

Executives and Employees Remuneration

The remuneration of the Chief Executive Officer complies with the policies and guidelines set by the Nomination and Remuneration Committee and the Board. For the remuneration of top executives, it complies with the policies and guidelines set by the Chief Executive Officer and Managing Director that is linked to HARN's 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, through HARN's 3 groups of sustainability cycle, namely SMART Business, SMART People, and SMART Environment, according to the Balanced Scorecard, these indicators cover the following items: net profit, sales growth, market shares, marketing expansion into foreign markets, operating expenses to net operating income, 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.

Chief Executive Officer, Managing Director, Chief Operating Officer, Chief Financial Officer will receive remuneration in both monetary and other benefits according to the reguls of HARN as well as the director of each department, consists; Salary, Bonuses, EJIP and Other benefit (provident fund, life and health insurance, scholarships) etc., except incentives based on performance. The remuneration paid to executives: as follows;

HARN sets the remuneration of employees based on the short and long-term performance through Managing the performance in accordance with the strategic direction, which is continuous process to be accordance with the planned goals, will receive remuneration in both monetary and and other benefits according to the reguls of HARN consists; Salary, Bonuses, overtime, brokerage, incentives, EJIP and Other benefit (provident fund, life and health insurance, scholarships).

Company's compensation and welfares

	CEO / MD	Director	Employee
Salary Motivate and retain employees with knowledge, capabilities and duties as assigned.	✓	✓	✓
Other Benefits (provident fund, life and health insurance, scholarships) Provident fund / Life & health insurance, Education scholarship) Build long-term stability	✓	✓	✓
Peformance Bonus Reward for success, achievements referred to the indicators of success assigned in each year.	✓	✓	✓
Incentive according to performance Motivate to create sale-performance for progressive growth of the company	–	✓	✓
Remuneration in stocks (EJIP) Allow employees to participate in the ownership of the company and to maintain personnel in the long term to reduce staff turnover.	✓	✓	✓

Provident Fund

Currently 240 employees have joined the Fund from its total 240 employees are eligible to participate or as 100%, in 2021, HARN contributed to the fund Baht 4,456,531 million, managed by an authorized UOB Asset Management (Thailand) Co., Ltd. which disclosed related information in compliance with the Investment Governance Code to be compliant with the provisions of Provident Fund Act B.E. 2542 (1999) with employee savings rate to go up in line with the increasing years of service of the respective employee. Moreover, HARN also allows the employees to select or change their investment policy as considered proper for them with acceptable risk level. The employee choice can be made twice a year. Including an increase in the contribution rate, to encourages employees to have financial planning after retirement.

Other Remunerations

HARN has instituted employee welfare and other remuneration programs apart from salary, bonus, and provident fund contributions for management and all employees. This is to keep up with economic conditions, the cost of living, and other standards peer companies' as well as HARN's performance.

1. Annual staff health check, Group life and health insurance is taken out to insure the employees, with coverage amount varied to job position and level of risk associated with nature of job performance.

2. the Employee Joint Investment Program (EJIP). The period of May 1, 2020 to April 30, 2025, with a total duration of 5 years for employees and director on the voluntary basis and own HARN, which will be regarded as savings for the employees' long-term financial security.

Moreover, HARN also offers scholarships of both undergraduate and graduate levels, and financial support for in-house and external training programs and seminars and provide 4 flu strains at a special price