

Report of the Risk Management Committee



Dr. Teerachai Pornsinsirak

Chairman of the Risk Management Committee

The Risk Management Committee, appointed by the Board of Directors, which is made up of 1 Independent director and 12 HARN's executives has Chief Executive Officer, Chief Marketing Officer, Chief Financial Officer, Chief Operating Officer and director of various departments, who are knowledgeable, competent, and experienced with expertise the business, is responsible for supporting directors in supervising corporate risk management to ensure the achievement of business goals and enhance confidence and credibility of HARN among investors and stakeholders. Current, comprises of 13 members, are summarized as follows:

January 1, to May 14, 2023

1. Dr. Teerachai Pornsinsirak	Pornsinsirak	Chairman (Independent)
2. Mr. Wirat Sukchai	Sukchai	Member
3. Mr. Thammanoon Tripetchr	Tripetchr	Member
4. Mr. Rattanaphan Mukhariwattananon	Mukhariwattananon	Member
5. Mr. Wisit Wachiralappaitoon	Wachiralappaitoon	Member
6. Mr. Prapas Rakpanya	Rakpanya	Member
7. Mr. Suchat Suwatnodom	Suwatnodom	Member
8. Mr. Kittiphong Kittimethawenun	Kittimethawenun	Member
9. Mr. Vachiravit Akaraseranee	Akaraseranee	Member
10. Mr. Sukit Litikorn	Litikorn	Member
11. Mr. Withoon Thamee	Thamee	Member
12. Mrs. Varinkan Teraumranon	Teraumranon	Member

May 15, to December 31, 2023

1. Dr. Teerachai Pornsinsirak	Pornsinsirak	Chairman (Independent)
2. Mr. Wirat Sukchai	Sukchai	Member
3. Mr. Thammanoon Tripetchr	Tripetchr	Member
4. Mr. Rattanaphan Mukhariwattananon	Mukhariwattananon	Member
5. Mr. Wisit Wachiralappaitoon	Wachiralappaitoon	Member
6. Mr. Prapas Rakpanya	Rakpanya	Member
7. Miss Warangkana Jongnui	Jongnui	Member
8. Mr. Suchat Suwatnodom	Suwatnodom	Member
9. Mr. Kittiphong Kittimethawenun	Kittimethawenun	Member
10. Mr. Vachiravit Akaraseranee	Akaraseranee	Member
11. Mr. Sukit Litikorn	Litikorn	Member
12. Mr. Withoon Thamee	Thamee	Member
13. Mrs. Varinkan Teraumranon	Teraumranon	Member

Serving as secretary to this committee is Ms. Varinkan Teraumranon, Chief Operating Officer.

The Risk Management Committee defined and reviewed the corporate risk management framework, policy, and processes, performing as indicated in the Risk Management Committee Charter, as well as efficiently providing recommendations for proper risk management approaches while aligning with corporate vision and direction and business plans as well as mitigating impacts of business uncertainties. Moreover, consistently and effectively advocates and improves risk management practices throughout the organization on a par with international standards to forge corporate culture while continuously monitoring results of corporate risk management and that of various projects' risk management to ensure shareholders and stakeholders that risk managementsystem can indeed handle these risks in all dimensions.

In 2023, the Risk Management Committee, held a total of 4 meetings, with perfect attendance by all members, with attendance detailed below:

January 1, to May 14, 2023: Meeting 2 time

1. Dr. eerachai	Pornsinsirak	: 2 times
2. Mr. Wir	Sukchai	: 2 times
3. Mr. Thammano	Tripetchr	: 2 times
4. Mr. Rattanaph	Mukhariwattananon	: 2 times
5. Mr. Wis	Wachiralappaitoon	: 2 times
6. Mr. Prap	Rakpanya	: 2 times
7. Mr. Such	Suwatnodom	: 2 times
8. Mr. Kittipho	Kittimethawenun	: 2 times
9. Mr. Vachirav	Akaraseranee	: 2 times
10. Mr. Su	Litikorn	: 2 times
11. Mr. With	Thamee	: 2 times
12. Mrs. Varin	Teraumranon	: 2 times

May 15, to December 31, 2023: Meeting 2 time

1. Dr. eerachai	Pornsinsirak	: 2 times
2. Mr. Wir	Sukchai	: 2 times
3. Mr. Thammano	Tripetchr	: 2 times
4. Mr. Rattanapha	Mukhariwattananon	: 2 times
5. Mr. Wis	Wachiralappaitoon	: 2 times
6. Mr. Prap	Rakpanya	: 2 times
7. Miss Warangka	Jongnui	: 2 times
8. Mr. Such	Suwatnodom	: 2 times
9. Mr. Kittipho	Kittimethawenun	: 2 times
10. Mr. Vachira	Akaraseranee	: 2 times
11. Mr. Su	Litikorn	: 2 times
12. Mr. With	Thamee	: 2 times
13. Mrs. Varin	Teraumranon	: 2 times

The performance highlights of the Risk Management Committee as follows:

1. Review and Amend the Risk Management Policy

Reviewed the risk management policies to the composition of the committee and framework risk appetite, including guidelines for risk management in various aspects, including strategic and business, operational, financial, external factors, etc. to be in line with shifting situations and business factor and flexibly take appropriate actions, as well as reviewing the risks with corruption in accordance anti-corruption measures framework, and follow up on operation.

2. Steered Risk Management to Ease Business Impacts

Key global situations that may affect HARN business operations were monitored. Has proactive measures focusing on management to reduce the likelihood of all risk incidents, supporting and continuously developing risk management at all levels throughout the organization, which advising the Management on the revision of risk management measures to ensure its alignment with the current circumstances to ensure the adequacy, suitability, and timeliness of its measures and gain opportunities to generate value for the business in a sustainable way.

3. Supervised the Risk Management Considering Environment, Society and Governance

Provide opinions and suggestions on strategies direction and scope stakeholder management corporate issues included the drive for implementation by all functions, monitoring operational and management results to ensure the risk management process is complete, covering the management of all stakeholder groups, while taking into 3 responsibilities main: Environment, Society, and Governance (ESG)

4. Supervised the Develop of Corporate Innovations

Driving, giving comments and suggestions for innovation management to achieve tangible results and achieve business according to the target, complete the process of development innovation with efficient and innovation and technology management for increased effectiveness that meets HARN's strategic and core goals, as well as resource optimization, contributing to sustainable growth.

5. Considered and commented on future Business

Rigorously considered risk issues and risk management practices, advised on the pros and cons of business decisions to make the investment worth the opportunity cost and suitable for the business context, as well as carefully commented on current and new businesses wants to grow in the future in line with its cautious strategic business direction.

6. Review the Enterprise Risk Control Reports

Review the enterprise risk process reports alongside the 2023 annual plan to clear risk management plan be in line with strategies and target business, it has been transferred to the practice of the whole organization in order to manage risks in a timely and effective manner.

7 Monitored Corporate Risk Management

Determine Key Risk Indicators to measure the effectiveness of risk management, counseled to management on the improvement the effectiveness of risk management by revising risk management plans in line with prevailing business strategies and contexts. Also, has reported its performance results to the Board In quarterly basis, which the Board urged and closely monitored the outcomes of debtor under highly volatile markets.

Supervised, followed up, and reviewed plans and recommended guidelines for corporate risk management, mitigation plans, 2023 key risk indicators, and key projects on a quarterly basis, to ensure that effective and appropriate risk management is implemented within risk appetite statement, and consistent with the risk management policy. The committee also reported the findings of corporate risk management and the Risk Management Committee performance to the Board on a regular basis. In turbulent market conditions, the board of directors is pushing for close monitoring of the debtor's risk management process.

8. Reviewed the Risk Management Committee Charter

Consider and review the Charter of the Risk Management Committee to ensure that the guidelines for their performing duties suitable and accord with for current situations contexts. Also, the overall performance evaluation of the Risk Management Committee has been done for groups and individuals for the year 2023, according to the good governance guidelines of the Stock Exchange of Thailand to ensure that HARN's risk management processes are appropriate able to support and develop risk management in all dimensions. In this regard, the evaluation results for groups and individuals were at the level of good, which was reported to the Board of Directors for acknowledgement.

The Risk Management Committee concluded that in 2023, HARN has developed a comprehensive corporate risk management system for all aspects of according to the risk management policy, and continual cover risk management practices to strategic, financial, compliance, social, environmental include emerging risk to cope with prevailing circumstances. The meetings were regularly arranged to review, monitor and manage key and urgent such risk issues, rendering HARN and Subsidiaries' risk management effectiveness. HARN indeed efficiently and sufficient, appropriate. Ultimately, this would sustainably support business goal achievement in the long-term amid challenging circumstances and controlled within indicated risk appetite.