

Top Executive's Remuneration

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. As for the remuneration of other top executives the lists by the Chief Executive Officer level, it complies with the policies and guidelines set by the Chief Executive Officer 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, 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.

Top executives remuneration as expenses represents the benefits paid to HARN and its subsidiaries are Chief Executive, Officer Chief Marketing Officer, Chief Operating Officer, Chief Financial Officer include remuneration in both monetary include in benefits according other forms to the regals 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. This regard, HARN's Top Executives means a person designated under the Securities and Exchange Act (SEC). Is the first four executive positions after the Chief Executive Officer. The remuneration paid to executives: as follows;

Remuneration Paid to CEO and Top Executives

In 2023, HARN payment of remuneration for Mr. Thammanoon Tripetchr Chief Executive Officer, including Top Executives of HARN, designated under SEC, namely the first four executive positions after Chief Executive Officer, and Top Executives of subsidiaries as follows:

Remuneration	2023		2022		2021	
	Number (person)	Amount (MB.)	Number (person)	Amount (MB.)	Number (person)	Amount (MB.)
Salary, Bonuses and Other such as social security contributions and Employee Share Accrual Program (EJIP)	7	22.79	7	19.89	7	17.90
Provident fund contributions	7	0.75	7	0.69	7	0.61
Total	7	23.54	7	20.58	7	18.51

Note : Remuneration Top Executives to consolidated financial statement of HARN

Additional information on the Top Executive:

Records have shown no violation of the law within the past 10 years regarding:

- 1) Being sentenced for criminal charges except for violations of traffic laws, petty charges, or similar charges.
- 2) Being sentenced to bankruptcy or having assets controlled.
- 3) Serving as an executive or an authority in a company or partnership sentenced to bankruptcy or whose assets are controlled.

Information of the Employees

Total Employees

HARN has policy which focuses on equity, no limitation or discrimination on gender, race, religion, and culture, stresses the development of human resources management systems compatible with technological advancement. It not only promotes both competence among its employees, but also encourage them to actively take part in public service on its development into a sustainable corporate to elevate competitiveness and respond to internal changes of a corporation.

As of December 31, 2023, HARN had 240 employees and its subsidiaries had 5 employees, with 5 employees of Aiyaraharn Co., Ltd. and no employees of Harn Vietnam Co., Ltd., as follows:

Department	Employees (persons)		
	2023	2022	2021
Top Executives	5	5	5
Project Sales	36	31	28
Fire Protection, Air Conditioning & Sanitary System Sales	24	31	28
Project Sales (Petrochemical)	4	5	3
Refrigeration System Sales	15	14	15
Engineering Support	9	9	9
Digital Printing System Sales	23	24	27
Service	31	32	33
Special Product Sales	12	13	14
Operating	41	45	44
Financial	40	37	36
Total	240	246	242
Subsidiaries	5	5	7

Employees	Number of employees by age (persons)					
	Number of female employees			Number of male employees		
	2023	2022	2021	2023	2022	2021
Younger than 30 years old	27	56	32	42	79	56
30-50 years old	62	34	55	89	58	83
Over 50 years old	8	7	6	12	12	10
Total number of employees	97	97	93	143	149	149

Employees	Number of employees by position (persons)					
	Number of female employees			Number of male employees		
	2023	2022	2021	2023	2022	2021
Operation level	83	85	80	117	123	120
Executive level	13	11	12	22	22	25
Top Executives	1	1	1	4	4	4
Total number of employees	97	97	93	143	149	149

Performance evaluation

HARN create an accurate understanding about fair performance evaluation, promoted the participation of supervisors and workers to define the goals and Key Performance Indicators (KPIs) altogether which led to the cooperation and promotes relationship between supervisors and their subordinates. To promote career advancement, it was arranged to conduct the performance appraisal a 2 year, dividing the results into 3 parts as follows;

1	KPI Key Performance Indicator	Evaluate according to the task performance score supporting the main objectives of HARN
2	API Appraisal Indicator	Evaluate the work behavior consistent with the ability according to HARN's position, culture and values
3	ATI Attendance Indicator	Evaluate according to work discipline

The evaluation results will be analyzed to determine the annual compensation of employees, and determine a plan employee potential and abilities to be ready drive business according to the strategic for sustainability in social dimension, by communicating with employees, find common development methods between supervisors and employees.



In 2023, all employees were evaluated as **100%**

Remuneration for Employees of HARN

(Excluding CEO and Top Executives designated under SEC)

Remuneration	2023			2022			2021		
	Number (person)	Amount (MB.)	%	Number (person)	Amount (MB.)	%	Number (person)	Amount (MB.)	%
Salary, Bonuses and Other such as social security contributions and EJIP									
Female	96	60.92	38%	96	54.41	37%	92	50.77	35%
Male	139	100.2	62%	145	95.30	63%	145	95.66	65%
Total	235	161.14	100%	241	149.71	100%	237	146.43	100%

HARN has the fair remuneration policies of employees can be competitive in the market, including creating stability in the career opportunity for fair career in line with the strategic direction both the short and long-term. Drive performance to meet planned objectives, which will receive remuneration in both monetary, Including salary, bonus, overtime, brokerage fee, incentive, EJIP and other benefits according to the regals of HARN and with the law.

Provident Fund

In 2023, HARN has 233 executives and employees have joined the Provident Fund from its total 240 employees as 97.08%, contributed to the Provident fund Baht 4,762,463 and 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.

Remuneration	Unit	2023	2022	2021
Total number of employees	Person	240	246	242
Number of employees joining the provident fund	Person	233	238	240
Proportion of employees joining the provident fund	%	97.08%	96.75%	99.17%
Amount paid by the company to the provident fund	Million baht	4.76	4.57	4.46

Moreover, HARN also allows the employees to select or change their investment policy as considered proper for them with acceptable risk level, choice can be made no more than 4 times a year. Including changing in the contribution rate, to encourage employees to have financial planning after retirement.

Other Remunerations

HARN has instituted employee welfare and remuneration programs apart from salary, bonus, overtime, commission, incentives, EJIP 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.
3. Physical and mental care, such as medical expenses for illness and dental care, staff visit baskets, allowance for the funeral/cremation of a death in the employee's family, including vaccination at a special price.
4. Support of learning and development, such as trainings, seminars both inside and outside the organization, as well as trainings abroad or scholarships for both bachelor and master's degrees, including language skills.

Moreover, HARN also promotes and support employees to have good compensation and welfare in various things, such as uniforms to facilitate and ensure safety according to the nature of work or provide assistance such as travel expenses, fuel, phone, allowances, marital benefits, and child benefits. The first housing welfare etc.