

Dear Harim Group Family,

The Dawn of 2025, the Year of Eulsa (Blue Snake) has arrived. I wish the bright and vibrant energy of this New Year's morning to be with all of you.

Unlike other New Years filled with goals and resolutions, this year begins amidst a complex and uncertain domestic and international circumstance.

At times like these, we must focus on our core responsibilities and adhere to the fundamentals of management.

Just like the endlessly moving ocean's winds and waves, economic conditions are continuously changing, and the future always remains unpredictable.

However, volatility is an inherent characteristic of the market and serves as the driving force of its vitality.

We must harness this market dynamism as our fuel for continuous development and sustained competitiveness.

To our colleagues!

The heart of the business is value creation. A "good company" is one that delivers value to the market and earns profits in return.

A company that fails to create value becomes a burden to the community and ultimately loses its place in the market.

Therefore, market participants must constantly demonstrate their value while internally building competitiveness through meticulous management that eliminates waste and increases productivity.

While it's important to embody warm compassion as members of a community, business decisions must be grounded in cold rationality.

Neglecting fair pricing or unreasonable debts in pursuit of greater sales not only harms the company but also jeopardizes the business partners.

We must rely on systematic management to prevent ethical lapses within individuals and teams while guarding against misplaced sentiments in business transactions.

To our colleagues!

We have introduced HBH (Harim Behavioral Habit) to make our work simpler, more efficient, and more effective, with the goal of embedding these practices into our corporate culture.

HBH is a habit of identifying and addressing problems in advance through proactive daily management, enabling us to resolve issues before they escalate or materialize.

It is our way of working, thinking, acting, and a decision-making tool.

HBH has already proven its effectiveness in enabling both individuals and organizations to achieve excellence.

Moreover, organizations where leaders actively embrace HBH are experiencing rapid adoption of daily management practices.

We must decisively replace outdated habits, stereotypes, and old practices with HBH to enhance organizational excellence and strengthen competitiveness.

To Harim Group employees!

We must adopt the principle of seeking truth from facts in the field where actual operations occur.

Focusing on abstract discussions while disregarding reality undermines effective management, reduces efficiency, and diminishes the competitiveness we've worked hard to achieve.

Management must be detailed and proactive across all business areas throughout the entire process, from beginning to end.

Management not conducted on the front lines isn't true management, and management conducted after problems occur isn't genuine management.

Furthermore, effective and high-quality management comes from a proactive mindset rather than depending on other's instructions and control.

This year should mark a milestone in maturing our implementation of the principle of seeking truth and daily management habits.

To our colleagues!

Every aspect of our business must operate within the legal and institutional frameworks of the market economy.

We must uphold legal compliance under all circumstances and lead by example in adhering to ethical standards through responsible management.

ESG management is no longer optional. Carbon reduction and resource recycling are not only corporate responsibilities to the global community but also a new source of competitiveness.

We must fulfill our social responsibilities through transparent management and corporate activities that support underprivileged neighbors and social minorities.

To our colleagues!

Harim's DNA of "endless challenge" must also continue this year.

With the successful implementation of One ERP, we will establish a system where all processes, products, activities, and knowledge are digitized and shared in real time. This will enable more efficient, faster, and precise daily management, fostering a culture of proactive decision-making and swift action.

Furthermore, the data generated through One ERP will serve as a foundation for developing proprietary AI, further strengthening our competitiveness.

To Our Global Harim Family!

The chaotic market conditions will soon stabilize.

Artificial market disruptions and distortions are temporary, as no turbulence or deviation can escape natural order and principles.

Wherever we are and whatever circumstances we face, we must focus on creating value and maintaining competitiveness. We must advance toward our vision with unwavering determination.

I extend my sincere gratitude to our maritime workers and Harim family members in the United States, China, Indonesia, Philippines, Vietnam, Myanmar, India, and around the world who have shown dedication and hard work despite various challenges throughout the past year.

May 2025 bring health, happiness, and the fulfillment of all your aspirations.

I pray for God's grace and blessings to be with all Harim Group employees and their loved ones.

Thank you.

2025. 01. 02
Chairman of Harim Group Kim, Hongkuk