

## Director development

The Board values regular participation of Director and Top Executives in training and seminars concerning their competencies for their jobs. HARN directors underwent training with Thai Institute of Directors Association (IOD) and other leading entities and institutes as well as seminars on related topics. The Nomination and Remuneration Committee consider

training curricula related to the Board and Top Executives, for application to HARN's businesses for sustainable growth. However, the Board and Top Executives trainings to foster their work knowledge and HARN's activities include the items below.

At present, 100 percent the Board who have attended training courses related to performance directors of IOD.

### Training course for the Thai Institute of Directors Association (IOD) of the Board

Name		Courses										
		DAP	DCP	SFE	FSD	RCP	ACEP	ACP	ELP	ACPG	HRP	BNCP
Dr. Thakol	Nunthirapakorn	8/2004	228/2016			43/2018		8/2005	3/2016	36/2017		
Miss Voranuch	Supaibulpipat	SET/2012	281/2019									8/2019
Mr. Prasert	Deejongkit	184/2021										
Mr. Parkphum	Wongpaitoon	42/2005				36/2015	14/2015					
Mrs. Valeeratn	Chuerboonchai	SET/2012	205/2015		28/2015		14/2015					
Mr. Wirat	Sukchai	SET/2012	204/2015	24/2015		36/2015	14/2015				12/2017	
Mr. Thammanoon	Tripetchr	116/2015	211/2015	24/2015	28/2015							
Mr. Jain	Chamnarong	173/2013	23/2015							8/2014		
Mrs. Sirima	lamsakulrat	SET/2012	211/2015	24/2015								5/2018

### Training courses at other leading institutions of the Board and Top Executives in 2021

Name of the Board		Courses
Dr. Thakol	Nunthirapakorn	<ul style="list-style-type: none"> <li>Director's Briefing: Governin in Tomorrow's World, class 1/2021</li> <li>Important step the transition to TFRS 9 and IFRS 16 for financial business group for not-financial institution.</li> <li>TCFD (Task Force on Climate-related Financial Disclosures) Disclosure, in line with the GRI, CDP and SDGs GRI, CDP and SDGs TCFD &amp; SDGS WORDSHOP FOR BEGENNERS.</li> <li>Preparation Sustainability Disclosure according to One Report</li> <li>In-depth focusingthe analysis and management of ESG risks and greenhouse gas calculations, to report sustainability performance.</li> <li>TCFD &amp; SDGs Workshop: ESG Risk Analysis and GHG Accounting</li> </ul>
Miss Voranuch	Supaibulpipat	<ul style="list-style-type: none"> <li>None</li> </ul>
Mr. Prasert	Deejongkit	<ul style="list-style-type: none"> <li>Director Accreditation Program, class 184/2021</li> </ul>
Mr. Parkphum	Wongpaitoon	<ul style="list-style-type: none"> <li>None</li> </ul>
Mrs. Valeeratn	Chuerboonchai	<ul style="list-style-type: none"> <li>None</li> </ul>
Mr. Wirat	Sukchai	<ul style="list-style-type: none"> <li>None</li> </ul>
Mr. Thammanoon	Tripetchr	<ul style="list-style-type: none"> <li>None</li> </ul>
Mr. Jain	Chamnarong	<ul style="list-style-type: none"> <li>None</li> </ul>
Mrs. Sirima	lamsakulrat	<ul style="list-style-type: none"> <li>None</li> </ul>

Name of Top Executives		Courses
Mr. Wisit	Wachiralappaitoon	<ul style="list-style-type: none"> <li>Accounting tools with RPA, AI and OCR technology.</li> <li>Calculation of employee benefits, preparation problems and solutions to be correct according to accounting standards</li> <li>Summary TFRS for PAEs Need to Know and Changes in 2021</li> <li>THE NEW CFO 2021 #How to Make Financial Instruments Work</li> <li>M&amp;A trends, directions, important issues to consider, and strategies for M&amp;A success.</li> <li>Money Laundering Bill amended edition professional practitioner "I can't know"</li> <li>TFRS financial reporting standard effective 2021.</li> </ul>
Mrs. Varinkan	Teraumranon	<ul style="list-style-type: none"> <li>Personal Data Protection Act (PDPA)</li> <li>ISO 9001:2015 Understanding and Implementation</li> <li>ISO 9001:2015 Internal Audit</li> </ul>
Mr. Pracha	Phromphornchai	<ul style="list-style-type: none"> <li>Knowledge of halocarbon fire suppression system.</li> </ul>
Mr. Rattanaphan	Mukhariwattananon	<ul style="list-style-type: none"> <li>Basic of Air-conditioning System</li> <li>HVAC Training by Victaulic</li> </ul>
Mr. Suchat	Suwatnodom	<ul style="list-style-type: none"> <li>None</li> </ul>
Mr. Kittiphong	Kittimethawenun	<ul style="list-style-type: none"> <li>Knowledge of BITZER screw compressors.</li> <li>Knowledge of electricity, electrical installation design and intelligent system technology (Internet of Thing)</li> </ul>
Mr. Vachiravit	Akaraseranee	<ul style="list-style-type: none"> <li>Knowledge of BITZER screw compressors.</li> <li>Knowledge of electricity, electrical installation design and intelligent system technology (Internet of Thing)</li> </ul>
Mr. Sukit	Litikorn	<ul style="list-style-type: none"> <li>Knowledge of electricity, electrical installation design and intelligent system technology (Internet of Thing)</li> </ul>
Mr. Withoon	Thamee	<ul style="list-style-type: none"> <li>Personal Data Protection Act (PDPA)</li> <li>Open to the medical device industry.</li> </ul>
Mr. Pongsawat	Penglengpol	<ul style="list-style-type: none"> <li>None</li> </ul>

## Board and Board-Committees Self-assessment

In compliance with the CG code, HARN required the Board and Board-Committees to conduct self-assessment to scope its regular review of its performance. With the resolution of Board Meeting No. 5/2021 of October 1, 2021, the Board approved all 4 self-assessment forms which uses same information as year 2020, none modification. The 4 assessment forms stipulated the percentages corresponding to the levels of performance achieved in each topic: more 90% = Excellent, 80-89% = Good, 70-79% = Relatively Good, 60-69% = Fair, below 60% = Need improvement, Self- Assessment were as follows:

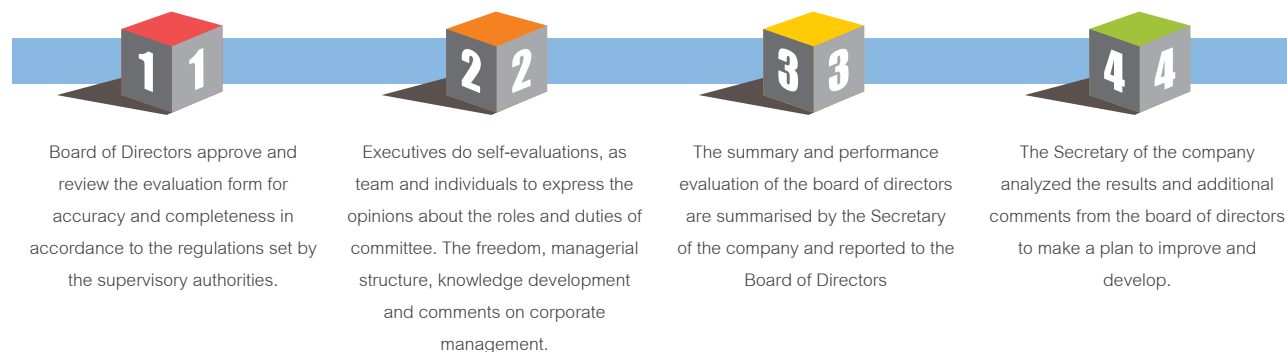
1. Self- Assessment of the whole Board, consist 4 topics: Structure and qualifications, Meetings, Roles, duties and responsibilities, Ohters such as good relationship to management and encourage training.

2. Self- Assessment of the individual Board, consist 3 topics: Structure and qualifications, Meetings, Roles, duties and responsibilities

3. Self- Assessment of the whole Board-Committees and individual 3 consist: Structure and qualifications, Meetings, Roles, duties and responsibilities

Process, criteria and results of the evaluation of the whole Board and individual style, in 2021 as follows:

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



## 2. Results of Self- Assessment of the whole Board and Individual

Criteria of Self- Assessment of Board and Board-Committees	2021 – Evaluation results (Whole)				
	Board of Director	Audit Committee	Nomination & Remuneration Committee	Executive Committee	Risk management Committee
<b>Whole</b>					
<b>1. Structure and qualifications</b>					
<ul style="list-style-type: none"> <li>Diversity of directors in terms of number and experience</li> <li>Proportion of directors</li> <li>Qualifications of each Board</li> </ul>	87.04%	87.50%	76.39%	70.83%	80.56%
<b>2. Roles, duties and responsibilities</b>					
<ul style="list-style-type: none"> <li>Spending adequate time to consider important matters etc. direction, strategy, action plan, transactions with conflict of interest, and internal control and risk management</li> </ul>	89.29%	88.10%	83.33%	87.14%	86.61%
<b>3. Meetings</b>					
<ul style="list-style-type: none"> <li>Schedule meetings all year in advance</li> <li>The sufficiency of information for directors to make a decision</li> <li>Freedom of decision making and the expression of opinions of directors</li> <li>Time frame of meeting</li> </ul>	80.56%	95.24%	68.06%	76.00%	83.33%
<b>4. Others</b>					
<ul style="list-style-type: none"> <li>Relationship with the board and management team</li> <li>Self development of the board/Executive, Training</li> </ul>	84.72%	-	-	-	-
<b>Total Results</b>	<b>85.40%</b>	<b>90.28%</b>	<b>75.93%</b>	<b>77.99%</b>	<b>83.50%</b>

**Measurement** : more 90% = Excellent, 80-89% = Good, 70-79% = Relatively Good, 60-69% = Fair, below 60% = Need improvement

Criteria of Self- Assessment of Board and Board-Committees	2021 – Evaluation results (Individual)				
	Board of Director	Audit Committee	Nomination & Remuneration Committee	Executive Committee	Risk management Committee
<b>แบบรายบุคคล</b>					
<b>1. Structure and qualifications</b>					
<ul style="list-style-type: none"> <li>Qualifications, knowledge, experience suitable for business of company</li> <li>Assigned duties that are appropriate for role (Independent / Board-Committee)</li> </ul>	80.56%	91.67%	75.00%	82.50%	89.58%
<b>2. Roles, duties and responsibilities</b>					
<ul style="list-style-type: none"> <li>Perform duties efficiently according the charter</li> <li>Time and dedication to perform duties</li> <li>Control and follow up the operations of management appropriately</li> <li>Does not interfere with the management function</li> <li>Develop and learn all the time</li> </ul>	85.19%	88.89%	86.11%	81.67%	87.50%
<b>3. Meetings</b>					
<ul style="list-style-type: none"> <li>Attending the meeting</li> <li>Studying the information to meeting in advance</li> <li>Showing appropriate comments, to meeting</li> <li>Abstain from attending the meeting or voting in case of having conflict of interests</li> </ul>	80.00%	90.00%	65.00%	78.00%	85.83%
<b>Total Results</b>	<b>81.91%</b>	<b>90.19%</b>	<b>75.37%</b>	<b>80.72%</b>	<b>87.64%</b>

**Measurement** : more 90% = Excellent, 80-89% = Good, 70-79% = Relatively Good, 60-69% = Fair, below 60% = Need improvement

However, the board has no outsource consultant to assist in directing and propose the assessment of the Boards' performance. At present, 100 percent the Board who have attended training courses related to performance directors of IOD.

## Assessment the Chief Executive Officer

The Board arranges an annual evaluation of the Chief Executive Officer's performance, are criteria according to the assessment guidelines the Stock Exchange of Thailand, requiring Non-Executive Committees to evaluate their performance. The assessment results to the Board. The assessment results in 2021 have an average score 76.37%, which is quite good.

## Orientation of New Directors

For new directors, HARN the Nomination and Remuneration Committee arranges an orientation program dealing to ensure to know the its business policies, as well as applicable laws and regulations. Moreover, each director receives a Director's Handbook, which the company secretary has prepared, includes the following topics:

1. Structure of the board, executive and company secretary
2. Group structure, major shareholder structure
3. Company information and nature of business
4. Charter of the board of directors and board-committees
5. Schedule of management approval authority
6. Remuneration of the board of directors and board-committees
7. Meeting of the Board of Directors
8. Policy and principles of corporate governance and business ethics
9. Role of directors under general law
10. Certificate memorandum and the company's articles of association
11. Consolidated and separate financial statements
12. Annual report

Including, new director to visit the business characteristics along with met to the Chairman, the Board, Chief Operating Officer and Top Executives

In 2021, HARN has appointed 1 new director, namely; Mr. Prasert Deejongkit as an independent director and Audit Committee, by the Nomination and Remuneration Committee met with new directors to presented information for their overview of the about HARN. At the same time, the above-mentioned documents and handbook for new directors were handed over. No activities visit business due to the situation of the epidemic Covid-19

The Board are fully understood laws, policies, standards, risks, environment relate to operating the business and are aware of current information from the administrative regularly through appropriate channels such as Email and Board Meetings.