



Harim Holdings

2026

HAPPY NEW YEAR

Dear Members of the Harim Group Family,

The New Year of 2026 has dawned.

I sincerely hope that the hopeful spirit of the new year will be with you and your families.

Over the past year, we once again faced numerous challenges both at home and abroad.

Yet, without wavering, we remained focused on our work and honored our commitment to the fundamentals of sound management.

I extend my deepest gratitude to all our employees for your dedication and tireless efforts in fulfilling your responsibilities in each of your respective roles.

Instability in the global trade order continues to heighten supply chain risks, while tensions driven by policy uncertainty persist. At the same time, new competitive dynamics sparked by digital transformation and artificial intelligence, along with rapid shifts in consumer behavior, are further unsettling the market.

Nevertheless, amid any wave of change, we must continue to work in harmony with the fundamental principles of natural order—creating sustainable value and opening the future of our community.

Dear Colleagues,

We are cultivating the habit of disciplined daily execution—HBH (Harim Behavioral Habit)—as a core pillar of Harim Group’s corporate culture. Through this effort, meaningful results are steadily accumulating, and HBH is gradually becoming embedded in the DNA of both our organization and our people.

To enable faster and easier internalization of HBH, we are building a new ONE ERP system. This newly implemented ONE ERP is not merely a digital tool that converts resources and processes into data; it is a new common language through which the Harim Group works and thinks together.

Through this shared language, we will work, deliberate, judge, and act. Daily management will be executed naturally through the system. Work will become easier, competitiveness will grow stronger, and together we will all become more excellent.

Minor errors, inefficiencies, and irrational practices once deemed unavoidable will naturally disappear, and achievements that were previously lost due to insufficient management will be fully preserved.

Members of the Harim Group Family,

We possess a unique business model and capabilities that connect and integrally operate the entire food value chain—from nature to the dining table. The absolute value that runs through this food chain is our food philosophy: “The best flavors come from freshness.”

This philosophy is not a mere slogan. It is management itself, grounded in principles that never depart from the natural order. Using fresh ingredients, conducting honest processes, and delivering the best flavors to create truly trustworthy food—this is our work.

Through this, we seek to create a virtuous cycle of healthy people, a healthy society, and a healthy natural environment. This accumulation of trust is the trust capital that resonates with our customers and lies at the very heart of ESG management.

Dear Colleagues,

This year, I wish to re-emphasize the importance of "on-site management" and "seeking truth from facts" (Silsagusi). Empty rhetoric must be excluded; the field and real substance must be respected.

The great transformation driven by digitalization and AI is rapidly reshaping work structures and ways of working. We, too, must prepare a Harim-specific AI model based on our differentiated business model and the ONE ERP platform.

However, the advancement of ERP systems or the use of AI must never become ends in themselves.

Data holds meaning only when it is a record of intense fieldwork and execution—and it gains true value only when it returns to the field to drive improvement through action.

Symbols, digital constructs, virtual spaces, and AI-generated outputs cannot become the protagonists of the real world or the market. AI operates in virtual space by consuming data, but our customers live in the real world, alongside tangible products, consuming real food.

The more we live in an era of infinite replication and unreality, the more customers long for what is real. We must help customers resonate with our food philosophy—rooted in natural order and the essence of food—and deliver the value of authenticity.

Members of the Harim Group Family,

Ethical management is not a choice but an institutional and moral obligation. This year as well, we must continue to elevate it. We must thoroughly comply with laws, regulations, moral standards, and compliance programs.

Carbon reduction and resource recycling are not corporate burdens; they are sources of competitiveness and responsibilities toward the human community. We must boldly invest our capabilities and resources in these areas.

Likewise, concern and action for marginalized neighbors and the socially vulnerable must be established as sustainable systems, not one-time responses.

**To All Members of the Harim Group Family, at Home and Abroad,
This year, once again, we face multilayered and unpredictable challenges.**

Competition with global companies will intensify in the domestic market, and the demands of digitally empowered customers will become increasingly sophisticated. These changes call for proactive preparation, immediate execution, and emotional engagement.

With ONE ERP, HBH, and our principle-based food philosophy, let us make 2026 unmistakably our year.

I extend my heartfelt gratitude to all Harim family members—those working at sea amid rough waves, and those dedicating themselves across the globe in the United States, China, Indonesia, the Philippines, Vietnam, Myanmar, India, and beyond.

May all of you achieve the goals you aspire to this year, and may you enjoy a healthy and fulfilling year ahead.

**I pray that God's grace and blessings will always be with you and your families.
Thank you.**

**New Year's Morning, 2026
Hong Kuk Kim
Chairman, Harim Group**