

ESG Performance

Company Name: HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED Symbol: HARN

Market: mai Industry Group: Services Sector: SECTOR 0

Environment

1 Environmental Management

1.1 Environmental Policy and Practice

Corporate environmental policy and practice:	Yes
URL of environmental policy and practice:	https://www.harn.co.th/corporate-governance/corporate-governance-policy/
Uploaded document of environmental policy and practice:	56-1-นโยบายสิ่งแวดล้อม-อาเซียนภายในการทำงาน.pdf

1.2 Environmental Practices

Corporate environmental practices:	x Electricity Management x Fuel Management x Renewable/Clean Energy Management x Water Management x Greenhouse Gas and Climate Change Management x Waste Management
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2 Energy Management

2.1 Disclosure Boundary in Energy Management

Detail	Year	
	2022	2023
Boundary type	Company	Company
Total number of disclosure boundaries	6,594	3
Actual number of disclosure boundaries	6,594	2

2.2 Electricity Consumption^(*)

Detail	Unit	Year		
		2021	2022	2023
Electricity consumption target ¹	Kilowatt-Hours	-	414,135.00	413,465.00
Total electricity consumption within the organization	Kilowatt-Hours	591,621.00	516,831.00	595,456.00
Electricity purchased for consumption from non-renewable energy sources	Kilowatt-Hours	591,621.00	516,831.00	595,456.00
Electricity purchased or generated for consumption from renewable energy sources	Kilowatt-Hours	-	-	-
Difference between total electricity consumption within the organization and target ^(**)	Kilowatt-Hours	-	102,696.00	181,991.00

Percentage of the difference between total electricity consumption within the organization and target ^(**)	%	-	24.80	44.02
Intensity ratio of total electricity consumption within the organization to total number of employees	Kilowatt-Hours / Person / Year	2,444.71	2,100.94	2,481.07

Additional explanation:

^(*) Exclude electricity consumption outside of the Company.

^(**) Negative number (-) means the total electricity consumption within the organization is lower than the electricity consumption target, whereas positive number (+) means the total electricity consumption within the organization is higher than the electricity consumption target.

Remark:

¹ In 2022, goal reduce electricity use 30% of electricity consumption 2021, and in 2023, goal reduce electricity use 20% of electricity consumption 2022

2.3 Electricity Consumption Intensity

Detail	Unit	Year		
		2021	2022	2023
Intensity of total electricity consumption within the organization	Kilowatt-Hours / m ²	-	-	-

2.4 Electricity Expense^(*)

Detail	Unit	Year		
		2021	2022	2023
Total electricity expense	Baht	2,372,383.73	2,334,333.05	3,007,503.59
Percentage of total electricity expense to total expenses ^(**)	%	0.25	0.21	0.25
Percentage of total electricity expense to total revenues ^(**)	%	0.23	0.19	0.23
Intensity ratio of total electricity expense to total number of employees	Baht / Person / Year	9,803.24	9,489.16	12,531.26

Additional explanation:

^(*) Exclude electricity expense outside of the Company.

^(**) Total revenues and total expenses from consolidated financial statements.

2.5 Fuel Consumption

Detail	Unit	Year		
		2021	2022	2023
Jet fuel	Litres	-	-	-
Diesel	Litres	112,482.22	195,805.16	173,587.00

Gasoline	Litres	45,083.79	94,547.64	111,287.00
Fuel oil	Litres	-	-	-
Crude oil	Barrels	-	-	-
Natural gas	Standard cubic feet	-	-	-
LPG	Kilograms	-	-	-
Steam	Metric tonnes	-	-	-
Coal	Metric tonnes	-	-	-

Additional explanation: Exclude fuel consumption outside of the Company.

2.6 Fuel Expense^(*)

Detail	Unit	Year		
		2021	2022	2023
Total fuel expense	Baht	8,208,437.00	10,075,969.32	10,792,268.89
Percentage of total fuel expense to total expenses ^(**)	%	0.86	0.89	0.91
Percentage of total fuel expense to total revenues ^(**)	%	0.78	0.81	0.81

Additional explanation:

^(†) Exclude fuel expense outside of the Company.

^(**) Total revenues and total expenses from consolidated financial statements.

2.7 Energy Consumption

Detail	Unit	Year		
		2021	2022	2023
Total energy consumption within the organization	Megawatt-Hours	-	-	-

2.8 Energy Consumption Intensity

Detail	Unit	Year		
		2021	2022	2023

Intensity ratio of total energy consumption within the organization to total revenues ^(*)	Megawatt-Hours / Thousand Baht of total revenues	-	-	-
Intensity of total energy consumption within the organization	Megawatt-Hours / m ²	-	-	-

Additional explanation:

^(*) Total revenues and total expenses from consolidated financial statements.

3 Water Management

3.1 Disclosure Boundary in Water Management

Detail	Year	
	2022	2023
Boundary type	Company	Company
Total number of disclosure boundaries	6,594	3
Actual number of disclosure boundaries	6,594	2

3.2 Water Withdrawal by Sources

Detail	Unit	Year		
		2021	2022	2023
Water withdrawal target ²	Cubic meters	-	8,132.95	9,356.55
Total water withdrawal	Cubic meters	8,561.00	9,849.00	12,283.00
Total water withdrawal by third-party water	Cubic meters	8,561.00	9,849.00	12,283.00
Total water withdrawal by surface water	Cubic meters	-	-	-
Total water withdrawal by groundwater	Cubic meters	-	-	-
Total water withdrawal by seawater	Cubic meters	-	-	-
Total water withdrawal by produced water	Cubic meters	-	-	-
Difference between total water withdrawal and target ^(*)	Cubic meters	-	1,716.05	2,926.45
Percentage of the difference between total water withdrawal and target ^(*)	%	-	21.10	31.28
Intensity ratio of total water withdrawal to total number of employees	Cubic meters / Person / Year	35.38	40.04	51.18

Intensity ratio of total water withdrawal to total revenues ^(*)	Cubic meters / Thousand Baht of total revenues	0.01	0.01	0.01
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Additional explanation:

^(*) Negative number (-) means the total water withdrawal is lower than the water withdrawal target, whereas positive number (+) means the total water withdrawal is higher than the water withdrawal target.

^(**) Total revenues and total expenses from consolidated financial statements.

Remark:

² The goal reduce water consumption 5%

3.3 Water Discharge by Destinations

Detail	Unit	Year		
		2021	2022	2023
Total water discharge	Cubic meters	0.00	0.00	0.00
Total water discharge to third-party water	Cubic meters	-	-	-
Total water discharge to surface water	Cubic meters	-	-	-
Total water discharge to groundwater	Cubic meters	-	-	-
Total water discharge to seawater	Cubic meters	-	-	-

3.4 Water Consumption

Detail	Unit	Year		
		2021	2022	2023
Total water consumption	Cubic meters	8,561.00	9,849.00	12,283.00

3.5 Water Consumption Intensity

Detail	Unit	Year		
		2021	2022	2023
Intensity ratio of total water consumption to total revenues ^(*)	Cubic meters / Thousand Baht of total revenues	0.01	0.01	0.01
Intensity of total water consumption	Cubic meters / m ²	-	-	-

Additional explanation:

^(f) Total revenues and total expenses from consolidated financial statements.

3.6 Water Withdrawal Expense

Detail	Unit	Year		
		2021	2022	2023
Total water withdrawal expense	Baht	158,422.14	169,746.18	200,121.90
Total water withdrawal expense from third-party water	Baht	158,422.14	169,746.18	200,121.90
Total water withdrawal expense from other sources	Baht	-	-	-
Percentage of total water withdrawal expense to total expenses ^(f)	%	0.02	0.02	0.02
Percentage of total water withdrawal expense to total revenues ^(f)	%	0.02	0.01	0.02
Intensity ratio of total water withdrawal expense to total number of employees	Baht / Person / Year	654.64	690.03	833.84

Additional explanation:

^(f) Total revenues and total expenses from consolidated financial statements.

4 Waste Management

4.1 Disclosure Boundary in Waste Management

Detail	Year	
	2022	2023
Boundary type	Company	Company
Total number of disclosure boundaries	6,594	3
Actual number of disclosure boundaries	6,594	1

4.2 Waste Generation^(*)

Detail	Unit	Year		
		2021	2022	2023
Total waste generated	Kilograms	67,757.00	67,317.00	61,822.00
Non-hazardous waste	Kilograms	60,687.00	59,547.00	56,172.00
Hazardous waste	Kilograms	7,070.00	7,770.00	5,650.00
Intensity ratio of total waste generated to total revenues ^(**)	Kilograms / Thousand Baht of total revenues	0.06	0.05	0.05
Intensity ratio of total non-hazardous waste to total revenues ^(**)	Kilograms / Thousand Baht of total revenues	0.06	0.05	0.04
Intensity ratio of total hazardous waste to total revenues ^(**)	Kilograms / Thousand Baht of total revenues	0.01	0.01	0.00

Additional explanation:

^(*) Exclude the total weight of waste generated outside of the Company, which is not responsible for the waste disposal or treatment cost.

^(**) Total revenues and total expenses from consolidated financial statements.

4.3 Reused / Recycled Waste

Detail	Unit	Year		
		2021	2022	2023
Total reused/recycled waste	Kilograms	0.00	0.00	0.00

Reused/Recycled non-hazardous waste	Kilograms	-	-	-
Reused/Recycled hazardous waste	Kilograms	-	-	-
Percentage of total reused/recycled waste to total waste generated	%	0.00	0.00	0.00
Percentage of reused/recycled non-hazardous waste to non-hazardous waste	%	-	-	-
Percentage of reused/recycled hazardous waste to hazardous waste	%	-	-	-

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.

5 Greenhouse Gas Management

5.1 Disclosure Boundary in Greenhouse Gas Management

Detail	Year	
	2022	2023
Boundary type	Company	Company
Total number of disclosure boundaries	6,594	3
Actual number of disclosure boundaries	6,594	2

5.2 Greenhouse Gas Management Plan

Corporate greenhouse gas management plan:	Yes
URL of corporate greenhouse gas management plan:	https://www.harn.co.th/corporate-governance/corporate-governance-policy/
Uploaded document of Corporate greenhouse gas management plan:	56-1-แผนการจัดการก๊าซเรือนกระจก.pdf

5.3 Greenhouse Gas Emissions (GHG Emissions)

Detail	Unit	Year		
		2021	2022	2023
Total GHG emissions target ³	Metric tonnes of carbon dioxide equivalent	-	-	1,007,391.08
Total GHG emissions ⁴	Metric tonnes of carbon dioxide equivalent	785,007.00	1,060,411.66	1,044,459.63
Total GHG emissions - scope 1	Metric tonnes of carbon dioxide equivalent	184,387.00	802,891.17	776,117.16

Total GHG emissions – scope 2	Metric tonnes of carbon dioxide equivalent	347,442.00	257,520.49	268,342.47
Total GHG emissions – scope 3	Metric tonnes of carbon dioxide equivalent	253,178.00	-	-
Difference between total GHG emissions and target ^(*)	Metric tonnes of carbon dioxide equivalent	-	-	37,068.55
Percentage of the difference between total GHG emissions and target ^(*)	%	-	-	3.68

Additional explanation:

^(*) Negative number (-) means the total GHG emissions is lower than the total GHG emissions target, whereas positive number (+) means the total GHG emissions is higher than the total GHG emissions target.

Remark:

³ Target to reduce GHG Emission by 5% compared base year of 2022

⁴

- Goals of carbon neutrality by the year 2040 and emission Net Zero by the year 2050
- The principles and formulas cited by Thailand Greenhouse Gas Management Organization (TGO).

5.4 Greenhouse Gas Emissions Intensity

Detail	Unit	Year		
		2021	2022	2023
Intensity ratio of total GHG emissions to total revenues ^(*)	Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues	0.75	0.85	0.79
Intensity ratio of total GHG emissions to total number of employees	Metric tonnes of carbon dioxide equivalent / Person	3,243.83	4,310.62	4,351.92
Intensity of GHG emissions	Metric tonnes of carbon dioxide equivalent / m ²	-	-	-

Additional explanation:

^(*) Total revenues and total expenses from consolidated financial statements.

5.5 Verification of Greenhouse Gas Emissions

Detail	Year	
	2022	2023

Verification of greenhouse gas emissions	No	No
Name of verifying company (Thai)	-	-
Name of verifying company (English)	-	-

5.6 Reduction of Greenhouse Gas

Detail	Unit	Year		
		2021	2022	2023
Total reduced GHG	Metric kilograms of carbon dioxide equivalent	0.00	0.00	0.00
Care the Bear Project	Metric kilograms of carbon dioxide equivalent	-	-	-
Care the Whale Project	Metric kilograms of carbon dioxide equivalent	-	-	-
Other projects	Metric kilograms of carbon dioxide equivalent	0.00	0.00	0.00

5.7 Absorption and removal of Greenhouse Gas

Detail	Unit	Year		
		2021	2022	2023
Total absorbed and removal of GHG	Metric kilograms of carbon dioxide equivalent	0.00	0.00	0.00
Care the Wild Project	Metric kilograms of carbon dioxide equivalent	-	-	-
Other projects	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: Services Sector: SECTOR 0

Social

1 Human Rights

1.1 Human Rights Policy and Practice

Corporate human rights policy and practice: Yes
URL of Corporate human rights policy and practice: <https://www.harn.co.th/corporate-governance/corporate-governance-policy/56-1-นโยบายการบริหารทรัพยากรบุคคล.pdf>
Uploaded document of Corporate human rights policy and practice:

1.2 Human Rights Practices

Corporate human rights practices: x Employee Rights x Child Labor x Non-discrimination x Safety and Occupational Health at Work

2 Fair Labor Practices

2.1 Disclosure Boundary in Fair Labor Practices

Detail	Year	
	2022	2023
Boundary type	Company	Company
Total number of disclosure boundaries	6,594	3
Actual number of disclosure boundaries	6,594	1

2.2 Employment

2.2.1 Employees by Gender

Detail	Unit	Year		
		2021	2022	2023
Total number of employees	Persons	242	246	240
Total number of male employees	Persons	149	149	143
Percentage of male employees	%	61.57	60.57	59.58
Total number of female employees	Persons	93	97	97

Percentage of female employees	%	38.43	39.43	40.42
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2.2.2 Employees by Age Group

Detail	Unit	Year		
		2021	2022	2023
Total number of employees under 30 years old	Persons	88	135	69
Percentage of employees under 30 years old	%	36.36	54.88	28.75
Total number of employees 30–50 years old	Persons	138	92	151
Percentage of employees 30–50 years old	%	57.02	37.40	62.92
Total number of employees over 50 years old	Persons	16	19	20
Percentage of employees over 50 years old	%	6.61	7.72	8.33

2.2.3 Male Employees by Age group

Detail	Unit	Year		
		2021	2022	2023
Total number of male employees under 30 years old	Persons	56	79	42
Percentage of male employees under 30 years old	%	37.58	53.02	29.37
Total number of male employees 30–50 years old	Persons	83	58	89
Percentage of male employees 30–50 years old	%	55.70	38.93	62.24
Total number of male employees over 50 years old	Persons	10	12	12
Percentage of male employees over 50 years old	%	6.71	8.05	8.39

2.2.4 Female Employees by Age group

Detail	Unit	Year		
		2021	2022	2023

Total number of female employees under 30 years old	Persons	32	56	27
Percentage of female employees under 30 years old	%	34.41	57.73	27.84
Total number of female employees 30–50 years old	Persons	55	34	62
Percentage of female employees 30–50 years old	%	59.14	35.05	63.92
Total number of female employees over 50 years old	Persons	6	7	8
Percentage of female employees over 50 years old	%	6.45	7.22	8.25

2.2.5 Employees by Employee Category

Detail	Unit	Year		
		2021	2022	2023
Total number of employees in operational level	Persons	200	208	200
Percentage of employees in operational level	%	82.64	84.55	83.33
Total number of employees in management level	Persons	37	33	35
Percentage of employees in management level	%	15.29	13.41	14.58
Total number of employees in executive level	Persons	5	5	5
Percentage of employees in executive level	%	2.07	2.03	2.08

2.2.6 Male Employees by Employee Category

Detail	Unit	Year		
		2021	2022	2023
Total number of male employees in operational level	Persons	120	123	117
Percentage of male employees in operational level	%	80.54	82.55	81.82
Total number of male employees in management level	Persons	25	22	22
Percentage of male employees in management level	%	16.78	14.77	15.38
Total number of male employees in executive level	Persons	4	4	4
Percentage of male employees in executive level	%	2.68	2.68	2.80

2.2.7 Female Employees by Employee Category

Detail	Unit	Year		
		2021	2022	2023
Total number of female employees in operational level	Persons	80	85	83
Percentage of female employees in operational level	%	86.02	87.63	85.57
Total number of female employees in management level	Persons	12	11	13

Percentage of female employees in management level	%	12.90	11.34	13.40
Total number of female employees in executive level	Persons	1	1	1
Percentage of female employees in executive level	%	1.08	1.03	1.03

2.2.8 Employment of Workers with Disabilities

Detail	Unit	Year		
		2021	2022	2023
Total employment of workers with disabilities	Persons	0	0	0
Total number of employees with disabilities	Persons	-	-	-
Percentage of employees with disabilities	%	-	-	-
Total number of workers who are not employees with disabilities	Persons	-	-	-

2.3 Employee Remuneration

2.3.1 Employee Remuneration by Gender

Detail	Unit	Year		
		2021	2022	2023
Total employee remuneration	Baht	146,429,549.62	149,713,720.31	161,141,571.00
Total male employee remuneration	Baht	95,657,724.01	95,300,890.00	100,219,001.00
Percentage of remuneration in male employees	%	65.33	63.66	62.19
Total female employee remuneration	Baht	50,771,825.61	54,412,830.31	60,922,570.00
Percentage of remuneration in female employees	%	34.67	36.34	37.81
Average remuneration of employees	Baht / Person	605,080.78	608,592.36	671,423.21
Average remuneration of male employees	Baht / Person	641,998.15	639,603.29	700,832.17
Average remuneration of female employees	Baht / Person	545,933.61	560,957.01	628,067.73
Ratio of average remuneration of female employees to male employees		0.85	0.88	0.90

2.3.2 Employee Provident Fund

Detail	Unit	Year		
		2021	2022	2023
Total number of employees joining employee provident fund	Persons	240	238	233
Percentage of total number of employees joining employee provident fund to total number of employees	%	99.17	96.75	97.08
Total amount of provident fund contributed by the Company	Baht	4,456,532.00	4,566,559.00	4,762,463.00
Percentage of total amount of provident fund contributed by the Company to total employee remuneration	%	3.04	3.05	2.96

2.4 Human Capital Development

2.4.1 Average employee training hours

Detail	Unit	Year		
		2021	2022	2023
Average employee training hours	Hours / Person / Year	9.05	12.66	26.52

2.4.2 Employee training and development expenses

Detail	Unit	Year		
		2021	2022	2023
Total amount spent on employee training and development	Baht	125,752.00	246,959.00	1,031,586.00

2.5 Safety, Occupational Health, and Environment at Work

2.5.1 Working hours

Detail	Unit	Year		
		2021	2022	2023
Total number of hours worked by employees	Hours	451,663.00	462,078.00	499,800.00

2.5.2 Statistics of injuries or accidents from work

Detail	Unit	Year		
		2021	2022	2023
Total number of lost time injury incidents by employees ⁵	Cases	0.00	0.00	1.00
Total number of employees that lost time injuries for 1 day or more ⁶	Persons	0	0	1
Percentage of employees that lost time injuries for 1 day or more	%	0.00	0.00	0.42
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 ^(*)	0.00	0.00	2.00
	Persons / 200,000 manhours ^(**)	0.00	0.00	0.40

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.

Remark:

⁵ Exposure to chemicals

⁶ Exposure to chemicals

2.6 Employee Relation and Engagement

2.6.1 Employee turnover leaving the Company voluntarily by Gender

Detail	Unit	Year		
		2021	2022	2023
Total number of employee turnover leaving the Company voluntarily	Persons	24	32	28
Percentage of total number of employee turnover leaving the Company voluntarily to total number of employees	%	9.92	13.01	11.67
Total number of male employee turnover leaving the Company voluntarily	Persons	16	22	16
Percentage of male employee turnover leaving the Company voluntarily	%	66.67	68.75	57.14
Total number of female employee turnover leaving the Company voluntarily	Persons	8	10	12
Percentage of female employee turnover leaving the Company voluntarily	%	33.33	31.25	42.86
Significant labor dispute	Yes / No	No	Yes	No

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ESG Performance

Company Name: HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED Symbol: HARN

Market: mai Industry Group: Services Sector: SECTOR 0

Governance and Economy

1 Corporate Governance Policy

1.1 Corporate Governance Policy and Practices

Corporate governance policy and practices:	Yes
URL of corporate governance policy and practices:	https://www.harn.co.th/corporate-governance/corporate-governance-policy/
Uploaded document of corporate governance policy and practices:	56-1- แบบ 5 นโยบายและหลักการทำงานกับดูแลกิจการ.pdf

1.2 Policy and Practices related to the Board of Directors

Policy and practices related to the Board of Directors:	x Nomination of Directors x Determination of Director Remuneration x Director Development x Board Performance Evaluation x Corporate Governance of Subsidiaries and Associated Companies x Independence of the Board of Directors from the Management
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1.3 Code of Conduct

Corporate code of conduct:	Yes
URL of Code of Conduct:	https://www.harn.co.th/corporate-governance/corporate-governance-policy/
Uploaded document of Code of Conduct:	56-1- แบบ 5 จรรยาบรรณธุรกิจ.pdf

1.4 Policy and Practices related to Code of Conduct

Policy and practices related to the corporate code of conduct:	x Prevention of Conflicts of Interest x Anti-corruption x Whistleblowing and Protection of Whistleblowers x Prevention of Misuse of Inside Information
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2 Corporate Governance Structure

2.1 Information on the Board of Directors and Executives

2.1.1 Composition of the Board of Directors

Detail	Unit	Year			
		2022		2023	
		Male	Female	Male	Female
Directors	Persons	6	2	6	2
		8		8	
	% of total directors	75.00	25.00	75.00	25.00
		100		100	
Executive directors	Persons	2	0	2	0
		2		2	
	% of total directors	25.00	0	25.00	0
		25.00		25.00	
Non-executive directors	Persons	4	2	4	2
		6		6	
	% of total directors	50.00	25.00	50.00	25.00
		75.00		75.00	
- Independent directors	Persons	3	1	3	1
		4		4	
	% of total directors	37.50	12.50	37.50	12.50
		50.00		50.00	
- Non-executive directors who have no position in independent directors	Persons	1	1	1	1
		2		2	
	% of total directors	12.50	12.50	12.50	12.50
		25.00		25.00	

Average director age	Years	58	64	56	65
		60		58	
The Chairman of the Board is an independent director	Yes / No	Yes		Yes	
The Chairman of the Board is the Highest-ranking Executive	Yes / No	No		No	
The Chairman of the Board and the Highest-ranking Executive are from the same family	Yes / No	No		No	
The Company appoints at least one independent director to determine the agenda of the Board of Directors' meeting	Yes / No	Yes		Yes	

Additional explanation:

- Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards
- A non-executive director refers to 1) a director who has no position in the company's management team or be 2) an independent director

2.1.2 Board of Directors

2.1.2.1 List of the Board of Directors

	General Information of Directors		Information on Director Tenure	
1)	Name (Thai):	นาย พิเชษฐ สิทธิอำนวย	First appointment date of director:	24 Apr 2023
	Name (English):	Mr. PICHET SITHI-AMNUAI	Type of director:	Newly appointed director to replace the ex-director
	Gender:	Male	Director position:	Chairman of the board
	Year of birth:	1965	Executive director position:	No
	Nationality:	x Thailand	Independent director position:	Yes
	Highest level of education:	Master's degree	DAP course:	No
	Study field of the highest level of education:	Business Administration	DCP course:	Yes
	Residence in Thailand:	Yes		
	Skill and expertise:	x Governance/ Compliance x Strategic Management x Sustainability x Human Resource Management x Corporate Social Responsibility x Finance x Accounting x Marketing x Risk Management x Law x Information & Communication Technology		
	Shares:	0		

	Paid-up stock:	584,500,000		
	%Shares:	0.000000		
2)	Name (Thai):	นาง สิริมา เอี่ยมสกุลรัตน์	First appointment date of director:	5 Sep 2012
	Name (English):	Mrs. SIRIMA IAMSAKULRAT	Type of director:	Existing director
	Gender:	Female	Director position:	Director
	Year of birth:	1962	Executive director position:	No
	Nationality:	x Thailand	Independent director position:	No
	Highest level of education:	Master's degree	DAP course:	Yes
	Study field of the highest level of education:	Business Administration	DCP course:	Yes
	Residence in Thailand:	Yes		
	Skill and expertise:	x Finance x Sustainability x Accounting x Corporate Social Responsibility x Business Administration		
	Shares:	81,884,151		
	Paid-up stock:	584,500,000		
	%Shares:	14.009264		
3)	Name (Thai):	นาย วิริฐ สุขชัย	First appointment date of director:	5 Sep 2012
	Name (English):	Mr. WIRAT SUKCHAI	Type of director:	Existing director
	Gender:	Male	Director position:	Director
	Year of birth:	1965	Executive director position:	Yes
	Nationality:	x Thailand	Independent director position:	-
	Highest level of education:	Master's degree	DAP course:	Yes
	Study field of the highest level of education:	Business Administration	DCP course:	Yes
	Residence in Thailand:	Yes		

	Skill and expertise:	x Marketing x Strategic Management x Corporate Social Responsibility x Engineering x Risk Management x Sustainability		
	Shares:	89,006,630		
	Paid-up stock:	584,500,000		
	%Shares:	15.227824		
4)	Name (Thai):	นาย ธรรมบุญ ตริพิษฐ์	First appointment date of director:	1 Nov 2016
	Name (English):	Mr. THAMMANOON TRIPETCHR	Type of director:	Newly appointed director not being replaced the ex-director
	Gender:	Male	Director position:	Director
	Year of birth:	1967	Executive director position:	Yes
	Nationality:	x Thailand	Independent director position:	-
	Highest level of education:	Bachelor's degree	DAP course:	Yes
	Study field of the highest level of education:	Management	DCP course:	Yes
	Residence in Thailand:	Yes		
	Skill and expertise:	x Strategic Management x Risk Management x IT Management x Marketing x Human Resource Management x Corporate Social Responsibility x Sustainability x Business Administration x Information & Communication Technology x Law x Accounting x Finance x Leadership		
	Shares:	23,260,187		
	Paid-up stock:	584,500,000		
	%Shares:	3.979502		
5)	Name (Thai):	นาย เจน ชารุณพงศ์	First appointment date of director:	28 Apr 2017

	Name (English):	Mr. JAIN CHARNNARONG	Type of director:	Newly appointed director not being replaced the ex-director
	Gender:	Male	Director position:	Director
	Year of birth:	1966	Executive director position:	No
	Nationality:	x Thailand	Independent director position:	No
	Highest level of education:	Doctoral degree	DAP course:	No
	Study field of the highest level of education:	Engineering	DCP course:	Yes
	Residence in Thailand:	Yes		
	Skill and expertise:	x Information & Communication Technology x IT Management x Sustainability x Corporate Social Responsibility x Business Administration		
	Shares:	68,953,030		
	Paid-up stock:	584,500,000		
	%Shares:	11.796926		
6)	Name (Thai):	นาย ประเสริฐ ดีจงกิจ	First appointment date of director:	23 Apr 2021
	Name (English):	Mr. PRASERT DEEJONGKIT	Type of director:	Newly appointed director to replace the ex-director
	Gender:	Male	Director position:	Director
	Year of birth:	1966	Executive director position:	No
	Nationality:	x Thailand	Independent director position:	Yes
	Highest level of education:	Master's degree	DAP course:	Yes
	Study field of the highest level of education:	Finance	DCP course:	No
	Residence in Thailand:	Yes		
	Skill and expertise:	x Law x Finance x Banking x Accounting x Marketing x Strategic Management		
	Shares:	0		
	Paid-up stock:	584,500,000		

	%Shares:	0.000000		
7)	Name (Thai):	นาย ธีระชัย พรสินศิริรักษ์	First appointment date of director:	25 Apr 2022
	Name (English):	Mr. TEERACHAI PORNINSIRIRAK	Type of director:	Newly appointed director to replace the ex-director
	Gender:	Male	Director position:	Director
	Year of birth:	1970	Executive director position:	No
	Nationality:	x Thailand	Independent director position:	Yes
	Highest level of education:	Doctoral degree	DAP course:	No
	Study field of the highest level of education:	Engineering	DCP course:	Yes
	Residence in Thailand:	Yes		
	Skill and expertise:	x Marketing x IT Management x Risk Management x Human Resource Management x Corporate Social Responsibility x Sustainability x Strategic Management x Information & Communication Technology		
	Shares:	0		
	Paid-up stock:	584,500,000		
	%Shares:	0.000000		
8)	Name (Thai):	นาง วลีรัตน์ เชื้อบุญชัย	First appointment date of director:	15 May 2022
	Name (English):	Mrs. VALEERATN CHUERBOONCHAI	Type of director:	Existing director
	Gender:	Female	Director position:	Director
	Year of birth:	1954	Executive director position:	No
	Nationality:	x Thailand	Independent director position:	Yes
	Highest level of education:	Bachelor's degree	DAP course:	Yes
	Study field of the highest level of education:	Accounting	DCP course:	Yes
	Residence in Thailand:	Yes		
	Skill and expertise:	x Human Resource Management x Finance x Accounting		

	Shares:	5,671,700		
	Paid-up stock:	584,500,000		
	%Shares:	0.970351		

2.1.2.2 List of Board of Directors who resigned / vacated their position during the year (if any)

	General Information of Directors		Information on Director Tenure	
1)	Name (Thai):	นาย ทก นันธิราภกร	First appointment date of director:	5 Sep 2012
	Name (English):	Mr. THAKOL NUNTHIRAPAKORN	Director termination date:	24 Apr 2023
	Gender:	Male	Director position:	Chairman of the board
	Year of birth:	1945	Executive director position:	No
	Nationality:	x Thailand	Independent director position:	Yes
	Highest level of education:	Doctoral degree	DAP course:	Yes
	Study field of the highest level of education:	Accounting	DCP course:	Yes
	Residence in Thailand:	Yes	Name of replacement director (English):	Mr. PICHET SITHI-AMNUAI
	Skill and expertise:	x Finance x Sustainability x Corporate Social Responsibility x Accounting	Appointment date of replacement director:	24 Apr 2023
	Shares:	0		
	Paid-up stock:	584,500,000		
	%Shares:	0.000000		

2.1.3 Audit Committee

2.1.3.1 List of audit committee members

	General Information of Audit Committee Members		Information on Tenure of Audit Committee Member	
1)	Name (Thai):	นาง วลีรัตน์ เชื้อบุญชัย	Appointment date of audit committee member:	15 May 2022
	Name (English):	Mrs. VALEERATN CHUERBOONCHAI	Type of director:	Existing director
	Gender:	Female	Director position:	Director
	Year of birth:	1954	Independent director position:	Yes

	Nationality:	x Thailand	Audit committee position:	Chairman of the audit committee
	Highest level of education:	Bachelor's degree	DAP course:	Yes
	Study field of the highest level of education:	Accounting	DCP course:	Yes
	Residence in Thailand:	Yes		
	Expertise in accounting information review:	Yes		
	Shares:	5,671,700		
	%Shares:	0.970351		
2)	Name (Thai):	นาย ประเสริฐ ดีจงกิจ	Appointment date of audit committee member:	23 Apr 2021
	Name (English):	Mr. PRASERT DEEJONGKIT	Type of director:	Newly appointed director to replace the ex-director
	Gender:	Male	Director position:	Director
	Year of birth:	1966	Independent director position:	Yes
	Nationality:	x Thailand	Audit committee position:	Member of the audit committee
	Highest level of education:	Master's degree	DAP course:	Yes
	Study field of the highest level of education:	Finance	DCP course:	No
	Residence in Thailand:	Yes		
	Expertise in accounting information review:	Yes		
	Shares:	0		
	%Shares:	0.000000		
3)	Name (Thai):	นาย ธีระชัย พสนิสิรัรักษ์	Appointment date of audit committee member:	25 Apr 2023
	Name (English):	Mr. TEERACHAI PORNSINSIRIRAK	Type of director:	Existing director
	Gender:	Male	Director position:	Director
	Year of birth:	1970	Independent director position:	Yes
	Nationality:	x Thailand	Audit committee position:	Member of the audit committee
	Highest level of education:	Doctoral degree	DAP course:	No
	Study field of the highest level of education:	Engineering	DCP course:	Yes

	Residence in Thailand:	Yes		
	Expertise in accounting information review:	No		
	Shares:	0		
	%Shares:	0.000000		

2.1.3.2 List of audit committee members who resigned / vacated their position during the year (if any)

	General Information of Audit Committee Members		Information on Tenure of Audit Committee Member	
1)	Name (Thai):	นาย ทก นันธิราภกร	Appointment date of audit committee member:	5 Sep 2012
	Name (English):	Mr. THAKOL NUNTHIRAPAKORN	Termination date of audit committee member:	24 Apr 2023
	Gender:	Male	Director position:	Chairman of the board
	Year of birth:	1945	Independent director position:	Yes
	Nationality:	x Thailand	Audit committee position:	Chairman of the audit committee
	Highest level of education:	Doctoral degree	DAP course:	Yes
	Study field of the highest level of education:	Accounting	DCP course:	Yes
	Residence in Thailand:	Yes	Name of replacement audit committee member (English):	Mr. TEERACHAI PORNINSIRIRAK
	Expertise in accounting information review:	Yes	Appointment date of replacement audit committee member:	25 Apr 2023
	Shares:	0		
	%Shares:	0.000000		

2.1.4 Executive Committee

2.1.4.1 List of executive committee members

	General Information of Executive Committee Members		Information on Tenure of Executive Committee Member	
1)	Name (Thai)	นาย วิรัช สุขชัย	Appointment date of executive committee member:	1 Mar 2018
	Name (English)	Mr. WIRAT SUKCHAI	Executive committee position:	Chairman of the executive committee
	Gender:	Male		

	Year of birth:	1965		
	Nationality:	x Thailand		
	Highest level of education:	Master's degree		
	Study field of the highest level of education:	Business Administration		
	Residence in Thailand:	Yes		
2)	Name (Thai)	นาย ธรรมบุญ ตริเพชร	Appointment date of executive committee member:	11 Nov 2016
	Name (English)	Mr. THAMMANOON TRIPETCHR	Executive committee position:	Member of the executive committee
	Gender:	Male		
	Year of birth:	1967		
	Nationality:	x Thailand		
	Highest level of education:	Bachelor's degree		
	Study field of the highest level of education:	Management		
	Residence in Thailand:	Yes		
3)	Name (Thai)	นาย เจน ชาญนรงค์	Appointment date of executive committee member:	1 Mar 2017
	Name (English)	Mr. JAIN CHARNNARONG	Executive committee position:	Member of the executive committee
	Gender:	Male		
	Year of birth:	1966		
	Nationality:	x Thailand		
	Highest level of education:	Doctoral degree		
	Study field of the highest level of education:	Engineering		
	Residence in Thailand:	Yes		
4)	Name (Thai)	นาย รัตนพันธ์ มุขหริวัฒน์นันท์	Appointment date of executive committee member:	1 Apr 2022
	Name (English)	Mr. Rattanaphan Mukhariwattananon	Executive committee position:	Member of the executive committee
	Gender:	Male		

	Year of birth:	1978		
	Nationality:	x Thailand		
	Highest level of education:	Master's degree		
	Study field of the highest level of education:	Business Administration		
	Residence in Thailand:	Yes		
5)	Name (Thai)	นาย วิศิษฐ์ วชิรลาภไพฑูรย์	Appointment date of executive committee member:	1 Mar 2017
	Name (English)	Mr. Wisit Wachiralappaitoon	Executive committee position:	Member of the executive committee
	Gender:	Male		
	Year of birth:	1974		
	Nationality:	x Thailand		
	Highest level of education:	Master's degree		
	Study field of the highest level of education:	Accounting		
	Residence in Thailand:	Yes		
6)	Name (Thai)	นาง วรินทราญจน์ ธีระอำรมานนท์	Appointment date of executive committee member:	1 Mar 2017
	Name (English)	Mrs. Varinkan Teraumranon	Executive committee position:	Member of the executive committee
	Gender:	Female		
	Year of birth:	1965		
	Nationality:	x Thailand		
	Highest level of education:	Bachelor's degree		
	Study field of the highest level of education:	Accounting		
	Residence in Thailand:	Yes		

2.1.4.2 List of executive committee members who resigned / vacated their position during the year (if any)

General Information of Executive Committee Members	Information on Tenure of Executive Committee Member
No data	

2.1.5 Other Sub-committees

2.1.5.1 List of other sub-committees

1) Name of sub-committees (English) Nomination and Remuneration Committee

No.	Name (Thai)	Name (English)	Position
1	นาย ประเสริฐ ดีจงกิจ	Mr. PRASERT DEEJONGKIT	Chairman
2	นาง วลีรัตน์ เชื้อบุญชัย	Mrs. VALEERATN CHUERBOONCHAI	Member
3	นาย เจน ชาญณรงค์	Mr. JAIN CHARNNARONG	Member

2) Name of sub-committees (English) Risk Management Committee

No.	Name (Thai)	Name (English)	Position
1	นาย ธีระชัย พรสินศิริรักษ์	Mr. TEERACHAI PORNSINSIRIRAK	Chairman
2	นาย วิรัฐ สุขชัย	Mr. WIRAT SUKCHAI	Member
3	นาย ธรรมบุญ ตรีเพชร	Mr. THAMMANOON TRIPETCHR	Member
4	นาย รัตนพันธ์ มุขหริวัฒนานนท์	Mr. Rattanaphan Mukhariwattananon	Member
5	นาย วิศิษฐ์ วชิรลาภไพฑูรย์	Mr. Wisit Wachiralappaitoon	Member
6	นาง วรินทกาญจน์ ธีระอัมรานนท์	Mrs. Varinkan Teraumranon	Member
7	นาย ประภาส รักปัญญา	Mr. Prapas Rakpanya	Member
8	นางสาว วรางคณา จงหนุ่ย	Ms. Warangkana Jongnui	Member
9	นาย สุชาติ สุวัฒน์โคม	Mr. Suchat Suwatnodom	Member
10	นาย กิตติพงษ์ กิตติเมธาวันนุ	Mr. Kittiphong Kittimethawenun	Member
11	นาย วชิรวิทย์ อัครเสริณ	Mr. Vachiravit Akaraseranee	Member
12	นาย สุกิจ ลิตกอร์น	Mr. Sukit Litikorn	Member
13	นาย วิฑูรย์ ทามิ	Mr. Withoon Thamee	Member

2.1.5.2 Roles of sub-committees

Role	Name of sub-committees
Risk management	Risk Management Committee
Nomination	Nomination and Remuneration Committee
Remuneration	Nomination and Remuneration Committee
Corporate governance	No
Corporate sustainability development	No

2.1.6 The highest-ranking executive and the next four executives

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

	General Information of Executives		Information on Executive Tenure	
1)	Name (Thai):	นาย วิรัช สุขชัย	The highest-ranking executive position:	Yes
	Name (English):	Mr. WIRAT SUKCHAI	Executive position (Thai):	ประธานเจ้าหน้าที่การตลาด
	Gender:	Male	Executive position (English):	Chief Marketing Officer
	Year of birth:	1965	Appointment date of executive:	1 Mar 2022
	Nationality:	x Thailand		
	Highest level of education:	Master's degree		
	Study field of the highest level of education:	Business Administration		
	Skill and expertise:	x Marketing x Strategic Management x Corporate Social Responsibility x Engineering x Risk Management x Sustainability		
	Highest responsibility in corporate accounting and finance:	No		
	Accounting supervisor:	No		
2)	Name (Thai):	นาย ธรรมบุญ ตริเพชร	The highest-ranking executive position:	Yes
	Name (English):	Mr. THAMMANOON TRIPETCHR	Executive position (Thai):	ประธานเจ้าหน้าที่บริหาร

	Gender:	Male	Executive position (English):	CHIEF EXECUTIVE OFFICER
	Year of birth:	1967	Appointment date of executive:	1 Mar 2022
	Nationality:	x Thailand		
	Highest level of education:	Bachelor's degree		
	Study field of the highest level of education:	Management		
	Skill and expertise:	x Strategic Management x Risk Management x IT Management x Marketing x Human Resource Management x Corporate Social Responsibility x Sustainability x Business Administration x Information & Communication Technology x Law x Accounting x Finance x Leadership		
	Highest responsibility in corporate accounting and finance:	No		
	Accounting supervisor:	No		
3)	Name (Thai):	นาย รัตพันธ์ มุขหริวัฒน์นันท์	The highest-ranking executive position:	Yes
	Name (English):	Mr. Rattanaphan Mukhariwattananon	Executive position (Thai):	ประธานเจ้าหน้าที่การตลาด
	Gender:	Male	Executive position (English):	Chief Marketing Officer
	Year of birth:	1978	Appointment date of executive:	1 Mar 2022
	Nationality:	x Thailand		
	Highest level of education:	Master's degree		
	Study field of the highest level of education:	Business Administration		
	Skill and expertise:	x Risk Management x Marketing x Engineering x Industrial Materials & Machinery		
	Highest responsibility in corporate accounting and finance:	No		
	Accounting supervisor:	No		

4)	Name (Thai):	นาย วิศิษฐ์ วชิรลาภไพฑูรย์	The highest-ranking executive position:	Yes
	Name (English):	Mr. Wisit Wachiralappaitoon	Executive position (Thai):	ประธานเจ้าหน้าที่การเงิน
	Gender:	Male	Executive position (English):	Chief Financial Officer
	Year of birth:	1974	Appointment date of executive:	10 Oct 2019
	Nationality:	x Thailand		
	Highest level of education:	Master's degree		
	Study field of the highest level of education:	Accounting		
	Skill and expertise:	x Accounting x Finance x Law x Risk Management x Budgeting x Audit		
	Highest responsibility in corporate accounting and finance:	Yes		
	Accounting supervisor:	No		
5)	Name (Thai):	นาง วรินทกาญจน์ ธีระอัมรานนท์	The highest-ranking executive position:	Yes
	Name (English):	Mrs. Varinkan Teraumranon	Executive position (Thai):	ประธานเจ้าหน้าที่ปฏิบัติการ
	Gender:	Female	Executive position (English):	Chief Operating Officer
	Year of birth:	1965	Appointment date of executive:	10 Oct 2019
	Nationality:	x Thailand		
	Highest level of education:	Bachelor's degree		
	Study field of the highest level of education:	Accounting		
	Skill and expertise:	x Risk Management x Human Resource Management x Internal Control x Accounting x Governance/ Compliance		
	Highest responsibility in corporate accounting and finance:	No		
	Accounting supervisor:	No		

2.2 Related Corporate Governance Officers

Position/Role	Name (English)	Email	Telephone
Accounting supervisor	Ms. Ananya Proyngoen	ananya.p@harn.co.th	02-318-9744 Ext 4090
Company secretary	Ms. Wasukan Boonmee	wasukan.b@harn.co.th	02-318-9744 ext.4011
Head of the internal audit or the outsourced internal auditor	Ms. Chonlada Thirapattananon	cholada@ultimataxacc.ocm	02-434-6180
	Ms. Siriphan Tantipanichphan	siripan@ultimataxacc.ocm	02-689-2454
Head of the compliance unit	Mrs. Varinkan Teraumranon	varinkan.t@harn.co.th	02-318-9744 ต่อ 4003
Head of the investor relation	Mr. Wirat Sukchai	wirat.s@harn.co.th	02-318-9744 ต่อ 5001

2.3 Accounting Auditors

2.3.1 List of accounting auditors

Firm	Names and general information of auditors	Audit fee (Baht)	Non-audit fee (Baht)
DHARMNITI AUDITING COMPANY LIMITED	1. Mr. Thanawut Piboonsawat Email: - Telephone: -	1,537,000.00	Details: service fee observing the destruction of product Total service fee (baht): 30,000.00

3 Performance Report on Corporate Governance

3.1 Summary of Duty Performance of the Board of Directors over the Past Year

3.1.1 Newly Appointed Directors over the Past Year

3.1.1.1 List of continuing directors (full term of directorship and being re-appointed as a director)

	General Information of Directors	Information on Director Tenure
No data		

3.1.1.2 List of newly appointed director to replace the ex-director

	General Information of Directors		Information on Director Tenure	
1)	Name (Thai):	นาย พิเชษฐ สิริอำนวย	First appointment date of director:	24 Apr 2023
	Name (English):	Mr. PICHET SITHI-AMNUAI	Director position:	Chairman of the board
	Gender:	Male	Executive director position:	No
	Year of birth:	1965	Independent director position:	Yes
	Nationality:	x Thailand	DAP course:	No
	Highest level of education:	Master's degree	DCP course:	Yes
	Study field of the highest level of education:	Business Administration		
	Residence in Thailand:	Yes		
	Skill and expertise:	x Governance/ Compliance x Strategic Management x Sustainability x Human Resource Management x Corporate Social Responsibility x Finance x Accounting x Marketing x Risk Management x Law x Information & Communication Technology		
	Shares:	0		
	Paid-up stock:	584,500,000		
	%Shares:	0.000000		
2)	Name (Thai):	นาย ประเสริฐ ด็จงกิจ	First appointment date of director:	23 Apr 2021

	Name (English):	Mr. PRASERT DEEJONGKIT	Director position:	Director
	Gender:	Male	Executive director position:	No
	Year of birth:	1966	Independent director position:	Yes
	Nationality:	x Thailand	DAP course:	Yes
	Highest level of education:	Master's degree	DCP course:	No
	Study field of the highest level of education:	Finance		
	Residence in Thailand:	Yes		
	Skill and expertise:	x Law x Finance x Banking x Accounting x Marketing x Strategic Management		
	Shares:	0		
	Paid-up stock:	584,500,000		
	%Shares:	0.000000		
3)	Name (Thai):	นาย ธีระชัย พรสินศิริรักษ์	First appointment date of director:	25 Apr 2022
	Name (English):	Mr. TEERACHAI PORNSINSIRIRAK	Director position:	Director
	Gender:	Male	Executive director position:	No
	Year of birth:	1970	Independent director position:	Yes
	Nationality:	x Thailand	DAP course:	No
	Highest level of education:	Doctoral degree	DCP course:	Yes
	Study field of the highest level of education:	Engineering		
	Residence in Thailand:	Yes		
	Skill and expertise:	x Marketing x IT Management x Risk Management x Human Resource Management x Corporate Social Responsibility x Sustainability x Strategic Management x Information & Communication Technology		
	Shares:	0		
	Paid-up stock:	584,500,000		

	%Shares:	0.000000		
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3.1.1.3 List of newly appointed director not being replaced the ex-director

	General Information of Directors		Information on Director Tenure	
1)	Name (Thai):	นาย ธรรมบุญ ตริเพชร	First appointment date of director:	1 Nov 2016
	Name (English):	Mr. THAMMANOON TRIPETCHR	Director position:	Director
	Gender:	Male	Executive director position:	Yes
	Year of birth:	1967	Independent director position:	-
	Nationality:	x Thailand	DAP course:	Yes
	Highest level of education:	Bachelor's degree	DCP course:	Yes
	Study field of the highest level of education:	Management		
	Residence in Thailand:	Yes		
	Skill and expertise:	x Strategic Management x Risk Management x IT Management x Marketing x Human Resource Management x Corporate Social Responsibility x Sustainability x Business Administration x Information & Communication Technology x Law x Accounting x Finance x Leadership		
	Shares:	23,260,187		
	Paid-up stock:	584,500,000		
	%Shares:	3.979502		
2)	Name (Thai):	นาย เจน ชารณณรงค์	First appointment date of director:	28 Apr 2017
	Name (English):	Mr. JAIN CHARNNARONG	Director position:	Director

	Gender:	Male	Executive director position:	No
	Year of birth:	1966	Independent director position:	No
	Nationality:	x Thailand	DAP course:	No
	Highest level of education:	Doctoral degree	DCP course:	Yes
	Study field of the highest level of education:	Engineering		
	Residence in Thailand:	Yes		
	Skill and expertise:	x Information & Communication Technology x IT Management x Sustainability x Corporate Social Responsibility x Business Administration		
	Shares:	68,953,030		
	Paid-up stock:	584,500,000		
	%Shares:	11.796926		

3.2 Meeting Attendance of the Board of Directors

Number of the Board of Directors meeting over the past year: 6 times

Date of AGM meeting: 24 Apr 2023

EGM meeting: No

Table of meeting attendance of the Board of Directors

Name (English)	Termination Date	Number of Board Meeting	Percentage of Board Meeting (%)	AGM Meeting	EGM Meeting
1. Mr. PICHET SITHI-AMNUAI (Chairman of the board)	-	4/4	100.00	Non-participating	Did not hold the meeting
2. Mrs. SIRIMA IAMSAKULRAT (Director)	-	6/6	100.00	Participating	Did not hold the meeting
3. Mr. WIRAT SUKCHAI (Director)	-	6/6	100.00	Participating	Did not hold the meeting
4. Mr. THAMMANOON TRIPETCHR (Director)	-	6/6	100.00	Participating	Did not hold the meeting

5. Mr. JAIN CHARNNARONG (Director)	-	6/6	100.00	Participating	Did not hold the meeting
6. Mr. PRASERT DEEJONGKIT (Director)	-	6/6	100.00	Participating	Did not hold the meeting
7. Mr. TEERACHAI PORNINSIRIRAK (Director)	-	6/6	100.00	Participating	Did not hold the meeting
8. Mrs. VALEERATN CHUERBOONCHAI (Director)	-	6/6	100.00	Participating	Did not hold the meeting
9. Mr. THAKOL NUNTHIRAPAKORN (Chairman of the board)	24 Apr 2023	2/2	100.00	Participating	Did not hold the meeting

3.3 Meeting Attendance of Audit Committee

Number of the audit committee meeting over the past year: 5 times

Table of meeting attendance of audit committee

Name (English)	Termination Date	Number of the Audit Committee Meeting	Percentage of the Audit Committee Meeting (%)
1. Mrs. VALEERATN CHUERBOONCHAI (Chairman of the audit committee)	-	5/5	100.00
2. Mr. PRASERT DEEJONGKIT (Member of the audit committee)	-	5/5	100.00
3. Mr. TEERACHAI PORNINSIRIRAK (Member of the audit committee)	-	4/4	100.00
4. Mr. THAKOL NUNTHIRAPAKORN (Chairman of the audit committee)	24 Apr 2023	1/1	100.00

3.4 Remuneration of Directors and Executives

3.4.1 Director Remuneration Policy and Criteria

Director remuneration policy and criteria of the Company:

Yes

URL of director remuneration policy and criteria:

<https://www.harn.co.th/corporate-governance/corporate-governance-policy/>

Uploaded document of director remuneration policy and criteria:

56-1-นโยบายค่าตอบแทนกรรมการ.pdf

3.4.2 Individual Director Remuneration over the Past Year⁷

Name (English)	Termination Date	Meeting Allowance (Baht)	Other Monetary Remuneration (Baht)	Other Non-monetary Remuneration
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1. Mr. PICHET SITHI-AMNUAI (Chairman of the board)	-	80,000.00	247,000.00	No
2. Mrs. SIRIMA IAMSAKULRAT (Director)	-	90,000.00	240,000.00	No
3. Mr. WIRAT SUKCHAI (Director)	-	0.00	0.00	No
4. Mr. THAMMANOON TRIPETCHR (Director)	-	0.00	0.00	No
5. Mr. JAIN CHARNNARONG (Director)	-	110,000.00	860,000.00	No
6. Mr. PRASERT DEEJONGKIT (Director)	-	195,000.00	300,000.00	No
7. Mr. TEERACHAI PORNINSIRIRAK (Director)	-	210,000.00	300,000.00	No
8. Mrs. VALEERATN CHUERBOONCHAI (Director)	-	205,000.00	281,000.00	No
9. Mr. THAKOL NUNTHIRAPAKORN (Chairman of the board)	24 Apr 2023	60,000.00	114,000.00	No
Total (Baht)	-	950,000.00	2,342,000.00	-

Remark:

7

- Director entitled to remuneration must not be the Company's employees who receive a regular salary.
- Director who held other positions in the Sub-committees will receive only the highest amount of monthly remuneration.

3.4.3 Director Remunerations

Detail	Unit	Year	
		2022	2023
Meeting allowance	Baht	905,000.00	950,000.00
Other monetary remuneration	Baht	2,171,500.00	2,342,000.00
Total director remuneration	Baht	3,076,500.00	3,292,000.00

Additional explanation: Meeting allowance, other monetary remuneration, and total director remuneration are calculated from director remuneration in the year 2022 onwards

3.4.4 Executive Remuneration Policy and Criteria

Executive remuneration policy and criteria of the Company:

Yes

URL of executive remuneration policy and criteria:

<https://www.harn.co.th/corporate-governance/corporate-governance-policy/>

3.4.5 Executive Remuneration

Detail	Unit	Year		
		2021	2022	2023
Total executive remuneration	Baht	18,507,732.00	20,575,135.00	23,541,170.00

3.4.6 Other Non-monetary Remuneration of Executives

Employee Stock Ownership Plan (ESOP):: No

Employee Joint Investment Program (EJIP):: Yes

3.5 Development and Training of Directors

Table of development and training of directors over the past year

Name (English)	Participated in Director Development Program	Training
1. Mr. PICHET SITHI-AMNUAI (Chairman of the board)	Participating	Thai Institute of Directors (IOD) - 2005: Director Certification Program (DCP) - 2023: Role of the Chairman Program (RCP) - 2008: Successful Formulation & Execution of Strategy (SFE)
2. Mrs. SIRIMA IAMSAKULRAT (Director)	Participating	Thai Institute of Directors (IOD) - 2018: Board Nomination and Compensation Program (BNCP) - 2012: Director Accreditation Program (DAP) - 2015: Director Certification Program (DCP) - 2015: Successful Formulation & Execution of Strategy (SFE)
3. Mr. WIRAT SUKCHAI (Director)	Participating	Thai Institute of Directors (IOD) - 2012: Director Accreditation Program (DAP) - 2015: Director Certification Program (DCP) - 2015: Role of the Chairman Program (RCP) - 2015: Successful Formulation & Execution of Strategy (SFE)

4. Mr. THAMMANOON TRIPETCHR (Director)	Participating	Thai Institute of Directors (IOD) - 2015: Director Accreditation Program (DAP) - 2015: Director Certification Program (DCP) - 2015: Financial Statements for Directors (FSD) - 2015: Successful Formulation & Execution of Strategy (SFE)
5. Mr. JAIN CHARNNARONG (Director)	Participating	Thai Institute of Directors (IOD) - 2022: Board Nomination and Compensation Program (BNCP) - 2013: Director Certification Program (DCP) - 2015: Successful Formulation & Execution of Strategy (SFE)
6. Mr. PRASERT DEEJONGKIT (Director)	Participating	Thai Institute of Directors (IOD) - 2022: Board Nomination and Compensation Program (BNCP) - 2021: Director Accreditation Program (DAP)
7. Mr. TEERACHAI PORNINSIRIRAK (Director)	Participating	Thai Institute of Directors (IOD) - 2023: Advanced Audit Committee Program (AACP) - 2015: Director Certification Program (DCP)
8. Mrs. VALEERATN CHUERBOONCHAI (Director)	Participating	Thai Institute of Directors (IOD) - 2022: Board Nomination and Compensation Program (BNCP) - 2012: Director Accreditation Program (DAP) - 2015: Director Certification Program (DCP) - 2015: Financial Statements for Directors (FSD)
9. Mr. THAKOL NUNTHIRAPAKORN (Chairman of the board)	Participating	Thai Institute of Directors (IOD) - 2004: Director Accreditation Program (DAP) - 2013: Director Certification Program (DCP) - 2016: Ethical Leadership Program (ELP) - 2018: Role of the Chairman Program (RCP)

3.6 Performance Evaluation

Means of performance evaluation of the Board of Directors: x Group assessment x Self-assessment

4 Sustainability Policy and Strategy

4.1 Corporate Sustainability Policy

Corporate Sustainability Policy: Yes

URL of corporate sustainability policy:	https://www.harn.co.th/corporate-governance/corporate-governance-policy/
Uploaded document of corporate sustainability policy:	56-1-นโยบายการพัฒนาองค์กรอย่างยั่งยืน.pdf

4.2 Sustainability Report

Corporate Sustainability Report:	No
URL of corporate sustainability report:	-

4.3 Sustainability Disclosure Standards

Company sustainability disclosure aligned with standards or guidelines:	-
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