



JUMP+ Plan

Edition No. 1



HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED

(HARN)

Year 2026 - 2028

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HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED

mai	CG Report :
Industrial	SET ESG Ratings: A
	Anti-Corruption Certification (CAC): Yes

Business Type

import and distribution of products, fire suppression system, air-conditioning system and sanitary system, refrigeration system, digital printing system, provide development IoT Products and Solutions, including the provision of consulting, designing services in projects and provision of engineering solutions complete

Financial Statement				
Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	1,210.59	1,271.50	1,326.23	1,242.29
Expenses	1,103.90	1,157.37	1,181.28	1,128.24
Net Profit	83.90	87.60	114.04	88.78
Balance Sheet (MB)				
Assets	1,799.81	1,799.75	1,754.03	1,783.10
Liabilities	411.02	421.75	370.85	434.48
Shareholders' Equity	1,390.97	1,379.32	1,383.42	1,347.99
Cash Flow (MB)				
Operating	208.97	117.18	197.61	91.98
Investing	20.53	-63.75	27.42	-62.25
Financing	-82.25	-99.81	-87.48	-69.81
Financial Ratio				
EPS (Baht)	0.14	0.15	0.20	0.15
GP Margin (%)	28.98	28.01	30.09	28.40
NP Margin (%)	6.86	6.80	8.53	7.15
D/E Ratio (Times)	0.30	0.31	0.27	0.32
ROE (%)	6.06	6.34	8.35	6.66
ROA (%)	5.93	6.42	8.20	6.58

JUMP+ Plan			
Business Plan			
Target in 2028			
EBITDA	211.00 Million Baht		
Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan : Resilient Growth Strategy			
Governance Plan			
1. Enhancing anti-corruption and fraud prevention efforts			
2. Enhancing whistleblowing mechanisms			
3. Enhancing prevention of conflicts of interest			
4. Enhancing internal audit quality evaluation			
Climate Action Plan			
1. Greenhouse gas inventory (GHG) plan			
2. Decarbonization			

Explanation : Business Plan Updates: 1.Expand details on the medical 3D printing subsidiary. Climate Plan Updates: 1.Fix/Update internal links on the company website. 2.Expand details on solar rooftop installation and EV adoption support (adding more charging stations). Attached documents: 1.Fix/Update internal links on the company website.

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Section 1

Business Plan

Section 1 Business Plan

Target in 2028

Topic	YE/2023	YE/2024	YE/2025	Target in 2028
EBITDA (Million Baht)	186.74	142.65	-	211.00

The growth policy of Harn Engineering Solutions Public Company Limited (HARN) focuses on driving business under two main strategies: Business and Sustainability (B+S), with the objective of achieving long-term sustainable growth across economic, environmental, social, and governance dimensions.

Growth plan/Increase business value

Strategic Plan : Resilient Growth Strategy

Our mission is to drive sustainable growth through a proactive strategy that strengthens our Core Businesses: Fire Protection & Sanitary, Digital Printing, and Cooling Systems, ensuring continued market dominance. Simultaneously, we are cultivating a New S-Curve by venturing into Medical 3D Printing, by Mollisa Ltd., paving the way for future innovation.

To catalyze expansion, we leverage JV and M&A strategies, seeking strategic partners with niche technological expertise to enhance our competitive edge and accelerate goal achievement.

Underpinned by Engineering Excellence, we adhere to global quality standards and employ resilient strategic cost management. This ensures we navigate economic challenges effectively while delivering end-to-end professional solutions that exceed client expectations.

This plan will promote and develop the organization in the following dimensions

- Growth

Targets

Aiming for 15% annual revenue growth, we are aggressively scaling our Core Businesses-Fire Protection, Sanitary, Cooling, Digital Printing, and Medical 3D Printing. Our strategy hinges on elevating our status to a premier Engineering Solutions provider and pursuing Aggressive Market Expansion by offering innovative solutions for complex needs.

In parallel, we are deploying a Dual-Growth Strategy through vigorous JV & M&A activities. We actively seek strategic partners with niche technologies and expertise to unlock new business verticals. This synergy allows us to expand our capabilities rapidly and efficiently, catalyzing secure, long-term organizational growth.

• Corporate Financial Targets

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Revenue Growth (%)	-4.13	-4.79	15%	15%	15%
YoY Growth Rate					

Strategic Initiative

The Company is dedicated to driving growth through the integration of its Core Businesses, with a strategic focus on High-Potential Niche Market Penetration and the elevation of technology towards Smart Solutions. Furthermore, we leverage Joint Ventures and Mergers & Acquisitions (JV & M&A) as pivotal mechanisms to catalyze leapfrog growth and generate a New S-Curve. This comprehensive approach is designed to fortify our strength in existing markets while expanding into high-potential new segments.

Strategic Initiative	Year	Expected Outcomes
Strategic Pathway to Becoming a Leading Engineering Solutions	2026	- Enhancing Production and Service Quality: We are investing in and upgrading our operational assets and assembly facilities with state-of-the-art machinery and technology. This ensures that our delivered products meet the highest standards required for application in sensitive and Mission-Critical Infrastructure. - Delivering Sustainable Solutions: We are launching a comprehensive suite of products and services focused on Energy Efficiency and Resource Optimization. This initiative aims to align with global ESG (Environmental, Social, and Governance) trends while enabling our clients to significantly reduce long-term operational costs. - Penetrating Specialized Industrial Sectors: We focus on delivering Control and Traceability Solutions that integrate digital technologies into production processes. This initiative aims to enhance quality control efficiency within highly regulated industries. - Building a New S-Curve: Initiating concrete operations in future innovation businesses ,3D Medical Printing by Mollisa Ltd., through the establishment of strategic agreements and partnerships. We are formulating targeted marketing strategies specifically for B2B segments requiring advanced technology. - Systematic JV & M&A Execution: Our approach begins with the identification and screening of high-potential targets based on defined strategic criteria. This is followed by rigorous Due Diligence (DD) and the execution of preliminary agreements, aiming to secure strategic partnerships or acquisitions that deliver tangible value-added growth to the Company. - Expected Outcomes: Successfully penetrate and establish a new client base within High-Margin Segments. We aim to achieve market differentiation through superior quality and sustainability solutions that outperform the competition.
	2027	Development of Digital Operations Center: Establishing a Remote Monitoring and Command Center by leveraging IoT and

Strategic Initiative	Year	Expected Outcomes
		Data Analytics technologies. This facility is designed to monitor, assess, and manage the status of engineering systems installed for clients on a real-time basis. • Cultivating Knowledge and Expertise: We focus on internal talent development to build a team of high-level specialists capable of providing consultancy and designing complex systems in accordance with international standards. Concurrently, we are scaling our workforce to effectively support the growing volume of projects. • Priority is placed on concluding final negotiations and executing the Final DD Review for selected targets. This involves finalizing Definitive Agreements and crafting a comprehensive Integration Plan to secure necessary approvals from the Board and related authorities. • Expected Outcomes: Generate Recurring Revenue Streams from services and smart system maintenance contracts. We aim to increase profit margins by reducing customer access costs, while reinforcing our corporate image as a technology-driven organization.
	2028	• Total Solution Delivery: Elevating our service model to Integrated Energy and Engineering Management Contracts. We assume full accountability for the client's energy-saving outcomes, enabling them to focus entirely on their core business operations. • Establishing Recognized Expertise: We strategically focus on undertaking large-scale, highly complex projects within critical infrastructure sectors. These endeavors demand accumulated expertise and experience, serving to solidify our status as a true 'Engineering Solutions Leader. • Solidifying New Business Foundations: Driving New S-Curve innovations to reach their full potential with a comprehensive range of products and services. Our objective is to establish these ventures as a primary revenue pillar, underpinning the Company’s stable and sustainable expansion. • Successfully establish a strategic partnership or complete a merger and acquisition with at least one target entity. Concurrently, we will execute the business integration according to the defined plan, enabling immediate revenue generation from the new venture while achieving the targeted marketing and cost synergies.

Risk Management

Risk 1 : Navigating economic instability and intensifying pricing pressure from competitors.

- **Risk Characteristic**

Our core engineering segment remains exposed to fierce pricing pressure, raw material cost instability, inflation, and currency risks. Such external factors could potentially erode profitability, making it challenging to sustain our projected margins.

- **Risk Impact**

- A significant decline in Net Profit Margin could adversely affect shareholder returns.
- Loss of competitiveness in key price-sensitive markets, potentially damaging the Company's leadership image.
- Investment and business expansion plans may face delays or postponement in the event of reduced liquidity.

- **Risk Management Measures**

- Accelerate the transition towards High-Margin Value-Added Services to generate sustainable Recurring Income.
- Implement Lean Operation principles to exercise rigorous control over production and operational costs.
- Formulate a Sourcing Diversification Plan to mitigate risks associated with supply chain price volatility.

Risk 2 : Talent and Specialized Expertise Risks

- **Risk Characteristic**

The successful execution of this plan hinges on the availability of highly specialized personnel in key areas such as Data Center Engineering, IoT Integration, and Medical 3D technology. However, the current labor market is characterized by a scarcity of talent and intense competition for these specific skill sets.

- **Risk Impact**

- Risk of project delays or substandard quality deliverables.
- Loss of lucrative business opportunities in high-margin niche markets.
- Escalating costs for talent acquisition and workforce development.

- **Risk Management Measures**

- Launch an Internal Training Center dedicated to the systematic development of specialized personnel.
- Formulate a comprehensive Key Talent Retention Strategy alongside a remuneration framework designed to be competitive in specialized sectors.
- Cultivate an organizational culture that prioritizes innovation and expertise, serving as a magnet for high-caliber talent.

Risk 3 : Investment Risks and Returns on Innovation

- **Risk Characteristic**

Pursuing New S-Curve ventures and investing in advanced technologies-such as the IoT Monitoring Center and facility modernization-entails substantial upfront capital expenditure (CAPEX). Furthermore, these initiatives are subject to market reception uncertainty during the initial adoption phase.

- **Risk Impact**

- Failure to achieve the Break-Even Point (BEP) within the projected timeframe.
- R&D expenditures becoming sunk costs or failing to yield the anticipated revenue.
- Adverse impact on financial liquidity if investments do not generate timely cash flow.

- **Risk Management Measures**

- Implement a rigorous Stage-Gate process with defined Milestones to govern approval for next-phase investments in new business lines.
- Mitigate market risk by conducting Pilot Projects or generating early-stage revenue via strategic partnership agreements to confirm market viability.
- Maximize investment privileges and explore external capital options to support innovation expenditures.

Risk 4 : Integration and Cultural Management Risk

- **Risk Characteristic**

The integration process faces significant hurdles due to disparities in operating models, organizational hierarchies, and above all, corporate culture. Successfully harmonizing these elements to ensure a seamless transition represents a critical challenge in realizing our strategic objectives.

- **Risk Impact**

- Failure to Realize Synergies: The risk that actual cost savings and marketing benefits will fall short of the strategic targets set during the pre-acquisition phase.
- Key Talent Attrition: High turnover of critical personnel post-acquisition, driven by dissatisfaction with organizational restructuring or cultural clashes.
- Delayed Revenue Generation: Slower-than-anticipated integration of core systems (IT, Accounting, Operations), hampering the Company's ability to capture new revenue streams on schedule.

- **Risk Management Measures**

- Proactive Integration Planning: Integration strategies are formulated concurrently with the Due Diligence (DD) process to proactively mitigate potential frictions and ensure alignment from Day One.
 - Cultural Alignment Strategy: We address cultural disparities through rigorous assessment and transparent communication, aiming to cultivate a shared corporate vision and cohesive goals.
 - Cross-Functional Integration Team: A joint task force is empowered to oversee the seamless unification of operational systems and personnel, ensuring comprehensive integration across all business facets.
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Section 2

Governance Plan

Section 2 Governance Plan

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

The Company is committed to conducting business with responsibility, prudence, fairness, integrity, and transparency. We remain accountable to society and all stakeholder groups to build trust and support sustainable growth. We fully recognize that corruption is a critical obstacle to achieving these goals, as well as a significant barrier to the development of fair competition and the nation’s economic and social progress.

Targets

Topic	Before Project Participation Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	Complete	-	-	-
• An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations,formally approved by the Board of Directors,and supported by clear and practical implementation guidelines	Complete	-	-	-
• The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations,corrective actions and preventive measures are clearly defined to prevent recurrence	Complete	-	-	-
• The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	Complete	-	-	-
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Certified	-	-	-
Achieve Sedex (Supplier Ethical Data Exchange) certification	-	Processing	Certified	Certified

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Achieved Sedex (Supplier Ethical Data Exchange) Compliance	2026	• Establish the compliance foundation by registering for Sedex membership, completing the Self-Assessment Questionnaire (SAQ), and successfully undergoing the initial audit to generate a finalized report for client visibility.
	2027	• Sustain operational standards by renewing membership and enforcing strict adherence to labor regulationsparticularly regarding overtime limitsto ensure the annual periodic audit is

Strategic Initiative	Year	Expected Outcomes
	2028	cleared without recurring non-compliances. Elevate sustainability practices by conducting internal pre-audits and aiming for zero major non-compliances during the assessment to foster long-term confidence among stakeholders.

Risk Management

Risk 1 : Insufficient awareness and comprehension of the Corporate Anti-Corruption Policy

- Risk Characteristic**
Employees may lack sufficient knowledge and understanding of the Company's Anti-Corruption Policy, which could potentially lead to policy violations or ethical misconduct. Such incidents could adversely affect the corporate image, resulting in the Company being perceived as lacking transparency in its business operations.
- Risk Impact**
 - There is a risk that employees may engage in corrupt practices due to a lack of awareness regarding the existence of the Company’s Anti-Corruption Policy and the critical importance the Company places on this matter.
 - Negative Impact on Corporate Image
- Risk Management Measures**
 - Organize annual training sessions accompanied by mandatory testing to ensure employee comprehension of the Company’s Anti-Corruption Policy.
 - Implement consistent internal communication regarding anti-corruption efforts to foster ongoing awareness among all employees.

Risk 2 : Documentation Discrepancy & Data Integrity

- Risk Characteristic**
Inconsistencies between working hour records and payroll slips, or incomplete historical record-keeping.
- Risk Impact**
Auditors may question organizational transparency, potentially leading to the invalidation of the audit report.
- Risk Management Measures**
 - Conduct quarterly internal audits to verify documentation accuracy.
 - Establish a centralized filing system for data retrieval.

Enhancing whistleblowing mechanisms

The Company is committed to enhancing its whistleblowing system to ensure accessibility, security, and a systematic tracking mechanism for complainants. This initiative aims to enable effective participation in corporate governance from all parties. Furthermore, we strive to instill confidence among stakeholders in reporting any violations of rules, regulations, or the Code of Conduct.

Targets

Establish a standardized, transparent, and verifiable whistleblowing system that secures stakeholder confidence. This initiative aims to ensure the effective prevention and investigation of organizational misconduct.

Topic	Before Project Participation Status	Targets		
		2026	2027	2028
The company has established a whistleblowing policy and procedures for reporting misconduct.	In Progress	Success	Success	Success
• The company has established a formal,written whistleblowing policy and procedures,which have been approved by the Board of Directors	Complete	-	-	-
• Appointment of an impartial recipient for whistleblowing reports.	Complete	-	-	-
• All complaints are thoroughly investigated,and outcomes are reported to the Board in a timely manner,with appropriate corrective and preventive actions in cases of confirmed misconduct to avoid recurrence.	In Progress	Success	Success	Success
• The whistleblowing policy and procedures reviewed by the Board of Directors at least annually.	In Progress	Success	Success	Success
Reduce the complaint resolution time.	-	< 30 days	< 30 days	< 30 days

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Enhancing the Whistleblowing Process	2026	• Develop the whistleblowing system by establishing clear standards for complaint reception and preliminary investigation. • Achieve a level where a minimum of 80% of all employees constitute a knowledgeable workforce regarding the Whistleblowing Policy and operational guidelines. • Submit a report on the progress and results of complaint management to the Board of Directors on an annual basis (at least once per year). • All complaints undergo investigation and are brought to closure within the stipulated period.
	2027	• Achieve a level where a minimum of 80% of all employees constitute a knowledgeable workforce regarding the Whistleblowing Policy and operational guidelines. • Submit a report on the progress and results of complaint management to the Board of Directors on an annual basis (at least once per year). • All complaints undergo investigation and are brought to closure within the stipulated period.
	2028	• Achieve a level where a minimum of 80% of all employees constitute a knowledgeable workforce regarding the

Strategic Initiative	Year	Expected Outcomes
		Whistleblowing Policy and operational guidelines.
		• Submit a report on the progress and results of complaint management to the Board of Directors on an annual basis (at least once per year). • All complaints undergo investigation and are brought to closure within the stipulated period.

Risk Management

Risk 1 : Risks Associated with Reporting of Wrongdoing

- **Risk Characteristic**
 - Inadequate Procedures: The complaint handling and investigation processes are unclear, non-comprehensive, or lack appropriate standards.
 - Lack of Confidence: Stakeholders distrust the confidentiality of the process and are uncertain about protection measures (non-retaliation) after reporting misconduct.
 - Accessibility Issues: Reporting channels may be inconvenient, difficult to access, or contain outdated contact information due to personnel turnover.
 - Insufficient Awareness: Communication regarding available reporting channels is not effectively disseminated to all stakeholders.
- **Risk Impact**
 - Diminished System Credibility: Complaints are disregarded or inadequately investigated, leading to a loss of trust in the whistleblowing mechanism.
 - Ineffective Governance: The Board of Directors receives incomplete or untimely reports, hindering their ability to monitor situations effectively.
 - Retention of Wrongdoers: Perpetrators remain within the organization and face no disciplinary action due to the failure to investigate reported issues.
- **Risk Management Measures**
 - Enhancement of Reporting Mechanisms: Develop a comprehensive range of secure reporting channels to accommodate various stakeholder needs.
 - Standardization of Protocols: Update and clarify whistleblowing policies to ensure a transparent and standardized investigation process.
 - Promotion of Ethical Culture: Execute annual communication plans and training sessions to foster employee awareness and engagement with the reporting system.
 - Oversight and Accountability: Maintain a rigorous monitoring system with regular performance reporting to ensure transparency and effectiveness.

Enhancing prevention of conflicts of interest

The Company recognizes the significance of preventing and managing Conflicts of Interest. We acknowledge that this factor directly impacts the organization’s transparency, credibility, and business decision-making processes.

Targets

Strengthening governance and conflict of interest prevention mechanisms by establishing clear policies, control measures, and transparent disclosure guidelines. We are dedicated to fostering an ethical corporate culture to ensure that the Board of Directors and Executives perform their duties free from the influence of personal interests, adhering strictly to the principles of fairness for shareholders and all stakeholders.

Topic	Before Project Participation Status	Targets		
		2026	2027	2028
The company has established a policy and procedures to prevent conflicts of interest.	Complete	-	-	-
• The company has developed a comprehensive, written policy and guidelines to prevent conflicts of interest, which have been approved by the Board of Directors.	Complete	-	-	-
• Compliance with the conflict of interest policy is monitored through a formal process at least annually.	Complete	-	-	-
• Conflicts of interest are reported to the Board of Directors at least annually. If any violations are detected, corrective actions and preventive measures are clearly outlined to prevent recurrence.	Complete	-	-	-
Communicate and promote the Conflict of Interest Policy to ensure that at least 80% of the entire workforce possesses knowledge and understanding of the policy.	-	In Progress	Success	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Enhancing Conflict of Interest Prevention	2026	- Revise the Conflict of Interest Policy and Guidelines to remain current, comprehensive, and actionable. Furthermore, actively communicate and distribute the policy to foster understanding among all employees organization-wide. - Enhance the Conflict of Interest information system to ensure clarity, accuracy, and completeness, enabling relevant parties to utilize the data effectively. This measure aims to eliminate loopholes in transaction processing that could potentially lead to conflicts of interest. - Conduct a compliance review of the Conflict of Interest Policy on an annual basis (at least once per year). - Report Conflict of Interest matters to the Board of Directors at least once a year. In the event that violations are detected, clearly specify corrective actions and measures to prevent recurrence.

Strategic Initiative	Year	Expected Outcomes
	2027	• Conduct an annual review and revision of the Conflict of Interest Policy and Guidelines to maintain their currency and relevance • Implement organization-wide communication initiatives to foster full comprehension of the Conflict of Interest Policy among all employees. • Conduct a compliance review of the Conflict of Interest Policy on an annual basis (at least once per year). • Report Conflict of Interest matters to the Board of Directors at least once a year. In the event that violations are detected, clearly specify corrective actions and measures to prevent recurrence.
	2028	• Conduct an annual review and revision of the Conflict of Interest Policy and Guidelines to maintain their currency and relevance • Implement organization-wide communication initiatives to foster full comprehension of the Conflict of Interest Policy among all employees. • Conduct a compliance review of the Conflict of Interest Policy on an annual basis (at least once per year). • Report Conflict of Interest matters to the Board of Directors at least once a year. In the event that violations are detected, clearly specify corrective actions and measures to prevent recurrence.

Risk Management

Risk 1 : Inefficient Information Disclosure System

• Risk Characteristic

The information disclosure system is incomplete and outdated. Furthermore, relevant parties lack sufficient knowledge and understanding of Conflict of Interest principles, or are unable to effectively link disclosure data to the transaction approval process.

• Risk Impact

Missing COI Data at Point of Approval: Approvers lack real-time data to identify transactions as Conflicts of Interest involving key personnel (Directors, Executives, or Employees).

• Risk Management Measures

Upgrade the Conflict of Interest database to ensure completeness, accuracy, and system integration. By connecting the database with core operational systems, we will enable an automated 'Check-before-Approval' mechanism for all significant transactions.

Governance of Risk and Management Compliance

Enhancing internal audit quality evaluation

Elevating Internal Audit by integrating Dashboard, Data Analytics and AI to enhance precision, speed, and shift towards proactive risk management, ensuring scalability for future business growth.

Targets

Topic	Before Project Participation Status	Targets		
		2026	2027	2028
An independent external organization is appointed to evaluate the quality of internal audit activities in comparison with the updated international standards for internal auditing.	Complete	-	-	-
Implement internal audit technology to enhance the efficiency of annual audit planning, audit project management, tracking and managing audit findings, summarizing audit results, and storing audit data.	-	In Process	In Process	Success

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
1	2026	• Consolidate critical data from ERP, accounting, and operational platforms into a Unified Audit Dashboard. This initiative includes establishing and visualizing Key Risk Indicators (KRIs), allowing management to assess risk status at a glance and respond immediately.
	2027	• Integrate advanced technologies, including Data Analytics and Artificial Intelligence (AI), to optimize process precision and operational efficiency.
	2028	• Integrate advanced technologies, including Data Analytics and Artificial Intelligence (AI), to optimize process precision and operational efficiency.

Risk Management

Risk 1 : Data Integrity & Quality Risk

- **Risk Characteristic**
Inaccurate or incomplete data fed into the system may lead to incorrect audit findings and false positives ("Garbage In, Garbage Out").
- **Risk Impact**
 - Significant time and resources are wasted validating false alarms, diverting attention from genuine risks and reducing overall operational efficiency.
 - Incomplete data sets may cause the system to overlook actual irregularities or fraud schemes, leading to critical control failures.

- Audit reports derived from flawed data lead to incorrect strategic decisions and erode management's confidence in the reliability of the automated audit system.

- **Risk Management Measures**

- Collaborate with IT and Data Owners to define strict standards for data accuracy, completeness, and formatting at the source level.
 - Integrate automated validation rules and cleansing procedures within the ETL (Extract, Transform, Load) process to filter out poor-quality data before analysis.
 - Regularly test and fine-tune system parameters and detection logic to minimize false positives and ensure alignment with actual operational contexts.
 - Expert Review and Validation
-

Section 3

Climate Action Plan

Section 3 Climate Action Plan

Greenhouse gas inventory (GHG) plan

The Company has published a Greenhouse Gas (GHG) emissions report

URL Link to the Document : <https://www.harn.co.th/en/investor-relations/downloads/one-reports>



Targets

Topic	Targets		
	2026	2027	2028
GHG inventory report, GHG verification and disclosure (specific to Scope 1 and Scope 2 emissions)	Success	Success	Success

Decarbonization

HARN Engineering Solutions Public Company Limited ("HARN") is steadfastly committed to driving business operations in alignment with ESG principles and the Bio-Circular-Green (BCG) Economy Model. Demonstrating ambition beyond national targets, the Company aims to achieve Carbon Neutrality by 2040 and Net Zero Emissions by 2050. To realize these goals, HARN is elevating its operations through the adoption of clean energy, electric vehicles (EVs), and digital innovations to effectively mitigate greenhouse gas emissions across the entire value chain. Furthermore, the Company integrates resource management based on Circular Economy principles and carbon offsetting measures to drive tangible and sustainable business growth.

Targets

Topic	GHG emissions in the base year (tCO ₂ e)	Target for reducing GHG emissions compared with the base year (% Reduction)		
	2024	2026	2027	2028
Greenhouse gas emission reduction volume	1307	-5%	-10%	-15%

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Fuel and Electricity Conservation Plan	2026	- Transitioning sales and service operations from on-site to digital platforms to minimize travel requirements. - Enhancing facility management systems at the headquarters to maximize operational efficiency and minimize energy usage. - Replacing company vehicles with EV and Hybrid models based on operational suitability, and introducing measures to promote the uptake of electric vehicles among staff, increase the EV Charger Station at the office.
	2027	Enhancing facility management systems at the headquarters to

Strategic Initiative	Year	Expected Outcomes
		maximize operational efficiency and minimize energy usage.
		• Expansion of the Solar Rooftop system, hybrid or battery, Installation Project. • Replacing company vehicles with EV and Hybrid models based on operational suitability, and introducing measures to promote the uptake of electric vehicles among staff, increase the EV Charger Station at the office, increase the EV Charger Station at the office.
	2028	• Enhancing facility management systems at the headquarters to maximize operational efficiency and minimize energy usage. • Replacing company vehicles with EV and Hybrid models based on operational suitability, and introducing measures to promote the uptake of electric vehicles among staff, increase the EV Charger Station at the office.
Supporting GHG Emission Reduction Initiatives and Transitioning to Eco-friendly Products.	2026	• Funding research initiatives aimed at decarbonization and climate change mitigation. • Adapting and expanding the product and service portfolio towards eco-friendly and low-carbon solutions.
	2027	• Adapting and expanding the product and service portfolio towards eco-friendly and low-carbon solutions.
	2028	• Adapting and expanding the product and service portfolio towards eco-friendly and low-carbon solutions.

Risk Management

Risk 1 : Data Quality Risks in Solar Rooftop Power Generation

• Risk Characteristic

Inaccurate reporting of energy production due to uncalibrated meters or inverter data errors, resulting in overstated generation figures.

• Risk Impact

Overstatement of Scope 2 emission reductions without credible supporting evidence.

• Risk Management Measures

Regularly calibrate solar system meters and cross-verify data with reliable records from the utility provider.

Risk 2 : Measurement and Verification Risk

• Risk Characteristic

Absence of granular energy data during the Baseline Period, or reliance on non-representative timeframes (e.g., extended holidays or abnormal production peaks).

• Risk Impact

Inability to accurately quantify savings against a validated baseline.

• **Risk Management Measures**

Collect baseline data for a minimum of 12 full months prior to implementation and utilize M&V protocols (e.g., IPMVP) to adjust for external variables such as weather and operational schedules.

Attachment

Attachments

Attachments

URL Link to the Document : <https://www.harn.co.th/en/investor-relations/downloads/one-reports>



Plan Change History of JUMP+
(Edition No. 1, 16 Jul 2026)

Section 1 Business Plan

Growth plan/Increase business value

Strategic name

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

Resilient Growth Strategy

Strategic description

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

Our mission is to drive sustainable growth through a proactive strategy that strengthens our Core Businesses: Fire Protection & Sanitary, Digital Printing, and Cooling Systems, ensuring continued market dominance. Simultaneously, we are cultivating a New S-Curve by venturing into Medical 3D Printing, by Mollisa Ltd., paving the way for future innovation.

To catalyze expansion, we leverage JV and M&A strategies, seeking strategic partners with niche technological expertise to enhance our competitive edge and accelerate goal achievement.

Underpinned by Engineering Excellence, we adhere to global quality standards and employ resilient strategic cost management. This ensures we navigate economic challenges effectively while delivering end-to-end professional solutions that exceed client expectations.

This plan will promote and develop the organization in the following dimensions

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

- Growth

Targets

Target Description

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

Aiming for 15% annual revenue growth, we are aggressively scaling our Core Businesses-Fire Protection, Sanitary, Cooling, Digital Printing, and Medical 3D Printing. Our strategy hinges on elevating our status to a premier Engineering Solutions provider and pursuing Aggressive Market Expansion by offering innovative solutions for complex needs.

In parallel, we are deploying a Dual-Growth Strategy through vigorous JV & M&A activities. We actively seek strategic partners with niche technologies and expertise to unlock new business verticals. This synergy allows us to expand our capabilities rapidly and efficiently, catalyzing secure, long-term organizational growth.

Corporate Financial Targets

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Revenue Growth (%)	-4.13	-4.79	15%	15%	15%
YoY Growth Rate					

Strategic Initiative

Strategic initiative description

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

The Company is dedicated to driving growth through the integration of its Core Businesses, with a strategic focus on High-Potential Niche Market Penetration and the elevation of technology towards Smart Solutions. Furthermore, we leverage Joint Ventures and Mergers & Acquisitions (JV & M&A) as pivotal mechanisms to catalyze leapfrog growth and generate a New S-Curve. This comprehensive approach is designed to fortify our strength in existing markets while expanding into high-potential new segments.

Strategic Initiative

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

Strategic Initiative	Year	Expected Outcomes
Strategic Pathway to Becoming a Leading Engineering Solutions	2026	- Enhancing Production and Service Quality: We are investing in and upgrading our operational assets and assembly facilities with state-of-the-art machinery and technology. This ensures that our delivered products meet the highest standards required for application in sensitive and Mission-Critical Infrastructure. - Delivering Sustainable Solutions: We are launching a comprehensive suite of products and services focused on Energy Efficiency and Resource Optimization. This initiative aims to align with global ESG (Environmental, Social, and Governance) trends while enabling our clients to significantly reduce long-term operational costs.

Strategic Initiative	Year	Expected Outcomes
		• Penetrating Specialized Industrial Sectors: We focus on delivering Control and Traceability Solutions that integrate digital technologies into production processes. This initiative aims to enhance quality control efficiency within highly regulated industries. • Building a New S-Curve: Initiating concrete operations in future innovation businesses ,3D Medical Printing by Mollisa Ltd., through the establishment of strategic agreements and partnerships. We are formulating targeted marketing strategies specifically for B2B segments requiring advanced technology. • Systematic JV & M&A Execution: Our approach begins with the identification and screening of high-potential targets based on defined strategic criteria. This is followed by rigorous Due Diligence (DD) and the execution of preliminary agreements, aiming to secure strategic partnerships or acquisitions that deliver tangible value-added growth to the Company. • Expected Outcomes: Successfully penetrate and establish a new client base within High-Margin Segments. We aim to achieve market differentiation through superior quality and sustainability solutions that outperform the competition.
	2027	• Development of Digital Operations Center: Establishing a Remote Monitoring and Command Center by leveraging IoT and Data Analytics technologies. This facility is designed to monitor, assess, and manage the status of engineering systems installed for clients on a real-time basis. • Cultivating Knowledge and Expertise: We focus on internal talent development to build a team of high-level specialists capable of providing consultancy and designing complex systems in accordance with international standards. Concurrently, we are scaling our workforce to effectively support the growing volume of projects. • Priority is placed on concluding final negotiations and executing the Final DD Review for selected targets. This involves finalizing Definitive Agreements and crafting a comprehensive Integration Plan to secure necessary approvals from the Board and related authorities. • Expected Outcomes: Generate Recurring Revenue Streams from services and smart system maintenance contracts. We aim to increase profit margins by reducing customer access costs, while reinforcing our corporate image as a technology-driven organization.
	2028	• Total Solution Delivery: Elevating our service model to Integrated Energy and Engineering Management Contracts. We assume full accountability for the client's energy-saving outcomes, enabling them to focus entirely on their core business operations.

Strategic Initiative	Year	Expected Outcomes
		- Establishing Recognized Expertise: We strategically focus on undertaking large-scale, highly complex projects within critical infrastructure sectors. These endeavors demand accumulated expertise and experience, serving to solidify our status as a true 'Engineering Solutions Leader. - Solidifying New Business Foundations: Driving New S-Curve innovations to reach their full potential with a comprehensive range of products and services. Our objective is to establish these ventures as a primary revenue pillar, underpinning the Company’s stable and sustainable expansion. - Successfully establish a strategic partnership or complete a merger and acquisition with at least one target entity. Concurrently, we will execute the business integration according to the defined plan, enabling immediate revenue generation from the new venture while achieving the targeted marketing and cost synergies.

Risk Management

Risk Name

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

Navigating economic instability and intensifying pricing pressure from competitors.

Risk Characteristic

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

Our core engineering segment remains exposed to fierce pricing pressure, raw material cost instability, inflation, and currency risks. Such external factors could potentially erode profitability, making it challenging to sustain our projected margins.

Risk Impact

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

- A significant decline in Net Profit Margin could adversely affect shareholder returns.
- Loss of competitiveness in key price-sensitive markets, potentially damaging the Company's leadership image.
- Investment and business expansion plans may face delays or postponement in the event of reduced liquidity.

Risk Management Measures

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

- Accelerate the transition towards High-Margin Value-Added Services to generate sustainable Recurring Income.
- Implement Lean Operation principles to exercise rigorous control over production and operational costs.
- Formulate a Sourcing Diversification Plan to mitigate risks associated with supply chain price volatility.

Risk Name

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

Talent and Specialized Expertise Risks

Risk Characteristic

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

The successful execution of this plan hinges on the availability of highly specialized personnel in key areas such as Data Center Engineering, IoT Integration, and Medical 3D technology. However, the current labor market is characterized by a scarcity of talent and intense competition for these specific skill sets.

Risk Impact

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

- Risk of project delays or substandard quality deliverables.
- Loss of lucrative business opportunities in high-margin niche markets.
- Escalating costs for talent acquisition and workforce development.

Risk Management Measures

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

- Launch an Internal Training Center dedicated to the systematic development of specialized personnel.
- Formulate a comprehensive Key Talent Retention Strategy alongside a remuneration framework designed to be competitive in specialized sectors.
- Cultivate an organizational culture that prioritizes innovation and expertise, serving as a magnet for high-caliber talent.

Risk Name

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

Investment Risks and Returns on Innovation

Risk Characteristic

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

Pursuing New S-Curve ventures and investing in advanced technologies-such as the IoT Monitoring Center and facility modernization-entails substantial upfront capital expenditure (CAPEX). Furthermore, these initiatives are subject to market reception uncertainty during the initial adoption phase.

Risk Impact

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

- Failure to achieve the Break-Even Point (BEP) within the projected timeframe.
- R&D expenditures becoming sunk costs or failing to yield the anticipated revenue.
- Adverse impact on financial liquidity if investments do not generate timely cash flow.

Risk Management Measures

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

- Implement a rigorous Stage-Gate process with defined Milestones to govern approval for next-phase investments in new business lines.
- Mitigate market risk by conducting Pilot Projects or generating early-stage revenue via strategic partnership agreements to confirm market viability.
- Maximize investment privileges and explore external capital options to support innovation expenditures.

Risk Name

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

Integration and Cultural Management Risk

Risk Characteristic

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

The integration process faces significant hurdles due to disparities in operating models, organizational hierarchies, and above all, corporate culture. Successfully harmonizing these elements to ensure a seamless transition represents a critical challenge in realizing our strategic objectives.

Risk Impact

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

- Failure to Realize Synergies: The risk that actual cost savings and marketing benefits will fall short of the strategic targets set during the pre-acquisition phase.
- Key Talent Attrition: High turnover of critical personnel post-acquisition, driven by dissatisfaction with organizational restructuring or cultural clashes.
- Delayed Revenue Generation: Slower-than-anticipated integration of core systems (IT, Accounting, Operations), hampering the Company's ability to capture new revenue streams on schedule.

Risk Management Measures

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

- Proactive Integration Planning: Integration strategies are formulated concurrently with the Due Diligence (DD) process to proactively mitigate potential frictions and ensure alignment from Day One.
- Cultural Alignment Strategy: We address cultural disparities through rigorous assessment and transparent communication, aiming to cultivate a shared corporate vision and cohesive goals.
- Cross-Functional Integration Team: A joint task force is empowered to oversee the seamless unification of operational systems and personnel, ensuring comprehensive integration across all business facets.

Section 3 Climate Action Plan

Greenhouse gas inventory (GHG) plan

URL of the Greenhouse Gas Emissions Report

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

URL Link to the Document : <https://www.harn.co.th/en/investor-relations/downloads/one-reports>



Targets

Targets

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

Topic	Targets		
	2026	2027	2028
GHG inventory report, GHG verification and disclosure (specific to Scope 1 and Scope 2 emissions)	Success	Success	Success

Decarbonization

Strategic initiative description

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

HARN Engineering Solutions Public Company Limited ("HARN") is steadfastly committed to driving business operations in alignment with ESG principles and the Bio-Circular-Green (BCG) Economy Model. Demonstrating ambition beyond national targets, the Company aims to achieve Carbon Neutrality by 2040 and Net Zero Emissions by 2050. To realize these goals, HARN is elevating its operations through the adoption of clean energy, electric vehicles (EVs), and digital innovations to effectively mitigate greenhouse gas emissions across the entire value chain. Furthermore, the Company integrates resource management based on Circular Economy principles and carbon offsetting measures to drive tangible and sustainable business growth.

Targets

Targets

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

Topic	GHG emissions in the base year (tCO ₂ e)	Target for reducing GHG emissions compared with the base year (% Reduction)		
	2567	2026	2027	2028
Greenhouse gas emission reduction volume	1307	-5%	-10%	-15%

Strategic Initiative

Strategic Initiative

Initial Edition : 18 Dec 2025

[No content]

Edition No. 1 : 16 Jul 2026

Strategic Initiative	Year	Expected Outcomes
Fuel and Electricity Conservation Plan	2026	- Transitioning sales and service operations from on-site to digital platforms to minimize travel requirements. - Enhancing facility management systems at the headquarters to maximize operational efficiency and minimize energy usage. - Replacing company vehicles with EV and Hybrid models based on operational suitability, and introducing measures to promote the uptake of electric vehicles among staff, increase the EV Charger Station at the office.
	2027	- Enhancing facility management systems at the headquarters to maximize operational efficiency and minimize energy usage. - Expansion of the Solar Rooftop system, hybrid or battery, Installation Project. - Replacing company vehicles with EV and Hybrid models based on operational suitability, and introducing measures to promote the uptake of electric vehicles among staff, increase the EV Charger Station at the office, increase the EV Charger Station at the office.
	2028	- Enhancing facility management systems at the headquarters to maximize operational efficiency and minimize energy usage. - Replacing company vehicles with EV and Hybrid models based on operational suitability, and introducing measures to promote the uptake of electric vehicles among staff, increase the EV Charger Station at the office.

Strategic Initiative	Year	Expected Outcomes
Supporting GHG Emission Reduction Initiatives and Transitioning to Eco-friendly Products.	2026	- Funding research initiatives aimed at decarbonization and climate change mitigation. - Adapting and expanding the product and service portfolio towards eco-friendly and low-carbon solutions.
	2027	Adapting and expanding the product and service portfolio towards eco-friendly and low-carbon solutions.
	2028	Adapting and expanding the product and service portfolio towards eco-friendly and low-carbon solutions.

Risk Management

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[No content]

Edition No. 1 : 16 Jul 2026

Data Quality Risks in Solar Rooftop Power Generation

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[No content]

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Measurement and Verification Risk

Risk Characteristic

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