

Orientation of New Directors

HARN requires an orientation for newly appointed directors every time. New directors will receive a handbook, documents and useful information, including policies and practices of good corporate governance.

For new directors, arranges an orientation session facilitated by Chief Executive Office with knowledge about the business and business direction as well as related laws and regulations and other information required for performing the director's duties, and hand over the Director's Manual to the new directors, along with a visit of the business, introducing business overview. The company secretary as the information prepared, including: Therefore, in 2024 **no** new directors were appointed. However, HARN improvement the director's handbook to be current to accorders with of good corporate governance.

- Part 1 Structure of the board, executive and company secretary
- Part 2 Group structure, major shareholder structure
- Part 3 Company information and nature of business
- Part 4 Charter of the board of directors and board-committees
- Part 5 Schedule of management approval authority
- Part 6 Remuneration of the board of directors and board-committees
- Part 7 Meeting and Training Courses of the Board of Directors
- Part 8 Policy and principles of corporate governance and business ethics
- Part 9 Role of directors under general law
- Part 10 Certificate memorandum and HARN's articles of association
- Part 11 Consolidated and separate financial statements
- Part 12 Annual Registration Statement/ Annual report (From 56-1 One Report)

Director development

The Board encourages all directors to keep on learning as support for their improved performance. HARN directors underwent training with Thai Institute of Directors Association (IOD) and other leading entities and institutes. The Nomination

and Remuneration Committee consider training curricula related and to foster their work knowledge to the Board application to HARN's businesses for sustainable growth. Detail the Board trainings in 2024, as follow:

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

Currently, all directors have attended training courses related to IOD performance, accounting of 100%.

Name		Courses										
		DAP	DCP	SFE	FSD	RCP	ACEP	ACP	AACP	HRP	BNCP	BCG
Mr. Pichet	Sithi-Amnuai	184/2021	64/2005	2/2008		55/2023	2/2012	10/2005				
Mr. Prasert	Deejongkit								53/2024		14/2022	
Dr. Teerachai	Pornsinsirak	SET/2012	211/2015						50/2023			
Mrs. Valeeratn	Chuerboonchai	SET/2012	205/2015		28/2015		14/2015		49/2023		14/2022	
Mrs. Sirima	Iamsakulrat		211/2015	24/2015							5/2018	
Mr. Jain	Charnnarong	SET/2012	173/2013	23/2015						8/2014	14/2022	2/2024
Mr. Wirat	Sukchai	116/2015	204/2015	24/2015		36/2015	14/2015			12/2017		
Mr. Thammanoon	Tripetchr		211/2015	24/2015	28/2015					31/2022		

2) Training courses at other leading institutions the Board in 2024

Name of the Board	Courses
Mr. Pichet Sithi-Amnuai	None
Mr. Prasert Deejongkit	<ul style="list-style-type: none"> Advanced Audit Committee Program (AAP), class 53/2024
Dr. Teerachai Pornsinsirak	<ul style="list-style-type: none"> Building a Digital Business Strategy Director Briefing 1/2024: ESG Integration for Sustainable Business Success Leaders Exchange: Soar beyond with Cloud, through AI-powered Transformation Director Forum I Engaging Board in ESG: The Path to Effective Sustainability
Mrs. Valeeratn Chuerboonchai	<ul style="list-style-type: none"> Director Forum I Engaging Board in ESG: The Path to Effective Sustainability
Mrs. Sirima Iamsakulrat	None
Mr. Jain Charnnarong	<ul style="list-style-type: none"> The Board's Roles in Climate Governance (BCG), class 2/2024
Mr. Wirat Sukchai	<ul style="list-style-type: none"> The mai CFO 2024: Growth & AI Chapter IR In Action4 Create Everlasting Company: Sustainability, Succession, and Strategy
Mr. Thammanoon Tripetchr	<ul style="list-style-type: none"> Intro Generative AI

Board and Board-Committees Self-Assessment

HARN arranges for performance assessment of the Board and Board-Committee on an annual basis according to the good practices of the Thai Stock Exchange, serve as a framework for reviewing and reviewing structures, qualifications, meetings, roles, and responsibilities. The responsibility of the board of

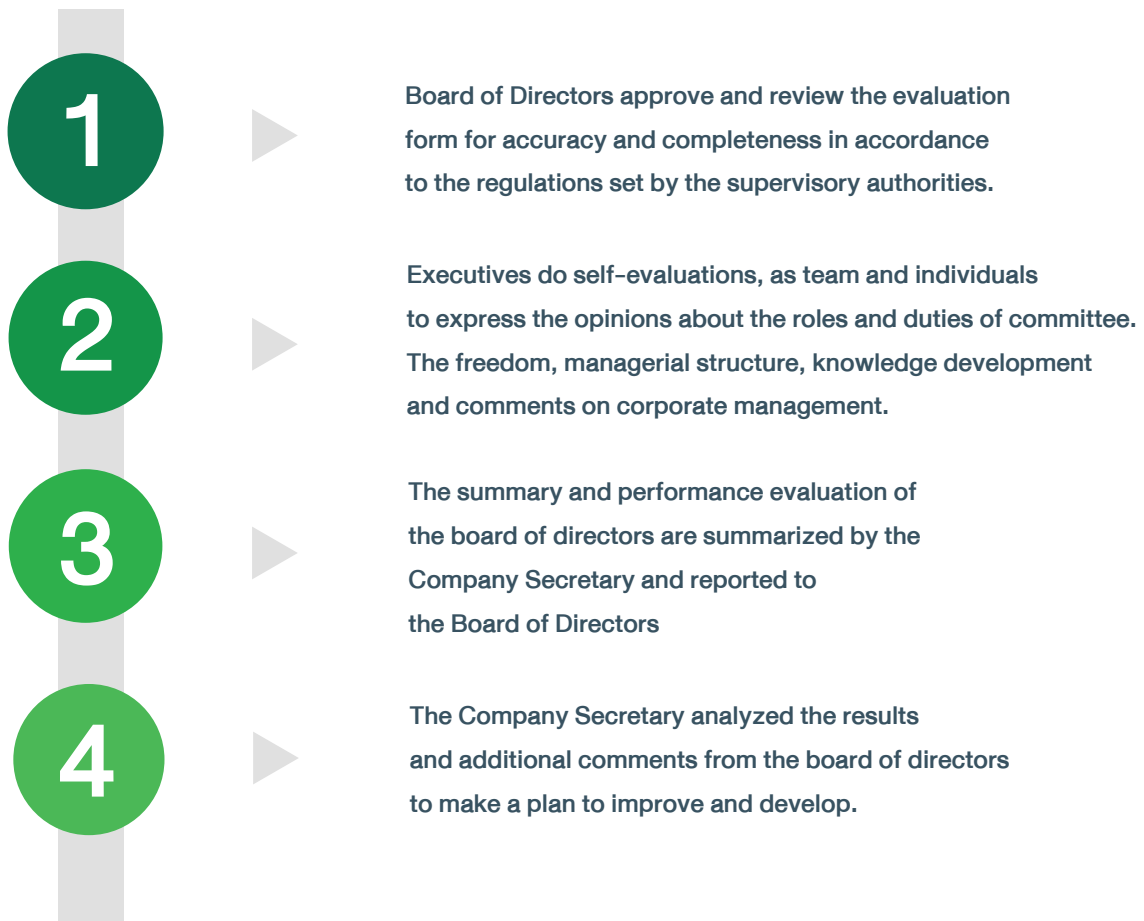
directors and more effective performance development. The assessment is divided into two types:

- (1) Whole Board and Board-Committee Assessment
- (2) Individual Board and Board-Committee Assessment

1) Process of Self-Assessment the Whole Board and Individual

The Board Meeting No. 5/2024 of October 7, 2024, approved the 2024 Board's performance assessment form, which was reviewed and improved to have diverse the roles, duties and responsibilities covered according the Board Charter. The assessment forms were sent to each individual director for

assessment and returned to the Secretary Company for analysis, then, raised the assessment results together with comments to the Board for acknowledgment. Recommendations from the assessment shall be used to identify guidelines to develop and enhance performance efficiency.



2) Criteria of Self-Assessment the Whole Board and Individual

Assessment Criteria	Measurement Criteria
(1) Structure and qualifications	Level 0 - Need significant improvement
(2) Meetings	Level 1 - Partially meet expectations
(3) Roles, duties and responsibilities	Level 2 - Meet expectations
(4) Other	Level 3 - Exceed expectations
	Level 4 - Exemplary best practices
	Calculated as a percentage from the full score in each topic: more 90% is Excellent, 80-89% is Good, 70-79% is Relatively Good, 60-69% is Fair, below 60% Need improvement



3) Results of Self-Assessment the Whole Board and Individual

Assessment	Assessment Results			
	Whole	Level	Individual	Level
Board of Director	92.42%	Excellent	92.43%	Excellent
Audit Committee	94.86%	Excellent	94.07%	Excellent
Nomination & Remuneration Committee	93.04%	Excellent	91.11%	Excellent
Executive Committee	86.57%	Good	84.81%	Good
Risk management Committee	91.55%	Excellent	86.58%	Good

The Board has provided recommendations to enhance the effectiveness of its duties, ensuring they contribute positively to HARN's business operations. Additionally, the Board collectively reviews the evaluation results to further improve its performance.

HARN also establishes an annual development plan for directors to support their continuous growth. However, the Board has not yet engaged an external consultant to assist in setting evaluation frameworks or providing recommendations on board performance assessments.