees. Utilized multiple communication channels, including emails, Digital Signage, Intranet, and LINE Official, ensuring 100% coverage.

5. Conducted online training and testing on corporate governance, business ethics, anti-corruption, insider trading prevention, conflict of interest prevention, and risk management. Achieved 100% completion for all 8 board members and 5 senior executives. 216 employees participated, with a 100% completion rate.

Additionally, in 2025, HARN disclosed all material events within regulatory deadlines, ensuring that the trading of HARN securities in the stock market remained liquid, fair, and orderly. As a result, no significant errors or material issues impacted HARN or its shareholders.

Furthermore, in 2025, HARN, its Board, and executives were not subject to any fines, legal accusations, civil proceedings, or any misconduct related to corruption, ethics, or violations of corporate governance standards. No breaches of relevant laws and regulations enforced by regulatory authorities such as the SEC, the SET, or the National Anti-Corruption Commission (NACC) were recorded.

Additionally, HARN fully complied with regulations, does not violate or fail to comply with the rules regarding share repurchases, nor does it hinder mutual communication among shareholders or withhold disclosure of shareholder agreements, nor does it violate or fail to comply with the rules regarding related party transactions or asset transactions.

Moreover, no independent directors, non-executive directors, or audit committee members resigned due to corporate governance issues. HARN continues to uphold its positive reputation, ensuring that no actions are taken that could harm its credibility or negatively impact the HARNs standing.

### **3. Compliance with the Good Corporate Governance for Listed Companies (CG Code) 2017**

Due to its commitment to various initiatives, in 2025 HARN was assessed with a 5-star Excellent rating for corporate governance for the seventh consecutive year and received a perfect score of 100 in the evaluation of the quality of the Annual General Meeting of Shareholders for the eighth consecutive year. In addition, HARN was assessed at the A level for sustainability for the second consecutive year. These results demonstrate the companys continuous commitment to sustainable operations, environmental responsibility, social accountability, and governance in accordance with good corporate governance principles. In addition, since HARN participated in the Jump+ and Corporate Value Up (CVUP) programs, developed a plan on Climate Action, and received an Excellent CG Score, HARNs shares met the criteria set by the Securities and Exchange Commission (SEC) to qualify as stocks in which Thai ESG Funds can invest, effective from March 1, 2026.

## **Selection, development and evaluation of duty performance of the board of directors**

### **Information about the selection of the board of directors**

List of directors whose terms have ended and have been reappointed

List of newly appointed director to replace the ex-director

List of newly appointed director not being replaced the ex-director

Selection of independent directors

### **Criteria for selecting independent directors**

#### **1) Criteria for the Selection of Independent Directors**

HARN has established criteria for the selection and appointment process of directors and independent directors in accordance with the Public Limited Companies Act, the Securities and Exchange Act, and other related rules, regulations, announcements, and corporate governance policies. Directors must possess qualifications consistent with the applicable laws and regulatory requirements. The selection considers experience, knowledge, and capabilities that can benefit the Company. Differences in gender, ethnicity, race, nationality, or place of origin are not used as limitations in the qualification criteria. Importance is also placed on independence, potential conflicts of interest, and the overall diversity of skills and expertise within the Board. HARN has prepared a Board Skill Matrix under the director nomination and remuneration policy to support the consideration process, ensuring that the Board has diverse expertise aligned with the Companys business strategy. The Company also reviews and identifies qualified candidates from the professional director database of the Thai Institute of Directors Association (IOD) or other organizations that maintain such information, as well as other channels deemed appropriate by HARN.

HARN requires that independent directors constitute not less than one-third of the total number of directors and must include at least three independent directors. If any director and/or independent director vacates office before the

expiration of their term, the Board of Directors may appoint a qualified individual to fill the vacancy. The replacement director shall serve only for the remaining term of the director being replaced.

## **2) Procedures for the Selection of Directors**

1. Minority shareholders are given the opportunity to nominate qualified individuals in accordance with applicable laws and HARNs criteria for consideration as directors of the Company. The invitation for nominations is announced on the Companys website at least 90 days prior to the shareholders meeting. HARN requires shareholders who wish to nominate a director in advance to collectively hold at least 5 percent of the total voting rights of the Company. The nomination must include educational background and professional experience that are sufficient and beneficial for decision-making.
2. The Nomination and Remuneration Committee reviews the nomination criteria and procedures annually prior to the expiration of directors terms and proposes them to the Board of Directors. If an existing director is nominated for another term, their past performance as a director will be considered as part of the evaluation. The Nomination and Remuneration Committee may also appoint external consultants to assist in the director recruitment process.
3. The Nomination and Remuneration Committee selects and proposes qualified candidates in accordance with legal requirements and relevant criteria to serve as directors and/or independent directors to the Board of Directors for consideration before submitting them for approval at the Annual General Meeting of Shareholders. Each director must receive approval votes exceeding half of the total votes of shareholders attending the meeting and eligible to vote, with voting conducted on an individual basis.
4. The shareholders meeting appoints directors in accordance with the prescribed criteria and procedures.

HARN also provided an opportunity for minority shareholders to nominate qualified individuals for consideration as directors from 1 October 2025 to 31 December 2025. The information was disclosed through the SETLink system of the Stock Exchange of Thailand and announced on the Companys website ([www.harn.co.th](http://www.harn.co.th)). After the deadline, no nominations were received from shareholders, and the Company Secretary reported this to the Board of Directors.

## **3) Qualifications of Independent Directors**

The Board of Directors has approved the definition of independent directors in accordance with the criteria of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), as follows:

1. Holding no more than 1 percent of the total voting shares of HARN, including shares held by related persons (as defined under Section 258 of the Securities and Exchange Act).
2. Not being or having been a director involved in management, employee, staff member, salaried advisor, or controlling person of HARN, unless such status has ended for at least two years.
3. Not having a blood relationship or legal relationship through registration with other directors, executives, major shareholders, controlling persons, or individuals who will be nominated as executives or controlling persons of HARN or its subsidiaries.
4. Not having or having had any business relationship with HARN that may interfere with independent judgment, including not being or having been a significant shareholder or controlling person of any entity having a business relationship with HARN, unless such relationship has ended for at least two years.
5. Not being or having been an auditor of HARN and not being a significant shareholder, controlling person, or partner of the audit firm of HARN, unless such relationship has ended for at least two years.
6. Not being or having been a professional service provider, including legal or financial advisors, receiving service fees exceeding 2 million baht per year from HARN, and not being a significant shareholder, controlling person, or partner of such service providers, unless such relationship has ended for at least two years.
7. Not being a director appointed to represent directors of HARN, major shareholders, or shareholders related to major shareholders.

8. Not operating a business of the same nature that significantly competes with HARN or its subsidiaries, or being a significant partner in a partnership, or a director involved in management, employee, staff member, salaried advisor, or shareholder holding more than 1 percent of the total voting shares in another company that operates in the same nature and significantly competes with HARN or its subsidiaries.
9. Not having any other characteristics that would prevent the expression of independent opinions regarding the operations of HARN.

*Note: 1/ Including parent companies, subsidiaries, associates, major shareholders, or controlling persons of HARN.*

#### **Business or professional relationships of independent directors over the past year**

Business or professional relationships of independent directors over the past year : No

#### **Selection of directors and the highest-ranking executive**

##### **Method for selecting directors and the highest-ranking executive**

Method for selecting persons to be appointed as directors through the nomination committee : Yes

Method for selecting persons to be appointed as the highest-ranking executive through the nomination committee : Yes

#### **Number of directors from major shareholders**

Number of directors from each group of major shareholders over the past year (persons) : 3

#### **Rights of minority shareholders on director appointment**

HARN promotes shareholder rights beyond the basic entitlements, such as allowing minority shareholders to propose meeting agendas and nominate individuals for election as HARN directors in advance of the meeting. In the 2025 Annual General Meeting, the company provided an opportunity for minority shareholders to submit meeting agenda items and nominate director candidates from October 1 to December 31, 2024. The criteria and procedures for consideration were published on the company's website [www.harn.co.th](http://www.harn.co.th) and announced on the Stock Exchange of Thailand's website. However, no shareholders submitted any agenda items or nominations during that period. This was disclosed in the invitation letter to the meeting, and the company secretary reported it to the Board of Directors accordingly.

Method of director appointment : Method whereby each director requires approval

votes more than half of the votes of attending shareholders and casting votes

## Setting qualifications for the selection of directors

### Qualifications of Directors

#### 1. Qualifications of Directors

Directors must be individuals with leadership and vision, capable of ensuring that the Company's operations are conducted in compliance with applicable laws and ethical standards, and in accordance with good corporate governance principles. They must be able to effectively oversee and control management's operations to ensure efficiency and the achievement of business objectives, as well as to create investment value for shareholders and stakeholders. This is to ensure alignment with HARN's business strategy, and directors shall possess the following qualifications:

1. Age shall not exceed 80 years. In the case where a director reaches 80 years of age in any year, such director may be reappointed on a yearly basis, taking into account performance and knowledge that are beneficial to the Company's business operations. In this regard, the reappointment must be approved by the Board of Directors meeting.
2. Must possess full qualifications and have no prohibited characteristics under the Public Limited Companies Act and the Securities and Exchange Act, including any characteristics indicating lack of suitability to be entrusted with the management of a public company, as prescribed by the Securities and Exchange Commission. The individual must also be listed in the database of directors and executives of securities-issuing companies in accordance with the Capital Market Supervisory Board's regulations.
3. Independent directors must possess independence qualifications in accordance with the Stock Exchange of Thailand's announcement regarding the qualifications and scope of duties of the Audit Committee.
4. Must not have been subject to a final court judgment imposing imprisonment, except for offenses committed through negligence or petty offenses, and must never have been dismissed, discharged, or removed from employment due to dishonesty or misconduct in the performance of duties.
5. Must not be a political official, except where serving as a director as permitted under applicable laws, and must not hold any position in a political party or be an officer of a political party.
6. Must possess knowledge, competence, and experience beneficial to the Company's business operations, with integrity, honesty, and ethical business conduct, and must have sufficient time to devote knowledge, skills, and full attention to performing duties for HARN.
7. Shall act as a representative of all shareholders as a whole, and not as a representative of any specific group of shareholders.
8. Shall hold directorships in listed companies on the Stock Exchange of Thailand in not more than five (5) companies, without exception.
9. Must not engage in business or be a partner in an ordinary partnership or an unlimited liability partner in a limited partnership, nor serve as a director, executive, or person with management authority in another legal entity of a similar nature that competes with HARN's business, whether for personal benefit or the benefit of others, unless such matter has been disclosed to the shareholders meeting prior to the resolution for appointment.

#### Details of qualifications for the selection of directors

Qualifications, knowledge, or experience	Skill and expertise
They possess qualifications that comply with applicable laws and the companys regulations, as well as specific qualifications required for the company.	Law, Marketing, Accounting, Finance, Strategic Management

## Information on the development of directors

### Development of directors over the past year

#### Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. PICHET SITHI-AMNUAI (Chairman of the board of directors, Independent director)	Non-participating	-
2. Mr. WIRAT SUKCHAI (Director)	Participating	Other <ul style="list-style-type: none"> <li>• 2025: Corporate governance, business ethics, and anti-corruption.</li> <li>• 2025: Personal Data Protection Requirements for Employees</li> <li>• 2025: Risk Management</li> </ul>
3. Mr. THAMMANOON TRIPETCHR (Director)	Participating	Other <ul style="list-style-type: none"> <li>• 2025: Corporate governance, business ethics, and anti-corruption.</li> <li>• 2025: Personal Data Protection Requirements for Employees</li> <li>• 2025: Risk Management</li> </ul>
4. Mr. JAIN CHARNNARONG (Director)	Non-participating	-

List of directors	Participation in training in the past financial year	History of training participation
5. Mr. PRASERT DEEJONGKIT (Director, Independent director)	Participating	Other  • 2025: Hot Issue for Directors : The Evolving Role of Audit Committee in Fostering Trust and Transparency
6. Mrs. VALEERATN CHUERBOONCHAI (Director, Independent director)	Non-participating	-
7. Mr. PISES IAMSAKULRAT (Director)	Non-participating	-
8. Mr. SUMRID SUMNEING (Director, Independent director)	Participating	Other  • 2025: Hot Issues for Directors: The Evolving Role of Audit Committee in Fostering Trust and Transparency

## Information on the evaluation of duty performance of directors

### Criteria for evaluating the duty performance of the board of directors

#### Criteria for Evaluating the Performance of the Board of Directors as a Whole and Individually

Evaluation Criteria	Performance Measurement Criteria
Board Structure and Qualifications Board Meetings Roles, Duties, and Responsibilities of the Board Other Matters	0 = Needs improvement or no action taken on the matter 1 = Fair or minimal action taken on the matter 2 = Moderate or reasonable action taken on the matter 3 = Good or good level of action taken on the matter 4 = Excellent or outstanding level of action taken on the matter  The score is calculated as a percentage of the full score for each category as follows: more than 90% = Excellent, 80-89% = Good, 70-79% = Quite Good, 60-69% = Fair, and below 60% = Needs Improvement.

## Evaluation of the duty performance of the board of directors over the past year

Overall, the evaluation results were rated in the levels of Excellent, Good, and Quite Good. Most of the evaluation scores were lower than those in 2024, except for the evaluation results of the Audit Committee, both on an individual and collective basis, which were higher than those in 2024.

### Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	87.21	100
	Self-assessment	87.98	100
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	97.59	100
	Self-assessment	95.42	100
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	74.98	100
	Self-assessment	76.85	100
	Cross-assessment (assessment of another director)	None	None

### Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The Board arranges an annual evaluation of the Chief Executive Officer's performance, has set criteria, process and summary of performance evaluation of the Chief Executive Officer year 2025 as follow:

#### Evaluation Criteria

The performance evaluation of the Chief Executive Officer is based on 2 key performance indicator (KPI) categories, with adjustments to the weighting of each KPI as appropriate, as follows:

**Section 1** - Key Performance Indicators (KPI) (70% Weighting): this section performance evaluation based on annual objectives and strategic business goals in both the short and long term, covering financial, social, and environmental aspects. These key performance indicators are aligned with the perspectives of the Balanced Scorecard framework. The

assessment consists of 8 criteria: Corporate Governance Rating (CGR Score), EBITDA Profitability Ratio, Efficiency in Maintaining ISO Standards, Market Share, Customer and Employee Satisfaction, Legal Compliance, Inventory Management, Development or Expansion of New Product Markets.

**Section 2** - Appraisal Indicator (API) (30% Weighting): this section evaluation by the non-executive committee, with evaluation from performance consistent with the strategy, vision, mission and values, according to guidelines of the Stock Exchange of Thailand in 8 criteria: Strategy Formulation, Strategic Execution Alignment with Key ESG Goals for Sustainable Business Operations, Financial Planning and Performance, Relationship with the Board, External Relations, Management and Relations with Personnel, Leadership, Personal Attributes. There are 5 levels of evaluation criteria: 5 excellent, 4 very good, 3 good, 2 fair, and 1 improvement.

Additionally, feedback is provided on key strengths that should be maintained and areas for further improvement in the following year for the Chief Executive Officer. This aims to enhance and continuously improve overall operational efficiency.

### Evaluation Process

The Nomination and Remuneration Committee reviewed the annual performance appraisal form of the Chief Executive Officer, and presented to the Board of Directors for approval in accordance with the specified criteria includes both financial and non-financial goals. The non-executive committee is required to conduct independent performance appraisals. HARNs secretary was assigned to summarize and analyze the results of performance evaluation for consider by the Nomination and Remuneration Committee to providing additional opinions to develop plans and appropriate compensation adjustments to the Chief Executive Officer before presenting to the Board of Directors for further approval.

The Chief Executive Officer Performance evaluation results in 2025 are fair, equivalent to 78.06%, which The Nomination and Remuneration Committee communicated to the Chief Executive Officer for improvement of work efficiency, according to the complete established goals and strategy.

Reference link for the performance evaluation criteria for the executives : [www.harn.co.th/storage/downloads/corporate-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf)

Page number of the reference link : 23

## Information on meeting attendance and remuneration payment to each board member

### Meeting attendance and remuneration payment to each board member

#### Meeting attendance of the board of directors

#### Meeting attendance of the board of directors

Number of the board of directors meeting over the past year (times) : 6

Date of AGM meeting : 24 Apr 2025

EGM meeting : No

#### Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. PICHET SITHI-AMNUAI (Chairman of the board of directors, Independent director)	6	/	6	1	/	1		/	
2. Mr. WIRAT SUKCHAI (Director)	6	/	6	1	/	1		/	
3. Mr. THAMMANOON TRIPETCHR (Director)	6	/	6	1	/	1		/	
4. Mr. JAIN CHARNNARONG (Director)	6	/	6	1	/	1		/	
5. Mr. PRASERT DEEJONGKIT (Director, Independent director)	6	/	6	1	/	1		/	
6. Mrs. VALEERATN CHUERBOONCHAI (Director, Independent director)	6	/	6	1	/	1		/	
7. Mr. PISES IAMSAKULRAT (Director)	4	/	4	0	/	0		/	
8. Mr. SUMRID SUMNEING (Director, Independent director)	2	/	2	0	/	0		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
9. Mrs. SIRIMA IAMSAKULRAT (Director)	1	/	2	1	/	1		/	
10. Mr. Theerachai Pomsinsirak (Director, Independent director)	3	/	3	1	/	1		/	

#### Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. PICHET SITHI-AMNUAI (Chairman of the board of directors)	6/6 (100.00%)	1/1 (100.00%)	N/A
2. Mr. WIRAT SUKCHAI (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
3. Mr. THAMMANOON TRIPETCHR (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
4. Mr. JAIN CHARNNARONG (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
5. Mr. PRASERT DEEJONGKIT (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
6. Mrs. VALEERATN CHUERBOONCHAI (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
7. Mr. PISES IAMSAKULRAT (Director)	4/4 (100.00%)	N/A	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
8. Mr. SUMRID SUMNEING (Director)	2/2 (100.00%)	N/A	N/A
9. Mrs. SIRIMA IAMSAKULRAT (Director)	1/2 (50.00%)	1/1 (100.00%)	N/A
10. Mr. Theerachai Pornsinsirak (Director)	3/3 (100.00%)	1/1 (100.00%)	N/A
<b>Average meeting attendance rate</b>	<b>95.00%</b>	<b>100.00%</b>	<b>N/A</b>

#### Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

Engaged in other commitments

### Remuneration of the board of directors

#### Types of remuneration of the board of directors

HARN fairly and sensibly specifies the remuneration of directors. The remuneration consideration criteria are related to the responsibilities and performance of the board of directors, overall economic circumstances while making comparisons with other companies in the same industry to come up with a comparable and motivating. The Nomination and Remuneration Committee set directors annual remuneration to the Board for agreed before presenting the AGM for approval.

For the remuneration of the Company's Board of Directors and sub-committees for the year 2025, a benchmarking comparison was conducted against companies in the same industry with similar business scale, as well as consideration of the overall business environment. The results indicate that the structure, criteria, and level of directors remuneration remain lower than those of comparable listed companies. Accordingly, it is proposed that the remuneration be increased compared to 2024, while maintaining the existing policy of no director bonus and no additional benefits. This proposal was approved by the Annual General Meeting of Shareholders for the year 2025.

#### Principles of compensation for the Board of Directors and Board Committees are as follows:

1. The Nomination and Remuneration Committee is the person who determines and establishes the principles or policies "Remuneration for Directors" and propose to the Board of Directors for approval to propose to the Annual General Meeting of Shareholders which must comply with HARN's Articles of Association, Chapter 4, regarding the Board of Directors, including various factors related as follows:

- Duties and responsibilities of each director
- To be appropriate when compared to other public companies that has the similar operating results and business operations.
- To be fair and transparent to create incentives to maintain qualified directors as needed
- To be appropriate for the ability to get paid the compensation from HARN

2. The Nomination and Remuneration Committee is summaries the annual remuneration and compensation which must not exceed the amount approved by the shareholders' meeting from the previous year and propose to the Board of Directors for approval to report to the shareholders' meeting to acknowledge the amount of money actually paid by considering the following factors:

- Company performance previous year
- Determine the appropriate time to pay
- Details and conditions of payment such as annual remuneration for all directors who remain in office in the event that any director has recently held the position and has not yet completed a service year, annual remuneration will be paid in proportion referring to time appointment since joined.

3. Board and Committee members entitled to receipt of Directors' remuneration must not be HARNs employees.

4. Board member who also serve in another committee shall receive only one remuneration that pay the highest rate.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>1. Mr. PICHET SITHI-AMNUAI</b> (Chairman of the board of directors, Independent director)			<b>570,000.00</b>		<b>0.00</b>
Board of Directors (Chairman of the board of directors)	150,000.00	420,000.00	570,000.00	No	
<b>2. Mr. WIRAT SUKCHAI</b> (Director)			<b>450,000.00</b>		<b>0.00</b>
Board of Directors (Director)	30,000.00	420,000.00	450,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>3. Mr. THAMMANOON TRIPETCHR</b> (Director)			<b>0.00</b>		<b>0.00</b>
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>4. Mr. JAIN CHARNNARONG (Director)</b>			<b>910,000.00</b>		<b>0.00</b>
Board of Directors (Director)	90,000.00	800,000.00	890,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	20,000.00	0.00	20,000.00	No	
<b>5. Mr. PRASERT DEEJONGKIT (Director, Independent director)</b>			<b>495,000.00</b>		<b>0.00</b>
Board of Directors (Director)	90,000.00	300,000.00	390,000.00	No	
Audit Committee (Member of the audit committee)	75,000.00	0.00	75,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	30,000.00	0.00	30,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>6. Mrs. VALEERATN CHUERBOONCHAI (Director, Independent director)</b>			<b>535,000.00</b>		<b>0.00</b>
Board of Directors (Director)	90,000.00	300,000.00	390,000.00	No	
Audit Committee (Chairman of the audit committee)	125,000.00	0.00	125,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	20,000.00	0.00	20,000.00	No	
<b>7. Mr. PISES IAMSAKULRAT (Director)</b>			<b>330,000.00</b>		<b>N/A</b>
Board of Directors (Director)	90,000.00	240,000.00	330,000.00	No	
<b>8. Mr. SUMRID SUMNEING (Director, Independent director)</b>			<b>280,000.00</b>		<b>N/A</b>
Board of Directors (Director)	60,000.00	175,000.00	235,000.00	No	
Audit Committee (Member of the audit committee)	45,000.00	0.00	45,000.00	No	
<b>9. Mr. Rattanaphan Mukhariwattananon (Member of the executive committee)</b>			<b>0.00</b>		<b>N/A</b>

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>10. Mr. Wisit Wachiralappaitoon (Member of the executive committee)</b>			<b>0.00</b>		<b>N/A</b>
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>11. Mrs. Varinkan Teraumranon (Member of the executive committee)</b>			<b>0.00</b>		<b>N/A</b>
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>12. Mr. Sumrid Sumneing (The chairman of the subcommittee)</b>			<b>36,000.00</b>		<b>0.00</b>
Risk Management Committee (The chairman of the subcommittee)	36,000.00	0.00	36,000.00	No	
<b>13. Mr. Prapas Rakpanya (Member of the subcommittee)</b>			<b>0.00</b>		<b>N/A</b>
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>14. Ms. Warangkana Jongnui (Member of the subcommittee)</b>			<b>0.00</b>		<b>N/A</b>
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>15. Mr. Suchat Suwatnodom (Member of the subcommittee)</b>			<b>0.00</b>		<b>N/A</b>
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>16. Mr. Kittiphong Kittimethawenun (Member of the subcommittee)</b>			<b>0.00</b>		<b>N/A</b>
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>17. Mr. Vachiravit Akaraseranee (Member of the subcommittee)</b>			<b>0.00</b>		<b>N/A</b>
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>18. Mr. Sukit Litikorn (Member of the subcommittee)</b>			<b>0.00</b>		<b>N/A</b>
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>19. Mr. Withoon Thamee (Member of the subcommittee)</b>			<b>0.00</b>		<b>N/A</b>
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>20. Mr. Surasak Udom (Member of the subcommittee)</b>			<b>0.00</b>		<b>N/A</b>
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>21. Mrs. SIRIMA IAMSAKULRAT (Director)</b>			<b>0.00</b>		<b>0.00</b>
Board of Directors (Director)	0.00	0.00	0.00	Yes	
<b>22. Mr. Theerachai Pomsinsirak (Director, Independent director)</b>			<b>141,000.00</b>		<b>N/A</b>
Board of Directors (Director)	15,000.00	75,000.00	90,000.00	No	
Audit Committee (Chairman of the audit committee)	15,000.00	0.00	15,000.00	No	
Risk Management Committee (The chairman of the subcommittee)	36,000.00	0.00	36,000.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	615,000.00	2,730,000.00	3,345,000.00
2. Audit Committee	260,000.00	0.00	260,000.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination and Remuneration Committee	70,000.00	0.00	70,000.00
5. Risk Management Committee	72,000.00	0.00	72,000.00

#### Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	950,000.00	900,000.00	1,017,000.00
Other monetary remuneration (Baht)	2,342,000.00	2,400,000.00	2,730,000.00
Total (Baht)	3,292,000.00	3,300,000.00	3,747,000.00

#### Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the : 0.00  
board of directors over the past year  
(Baht)

#### Information on corporate governance of subsidiaries and associated companies

##### Corporate governance of subsidiaries and associated companies

##### Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes  
companies

Mechanism for overseeing subsidiaries and : Yes  
associated companies

Mechanism for overseeing management and taking : The appointment of representatives as directors,  
responsibility for operations in subsidiaries and executives, or controlling persons in proportion to  
associated companies approved by the board of shareholding, The determination of the scope of duties  
directors and responsibilities of directors and executives as company  
representatives in establishing important policies,  
Disclosure of financial condition and operating results,  
Transactions between the company and related parties,

Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

HARN determine policies to govern subsidiaries by setting way of conduct guidelines, internal control, disclosure of financial performance, transactions with connected persons, acquisition or disposition of property, other important, capital increase, capital reduction, and dissolution of subsidiaries, so that their work procedures in conformity according to the law and relevant regulations as a governance tool for companies in which HARN holds shares. All are required to practice and drive toward the same standard across HARN through HARNs representative(s) assigned as directors. This way, HARN commands unity in action, leading to synergy, enhanced capability and strength in competition to in turn lead to joint growth in a transparent and sustainable way.

**Below is the scope of executives, which consists of governance principles:**

1. Major joint venture is defined as has ratio of the voting shares between 20-50% and invest large amount of sum. In necessary circumstances, the Board must arrange Shareholders agreement or other agreement to clarify authority of management and decision, to use for financial statement of HARN according to the standards and timeline.

2. Rules, Regulations and Policy, including directives which form part of the governance designed to drive linkages between HARNs policy governance and its successful implementation driven toward a uniform standard throughout by HARNs representatives assigned to serve in these subsidiaries as directors.

3. Steering for management by defining objectives and goals, strategies, and policies, and allocating key resources for objective and goal achievement, including monitoring, assessing, and ensuring performance reporting. Must report implementation updates to the Board.

4. HARN's Quality Management Division is responsible for monitoring and reporting on the effectiveness of internal controls within subsidiaries to the Chief Executive Officer and Chief Operating Officer, in accordance with the established plan.

The Board of Directors, which supervises the subsidiaries as part of the operation, have a resolution to appoint a representative to take the position of director in Aiyaraharn Company Limited (Subsidiary). To act in pushing for good corporate governance policies and practices, code of conduct, risk management and anti-corruption measures HARN's are of the same standard, along with setting annual goals and indicators and require monthly meetings between representatives and executives of subsidiaries, reports are submitted to the Board of Directors at every board meeting.

HARN has operations to promote compliance with policies and guidelines for supervising subsidiaries. In 2025, a meeting was held between representatives and management of subsidiaries in order to consider financial status, performance and other important matters which have been already reported to the Board of Directors for acknowledgment. In summary, the Subsidiary has an appropriate and careful internal control process for its business operations. **No** misconduct that violates the conflict-of-interest prevention policy.

## Information on the monitoring of compliance with corporate governance policy and guidelines

### The monitoring of compliance with corporate governance policy and guidelines

#### Prevention of conflicts of interest

## Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest over the past year : Yes

1. HARN requires that the top 4 executives and directors (as defined by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand) must prepare a disclosure form of interests and a conflict-of-interest report upon their initial appointment. They are also required to report any changes in their interest information whenever such changes occur, and to submit an annual report by February each year. This is used as baseline information for monitoring and governance of conflicts of interest for all individuals. Any items suspected of being in conflict with HARNs interests must be disclosed. In any approval process related to such matters, the principle of no special conditions or preferential treatment deviating from normal practice must be strictly followed as part of HARNs internal control procedures. The Audit Committee is assigned to oversee and manage the resolution of such conflict-of-interest issues, while the Company Secretary is responsible for maintaining records for monitoring and governance purposes.

In 2025, there were no related-party transactions or conflict-of-interest items involving the top 4 executives, directors, or their related persons.

2. The Board of Directors has established a policy regarding conflicts of interest in every Board meeting. The Chairman or the Company Secretary will inform the meeting and request cooperation from directors to comply with the conflict-of-interest policy. For any agenda item in which a director has a conflict of interest or involvement, that director must abstain from voting or expressing any opinion, and such abstention must be recorded in the meeting minutes.

3. The Audit Committee is responsible for reviewing related-party transactions or any transactions that may involve conflicts of interest which could impact HARNs operations. This review is conducted in accordance with applicable laws and the requirements of the Stock Exchange of Thailand before such matters are submitted to the Board of Directors for approval. In 2025, all top 4 executives and directors completed the disclosure of their interests and conflict-of-interest reports, and signed acknowledgment of HARNs corporate governance principles and business code of conduct at 100%. In addition, they fully completed and passed the online assessment via the HARN Academy system on conflict-of-interest prevention, achieving 100% participation. There were no violations or incidents related to conflicts of interest involving the top 4 executives, directors, or their related persons.

### Number of cases or issues related to conflict of interest

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	0	0

## Prevention of the use of inside information to seek benefits

### Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of : Yes  
inside information to seek benefits over the past year

HARN has announced a policy prohibiting directors, executives, and employees who have access to inside information from improperly using such information. They are not allowed to trade HARN securities during the 30-day period prior to the public release of financial statements and until 24 hours after the information has been disclosed to the public. Trading is permitted outside of this blackout period. In addition, the top 4 executives and directors are required to notify the Company Secretary at least one day in advance when they or their spouses (or cohabiting partners) and minor children intend to trade HARN securities. They are also required to prepare a report of changes in securities holdings and submit it to the Securities and Exchange Commission (SEC) in accordance with Section 59 of the Securities and Exchange Act B.E. 2535 (1992), as amended, within 3 business days from the date of purchase, sale, transfer, or receipt of transfer. HARN has also established a policy requiring disclosure of reports on the purchase, sale, transfer, or change in securities holdings of the top 4 executives and directors to the Board of Directors on a quarterly basis. This disclosure is included as a regular agenda item in the Board meeting calendar, which is scheduled in advance. In addition, the Company Secretary is responsible for issuing reminders and promoting compliance with insider trading restrictions via email to relevant persons, particularly during blackout periods, on a regular basis. Employees are prohibited from disclosing inside information to unauthorized external parties in order to prevent misuse of such information. Furthermore, online learning materials are provided through the HARN Academy system on insider trading prevention and conflict-of-interest management, to educate directors, executives, and employees on an annual basis. In 2025, the following activities were carried out:

1. The Company Secretary has prepared and circulated the 2025 trading blackout schedule for HARN shares via email to directors, executives, and employees who have access to inside information. This notification informs them in advance of the prohibited trading periods for HARN securities. The policy prohibits trading in the Companys securities, including those held by spouses and minor children, during the 30-day period prior to the public release of financial statements and until 24 hours after the information has been disclosed to the public. Outside of these restricted periods, trading is permitted as normal.

2. The top 4 executives and directors intending to trade HARN securities are required to notify the Company Secretary at least one day in advance. They must also prepare and submit an electronic report of changes in securities holdings and derivative contracts of executives through the SEC system within 3 days from the transaction date of buying or selling HARN securities. The Company Secretary reports such transactions to the Board of Directors on a quarterly basis for acknowledgment.

In 2025, all top 4 executives and directors fully complied with HARNs policies. There were no transactions involving the purchase, sale, or transfer of HARN securities. They also completed and passed the online assessment via the HARN Academy system on insider trading prevention, achieving 100% completion. No violations related to the use of undisclosed inside information were identified among the top 4 executives, directors, or their related persons.

**Number of cases or issues related to the use of inside information to seek benefits**

	2023	2024	2025

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

## Anti-corruption action

### Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past year : Yes

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

### Prevention Policy Relating to Anti-Corruption Matters

HARN define establishes and enforces through all the organization an explicit Anti-Corruption Policy comprising of definitions, responsibilities, implementations, and measures within Anti-Corruption Measures Handbook. The Board approved on May 10, 2018 which is an ISO 9001:2015 certified document. The Board, executives, employees, subsidiaries, joint ventures, other companies that control and agents (if any), are strictly required to acknowledge and comply with this policy.

Define Anti-Corruption Policy an explicit, all the Board, executives, employees, subsidiaries, joint ventures, and other entities that may have a control over including agents (if any), prohibited or commit or accept any kind of corruption at all means. For direct and indirect benefits to personal and relevant parties neither one is a receiver or a giver or an offer of bribe both monetary and non-monetary to the government or private, and partners that HARN exercise business, it has continuous operations and development as follows:

1. Announced the intention as member Thai Private Sector Collective Action Against Corruption (CAC) since March 21, 2017, with a certified for member CAC on quarte 3/2018 and certified for CAC recertification first time on quarte 3/2018, and certified for CAC recertification second time on quarte 2/2024. Demonstrate its firm intention in anti-corruption. HARN is committed to good governance, code of conduct in business that are responsible for the community, society, and environment, including all stakeholders in the entire supply chain.

2. Since 2018, has begun enforcing Anti-Corruption Policies as part in Anti-Corruption Measures Handbook. Defining as part of the way of Corporate Governance and Code of Conduct so that may observe the same standards and management approaches.

3. Anti-Corruption Policy forbids HARNs director, executives and employees to carry out or participate in corrupt practices as well as all forms of bribery offer or acceptance direct and indirect. They must seriously observe the Anti-Corruption Policy, which covers various processes, including donation to charities, human resources administration, supply procurement, and internal control, etc.

#### **Guidelines for Overseeing the Compliance with Anti-Corruption Practices**

To be in accordance with the latest anti-corruption policy HARN adopted, provides guidelines for overseeing the compliance, as follows:

1. Assign directors management and staff to assess the compliance with corporate governance policies, code of conduct, risk management policies, anti-corruption measures policies, and personal data protection policies every year.

2. Follow up to regularly review and improve the anti-corruption policy every year in order to ensure that HARNs operations comply with changes in business, regulations and relevant legal requirements. Presented to the Audit Committee and reported to the Board of Directors.

3. Establish a risk assessment related to anti-corruption, enhance operational mechanisms, prevent fraudulent activities, and improve organizational efficiency. Promote transparent, fair, and accountable business operations to build trust among stakeholders.

4. Assign the Quality System Management Department to inspect and monitor the implementation of anti-corruption policy measures by various departments through internal quality audits and report to the Chief Operating Officer, Chief Financial Officer, and the management review meeting every month by presenting to the Risk Management Committee. It must be reported to Board of Directors on a quarterly basis.

5. If from information from the audit or complaints found by the investigation there is reasonable evidence to believe that there are transactions or actions that may have a significant impact on the financial status and HARN's performance, including any breach of the law, the code of conduct in business, guidelines for corruption prevention, or questions about financial report or internal control system, the Audit Committee will report to the Board of Directors in order to take corrective action within the period the Audit Committee deems appropriate. An investigation will be conducted without disclosing the whistleblowers name in order to protect the potential impact on the whistleblowers of the complaint or allegation.

#### **Communication, Training, and Task Highlights**

In order to strictly guide the behavior of directors, executives and all employees, including subsidiaries, joint ventures, other companies controlled by the company, including business representatives (if applicable) and other relevant external, require communication and training. The anti-corruption actions are as follows:

1. Communicate the anti-corruption policy and measures, as well as relevant laws and regulations, to the Board of Directors, executives, and employees of HARN, including its subsidiaries, affiliated companies, and other entities under HARNs control. Also, to business partners, stakeholders, and the general public through various communication channels such as email, website, HARN Intranet, digital signage, and LINE Official. The raise awareness of the impacts, implementation guidelines, and preventive controls against corruption, while emphasizing the consequences of such misconduct.

2. Continuously provide training and knowledge assessments for the Board of Directors, executives, and employees to ensure a thorough understanding of anti-corruption measures and associated penalties through the E-Learning platform, HARN Academy, and is mandatory on an annual basis. Additionally, this topic is included as part of the orientation program for all new employees, who must complete the training before commencing their duties.

#### **Oversight and Monitoring of Performance**

To demonstrate commitment to countering corruption, as a listed company, it is the companys responsibility to foster confidence among shareholders and stakeholders, define has oversight and monitoring of performance, as follow:

1. The Board ensures that HARN efficient system for anti-corruption to ensure that executives recognize and values anti-corruption and cultivates it as a corporate culture.

2. The Audit Committee supervises internal control, financial reporting, and other procedures concerning anti-corruption measures, including steers conformance, reviews applicable measures and internal control to ensure that the measures are adequate and effective. The reviews risk assessment and provides recommendations to the Board on suggested practices.

3. The Audit Committee annually defines and reviews the Anti-Corruption Policy, provides recommendations and guidelines, monitors, and assesses performance relate. Including support for risk assessments and periodic reviews of anti-corruption measures at the operational level to ensure adequacy and effectiveness, with the results reported to the Board of Directors on a quarterly basis.

4. Top Executives establish annually risk assessment for business processes that may lead to corrupt practices, review the suitability of processes, measures, and lead by example as well as communicating it to all employees and related parties.

5. Developed Risk & Control Self-Assessment for all units to apply as guidelines for assessing corruption risks in their respective business processes and for defining suitable internal control processes.

6. The Quality Management Division inspect and monitors the use operational on process the Anti-Corruption measures and monthly report on compliance outcomes to the Chief Operating Officer, Chief Financial Officer and the management meeting.

7. Internal Audit reviews items of potential the likelihood of corruption, and corporate efficiency for managing risks arising from corporate corruption and those at the operating level. Also reports to the Audit Committee and top executives when encountering items or actions that could undermine performance outcomes, including corruption.

The Boards review policies suitability and Anti-corruption Measures on March 24, 2025, remains consistent and suitable for changes of the business environment, rules, regulations, and the provision of laws. Details are published on the website: [www.harn.co.th](http://www.harn.co.th)

#### Number of cases or issues related to corruption

	2023	2024	2025
Total number of cases or issues related to corruption (cases)	0	0	0

## Whistleblowing

#### Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : Yes  
procedures over the past year

The Board has established measures, scopes, procedures, and channels for whistleblowing and complaints of all for from all stakeholder groups of HARN as follows:

#### Measures and Scope

HARNs employees should not ignore actions in potential conflicts with anti-corruption measures, including any actions that violate or fail to comply with laws, corporate governance policies and principles, code of conduct in business, or HARNs policies, rules, and regulations particularly those that suggest fraud or misconduct for unlawful personal or third-party gain are subject to this framework. Such actions include corruption, embezzlement, fraud, and other unethical practices. Additionally, this encompasses situations where employees face unfair treatment in the workplace or instances where weaknesses in HARNs internal controls are observed, raising concerns about potential fraud, corruption, or harm to HARNs interests.

### **Channels and Methods of Anti-Corruption Whistleblowing**

Must explicitly spell out confidential to the Chairman of the Audit Committee which is an Independent Committee, through these channels.

Chairman of the Audit Committee

Harn Engineering Solutions Public Company Limited, 559 Soi Soonvijai 4, Rama 9 Road, Bangkapi, Huaykwang, Bangkok 10310

chairac@harn.co.th

<https://www.harn.co.th/corporate-governance/corruption-report/>

### **Channels for Advice**

Employees or others whom has inquiries and seek for advice on anti-corruption policy may contact through these channels.

Chief Financial Officer

Harn Engineering Solutions Public Company Limited, 559 Soi Soonvijai 4, Rama 9 Road, Bangkapi, Huaykwang, Bangkok 10310

+(66)2 318-9744 ext.4004

wisit.w@harn.co.th

### **Channels Contact to HARN**

Stakeholders can provide feedback, suggestions, complaints, and report any non-compliance with laws, code of conduct, organizational regulations, and other matters unrelated to corruption through the following channels:

Company Secretary, email: wasukan.b@harn.co.th Tel: (02) 318-9744 ext. 4011

Investor Relations, email: wirat.s@harn.co.th Tel: (02) 318-9744 ext. 5001

Mail, Harn Engineering Solutions Public Company Limited, 559 Soi Soonvijai 4, Rama 9 Road, Bangkapi, Huaykwang, Bangkok 10310

HARN's employees can complain and express opinions through a variety of channels such as through a comment box, LINE Official account, or direct notification via e-mail to the Human Resources Department. All employees are obligated to acknowledge the available complaint channels since their orientation as new employees.

### **Actions when Receiving Whistleblowing and Confidentiality**

1. Once the chairman of the Audit Committee receives a clue, or the company secretary or investor relations or any other channels receive clues and complaints from the stakeholders of HARN, a preliminary consideration will be made regarding the category of which the matter of the complaint received falls into. The cases will be collected to present to the sub-committees related. Except for complaints and anti-corruption whistleblowing directly sent to the chairman of the Audit Committee, the chairman of the Audit Committee will personally open those letters.

2. Employee complaints or suggestions, HARN has a process for dealing with such by considering whether the employee's complaint is a matter that may be an offense and at what level in order to determine the penalties for the action with fairness and accuracy.

3. HARN has established a suitable and fair process for punishing violators of anti-corruption measures. Any violation of this policy, direct or indirect, calls for disciplinary review under HARNs regulations, consisting of fact-finding, investigation, punishment, and appeal. They could also lead to punishment by law. Employees must therefore master and strictly conform to the Anti-Corruption Policy in every step of their work.

The Board of Directors has assigned the Audit Committee, comprising entirely independent directors, to serve as the central body for receiving reports and whistleblower disclosures, monitoring reported cases, protecting and ensuring fairness for complainants and whistleblowers related to internal fraud and corruption. The Audit Committee is also responsible for reporting investigation results and disciplinary actions to the Board of Directors.

The Audit Committee has authorized the Chief Executive Officer or an appropriate designee to establish an investigative committee responsible for collecting, screening, and reviewing complaints or whistleblower reports, assessing the sufficiency of evidence, and conducting investigations to establish the facts within 30 days. If additional evidence is required, the process must be completed within 60 days. A summary report of the investigation findings must be submitted to the Chief Executive Officer, who will present it to the Audit Committee for further action. The Audit Committee will then report the findings and measures taken to the Board on a quarterly basis.

**Protection Measures Whistleblowers**

In order to protect the rights and confidentiality of whistleblowers or those who cooperate to provide with good intention, HARN will take the following actions:

1. Required that not disclose names, addresses or any other information that can identify the complainant or the whistleblower and keep the information of the complainant and whistleblower confidential in an appropriate and fair manner. Only those responsible for the investigation of complaints will have access to such information.
2. Required that human resources administration process echoes its commitment to anti-corruption measures. Although refusal to take part in corruption may deprive HARN of business opportunities, its policy is not to demote, punish, or harm those that do so.
3. The person receiving information from performing duties related to complaints have a duty to maintain information, complaints, clues and documentary evidence of the complainant and whistleblower confidential. No information is to be disclosed to any other person who does not have a relevant duty unless it is a disclosure in accordance with the duty required by laws. If there is an intentional violation involving the disclosure of confidential information, HARN will impose disciplinary action in accordance with its regulations and/or take legal action as deemed appropriate.

In 2025, HARN **received no** complaints or whistleblower reports regarding fraud or corruption. Additionally, there **were no** violations related to corporate governance, code of conduct in business, or compliance with applicable laws, regulations, and policies. However, it communicates acknowledged to all Board, Executives and Employees to the Good Corporate Governance, Code of Conduct and Anti-Corruption Measures to prevent complaints/whistleblowing of such issues.

**Number of cases or issues related to whistleblowing**

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

**The monitoring of compliance with other corporate governance policy and guidelines**

In 2025, HARN strictly implemented various initiatives related to good corporate governance to ensure compliance with good governance principles, by

- The Company has never been subject to regulatory action or sanctions arising from failure to disclose material events within the required timeframe or from non-compliance with disclosure requirements.
- There have been no cases of accusations, fines, or civil proceedings arising from any violations or breaches of regulations imposed by regulatory authorities.
- No cases of insider trading or misuse of inside information for personal gain were found.
- No cases of non-compliance or violations of related party transaction regulations, trading rules, or conflicts of interest prevention requirements were found.
- No complaints were found regarding legal violations, corruption, or breaches of business ethics.
- No complaints were found regarding labor practices or human rights issues.
- There were no indications that HARN has infringed upon copyrights or intellectual property rights in any way.
- There have been no disputes or legal actions with competitors, and no evidence of business collusion or monopolistic practices.

## Information on report on the results of duty performance of the audit committee in the past year

### Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mrs. VALEERATN CHUERBOONCHAI (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Mr. PRASERT DEEJONGKIT (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mr. SUMRID SUMNEING (Member of the audit committee)	1	/	1	1/1 (100.00%)
4 Mr. Theerachai Pornsinsirak (Chairman of the audit committee)	1	/	1	1/1 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of the audit committee

#### 1. Reviewed the Financial Statements:

The Audit Committee reviewed financial reports both quarterly and annual separate and consolidated financial statements data. It also examined key audit matters, appropriateness of the account recording system, and disclosure of other key information, indicated in the auditors report by Karin Audit Co. Ltd To this end, reviewed the credibility of estimated figures, assumptions requiring managements discretion, disclosure of key transactions potentially affecting

financial reports, while obtaining clarification from the external auditor and management to ensure that financial report preparation was accurately, credibly undertaken and useful for the users of financial reports, as well as the criteria of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET). The auditor has reviewed and audited the financial report, and provided unqualified opinions.

## **2. Internal Audit:**

The Audit Committee reviewed and approved annual audit plans, conformance to the plans, internal audit findings and recommendations and follow-ups as well as improvements of significant issues every quarter. It also assessed the independency of the internal audit from Ultima Advisory Company Limited to perform the duties efficiently and effectively continuously, comply with rules and policies, support the adoption of audit management system and data analysis tools to manage the internal audits. In addition, it also pushed of the quality of audit perform for greater professionalism that creates sustainable value to the organization, and upheld internal audit assessment of international professional standards, to ensure aspects of good governance and adequate internal control and internal audit.

## **3. Connected Transactions:**

The Audit Committee reviewed connected transactions or those posing potential conflicts of interest with that of HARN's and subsidiary under the SETs regulations to the Office of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) announcements and other relevant laws. There is a view that transaction meets the general trade conditions, fairness, and sensibility taking into account the best benefits of business and its shareholders. Such transactions were also promptly disclosed to SET.

## **4. Review of Compliance with Laws, Corporate Governance, Risk Management, and Internal Control:**

The Audit Committee reviewed the efficiency and effectiveness of corporate governance while giving support for business in pursuit of sustainability, reviewing compliance with current laws and regulations, as well as encouraged the preparation for and closely monitored the upcoming laws that may impact HARNs businesses, also reviewed risk management measures and close monitoring of cyber security risk outcomes and emerging threats, include key risk other to ensure efficiency and effectiveness. It also emphasized the readiness of the workforce in support of rapid change. The Audit Committee, moreover, followed supervises the adequacy and appropriateness of good corporate governance, risk management, internal controlm comply withorganization-wide regulations laws and rules include reviewed the anti-corruption policy and practices, and complaint handling and whistleblowing process, it endorsed the sufficiency of the internal control system as required by the SEC to ensure that HARN commands appropriate and sufficient internal control, comply with law without major problems or defects process business.

## **5. Appointment of the External Auditor for 2025 and Approval for Audit Fee:**

The Audit Committee considered the selection of the auditor based on performance, experience, independence, and audit fees, as well as compliance with the Securities and Exchange Commission and the Stock Exchange of Thailand regulations. The Committee resolved to propose to the Board of Directors for consideration and to seek approval from the Annual General Meeting of Shareholders to appoint the auditor from Karin Audit Co., Ltd.

## **6. Quality Assessing of the Audit Committee**

The Audit Committee reviewed its own charter and assessed its own performance as a group and individuals against SETs best practices to ensure efficient, fruitful performance. Overall assessment result for as a group and dividul was excellent and result for self-assessment was excellent, and reported its performance outcomes to the Board acknowld, as well as action sets plans to improve its process of governance, risk management, and internal control supervision as well as compliance with HARNs regulations.

In this regard, HARN and the Board, including Executives, were **not** violation/non-compliance with the guidelines on share repurchase/deprivation of communication between shareholders/non-disclosure of agreements between shareholders, and violation/non-compliance with the guidelines on equity trading or asset trading.

In conclusion, this year the Audit Committee its charter duties and responsibilities with diverse expertise, prudence, and independence while providing creative views and advice for equal benefit of all stakeholders.

The Audit Committee concluded that HARN and Subsidiaries had valued efficient and effective business conduct, prepared credible and material financial reports in line with financial reporting standards, and sufficiently provide disclosure of connected transactions with potential conflicts of interest, as well as had risk management, internal control process, good corporate governance and anti-corruption prevention suitable and adequate, include in full has compliance with business applicable laws and regulations has efficient and efficient.

## Information on summary of the results of duty performance of subcommittees

### Meeting attendance and the results of duty performance of subcommittees

#### Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. WIRAT SUKCHAI (The chairman of the executive committee)	12	/	12	12/12 (100.00%)
2 Mr. THAMMANOON TRIPETCHR (Member of the executive committee)	12	/	12	12/12 (100.00%)
3 Mr. JAIN CHARNNARONG (Member of the executive committee)	12	/	12	12/12 (100.00%)
4 Mr. Rattanaphan Mukhariwattananon (Member of the executive committee)	12	/	12	12/12 (100.00%)
5 Mr. Wisit Wachiralappaitoon (Member of the executive committee)	12	/	12	12/12 (100.00%)

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
6 Mrs. Varinkan Teraumranon (Member of the executive committee)	12	/	12	12/12 (100.00%)
Average meeting attendance rate				(100.00%)

### The results of duty performance of Executive Committee

#### 1. Define and review the vision, mission, strategies, and business plans of HARN and its subsidiaries

The Company considers, defines, and reviews the vision, mission, strategies, and business plans of HARN across each business segment and its subsidiaries on a monthly basis. Regular monitoring meetings are held, and such plans are communicated to executives and employees at all levels to ensure understanding and alignment in implementation toward the established goals. The Company takes into account both internal and external factors affecting the business, including opportunities and acceptable risks. Progress on the strategic plan is reported to the Board of Directors on a quarterly basis.

#### 2. Review and monitor performance

The Company reviews and monitors the operating results of HARN in each business unit and its subsidiaries on a monthly basis, including the progress of various projects and the budgets approved by the Board of Directors. This is to ensure that operations achieve the planned objectives and targets. The Company also provides useful recommendations and guidance to support business operations, aiming to ensure maximum efficiency and effectiveness. In addition, the operating results are reported to the Board of Directors on a quarterly basis.

#### 3. Consider and approve annual budget and investment

The Company reviews and approves the annual budget and investment plan of HARN, including investments in information technology system development projects, computer hardware upgrades, fire protection system improvements, new innovation projects, and other business-critical matters. These initiatives are aimed at promoting sustainable business operations that reflect environmental, social, and governance (ESG) considerations prior to submission to the Board of Directors for approval.

#### 4. Consider and approve the annual dividend payment for 2025

The Company reviews and approves the dividend payment at the rate of THB 0.12 per share, which is derived from the net profit of the 2025 operating results, based on the separate financial statements. This proposal is submitted to the Board of Directors and the shareholders meeting for further consideration.

#### 5. Define and review organizational structure, management, and human resource policies

The Company considers the organizational structure, management system, and human resource management policies, including criteria for recruitment, training and development, performance evaluation, transfer, termination, salary increment rates, bonuses, and other benefits for the year 2025. These are determined appropriately for employees and management level and above, excluding the Chief Executive Officer position.

#### 6. Oversee compliance with good corporate governance principles

The Company supervises and monitors the implementation of good corporate governance practices of HARN and its subsidiaries to ensure compliance with international standards and regulatory requirements. This includes the Annual

General Meeting of Shareholders, complete, accurate, and timely disclosure of material information in accordance with applicable regulatory standards, as well as monitoring the management of complaints and whistleblowing in line with the Company's complaint and whistleblowing policy.

**7.Oversee the development of organizational culture**

The Company promotes the integration of feedback and suggestions related to innovation management to ensure a complete and effective organizational innovation development process. Innovation and technology management are implemented efficiently and systematically to enhance innovation outcomes in alignment with HARNs strategies and key objectives. The Company also focuses on maximizing resource utilization to achieve tangible results that can be further developed into business opportunities in accordance with targets, with the aim of becoming an innovation-driven organization that leads to sustainable growth.

**8.Consider sustainable development**

The Company places importance on climate change and reviews and approves the annual sustainability development plan, which covers performance assessment, development initiatives, as well as the promotion of sustainability culture and communication of sustainability activities. The Company also provides feedback, recommendations, and monitors performance against the established plans, while fostering a sustainability culture among directors, executives, and employees through communication and various activities.

**9.Review of the Executive Committee Charter and performance evaluation**

The Company reviewed the Executive Committee Charter to ensure that its responsibilities are comprehensive, appropriate, sufficient, and aligned with current circumstances. It also conducted the annual performance evaluation for 2025, both at the committee level and on an individual basis, in accordance with the Charter and the good practices of the Stock Exchange of Thailand. The overall results of both collective and individual evaluations were at a good level and were reported to the Board of Directors. The Executive Committee intends to use the evaluation results as a guideline for further improving its operational processes.

**Meeting attendance of Nomination and Remuneration Committee**

Meeting Nomination and Remuneration : 2  
Committee (times)

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PRASERT DEEJONGKIT (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mrs. VALEERATN CHUERBOONCHAI (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
3 Mr. JAIN CHARNNARONG (Member of the subcommittee)	2	/	2	2/2 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

## The results of duty performance of Nomination and Remuneration Committee

### 1. Recruitment Duties

Proceeded Strictly conduct recruitment and selection of qualified persons to be appointed as Board of Directors in accordance with the screening process and criteria specified in the policies and principles of corporate governance and code of conducts was carefully, from qualifications diversity as required from the Board Skill Matrix which includes gender and age, and does not allow race, nationality, or origin to become limitation in the selection, for nominate qualified persons to the Board of Directors and/or the shareholders meeting as required by law. In this regard, the list of professional directors in the Thai Institute of Directors Association (IOD) was used to assist in the selection of suitable persons, to this end, considered the composition and qualifications of the Board, both overall and individually, to match the size, type, complexity, and diversity of businesses, as well as personal independence as required by applicable laws and HARNs criteria. The activities are described below:

#### 1) Recruitment and selection of qualified person as director Replace directors who completed their terms

The Company reviewed the criteria and processes for the nomination and appointment of directors to ensure that they are complete, appropriate, and in compliance with applicable laws, regulations, and good practices in director nomination and selection. Accordingly, the Company carried out the nomination and selection of qualified individuals to serve as directors replacing those who retired by rotation in 2025, for submission to the Board of Directors and the Annual General Meeting of Shareholders, respectively. Two directors were proposed for reappointment for another term, namely Ms. Walairat Cheuboonchai (Independent Director) and Mr. Thammanoon Treepetch (Director). All nominated individuals possess the required qualifications in accordance with relevant regulations and are suitable for HARNs business operations. The independent director nominee also meets all legal and regulatory requirements for independent directors, is able to provide independent opinions, and has no conflicts of interest with HARN. The Board of Directors and the 2025 Annual General Meeting of Shareholders resolved to approve the appointments in accordance with the recommendation of the Nomination and Remuneration Committee.

#### 2) Orientation and provided documents for new director

In the event of the appointment of a new director, the director will receive a Board of Directors handbook to provide information on important rules and regulations, company information, nature and business policies, good corporate governance policies, business ethics, and other relevant information of the Company. In 2025, an orientation session for a newly appointed director was conducted for 1 person, Mr. Samrit Samniang, on October 28, 2025.

### **3) Reviewed stipulated the overall qualification structure framework (Board Skill Matrix)**

Reviewed the Board Skills Matrix and the diversity of expertise for accordance with corporate governance principles, and conducting a specific competence assessment of the Board of Directors for the year 2025 to review the appropriate expertise, both governance and strategic, to be appropriate and in line with the business context.

### **4) Reviewed succession plan**

The Company has established a succession plan for key positions, particularly the Chief Executive Officer (CEO), and reports progress and performance results against targets to the Board of Directors on a quarterly basis. In 2025, the Company considered qualified internal personnel to develop leadership skills in alignment with organizational changes and to support future business direction.

### **5) Reviewed the development plan for directors and top executive**

The Company considers training programs related to the development of knowledge and capabilities in good corporate governance, climate change, and directors duties provided by the Thai Institute of Directors (IOD), in order to enhance directors competencies and support more effective performance of their duties. In addition, the Company also supports the development of executives, including the Chief Executive Officer, to enhance their knowledge and skills that are beneficial to their responsibilities and to support HARNs overall operations.

### **6) Opportunities minority shareholders propose agenda and persons as directors**

Encouraged and supported the granting opportunity for minor shareholders, to propose agendas and nominate candidates as directors to nomination process from October 1 to December 31, 2025 before the 2026 AGM, open rules through the HARN website and Thailand Stock Exchange website, it has been proven that no shareholder has nominated anyone to serve as a director.

## **2. Remuneration Duties**

The Nomination and Remuneration Committee defined directors remuneration under criteria, based on company performance and business complexity; Board performance; director responsibilities; and comparison with peer companies in the same industry. The elaborated as follows:

### **1) Determine remuneration and criteria for remuneration payment to directors**

The Company considered defining the framework, rate structure, and criteria for the remuneration of the Board of Directors and sub-committees for submission to the 2025 Annual General Meeting of Shareholders for approval. Based on benchmarking against leading companies in comparable industries, it was found that the existing structure and meeting allowances were lower than those of listed companies in the same industry with similar business scale. Therefore, an adjustment to increase the remuneration rates for the Board of Directors and sub-committees for 2025 was proposed and subsequently approved by the 2025 Annual General Meeting of Shareholders.

### **2) Reviewed the criteria for performance evaluation and set remuneration for Chief Executive Officer (CEO)**

Acknowledged the remuneration of the CEO for the year 2025, taking into account his performance pursuant for 2024 in accordance with the guidelines of the SET, and endorsed the criterion for performance assessment for the CEO for the year 2025, for the Board of Director approval based on transparent, fair, and reasonable criteria. The performance appraisal criterion was made up of 2 parts: KPI, performance indicator to target, weighted 70% and API, performance evaluation weighted 30%.

### **3. Other duties according to the charter**

#### **1) Reviewed the director recruitment and remuneration policy**

Reviewed the rules, procedures for recruitment of directors and structure of remuneration for the Board of Directors, criteria for remuneration payment, including promotion of continual developmen. This policy still appropriate coverage guidelines and sufficient with complete, with no issues to be additionally resolved.

#### **2) Reviewed of performance evaluation form for Chief Executive Officer**

Reviewed the criteria, methods, remuneration payment structure and and CEO's annual performance assessment in

accorded in line with the HARN's strategic direction and maximizes its benefits. The policy still follows the established principles with no issues to be additionally resolved.

### 3) Reviewed the succession policy of Top Executives

Consider the criteria for selecting suitable personnel both externally and internally, qualifications, regulations, and succession processes to mitigate risks or impacts from a lack of continuity in management. The policy remains appropriate and transparent with no issues requiring further correction.

### 4) Reviewed charter, meeting, assessment of the Nomination and Remuneration Committee

Reviewed the Nomination and Remuneration Committee charter to ensure their comprehensiveness, suitability, sufficiently and alignment with the principles of good corporate governance and the current performance of duties. Reviewing and the performance assessment both group assessment and self-assessment, for 2025 to ensure their alignment with the Nomination and Remuneration Committee charter and the good practices of the SET. Pre-setting the dates for its meetings for 2026 to consider, acknowledge and reporting performance relating to the Board of Directors. The assessment results both group and individuals are at an excellent level, which has been reported to the Board.

Nomination and Remuneration Committee have used knowledge, ability, caution, and sufficient independence in giving opinions and suggestions for the overall benefit of HARN for the best interest of shareholders. It also serves to oversee the Board's performance under the good corporate governance system in accordance with the relevant laws and criteria. In 2025, no significant errors that affect HARN and the shareholders have been found. And no independent director non-executive directors resigned due to HARN's corporate governance issues, including avoiding methods of harming HARN's reputation.

### Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 4

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. Sumrid Sumneing (The chairman of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
2 Mr. Theerachai Pornsinsirak (The chairman of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
3 Mr. WIRAT SUKCHAI (Member of the subcommittee)	4	/	4	4/4 (100.00%)
4 Mr. THAMMANOON TRIPETCHR (Member of the subcommittee)	4	/	4	4/4 (100.00%)
5 Mr. Rattanaphan Mukhariwattananon (Member of the subcommittee)	4	/	4	4/4 (100.00%)
6 Mr. Wisit Wachiralappaitoon (Member of the subcommittee)	4	/	4	4/4 (100.00%)
7 Mrs. Varinkan Teraumranon (Member of the subcommittee)	4	/	4	4/4 (100.00%)
8 Mr. Prapas Rakpanya (Member of the subcommittee)	4	/	4	4/4 (100.00%)
9 Ms. Warangkana Jongnui (Member of the subcommittee)	4	/	4	4/4 (100.00%)
10 Mr. Suchat Suwatnodom (Member of the subcommittee)	4	/	4	4/4 (100.00%)
11 Mr. Kittiphong Kittimethawenun (Member of the subcommittee)	4	/	4	4/4 (100.00%)
12 Mr. Vachiravit Akaraseranee (Member of the subcommittee)	3	/	4	3/4 (75.00%)
13 Mr. Sukit Litikorn (Member of the subcommittee)	4	/	4	4/4 (100.00%)

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
14 Mr. Withoon Thamee (Member of the subcommittee)	3	/	4	3/4 (75.00%)
15 Mr. Surasak Udom (Member of the subcommittee)	2	/	2	2/2 (100.00%)
<b>Average meeting attendance rate</b>				<b>(96.67%)</b>

### The results of duty performance of Risk Management Committee

#### 1. Reviewed and Amend the Risk Management Policy

Reviewed the acceptable risk management policies to have a framework and process covering short-term and long-term key risks as well as emerging risks that may affect the business in the future and corruption risk to be in line with the strategic direction and changing circumstances, flexibility to take appropriate action such as strategic risk and operational, compliance, financial, external factors, etc., to ensure mitigating impacts of business uncertainties.

#### 2. Reviewed the Enterprise Risk Control Reports

Reviewed and advocated leading and lagging key risk indicators to measure the effectiveness of risk management and counseled management on the review / improvement of its management practices by revising risk management plans in line with prevailing business strategies and contexts, and new risks, as well as, implementation was cascaded throughout the corporation to effectively address the risks.

#### 3. Steered Risk Management to Ease Business Impacts

Key global situations and potential risks that may affect HARNs business operations were monitored. Has proactive measures focusing on management and defined comprehensive risk management plans for all situations to lower the likelihood of all risk incidents, with reactive measures if a risk event occurs to minimize the impact on organizational goals to ensure that HARNs risk management process is appropriate and effectively implemented.

#### 4. Supervised the Risk Management Considering Environment, Society and Governance

Emphasized sustainability processes covering environmental, social, and governance (ESG) the drive for implementation by all functions, monitoring risk management results to ensure that HARN continues in line with its sustainable development to align with the strategic directions and stakeholders expectations efficiently and effectively in the future.

#### 5. Considered commented on future Business

Focused on the investment supervision process with rigorously considered risk issues and risk management practices to exchange information, analyze, scrutinize, and review the investment process carefully, concisely, efficiently, and in line with the changing global business environment.

#### 6. Monitored Corporate Risk Management

Supervised, followed up, and reviewed plans and recommended guidelines for corporate risk management, mitigation plans, 2025 key risk indicators, and key projects on a quarterly basis, to ensure that effective and appropriate risk management is implemented within risk appetite statement, consistent with the risk management policy and handbook of anti-corruption measures. The committee also reported the findings of corporate risk management and risk management performance to the Board every quarter basis. The board of directors pushing for close monitoring of

the debtor's risk management process with continuous monitoring conditions under highly volatile market.

#### **7. Reviewed charter and assessment the Risk Management Committee**

Reviewed the Risk Management Committee charter to ensure that the guidelines for their performing duties are flexible, suitability with the current situations. Reviewing and the performance assessment both group assessment and self-assessment, for 2025 to ensure their alignment with the charter and the good practices of the SET. The assessment results both group and individuals are at an excellent level, which has been reported to the Board.

The Committee concluded In 2025, HARN has developed a comprehensive corporate risk management system for all aspects of according to the risk management policy, and cover risk management practices to strategic, financial, compliance, social and environmental include emerging risk to cope with prevailing circumstances, in line with the changing environment. The Committee has meetings were regularly arranged to continuously manage key and urgent such risk issues, rendering HARN risk management indeed efficiently, sufficient and controlled risks within the risk appetite. Able to achieve sustainably support business goal achievement in the create long-term amid challenging circumstances.

## Corporate Sustainability Policy

### Information on policy and goals of sustainable management

#### Sustainability Policy

Sustainability Policy : Yes

With a strong commitment to operate and drive sustainable growth for the business, covering all 4 dimensions: economy, environment, society, and governance, to support its vision: We strive to be the leader in providing comprehensive and sustainable engineering services that meet customer needs in developing the quality of life, society, and the environment. This is integrated into every step of business operation, under the principles of corporate governance and code of conduct, while considering the impact on stakeholders as well as the value chain. Therefore, HARN has set its policy for sustainable organizational development based on two key business strategies: Business (B) and Sustainability (S) or B+S. This drives HARNs sustainability efforts in each dimension, in alignment with long-term operational goals, and emphasizes readiness to address potential future crises. It also focuses on developing employees skill sets and integrating technology to improve work processes, enhancing the organizations competitiveness for sustainable growth.

Following a review of the policy content and its operational effectiveness by the Board of Directors in 2024, improvements have been made in areas related to sustainable business operations, reflecting HARNs sustainability efforts in each dimension. These are disclosed on the website [www.harn.co.th](http://www.harn.co.th) and communicated with executives and employees across the organization.

#### Economic

Monitor the development of sustainable engineering technologies related to improving the quality of life, society, and the environment, and select high-quality products suitable for the market to offer as services.

Promote the use of digital technology to transform business operations, workflows, and services in order to improve work efficiency and enhance customer satisfaction.

Place importance on the values, wisdom, and ideas of employees and executives, providing opportunities for research and the development of new innovations and out-of-the-box ideas that meet the needs of customers, society, and the environment. Human resources are considered the most valuable asset of the organization and must be well taken care.

Emphasize the efficient use of human resources, optimizing workforce deployment through digital technology and automation systems as much as possible.

#### Environment

Develop a new holistic economic model, adhering to the principles of a 3-dimensional economy, which includes a bioeconomy system that focuses on the efficient use of biological resources, a circular economy system that considers the maximum reuse of materials, and a green economy system aimed at addressing pollution to reduce the environmental impact sustainably.

Address climate change by striving to find business solutions that reduce greenhouse gas emissions and even capture these gases to prevent their release into the atmosphere. Create awareness and set an example of a lifestyle among employees and executives, to become a culture that minimizes greenhouse gas emissions. Develop greenhouse gas-related businesses as new, challenging ventures for the organization.

Commit to carbon neutrality by 2040 and achieving net-zero greenhouse gas emissions by 2050. If possible, accelerate the process of achieving neutrality as quickly as possible, without delay, and use the knowledge gained to create new businesses.

Promote environmentally responsible operations by managing environmental quality and biodiversity according to relevant laws and regulations. Invest in, develop, and improve environmental management systems, while seeking new

measures and methods to enhance management efficiency and better control environmental quality. Innovate and explore ways to reduce the use of resources and energy, as well as minimize the release of pollutants, waste, and greenhouse gases, to prevent, control, and reduce environmental, community, and social impacts as much as possible.

## **Social**

Cultivate a volunteer culture to employees and executives by fostering a culture of giving to stakeholders and society without the expectation of receiving anything in return. Promote social and community responsibility by supporting public welfare activities for society and the environment, and encourage HARN employees to participate in social activities.

Respect the value and equality of individuals, honor differences, listen to opinions transparently, treat workers equally and fairly, assign tasks according to their abilities, and provide appropriate compensation. Prohibit the use of illegal labor, including employees and workers of partners and/or stakeholders. Safeguard and protect the safety of employees and HARNs property without infringing on the rights and safety of others, including the protection of personal rights, confidentiality of information, data disclosure, and use of personal data. Treat employees of HARN and partners equally, considering human rights principles across the entire supply chain.

Create a positive work atmosphere and environment to ensure employee happiness and safety, and raise safety standards according to legal requirements. Set a work accident goal of zero and prohibit any operations without proper safety controls and safety equipment. Ensure appropriate and sufficient safety training related to the work.

## **Corporate Governance**

Promote good corporate governance to ensure that HARN can create added value for both itself and society in a sustainable way, so that all parties follow the same practices in line with the 5 basic principles of good corporate governance: Integrity, Fairness, Transparency, Responsibility, and Accountability.

Promote and raise awareness of the importance of conducting business in strict adherence to laws, regulations, and guidelines relevant to business operations.

Conduct business in compliance with laws relating to anti-corruption, both domestically and internationally, where HARN operates its business.

Place importance on and engage stakeholders by being open to transparent and constructive feedback, treating everyone equally, and respecting differences.

Encourage fair competition.

Promote respect for property rights and avoid intellectual property infringement.

Protect personal data and safeguard online privacy with modern technology and robust security systems.

## **Security**

Set a target to achieve zero work-related injuries and illnesses by developing, improving, and elevating occupational health and safety standards in accordance with legal requirements.

Prohibit any activities that do not comply with safety control measures, including the absence of safety equipment and insufficient or inappropriate safety training, as well as the active involvement in cultivating a safety culture within the community and society on a consistent basis.

## **Tax Policy**

HARN aims to be an organization with sustainable growth, responsible for taxes, and compliant with accounting standards and tax guidelines, following the practices below:

**Tax Structure:** Avoid using fraudulent tax structures or those that are incorrect, or creating complexities for initial tax benefits and tax avoidance.

**Tax Incentives:** Strive to utilize tax incentives in a legal and effective manner, in line with sustainable and appropriate business decisions, within the framework of the country's tax policies.

**Tax Transparency:** Report tax-related responsibilities to the government transparently, ensuring it is auditable.

## **Practice and Respect for Human Rights Policy**

HARN is committed to conducting business in accordance with the law and human rights principles, emphasizing respect for the rights, freedoms, and equality of individuals as guaranteed and protected by both Thai law and

international law. Management and employees are required to uphold human rights principles, adhere to the rule of law, respect human dignity, rights, and freedoms, and treat all parties equally, following these practices:

Promote and encourage the adherence to fundamental human rights principles and equality at all levels, regardless of nationality, race, skin color, gender, language, religion, political beliefs, or other beliefs, ethnicity, or social origin, property, birth, or any other status, which forms the basis of social coexistence.

Support and respect the protection of human rights by regularly monitoring and ensuring that its business does not contribute to human rights violations, such as not supporting forced labor, opposing child labor, or any other actions that demonstrate disrespect for human rights principles or do not meet international human rights standards, rights, freedoms, and equality.

Management and employees have the duty and responsibility to promote the rights of individuals wherever HARN or its subsidiaries operate, to ensuring that business activities do not involve or refrain from actions that violate human rights.

### **Information Disclosure**

Disclose the policy for sustainable organizational development, sustainability operations, and performance results in all dimensions, in accordance with the criteria and regulations of relevant agencies, as well as the United Nations international standards, sufficiently, with transparency, and in a timely manner, to demonstrate the commitment and intention to develop the organization sustainably.

Disclose the policy for sustainable organizational development to directors, management, employees, and stakeholders so they are informed and adhere to it in their work and business operations of HARN.

### **Promote Moral, Ethical, Social, and Environmental Responsibility**

Raise awareness and instill good consciousness, support participation in social and environmental responsibility activities for directors, management, and employees by ensuring comprehensive communication and providing training on ethics, integrity, corporate governance principles in operations and business conduct, as well as social and environmental responsibility that significantly contributes to sustainability, making it a regular part of the organizations culture every year.

### **Practice and Follow-up Actions**

The directors, executives, and employees at all levels have a responsibility to support, promote, and operate in accordance with sustainable organizational development policies, become an organizational culture, while considering balanced interests in economic, social, environmental, and corporate governance.

Reference link for sustainability policy : [www.harn.co.th/storage/downloads/corporate-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf)

### **Sustainability management goals**

Does the company set sustainability management : Yes  
goals

HARN sets sustainable development goals that consider the impact of business operations, reflecting trends in Environment, Social, and Governance (ESG) aspects, both in the short and long term that is appropriate, to achieving carbon neutrality by 2040 and net-zero greenhouse gas emissions by 2050. Working Group on Sustainability is tasked with driving strategies and guiding operations to align with the framework in order to achieve HARNs sustainability goals and support the United Nations Sustainable Development Goals (SDGs) as follows:

Reduce electricity consumption by 30% by 2028 through the transition to renewable energy.

Control fuel energy consumption, reducing by 5% per year by transitioning 60% of company vehicles to electric cars within 3 years and 100% within 5 years.

Control the use of tap water, reducing by 3% per year through monitoring and managing water usage, and inspecting water-related equipment.

Reduce the amount of non-hazardous waste, hazardous waste, and air pollution from HARN operations by 5% per year by applying the 3R principle: Reduce, Reuse, Recycle.

Control the emission of greenhouse gases in Scope 1 and 2 by reducing by 5% per year, and reduce Scope 3 to net zero by 2050 through various projects and reducing the use of resources and energy that contribute to greenhouse gas emissions.

Source products that replace current products with environmentally friendly alternatives, aiming for 25% of revenue by 2040.

Support green projects or environmentally friendly initiatives, including renewable energy, at least once per year.

Organize environmental activities for the community and society at least once per year.

Provide environmental training for relevant employees and stakeholders in the value chain at least once per year.

Manage the environment in compliance with legal requirements and other relevant regulations, ensuring zero violations of environmental laws and regulations.

United Nations SDGs that align with the organization's sustainability management goals	:	Goal 3 Good Health and Well-being, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 13 Climate Action, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals
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## Information on review of policy and/or goals of sustainable management over the past year

### Review of policy and/or goals of sustainable management over the past year

Has the company reviewed the policy and/or goals of sustainable management over the past year : Yes

Has the company changed and developed the policy and/or goals of sustainable management over the past year : Yes

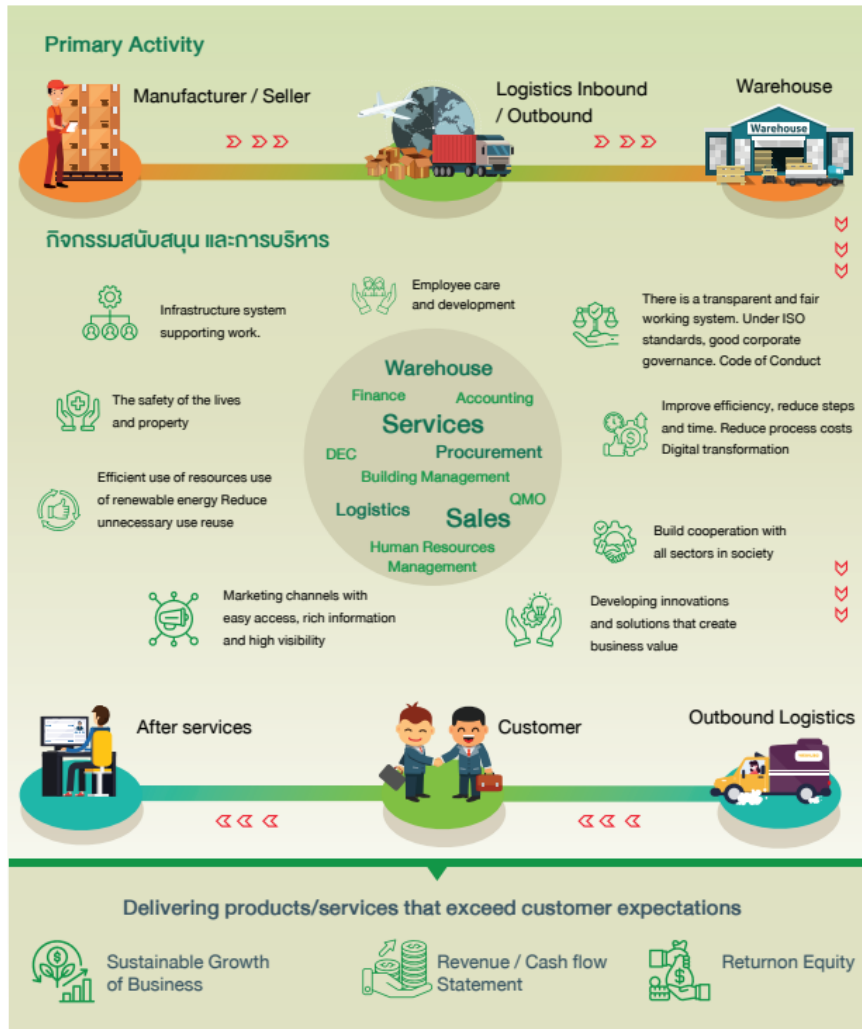
Following a review of the policy content and its operational effectiveness by the Board of Directors in 2025, improvements have been made in areas related to sustainable business operations, reflecting HARNs sustainability efforts in each dimension. These are disclosed on the website [www.harn.co.th](http://www.harn.co.th) and communicated with executives and employees across the organization.

## Information on impacts on stakeholder management in business value chain

### Business value chain

The directors, executives, and employees at all levels of HARN are responsible for supporting, promoting, and implementing work in alignment with the company's sustainable development policy until it is fully integrated into the corporate culture. Operations are carried out with consideration for a balanced approach to economic, social, environmental, and corporate governance benefits. HARN identified stakeholders by analyzing their involvement along the supply chain, take the principle of universal human rights seriously, ranging from crude procurement, inventory, marketing and sales, distribution and customer service.

Business value chain diagram



Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<b>Internal stakeholders</b>			
<ul style="list-style-type: none"> <li>• Employees</li> </ul>	<ul style="list-style-type: none"> <li>- Receive fair and equal treatment, with opportunities for growth and career advancement.</li> <li>- Maintain a safe</li> </ul>	<ul style="list-style-type: none"> <li>- Promote participation and two-way communication within the organization.</li> <li>- Promote workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• Internal Meeting</li> <li>• Complaint Reception</li> <li>• Employee Engagement Survey</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>and hygienic environment.</p> <ul style="list-style-type: none"> <li>- Provide appropriate welfare and compensation.</li> </ul>	<p>safety.</p> <ul style="list-style-type: none"> <li>- Provide channels for complaints and suggestions.</li> <li>- 0% labor issues or complaints.</li> <li>- Salaries and other compensation are benchmarked against the labor market annually.</li> <li>- Central functions are within standard benchmarks.</li> <li>- Sales and service functions are above the market average.</li> <li>- No work-related accidents among employees. Total employees: 254, representing 0%.</li> <li>- 100% of employees were evaluated according to the established criteria.</li> <li>- Employee satisfaction rate: 84.42%.</li> </ul>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<b><u>External stakeholders</u></b>			
<ul style="list-style-type: none"> <li>• Customers</li> </ul>	<ul style="list-style-type: none"> <li>- Deliver products and services in accordance with agreed terms.</li> <li>- Employees have a strong understanding of products and services and are able to provide accurate and useful recommendations.</li> <li>- Receive after-sales service in a timely manner.</li> <li>- Protection of personal data security.</li> </ul>	<ul style="list-style-type: none"> <li>- Provide knowledge to customers and business partners through the Knowledge Sharing Project, along with training programs for employees.</li> <li>- There have been no lawsuits from customers related to failure to deliver products or services or breach of contract.</li> <li>- Employees receive annual training on products and services.</li> <li>- Customer satisfaction rate: 94.10%.</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Online Communication</li> <li>• Employee Engagement Survey</li> <li>• Training / Seminar</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Creditor</li> <li>• Suppliers</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure fairness and compliance with trade agreements.</li> <li>- Receive clear and transparent communication regarding issues and their resolutions.</li> </ul>	<ul style="list-style-type: none"> <li>- Communicate news and trading policies comprehensively and in a timely manner.</li> <li>- Conduct visits and exchange information to improve collaboration.</li> <li>- Supplier performance is evaluated twice a year.</li> <li>- A total of 15 site visits/assessments were conducted.</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Online Communication</li> <li>• Satisfaction Survey</li> <li>• Training / Seminar</li> </ul>
<ul style="list-style-type: none"> <li>• Competitors</li> </ul>	<ul style="list-style-type: none"> <li>- Compete freely within the framework of the law.</li> </ul>	<ul style="list-style-type: none"> <li>- Do not seek competitors confidential information through unethical means.</li> <li>- No issues or complaints were reported.</li> </ul>	<ul style="list-style-type: none"> <li>• Online Communication</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Shareholders</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainable business growth</li> <li>- Consistent returns</li> <li>- Transparent business operations</li> </ul>	<ul style="list-style-type: none"> <li>- Expand growth channels and enter new high-potential markets.</li> <li>- Adhere to good corporate governance practices.</li> <li>- Develop comprehensive end-to-end solutions and services.</li> <li>- Pay dividends of not less than 40%.</li> <li>- CG Score rated Excellent.</li> <li>- ESG Rating Score: Level A</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Online Communication</li> <li>• Annual General Meeting (AGM)</li> <li>• Others <ul style="list-style-type: none"> <li>• Opportunity Day</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Government agencies and Regulators</li> </ul>	<ul style="list-style-type: none"> <li>- Comply with applicable laws, rules, regulations, and requirements.</li> <li>- Conduct business with responsibility and transparency.</li> </ul>	<ul style="list-style-type: none"> <li>- Review applicable laws, rules, regulations, and requirements.</li> <li>- Regularly review and verify operational practices.</li> <li>- No fines for non-compliance with laws.</li> </ul>	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• Others <ul style="list-style-type: none"> <li>• Disclosure of information via the SET Link system in a timely manner in accordance with legal requirements.</li> </ul> </li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Community</li> <li>• Society</li> </ul>	Conduct business operations without adverse impacts on communities and the environment.	<ul style="list-style-type: none"> <li>- Promote the conservation of natural resources and the environment.</li> <li>- Use renewable energy through solar power generation systems.</li> </ul>	<ul style="list-style-type: none"> <li>• Social Event</li> <li>• Online Communication</li> </ul>

**Information on organization's material sustainability topics**

**Organization's material sustainability topics**

The company has identified its sustainability : Yes  
materiality topics

Over the past year, the company has reviewed its : Yes  
sustainability materiality topics

**Details of organization's material sustainability topics**

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
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The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Economic and Governance, Social, Environment	<ul style="list-style-type: none"> <li>• Environmental Management Standards Policy and Compliance</li> <li>• Greenhouse Gas Management</li> <li>• Biodiversity Management</li> <li>• Human Rights</li> <li>• Fair Labor Practices</li> <li>• Customer / Consumer Responsibility</li> <li>• Good Governance</li> <li>• Sustainable Supply Chain Management</li> <li>• Innovation Development</li> </ul>

**Information on sustainability report**

**Corporate sustainability report**

Corporate sustainability report : Doesnt Have data

**Company sustainability disclosure aligned with standards**

## Sustainability risk management

### Information on risk management policy and plan

#### Risk management policy and plan

##### 1. Risk Management Policy

HARN recognizes the importance of risk management amid changes in internal and external factors that may affect the business. The Company is therefore committed to continuously managing risks in accordance with the COSO framework, which is an international standard for risk management. Risk management is regarded as a key component of every business process and must be integrated across all levels of the organization. Accordingly, HARN has established a risk management policy that all executives and employees must follow, and has established a Risk Management Committee to oversee and ensure the effectiveness of risk management across the organization.

##### 2. Risk Management

HARN manages risks systematically through the Risk Management Committee to ensure that the risk management plan is effective and aligned with the organizations goals and strategies. Operational risk management is the responsibility of every department under the supervision of the relevant executives, who are responsible for managing and controlling risks to an acceptable level. These responsibilities are clearly defined in the job descriptions of each department.

In addition, HARN has studied and applied various risk management tools, such as the Risk & Control Self-Assessment (RCSA) framework. This approach enables the organization to identify acceptable risk levels by prioritizing risk factors and analyzing risks based on an assessment plan that evaluates both the likelihood and severity (impact) of significant risks. The Company also uses Key Risk Indicators (KRI) to identify potential impacts on operational performance, taking into account the existing control level. Appropriate measures are then established to mitigate, prevent, and monitor risk management. Furthermore, the Company continuously monitors changes in key external factors, including emerging risks, in order to proactively prepare risk management measures before they affect business operations.

HARN fosters risk management awareness among all employees, including promoting an environment and culture that supports effective risk management. The Company emphasizes appropriate resource allocation and support to enhance the effectiveness of risk management practices. The risk management policy is published on the Companys website at [www.harn.co.th](http://www.harn.co.th), allowing access for all stakeholders. In addition, HARN organizes risk management training programs and regularly holds meetings to review and reinforce employees understanding of enterprise risk management in order to continuously improve the effectiveness of the organizations risk management practices.

Reference link to risk management policy and plan : [www.harn.co.th/storage/downloads/corporate-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf)

### Information on ESG risk factors management standards

#### ESG risk factors management standards

Standards on ESG risk management : Yes

Standards on ESG risk management : COSO - Enterprise risk management framework (ERM)

## Information on ESG risk factors

### Risk factors on business operation

#### Operational risk associated with the Company or the group of companies

##### Risk 1 Risk of Losing Distributorship Rights

Related risk factors : Strategic Risk  
• Competition risk

Financial Risk  
• Liquidity risk  
• Income volatility

ESG risk factors : No

#### Risk characteristics

##### 1. Risk from Loss of Product Distribution Rights

HARN distributes products in several systems, including fire protection systems, air-conditioning systems, sanitary systems, refrigeration systems, digital printing systems, 3D printing systems, and IoT systems, covering a wide range of products. HARN acts as a distributor for globally recognized brands, with the top three brands accounting for 49% and 43% of total sales revenue in 2024 and 2025, respectively. Therefore, if HARN were to lose the distribution rights for any of these key brands, it could significantly impact the Company's revenue.

Being appointed as an authorized distributor is a key factor for HARN's business. Such distributorship arrangements may be either for a fixed term or indefinite. In most cases, HARN does not enter into formal distributorship agreements with the brand owners. Therefore, there is a potential risk associated with such arrangements. If HARN's distributorship rights are terminated by the brand owners, or if such arrangements are otherwise discontinued for any reason such as mergers with other companies or the discontinuation of a business by a trading partner, this could adversely affect the Company's operations.

#### Risk-related consequences

The impact of the risk of losing distributorship rights is that it may adversely affect HARN's revenue.

#### Risk management measures

Measures to mitigate the risk and potential impact of losing distributorship rights include continuously selecting high-quality products with advanced technologies and developing proprietary brands under HARN's trademarks for certain products to meet customer demand. In 2024 and 2025, revenue from products under HARN's own brands accounted for 5.42% and 6.66% of total sales and service revenue, respectively.

However, since 2011, HARN has not experienced any loss of distributorship rights for the brands it has been appointed to represent. With over 60 years of business experience, HARN has maintained strong relationships with its partners and customers, and has consistently conducted its business in compliance with ethical commercial practices. As a result, the Company has earned the trust of brand owners and manufacturers, who have continuously appointed HARN as their distributor. Currently, HARN distributes more than 60 brands and has a broad customer base of over 5,400 clients. The Company is recognized as a professional, one-stop engineering products distributor with extensive experience. In addition, HARN continuously improves and develops its systems and distribution channels to better cover evolving target customer segments. Therefore, HARN is confident that, even if it were to lose distributorship rights for any particular brand, it would be able to source alternative brands and products to effectively meet market demand.

Historically, HARN has achieved continuous growth in sales. This is supported by its efficient distribution channels, strong sales team, and the ability of its distributed products to consistently generate increasing sales. In addition, HARN has applied IoT technology to the products it distributes in order to better meet customer needs and continuously

enhance product value. Accordingly, the Company is confident that brand owners will continue to appoint HARN as their distributor. Therefore, this risk is classified as an enterprise-level risk, with the effectiveness of risk controls assessed to be at a satisfactory level.

## **Risk 2 Risk of Brand Owners Entering the Market Directly**

Related risk factors : Strategic Risk  
• Competition risk

Financial Risk  
• Liquidity risk  
• Income volatility

ESG risk factors : No

### **Risk characteristics**

In the event that foreign brand owners intend to enter the Thai market directly without engaging HARN, there is a risk that HARN may lose its distributorship rights for such brands and may also face direct competition from those brand owners.

### **Risk-related consequences**

The impact of the risk of brand owners entering the market directly is that it may adversely affect HARNs revenue.

### **Risk management measures**

HARN believes that such risk is unlikely to occur, as the company has gained strong trust from brand owners in effectively generating sales in Thailand. In addition, brand owners must consider the cost-effectiveness of investing in direct distribution themselves. Moreover, the distribution of products in building engineering systems including fire protection systems, air conditioning systems, sanitary systems, refrigeration systems, digital printing systems, and bio 3D printing systems requires a wide range of offerings to fully meet customer needs. Customers tend to value the convenience of purchasing from distributors who can provide a comprehensive product portfolio. Therefore, HARNs role as a distributor of multiple brands, supported by a skilled team with strong product expertise, long-standing customer relationships, and a solid customer base across various industries, helps mitigate the risk of declining sales in the event that any brand owner decides to enter the Thai market independently. Historically, some foreign manufacturers have attempted to operate through their own affiliated companies instead of distributors, but were not successful and eventually reverted to using distributors as before. As a result, HARN assesses that its risk management in this area is at a satisfactory level.

## **Risk 3 Risk arising from changes in policies, regulations, rules, and laws.**

Related risk factors : Strategic Risk  
• Damage to company image and reputation

Compliance Risk  
• Change in laws and regulations  
• Laws and regulations is not favorable for doing business  
• Violations of laws and regulations  
• Corporate Governance  
• Legal risk

ESG risk factors : Yes

### **Risk characteristics**

Risk arising from non-compliance or incomplete compliance due to changes in laws, regulations, and rules.

## Risk-related consequences

May adversely affect the organizations reputation, result in legal penalties, and lead to loss of business opportunities.

## Risk management measures

HARN has established governance policies to ensure that all employees monitor and review new laws and regulations, as well as changes in government policies. These include, for example, laws on trade competition, public procurement and supplies, state fiscal and financial discipline, anti-corruption, personal data protection (PDPA), human rights, cybersecurity, and climate change.

Therefore, to ensure that business operations comply with applicable laws, rules, regulations, notifications, and orders of government authorities and regulatory bodies both currently in force and those that may be enforced in the future as well as to align with the evolving business environment and operational context, HARN has established an acceptable level of risk appetite for the organization. The Company communicates relevant laws and regulations to its executives and employees to ensure awareness and compliance in their respective duties. It also sets targets to monitor and prevent any non-compliance risks related to business operations, ensuring alignment with good corporate governance principles and maintaining adequate internal controls. Performance results are regularly reported to the Risk Management Committee.

In 2025, HARN had no violations related to good corporate governance, business ethics, or compliance with applicable laws and regulations. The Company also maintained safety management and legal compliance in accordance with recognized standards.

## Risk 4 Risk of Severe Events Impacting Business Operations or Causing Business Disruption

Related risk factors : Strategic Risk

- Volatility in the industry in which the company operates
- Government policy
- Policies or international agreements related to business operations
- Changes in technologies
- Pandemic risk
- Climate change and disasters
- Other : Political instability both domestically and internationally.

Operational Risk

- Information security and cyber-attack
- Delays in the development of future projects
- Safety, occupational health, and working environment
- Climate change and disasters
- Pandemic risk

Compliance Risk

- Change in laws and regulations

#### Financial Risk

- Liquidity risk
- Income volatility

ESG risk factors : Yes

#### **Risk characteristics**

Operations both domestically and internationally may be affected by business disruptions, which could arise from natural disasters, political instability, terrorism, pandemics, or human errors in HARNs operations.

#### **Risk-related consequences**

Causing disruptions to business operations.

#### **Risk management measures**

Safety risk management has been established through long-term plans and targets aimed at preventing and controlling losses from accidents that may affect lives, property, and the environment. The company has set a zero-accident target for work-related injuries resulting in lost-time incidents for both employees and contractors. Work standards are aligned with international benchmarks, and a strong safety culture is promoted among employees and contractors. This includes providing knowledge and organizing activities to raise safety awareness, which serves as a fundamental driver for organization-wide implementation and continuous improvement.

HARN places great importance on safety management by systematically managing and controlling operational risks through the application of modern engineering technologies and international standards to reduce the likelihood and impact of cyber threats. At the same time, the company closely monitors geopolitical conflicts and political situations that may affect its business. It has also established standards for safety, occupational health, and environmental management, as well as a business continuity management system to prevent disruptions and safeguard value-creating activities throughout the business value chain. In addition, HARN continuously reviews, improves, and develops its business continuity plans, workforce preparedness plans, work-from-anywhere measures, and information systems to ensure seamless connectivity across business units.

Regarding employee health and safety, HARN regularly communicates relevant information, provides easily accessible channels for contacting the responsible working team, and continuously monitors trends in disease outbreaks, including the number of infections and at-risk groups. The company also follows and announces measures and guidelines issued by relevant government authorities on an ongoing basis, in order to establish appropriate preventive measures and reduce the risk of infection within HARNs operational areas.

The results of risk control are at a manageable level, with no fatalities or work-related accidents, and no significant impact from threats affecting HARNs costs.

#### **Risk 5 Risk arising from insufficient workforce and personnel capabilities to meet business demands.**

Related risk factors :

#### Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Human error in business operations
- Delays in the development of future projects

ESG risk factors : Yes

#### **Risk characteristics**

Insufficient workforce and personnel capabilities to meet business demands.

#### **Risk-related consequences**

Organizational unpreparedness in terms of personnel, structure, and culture to effectively and timely support new business models and evolving ways of working may pose a risk that could impact business operations and the achievement of long-term objectives.

### **Risk management measures**

HARN has adjusted its organizational structure and workforce size, as well as its strategies for talent recruitment and development, to keep pace with business demands in alignment with the company's vision, strategy, and direction, and in response to new ways of living and working. The company has also enhanced its employer branding and communication, and implemented workforce development plans that address future needs by designing and strengthening essential knowledge and skills for relevant personnel. Technology has been adopted to support employee development, and succession plans for key positions critical to the organization's success have been improved. In addition, HARN has developed learning media, expanded communication channels, and fostered internal relationships to meet the needs of employees across all generations. Work arrangements have been made more flexible according to job characteristics, employee benefits have been diversified, and engagement activities have been refined to align with employees needs and expectations. The company also supports adherence to human rights principles in the workplace.

In 2025, the employee engagement, happiness, and satisfaction survey recorded an average score of 84.42%, an increase of 0.93% compared to 83.66% in 2024. Nevertheless, HARN has continuously monitored the results and used them to improve activities, policies, and working models to enhance overall effectiveness. In addition, the employee turnover rate in 2025 averaged 16.63%, increasing by 1.08% from 15.55% in 2024. The recruitment rate for filling vacant positions in 2025 averaged 16.38%, which was below the target (not less than 18%) and decreased by 23.57% compared to 21.43% in 2024. However, the ratio of current employees to total workforce demand stood at 94.78%, which remains within a manageable risk level.

HARN is committed to continuously improving its systems to attract and retain talented personnel. The company also regularly reviews its compensation structure to ensure alignment with market rates at comparable levels on an annual basis.

### **Risk 6 Risk related to personal data protection policy (PDPA).**

Related risk factors : Strategic Risk

- Damage to company image and reputation

Operational Risk

- Information security and cyber-attack
- Loss or damage from non-compliance of partners  
or  
counterparties
- Impact on human rights

Compliance Risk

- Violations of laws and regulations
- Corporate Governance
- Legal risk

ESG risk factors : Yes

### **Risk characteristics**

Personal data is considered a risk that organizations must manage appropriately, as it may be misused by malicious actors or unauthorized parties. If the responsible unit fails to adequately protect such data, it may result in a loss of organizational credibility.

### **Risk-related consequences**

The impact of risk in cases where the company does not have adequate personal data protection, which may lead to data breaches, includes loss of business credibility. External parties may perceive that the company lacks proper standards to comply with legal requirements, and the company may face legal action if data subjects suffer damages.

**Risk management measures**

HARN has established a Personal Data Protection Policy, Cookie Policy, and procedures for data recording, reporting, and retention, which are disclosed on its website [www.harn.co.th](http://www.harn.co.th). The objective is to strengthen data security standards and ensure compliance with the Personal Data Protection Act B.E. 2562 (PDPA). Key actions include establishing a personal data working committee, implementing systems and access controls for personal data storage, and providing training and communication to internal personnel. Regular audits are conducted to ensure compliance with these policies. In addition, a Data Protection Officer (DPO) has been appointed to oversee personal data protection and safeguard confidential information from unauthorized disclosure. Any complaints regarding personal data can be submitted through the company's website [www.harn.co.th](http://www.harn.co.th).

**Risk 7 Risk arising from exchange rate fluctuations.**

Related risk factors : Strategic Risk

- Volatility in the industry in which the company operates

Financial Risk

- Insufficient sources of funding
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment
- Income volatility

ESG risk factors : No

**Risk characteristics**

Exchange rate fluctuations have both direct and indirect impacts on product costs, as products such as fire protection systems, air conditioning systems, sanitary systems, refrigeration systems, digital printing systems, and bio 3D printing systems are priced based on foreign manufacturers. Fluctuations in exchange rates may affect HARN's gross profit margin to some extent, as payments are made in foreign currencies such as USD, EUR, and GBP, while almost all products are distributed in Thailand.

In this regard, purchases from overseas suppliers accounted for 73.39% and 69.08% of total purchases in 2024 and 2025, respectively. Most purchase quotations and payments were made in foreign currencies primarily USD, GBP, and EUR representing 99.49% and 99.15% of total overseas purchase values, respectively.

**Risk-related consequences**

This impacts HARN's gross profit margin, as payments are made in USD, EUR, and GBP, while almost all products are sold in Thailand.

**Risk management measures**

To mitigate the impact of foreign exchange rate fluctuations, HARN has established an exchange rate management policy, including guidelines on risk management that may affect its financial position, as follows:

- The company requires the establishment of foreign exchange forward credit lines with financial institutions to hedge against such risks. These credit lines are sufficient to cover almost all overseas purchase orders. HARN considers entering into forward contracts in proportions aligned with foreign currency purchase invoices in each procurement cycle.
- Continuously monitor exchange rate trends in order to closely track, assess, and manage foreign exchange risk.

However, if exchange rate fluctuations significantly increase product costs, HARN will adjust product prices in line with market conditions and inform customers in advance. In addition, the company maintains sufficient inventory levels to support forward sales, thereby minimizing any significant impact of exchange rate volatility on revenue and costs.

In 2024 and 2025, HARN entered into forward foreign exchange transactions to prepare for payments in various currencies and trade activities totaling THB 587.84 million and THB 567.83 million, respectively, representing 95.65% and 110.03% of total overseas purchases. Through continuous monitoring of exchange rate movements, HARN has not been significantly impacted by such risks. This is reflected in the results of its foreign exchange risk management, with exchange gains of THB 3.27 million in 2024 and THB 1.08 million in 2025. As a result, the overall risk control is considered to be at a manageable level.

**Risk 8 Risk of goodwill impairment.**

Related risk factors :

Financial Risk

- Other : Risk to profit or loss and the debt-to-equity ratio.

ESG risk factors : No

**Risk characteristics**

HARN recognized goodwill arising from the fair value of consideration for the acquisition and transfer of the entire business of Chillmatch Co., Ltd. and its subsidiaries (currently the refrigeration systems business unit and digital printing systems business unit). The consideration exceeded the fair value of the net assets of Chillmatch Co., Ltd. and its subsidiaries as of the date of the capital increase issued in exchange for the business transfer. The company issued additional shares amounting to THB 675.36 million in exchange for identifiable net assets of both companies totaling THB 340.69 million, resulting in goodwill of THB 334.67 million. Management performs an annual impairment test on goodwill and recognizes impairment losses (if any). Therefore, HARN may face risk if the auditor determines that goodwill impairment has occurred.

**Risk-related consequences**

Such risk may impact HARNs net profit or loss, shareholders equity, and the debt-to-equity ratio. Based on the goodwill impairment test of the refrigeration business unit in 2024, HARN recognized an impairment loss of THB 18.70 million, resulting in a remaining goodwill balance of THB 315.97 million.

**Risk management measures**

As of the year ended 31 December 2025, HARNs management prepared financial projections for the refrigeration systems and digital printing systems business units to perform a goodwill impairment test. In assessing the value in use, the company applied the discounted cash flow (DCF) method, which calculates the present value of future free cash flows expected to be generated each year based on a five-year financial projection period (from 1 January 2026 to 31 December 2030). The discount rate used was the weighted average cost of capital (WACC) of the business units at 5.92%, and the terminal value growth rate was 1%.

Management concluded that no impairment of goodwill occurred for the digital printing systems business unit, while the refrigeration systems business unit experienced impairment as of 31 December 2025. As a result, the carrying amount of goodwill as of 31 December 2025 is THB 315.97 million (unchanged from the previous year), in accordance with financial reporting standards and verified by the external auditor.

**Risk 9 Risk of fraud and corruption.**

Related risk factors : Strategic Risk  
• Damage to company image and reputation

Operational Risk  
• Corruption

Compliance Risk  
• Violations of laws and regulations  
• Corporate Governance  
• Legal risk

ESG risk factors : Yes

**Risk characteristics**

HARN is committed to conducting its business with honesty, transparency, and fairness, in accordance with good corporate governance principles. This applies to all business activities, whether domestic or international, and whether distributing to government agencies or private companies. HARN strictly complies with all relevant laws and regulations and does not tolerate any form of fraud or corruption, whether direct or indirect. To prevent violations of laws and regulations, HARN emphasizes proper procedures in areas such as importation, customs clearance, sales proposals, bidding for high-value projects and/or installation services, as well as internal processes that may result from employee negligence, including procurement, control of goods and assets, facilitation payments, improper payments or solicitation of money from government officials, inappropriate expense disbursements, and inaccurate accounting records.

**Risk-related consequences**

**Impact on the Company in Case of Corruption Risk**

**Legal and Regulatory Impact**

- Subject to legal action, fines, or revocation of business licenses.
- Loss of eligibility to participate in bids or enter markets that require transparency compliance.

**Financial Impact**

- Incur significant costs from fines, legal fees, or compensation payments.
- Loss of revenue due to missed business opportunities.

**Reputational and Trust Impact**

- Loss of confidence from customers, business partners, investors, and the public.
- Adverse effects on business relationships and partner networks.

**Operational Impact**

- Internal processes may become inefficient or non-transparent, causing delays and errors in operations.
- Potential risks from inappropriate employee behavior, such as improper disbursements or inaccurate accounting.

**Organizational Culture and Human Resources Impact**

- Creates an environment lacking accountability and non-compliance with business ethics.

**Risk management measures**

- HARN establishes and implements policies and practices for anti-corruption and anti-bribery, ensuring that all executives and employees across the organization adhere to a consistent approach in line with HARN's risk management processes. The company also communicates these measures to internal and external stakeholders and encourages business partners to comply with anti-corruption and anti-bribery initiatives.
- HARN has established a Risk Management Committee to assess, analyze, and determine measures for managing business risks, including the prevention and monitoring of corruption and bribery risks, at both the organizational and operational levels on a quarterly basis.
- HARN defines an appropriate management structure and clearly assigns roles and responsibilities. Transparent and fair channels for receiving complaints and whistleblowing are established. In addition, an adequate internal control system and independent external audits are in place, with reports submitted directly to the Audit Committee for quarterly review by the Board of Directors. Furthermore, internal quality monitoring is conducted annually in accordance with the ISO 9001:2015 quality standards.
- HARN signed the declaration of intent to join the Thailand Private Sector Collective Action Coalition Against Corruption (CAC) on March 21, 2017. The company was certified as a CAC member in Q3/2018, renewed its membership for the first time in Q2/2021, and renewed its membership for the second time in Q2/2024.

In the year 2025, there were no complaints or whistleblowing reports related to corruption, and no violations of business ethics or codes of conduct were observed. The results of anti-corruption risk management indicate that the risks were maintained at a controllable level.

#### **Risk 10 Cybersecurity Threat Risks**

- Related risk factors : Strategic Risk
- Damage to company image and reputation
- Operational Risk
- Systems or internal control system
  - Human error in business operations
  - Information security and cyber-attack
- ESG risk factors : Yes

#### **Risk characteristics**

Currently, cybercrime is becoming increasingly diverse, with new methods and technologies being used to launch attacks through various channels. Coupled with changing business models and competitive conditions, organizations are driven to adopt digital technologies to enhance operational efficiency and strengthen competitiveness. This, in turn, represents a digital risk that may increase the likelihood of HARN being targeted by cyberattacks.

#### **Risk-related consequences**

This may impact business operations, cause financial losses, and affect the organizations credibility and reputation.

#### **Risk management measures**

HARN recognizes the dangers posed by such threats and has therefore established IT policies and development plans. The company has implemented internationally standardized IT system development projects and investments to prevent and mitigate potential cybersecurity risks. Continuous IT personnel development is conducted, alongside adequate internal controls and independent external audits appropriate for operations. Furthermore, HARN ensures communication, alerts, awareness-raising, and the cultivation of caution among all employees. Access rights to information are clearly defined, improper usage is restricted, and network infrastructures, including data backup centers, are established to support emergency situations. Cyber incident response plans are in place, with regular system testing and IT disaster recovery drills to ensure

effective risk management and minimize potential impacts on the organization and business opportunities. These measures enable HARN to continuously meet the needs of customers and stakeholders.

In 2025, HARN reviewed its IT policies and development plans to serve as a framework for executing the Digital Transformation 2022-2025 plan, covering both hardware and software. Annual success targets of 100% were set for all activities to enhance competitiveness through digital technologies in alignment with the company's business strategies and in response to cybersecurity threats. A budget of THB 5.80 million was allocated according to the plan, which has been approved by the Board of Directors.

HARN has analyzed and addressed organizational cybersecurity vulnerabilities and implemented preventive measures against external attacks. These measures include the use of applications, Virtual Private Networks (VPNs), monitoring of external emails, restriction of access to malicious websites, and antivirus protection. Data backups have also been conducted to safeguard information in case of emergencies, along with drills and emergency response exercises. Additionally, critical resources necessary for operations have been appropriately allocated.

Hardware Road map - 2568		
Hardware Good Performance	Procure and replace outdated computers and laptops according to their lifecycle to ensure they remain up-to-date and suitable for use.	100%
All software used is properly licensed.	Procure and implement properly licensed software for use within the organization, and prohibit the use of personal devices with unlicensed software in the workplace.	
Network and Security Good Performance	Provide employees with VPN access and enhance overall organizational internet speed to ensure adequate performance, while effectively protecting against viruses and external cybersecurity threats.	
Network Anywhere	Manage cloud-based servers, enabling employees to access systems via organizational Wi-Fi to support the Digital Transformation initiative.	
Software Road map - 2568		
Digital Transformation Project	<ul style="list-style-type: none"> <li>● Develop workflows in digital format and enhance the stability and accuracy of the ERP system and other applications, ensuring they are operationally reliable and compliant with audit processes.</li> <li>● Develop processes to reduce costs, increase revenue, transform operational approaches, enhance business efficiency, and modernize the organization's corporate image.</li> </ul>	100%

### Risk 11 Climate Change Risks

Related risk factors : Strategic Risk  
 • Climate change and disasters

ESG risk factors : Yes

#### Risk characteristics

Currently, the climate change crisis is becoming increasingly severe, with the scope of affected areas continuously expanding. This has emerged as a major global issue, as highlighted in key discussions at the 29th United Nations Climate Change Conference of the Parties (COP 29), held from November 11-22, 2024, in Baku, Azerbaijan. The conference brought together all 198 parties to the United Nations Framework Convention on Climate Change (UNFCCC) 197 countries plus the European Union who are striving to limit global temperature increases to no more than 1.5 degrees Celsius.

HARN operates in multiple countries and therefore faces challenges arising from government regulations aimed at addressing environmental issues. The company also encounters challenges from changing consumer behaviors and market trends that increasingly demand low-carbon products and services, as well as biodegradable packaging. Additionally, operational costs may rise due to investments in environmentally friendly, low-carbon technologies or increased raw material costs associated with transitioning to environmentally sustainable business practices and renewable energy.

### **Risk-related consequences**

If the business is unable to adapt its operations in a timely manner, it may impact the organizations corporate image and lead to increased financial costs and higher operating expenses resulting from environmental-related taxes.

### **Risk management measures**

To drive leadership in sustainability, HARN has announced its targets to achieve carbon neutrality by 2040 and net-zero greenhouse gas emissions by 2050 under the BCG (Bio-Circular-Green) economic model. This model focuses on three key approaches: bioeconomy, circular economy, and green economy. The companys policies have been communicated to executives and employees to align operational directions with these targets and are reinforced through continuous communication.

HARN has established control and mitigation measures to promote the BCG economic model, ensuring maximum sustainable benefits for the environment, society, and communities, including:

- HARN has established a Carbon Footprint Management Task Force and a Sustainability Task Force to set clear targets for advancing climate change mitigation. These task forces define objectives and implement actions through various supporting mechanisms to efficiently achieve net-zero greenhouse gas emissions.
- Reduce reliance on energy sources that emit greenhouse gases and increase the use of renewable and alternative energy, such as installing solar panels to replace electricity consumption and using electric vehicles instead of fossil-fuel-powered vehicles.
- Optimize resource usage in operations through the 3R strategy by reducing unnecessary consumption, maximizing reuse, and recycling. For example, campaigns to reduce plastic use and participation in recycling programs convert stretchable plastics into recycled pellets, which can be reused as raw materials in production processes. Water management is also implemented through measures to reduce consumption, treat wastewater, and reuse water.
- Enhance knowledge and foster awareness among executives and employees on proper waste segregation practices.
- Develop products, services, and solutions based on the circular economy and low-carbon principles to help reduce greenhouse gas emissions across the entire value chain.
- Build networks and collaborate with government agencies, the private sector, civil society, and the public, while playing a key role in planning and managing solutions for forest fires and the restoration of green areas, in order to help reduce environmental issues related to PM2.5.

## **Information on business continuity plan (BCP)**

### **Business Continuity Plan (BCP)**

Business Continuity Plan (BCP) : No

None



## Sustainable supply chain management

### Information on sustainable supply chain management policy and guidelines

#### Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management : No  
policy and guidelines

### Information on sustainable supply chain management plan

#### Sustainable supply chain management plan

Company's sustainable supply chain management : Yes  
plan

#### Business Value Chain

The directors, executives, and employees at all levels of HARN are responsible for supporting, promoting, and implementing work in alignment with the company's sustainable development policy until it is fully integrated into the corporate culture. Operations are carried out with consideration for a balanced approach to economic, social, environmental, and corporate governance benefits. HARN identified stakeholders by analyzing their involvement along the supply chain, take the principle of universal human rights seriously, ranging from crude procurement, inventory, marketing and sales, distribution and customer service

#### Stakeholder Analysis from the Business Value Chain

To ensure our mission to balance all groups of stakeholders equally. HARN analyzes and identifies key stakeholders across the entire value chain in the areas of economic, environmental, social, and corporate governance, with consideration for human rights principles. Emphasizing stakeholder engagement, both internal and external, HARN utilizes various communication channels to gather feedback, suggestions, and expectations from each stakeholder group. This process enables the company to establish appropriate action plans to effectively address these expectations.

Reference link to sustainable supply chain : [www.harn.co.th/storage/downloads/corporate-governance/corporate-policy/harn-sustainability-policy-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/corporate-policy/harn-sustainability-policy-th.pdf)  
management plan

### Information on new suppliers undergoing sustainability screening criteria

#### New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening : No  
criteria with new suppliers?

### Information on supplier code of conduct

## Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : [www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-trade-partners-code-of-conduct-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-trade-partners-code-of-conduct-th.pdf)

## Information on key suppliers acknowledging compliance with the supplier code of conduct

### Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct? : No

## Innovation development

### Information on innovation development policy and guidelines in an organizational level

#### Research and development policy (R&D)

Company's research and development (R&D) policy : Yes

Reference link to company's research and development (R&D) policy : [www.harn.co.th/storage/downloads/corporate-governance/corporate-policy/harn-sustainability-policy-th.pdf](http://www.harn.co.th/storage/downloads/corporate-governance/corporate-policy/harn-sustainability-policy-th.pdf)

#### Research and development (R&D) expenses over the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	90,000.00	194,056.72	0.00

#### Additional explanation for research and development (R&D) expenses over the past 3 years

HARN participated in research funding support with the National Research Council of Thailand. Under the project of The biomaterial print head with embedded measurement device for 3/4D printing. It can be said that the result from research and development meets the goals to the project. HARN has also supported research funding for soft materials printed with a Bio-compatible 3D printer in collaboration with Dr. Raviphat Maneechote and the MTEC research team. They produced realistic prosthetic fingers using soft materials with digital technology to expand and create business opportunities.

### Information on organizations innovation culture development and promotion process

#### Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's innovation culture : Yes

HARN's core business involves the whole engineering system, fire protection system, air conditioning system, sanitation system, refrigeration system, digital printing system, biological 3d printing system and Internet of Things system, Enhance Innovation Strategy through the planning and allocation of resources to support research and innovation to strengthen competitive advantage and promote the achievement of the Carbon neutrality and Net Zero Target. Operational Framework e.g., market-focused innovation, enhances employee capacity, determined a future investment direction that focuses on the high value & low carbon business group to increase the competitiveness, and can be further developed into high value businesses through direct and indirect investment in innovation. Also supports the development of innovation, encourages the establishment of long-term cooperation with third-party agencies or experts. HARN implemented various innovation projects, as follow:

##### 1) Vanapa Project

Project to assess carbon sequestration and the net carbon dioxide fixation balance of the dry dipterocarp forest ecosystem through remote sensing surveys, under the name Vanapa Project.

## 2) Safety & Comfortable Business (SC)

"Quick Installation Products", which a solution for needs, particularly in fire protection systems and air conditioning systems, are efficient, safe, fast, and environmentally friendly installation. They replace traditional pipe welding, resulting in cleaner systems without requiring experienced labor. Furthermore, aims to develop technology and seek environmentally friendly products, such as inert gas fire extinguishing agents for fire protection systems, which are non-toxic to consumers and the environment, and PEX pipes for plumbing systems, which are odorless, clean, safe, hygienic, free from toxins, and environmentally friendly.

## 3) Refrigeration Business (RF)

The Refrigeration Systems business unit has collaborated with IYARA HARN Co., Ltd. (a subsidiary) to develop energy-saving innovation in refrigeration systems. The Company has designed and installed an energy-saving innovation under the name Telechill S2, an Energy Saving Solutions system, which is a new product introduced to the refrigeration market.

The Telechill S2 intelligent control system utilizes IoT and AI technology to analyze and control refrigeration system operations in real time. This enables efficient energy usage and reduces unnecessary energy consumption while maintaining optimal temperature and cooling performance. The system is designed to enhance safety and, most importantly, reduce energy consumption in refrigeration systems, thereby lowering operational costs for cold storage businesses and minimizing environmental impact in line with the global trend toward achieving net-zero CO2 emissions. It also supports business competitiveness and revenue growth. In addition, Telechill S2 features monitoring, alerting, and temperature data logging capabilities for real-time tracking of system energy performance via a control room dashboard. This helps maintain product quality in cold storage, ensuring safe delivery to customers while reducing risks and preventing product quality degradation.

## 4) Digital Printing System Business (DP)

Forward to drive the innovation for consumers in the project implement 2D barcodes, with GS1 Thailand, raising the safety for consumers. Creates an organ model with advanced 3D printing technology to help diagnose and plan effective treatment for Medical. Furthermore, recognized the growing interest in reducing carbon footprints through the use of various technologies that HARN sells and services has opted to use environmentally friendly printing technologies.

## 5) Internet of Things System Business

Aiyaraharn Co., Ltd. ("subsidiaries") has conducted research and development of 3 projects of Internet of Things products, were further developed from the research that was 1 Platform Software development project and 2 Hardware projects which working under the same ecosystem, is IoT Platform Software (IoTNow), IoT Gateway for Cold Storage System version 1.5, iCDU with IoT Ready. With this development, refrigeration control systems distributed by HARNs Refrigeration Business, which were previously standalone systems, will now feature built-in IoT capabilities. This advancement will enable customers to manage their refrigeration systems more efficiently, with full remote management capabilities, while also enhancing customer service and support. The product is currently in development and is expected to be available for sale in the second half of 2025.

Reference link to organizations innovation culture : [www.harn.co.th/storage/downloads/corporate-development and promotion process governance/corporate-policy/harn-sustainability-policy-th.pdf](http://www.harn.co.th/storage/downloads/corporate-development%20and%20promotion%20process-governance/corporate-policy/harn-sustainability-policy-th.pdf)

## Information on innovation development benefits and research and development (R&D) expenses

### Benefits of innovation development

#### Financial benefits

Does the company measure the financial benefits : No  
from innovation development?

Non-financial benefits

Does the company measure the non-financial : No  
benefits from innovation development?

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