

Remuneration the Board and Board-Committee

HARN fairly and sensibly specifies the remuneration of directors. The remuneration consideration criteria are related to the responsibilities and performance of the board of directors, overall economic circumstances while making comparisons with other companies in the same industry to come up with a comparable and motivating. The Nomination and Remuneration Committee set director's annual remuneration to the Board for agreed before presenting the AGM for approval.

The 2024 Remuneration of the Board and Board-Committee, following the comparison with companies of a similar size in the same industry and taking the business circumstances into consideration, it was found that the criterion structure and remuneration for the Board were still suitable. So, the remuneration of the same rate as that of 2023 was proposed, **without bonus and no other benefits offered** same as last year. The remuneration already received approval from the 2024 AGM as follow:

Compensation Components		
1. Monthly remuneration: Director / Audit Committee / Risk Management Committee / Nomination and Remuneration Committee		
- Chairman of the Board	30,000	Baht/Month
- Board-Committees	25,000	Baht/Month
- Directors / Independent Director	20,000	Baht/Month
- Directors (2 working day/week)	80,000	Baht/Month
2. Meeting allowances: The Board of Director / Audit Committee (Only directors attending the meeting)		
- Chairman	20,000	Baht/Month
- Director	15,000	Baht/Month
3. Meeting allowances: Risk Management Committee / Nomination and Remuneration Committee (Only directors attending the meeting)		
- Chairman	15,000	Baht/Month
- Director	10,000	Baht/Month
4. Bonuses	None	
5. Other Rights and Benefits	None	

Note : Principles of compensation for the Board of Directors and Board Committees are as follows:

- The Nomination and Remuneration Committee is the person who determines and establishes the principles or policies "Remuneration for Directors" and propose to the Board of Directors for approval to propose to the Annual General Meeting of Shareholders which must comply with HARN's Articles of Association, Chapter 4, regarding the Board of Directors, including various factors related as follows:
 - Duties and responsibilities of each director
 - To be appropriate when compared to other public companies that has the similar operating results and business operations.
 - To be fair and transparent to create incentives to maintain qualified directors as needed
 - To be appropriate for the ability to get paid the compensation from HARN
- The Nomination and Remuneration Committee is summaries the annual remuneration and compensation which must not exceed the amount approved by the shareholders' meeting from the previous year and propose to the Board of Directors for approval to report to the shareholders' meeting to acknowledge the amount of money actually paid by considering the following factors:
 - Company performance previous year
 - Determine the appropriate time to pay
 - Details and conditions of payment such as annual remuneration for all directors who remain in office in the event that any director has recently held the position and has not yet completed a service year, annual remuneration will be paid in proportion referring to time appointment since joined.
- Board and Committee members entitled to receipt of Directors' remuneration must not be HARN's employees.
- Board member who also serve in another committee shall receive only one remuneration that pay the highest rate.

Summary the remuneration all Directors in 2024

The remuneration directors in 2024 for period 12 months from 1 January to 31 December 2024 total Baht 3,300,000, **without bonus and no other benefits offered**, comprises monthly remuneration Baht 2,400,000 and meeting allowances Baht 900,000 accordance with the resolution of the 2024 AGM follow:

Name	Position	Total monthly remuneration	Total meeting allowances	Total remuneration
Mr. Pichet Sithi-Amnuai	Chairman of the Board	360,000	120,000	480,000
Mr. Prasert Deejongkit	Chairman of the Board-Committee	300,000	180,000	480,000
Dr. Teerachai Pornsinsirak	Chairman of the Board-Committee	300,000	210,000	510,000
Mrs. Valeeratn Chuerboonchai	Chairperson of the Board-Committee	300,000	190,000	490,000
Mrs. Sirima Iamsakulrat	Director	240,000	90,000	330,000
Dr. Jain Charnnarong	Director	900,000	110,000	1,010,000
Mr. Thammanoon Tripetchr	Director (executives)	-	-	-
Mr. Wirat Sukchai	Director (executives)	-	-	-
Total		2,400,000	900,000	3,300,000

Name	Position	2024					2023				
		Monthly Remuneration	Meeting allowances				Monthly Remuneration	Meeting allowances			
			Board of Director	Audit Committee	Nomination and Remuneration Committee	Risk Management Committee		Board of Director	Audit Committee	Nomination and Remuneration Committee	Risk Management Committee
1. Mr. Pichet Sithi-Amnuai	Independent Director / Chairman of the Board	360,000	120,000	-	-	-	247,000	80,000	-	-	-
2. Mr. Prasert Deejongkit	Independent Director / Member of the Audit Committee / Chairman of the Nomination and Remuneration Committee	300,000	90,000	60,000	30,000	-	300,000	90,000	75,000	30,000	-
3. Dr. Teerachai Pornsinsirak	Independent Director / Chairman of the Risk Management Committee / Member of the Audit Committee	300,000	90,000	60,000	-	60,000	300,000	90,000	60,000	-	60,000
4. Mrs. Valeeratn Chuerboonchai	Independent Director / Chairperson of the Audit Committee / Member of the Nomination and Remuneration Committee	300,000	90,000	80,000	20,000	-	281,000	90,000	95,000	20,000	-
5. Mrs. Sirima Iamsakulrat	Director	240,000	90,000	-	-	-	240,000	90,000	-	-	-
6. Dr. Jain Charnnarong	Director / Member of the Executive Committee / Member of the Nomination and Remuneration Committee	900,000	90,000	-	20,000	-	860,000	90,000	-	20,000	-
7. Mr. Wirat Sukchai ^{1/}	Director / Chairman of the Executive Committee / Member of the Risk Management Committee	-	-	-	-	-	-	-	-	-	-
8. Mr. Thammanoon Tripetchr ^{1/}	Director / Member of the Risk Management Committee / Member of the Executive Committee	-	-	-	-	-	-	-	-	-	-
Total		2,400,000	570,000	200,000	70,000	60,000	2,342,000	570,000	250,000	70,000	60,000

Note : 1/ Executive of a company and receives a regular salary

Remuneration of Chief Executive Officer and Top Executive's

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. And the remuneration of other top executives who have the position level following 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, EJP 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:

In 2024, 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	2024		2023		2022	
	Number (person)	Amount (Baht)	Number (person)	Amount (Baht)	Number (person)	Amount (Baht)
Salary, Bonuses and Other such as social security contributions and Employee Share Accrual Program (EJIP)	7	23,301,852	7	22,792,645	7	19,889,051
Provident fund contributions	7	778,085	7	748,525	7	686,084
Total	7	24,079,937	7	23,541,170	7	20,575,135

Note: Remuneration Top Executives to consolidated financial statement of HARN

Additional information on the Top Executive 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, 2024, HARN had 248 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)		
	2024	2023	2024
Top Executives	5	5	5
Executives	3	0	0
Project Sales	38	36	31
Fire Protection, Air Conditioning & Sanitary System Sales	26	24	31
Project Petrochemical Sales	5	4	5
Refrigeration System Sales	15	15	14
Engineering Support	8	9	9
Digital Printing System Sales	29	23	24
Service	30	31	32
Special Product Sales	9	12	13
Operating	44	41	45
Financial	36	40	37
Total	248	240	246
Subsidiaries	5	5	5

Employees	Number of employees by age (persons)					
	Number of female employees			Number of male employees		
	2024	2023	2022	2024	2023	2022
Younger than 30 years old	34	27	56	41	42	79
30-50 years old	61	62	34	92	89	58
Over 50 years old	8	8	7	12	12	12
Total of employees	103	97	97	145	143	149

Employees	Number of employees by position (persons)					
	Number of female employees			Number of male employees		
	2024	2023	2022	2024	2023	2022
Operation level	86	83	85	116	117	123
Executive level	16	13	11	25	22	22
Top Executives	1	1	1	4	4	4
Total of employees	103	97	97	145	143	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:

 <p>Key Performance Indicator (KPI)</p> <p>The task performance score supporting the main objectives of HAR</p>	 <p>Appraisal Performance Individual (API)</p> <p>Evaluate the work behavior consistent with the ability according to HARN's position, culture and values</p>	 <p>Attendance Indicator (ATI)</p> <p>Working time statistics</p>
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In 2024, all employees were evaluated as 100%, 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.

Remuneration for Employees of HARN

(Excluding CEO and Top Executives designated under SEC)

Remuneration	2024			2023			2022		
	Number (person)	Amount (Baht)	%	Number (person)	Amount (Baht)	%	Number (person)	Amount (Baht)	%
Salary, Bonuses and Other such as social security contributions and EJIP									
• Female	103	68,176,750	40%	96	60,922,570	38%	96	54,412,830	37%
• Male	145	101,974,350	60%	139	100,219,001	62%	145	95,300,890	63%
total	248	170,151,100	100%	235	161,141,571	100%	241	149,713,720	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 2024, HARN had 225 executives and employees who are members and had not resigned the Provident Fund from its total 248 employees as 90.72%, paid to the Provident Fund Baht 4,976,433 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	2024	2023	2022
Total number of employees	Person	248	240	246
Number of employees who are members the provident fund	Person	225	233	238
Proportion of employees joining the provident fund	%	90.73%	97.08%	96.75%
Amount paid by the company to the provident fund	Baht	4,976,433	4,762,463	4,566,559

Moreover, HARN also opportunity the employees to select or change their investment policy as considered proper for them no more than 4 times a year, including changing in the contribution rate, with acceptable risk level, 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, EJP 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.