Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED

(HARN)

at 30 June 2026

This report was disseminated on 31/08/2026

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JUMP+

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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Quarterly update

Section 1

Business Plan

Quarterly update : Section 1 Business Plan

Target in 2028

Title	Target	Actual Result	
	2028	2025	6M/2026
EBITDA (Million Baht)	211.00	134.30	76.77

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.

Progress description

Operating results were impacted by the uncertainties surrounding the ongoing war situation,which directly caused our core customer base to delay their orders and investments.
However, the Company promptly adjusted its strategic plan to effectively mitigate risks by accelerating efforts to capture opportunities in the expanding Data Center market,
aiming to increase the revenue proportion from high-margin customer segments. All operations remain strictly aligned with social, environmental, and governance (ESG) dimensions
to build business resilience and secure our long-term sustainable growth objectives.

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.

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**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Revenue Growth (%) YoY Growth Rate	15%	15%	15%	-4.79	3.80

Progress description

For the first half of 2026, the Company recorded a revenue growth of 3.8%, falling short of our 15% annual target. This was primarily due to geopolitical tensions affecting our core businesses, which subsequently led to a slowdown in customer investments.
Nevertheless, guided by our proactive customer acquisition strategy and commitment to Engineering Solutions excellence, the Company successfully capitalized on the influx of Data Center investments in Thailand. Our active involvement in sanitary and fire protection system projects within this sector significantly drove revenue and mitigated the overall impact.
To accelerate recovery and drive continuous growth, the Company remains committed to executing our Dual-Growth Strategy. We are expediting joint venture initiatives to forge strategic partnerships and integrate specialized technologies. This approach will accelerate the expansion of our new service offerings and establish a solid foundation for long-term, sustainable growth.

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 : Strategic Pathway to Becoming a Leading Engineering Solutions

Status ● On track

Year	Expected Outcomes	Actual Result
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	1H/2026 Operational Progress and Achievements To ensure our "Enhancing Production and Service Quality" initiative achieves tangible results, we have continuously invested in upgrading our operational assets and technology within our assembly plants. Our primary objective is to elevate customer confidence and deliver products of the highest standard. Based on

Year	Expected Outcomes	Actual Result
	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.	recent operations, the Company has enhanced capabilities in two main operational areas: 1. Capacity Expansion for the Cooling System Assembly Plant: We have procured state-of-the-art machinery and integrated a production management system into our assembly line. This investment has significantly increased production agility, minimized lead times, and enhanced our manufacturing capacity with speed and efficiency. 2. Operational Readiness for Fire Protection, Air Conditioning, and Sanitary Systems in Data Center Projects: To address the strict time constraints and high precision required by high-standard projects, the Company has invested in specialized tools to directly empower our operational teams. Consequently, on-site assembly and installation can be executed swiftly to meet stringent deadlines while strictly maintaining the highest engineering standards. For the "Delivering Sustainable Solutions" initiative, which aligns with ESG principles and assists customers in reducing long-term energy costs, the Company has successfully translated plans into concrete actions as follows: 1. Launched the "Telechill S2", an innovative energy-saving product suite for cold room systems. This solution has achieved notable success and earned the trust of several leading companies for actual deployment. 2. Introduced an expanded portfolio of energy-saving products and solutions at Pro Pak 2026 this past June, garnering overwhelming interest and highly positive feedback from target customers and industry operators. Under the "Penetrating Specialized Industrial Markets" initiative, focused on providing control and traceability solutions for industries with strict quality regulations, the Company has executed the following strategies: 1. Developed a prototype machine for regulated product management by integrating digital technology with the Smart Barcode GS1 system. This enhances traceability accuracy and efficiency in full compliance with international standards. 2. Officially unveiled and exhibited this prototype for the first time at Pro Pak 2026 in June, where the innovation received substantial interest and highly positive reception from our target clientele. Regarding the "Creating a New S-Curve" initiative, geared towards advancing future innovation businesses such as Medical 3D Printing, the Company has achieved concrete progress:

Year	Expected Outcomes	Actual Result
		1. Officially established Mollisa Co., Ltd. to serve as the core entity driving our 3D printing and medical innovation business. 2. Forged a strategic collaboration agreement with the National Metal and Materials Technology Center (MTEC), successfully receiving the technology transfer for "Realistic Prosthetic Fingers for Medical Applications." For the "Joint Ventures and Mergers & Acquisitions (JV & M&A)" initiative, which focuses on systematic business expansion and Value Creation, the Company has put the plan into action as follows: 1. Continuously advanced our deal sourcing and screening processes to identify high-potential target businesses, aiming to secure partners that will strengthen both our core businesses and new innovative ventures. Results & Achievements: The Company has successfully established market trust, unlocking new project opportunities among high-value client groups in high-margin segments, most notably within Data Centers and their associated ecosystems

Quarterly update

Section 2

Governance Plan

Quarterly update : 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

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established an anti-corruption policy and practices.	-	-	-	Complete	Success
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	Success
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	Success
The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	-	-	-	Complete	Success
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	-	-	-	Certified	Certified
Achieve Sedex (Supplier Ethical Data Exchange) certification	Processing	Certified	Certified	-	In Progress

Strategic Initiative

Strategic Initiative : Achieved Sedex (Supplier Ethical Data Exchange) Compliance

Status ● Off track

Year	Expected Outcomes	Actual Result
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.	Membership registration and the Self-Assessment Questionnaire (SAQ) have been completed; however, the certification audit has not yet been conducted. This year, the Company plans to conduct a Gap Audit first to assess its readiness and prepare for the certification process. Therefore, the Company does not plan to pursue certification in 2026.

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.

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established a whistleblowing policy and procedures for reporting misconduct.	Success	Success	Success	In Progress	Success
The company has established a formal,written whistleblowing policy and procedures,which have been approved by the Board of Directors	-	-	-	Complete	Success
Appointment of an impartial recipient for whistleblowing reports.	-	-	-	Complete	Success
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.	Success	Success	Success	In Progress	Success
The whistleblowing policy and procedures reviewed by the Board of Directors at least annually.	Success	Success	Success	In Progress	Success
Reduce the complaint resolution time.	< 30 days	< 30 days	< 30 days	-	< 30 Days

Progress description

The Company plans to enhance its Whistleblowing Mechanism in accordance with the established objectives, including the development of relevant policies and guidelines, the appointment of an impartial person responsible for receiving whistleblower reports, and reporting the results to the Board of Directors within the specified timeframe.

Strategic Initiative

Strategic Initiative : Enhancing the Whistleblowing Process

Status On track

Year	Expected Outcomes	Actual Result
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.	Almost all activities under the established plan have been completed. The remaining activity is the employee knowledge and understanding assessment, which is scheduled to be conducted at the end of 2026.

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.

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established a policy and procedures to prevent conflicts of interest.	-	-	-	Complete	Success
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	Success
Compliance with the conflict of interest policy is monitored through a formal process at least annually.	-	-	-	Complete	Success

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
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	Success
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	-	Completed

Strategic Initiative

Strategic Initiative : Enhancing Conflict of Interest Prevention

Status ● On track

Year	Expected Outcomes	Actual Result
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.	Completed

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

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
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	Success
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	-	In Progress

Strategic Initiative

Strategic Initiative : 1

Status ● On track

Year	Expected Outcomes	Actual Result
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.	In Progress

Quarterly update

Section 3

Climate Plan

Quarterly update : Section 3 Climate Plan

Greenhouse gas inventory (GHG) plan

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

URL Link to the Document : Year of the Report 2025
https://www.harn.co.th/en/investor-relations/downloads/one-reports

Targets

Title	Target			Actual Result
	2026	2027	2028	6M/2026
GHG inventory report, GHG verification and disclosure (specific to Scope 1 and Scope 2 emissions)	Success	Success	Success	In Progress

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

Title	GHG emissions in the base year (tCO_2e)	Target for reducing GHG emissions compared with the base year (% Reduction)			Actual Greenhouse Gas Emission (% Reduction)
	2024	2026	2027	2028	6M/2026
Greenhouse gas emission reduction volume	1307	-5%	-10%	-15%	In progress

Strategic Initiative

Strategic Initiative 1 : Fuel and Electricity Conservation Plan

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Transitioning sales and service operations from on-site to digital platforms to minimize travel requirements.	The Company has formulated and initiated key operational policies in accordance with our strategic plan. These initiatives

Year	Expected Outcomes	Actual Result
	• 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.	include transitioning to a higher proportion of online customer meetings, implementing the planned rollout of electric vehicles (EVs), and proceeding with ongoing building renovations as scheduled.

Strategic Initiative 2 : Supporting GHG Emission Reduction Initiatives and Transitioning to Eco-friendly Products.

Status ● On track

Year	Expected Outcomes	Actual Result
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.	In our commitment to reducing greenhouse gas emissions, the Company has sponsored dedicated research under the Vanapa Project. Concurrently, we are strategically advancing and promoting our green technology portfolio, such as the 'Telechill S2' Energy Saving Solutions for commercial cold rooms.

Quarterly update

Attachment

Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/HARN1_JUMP%2B_Plan_Year_2026-2028_EN.pdf