



Annual Registration Statement / Annual Report 2025
Form 56-1 One Report
(e-One Report)

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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Part 1 Business Operations and Performance

1. Organizational structure and operation of the group of companies

1.1 Policy and business overview

1.1.1 Overview of the vision, objectives, goals and business strategies

Message from the chairman

HARN Engineering Solutions Public Company Limited (“HARN”) is committed to being a leader in providing comprehensive engineering services, covering fire protection systems, air conditioning systems, refrigeration systems, sanitary systems, digital printing systems, 3D bioprinting systems, and Internet of Things (IoT) solutions. The aims to achieve stable and sustainable growth and profitability while adapting to global trends.

HARN focuses on expanding investments in high-value products, low-carbon businesses, and strategic partnerships while integrating cutting-edge technology with a team of professionals. Additionally, dedicated to conducting business under a sustainable framework by setting an ambitious target of achieving net-zero greenhouse gas emissions by 2050.

Business Environment and Strategic Response

The year 2025 continues to present global challenges due to complex and unpredictable business conditions. Key concerns include geopolitical tensions that drive inflation and high policy interest rates, economic recessions that slow global growth, increased competition from Chinese investments, and political uncertainties. Moreover, climate change remains a pressing global issue. HARN closely monitors external factors and uncertainties, establishing clear organizational strategies and proactive plans to ensure adaptability and resilience.

Short-Term Operational Plan

HARN’s short-term focus is on strengthening internal operations and optimizing controllable factors. Key measures include improving overall operational efficiency, implementing strict and effective cost-control measures, making prudent investment decisions, mitigating economic downturn risks to restore profitability, and maintaining financial stability. Efficient working capital management, liquidity control, and asset optimization are prioritized to mitigate financial impacts and sustain cash flow.

Long-Term Strategy and Framework

HARN remains confident in its B+S (Business + Sustainability) strategy but the need for periodic review, adjustments, and prioritization to align with industry shifts and preparing for future growth by focusing on four key strategic dimensions:

1. Economic Dimension

The Company enhances its competitiveness and drives growth in parallel with greenhouse gas reduction by optimizing costs and improving operational efficiency through digital processes, expanding its customer base, and creating added value for its products and services. Key initiatives include developing innovative IoT-based solutions to reduce energy consumption in refrigeration systems; advancing technologies and sourcing environmentally friendly products for fire protection, air conditioning, and sanitary systems; and driving digital printing innovations to enhance consumer safety through the adoption of two-dimensional barcodes in place of traditional one-dimensional barcodes. In addition, the Company integrates advanced technologies across the organization to improve operational efficiency and enable data-driven analytics, ensuring more effective responses to customer needs.

2. Environmental Dimension (Environment)

In 2025, HARN continued to implement its greenhouse gas reduction action plan in line with established targets. Key initiatives include transitioning to renewable energy, converting the Company’s vehicle fleet to electric vehicles, and promoting efficient resource utilization based on the 3R principles (Reduce, Reuse, Recycle). The Company has also been studying carbon capture technologies and assessing the net carbon sequestration balance of dry dipterocarp forest ecosystems through remote sensing under the initiative known as the “Wonlapa Project.”

These efforts aim to achieve the Company's stated targets of carbon neutrality by 2040 and Net Zero greenhouse gas emissions by 2050.

3. Social Dimension (Social)

HARN recognizes the importance of conducting business with social responsibility through continuous community support and development initiatives. These include the Integrated Learning Initiative: Home–Temple–School Project in the Rama 9 area, a collaborative program among local households, the Company, temples, and Rama IX Kanchanaphisek School. The project is coordinated by the Anandamahidol Foundation Scholarship Alumni Association to provide assistance in improving community well-being and supporting the enhancement of educational quality at the school.

4. Governance Dimension

Remains committed to strong corporate governance, risk management, and internal controls, compliance with laws and regulations to strengthen operations. The enhances operational transparency, and minimizes risks that could impact its business. Continues to uphold ethical business practices and its commitment to anti-corruption measures.

Recognition and Achievements

Dedication to sustainability, balanced across environmental, social, and economic aspects under the ESG framework, has earned it notable accolades:

- Achieved an **A rating** in the SET ESG Ratings assessment for the second consecutive year.
- Received an “Excellent” rating in the Corporate Governance Report (CGR) for the seventh consecutive year.
- Earned a full score of **100 points** in the AGM Checklist assessment for the eighth consecutive year.
- Successfully renewed certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC) for the second consecutive term.

Vision

"To be a leader in providing integrated sustainable engineering services that meet customer needs while enhancing the quality of life, society, and the environment."

Objectives

In 2025, the Board of Directors systematically reviewed and approved the vision, mission, and business strategies of **HARN** as part of its annual governance process. This ensures alignment with economic, environmental, social, and good corporate governance factors, as well as short- and long-term business trends. This approach is consistent with global movements toward achieving Net Zero greenhouse gas emissions and keeping pace with rapid technological advancements. The **mission** has therefore been defined as follows:

- Committed to developing sustainable engineering systems to enhance the quality of life, society and environment, harnessing technology for digital transformation, creating competitiveness with wisdom and human resource value.
- Leading the environmental impact reduction from operations under BCG Model.
- Enhance the quality of life for all our stakeholders under management is based on the principles of equity, fairness, positive thinking and professional responsibility.
- Create long-term value for the company and society under prudent management and good corporate governance.

Goals

HARN aims to establish itself as a leader in providing comprehensive and sustainable engineering services while to deliver suitable returns and simultaneously enhancing the sustainable quality of life for stakeholders, driving long-term sustainable organizational growth.

Business strategies

In 2025, HARN remains committed to achieving its established vision and mission by following its strategic direction and plans. HARN continues to build upon its core business strengths while accelerating expansion into new business areas, particularly those aligned with global transformation trends. This approach aims to enhance competitiveness, strengthen capabilities, and create long-term sustainable business growth.

HARN executes its strategy through 2 core business pillars: Business and Sustainability (B+S), ensuring a balanced focus on economic, environmental, social, and governance aspects. At the same time, HARN actively seeks investment opportunities to enhance its existing offerings in fire protection, air conditioning, sanitation, refrigeration, digital printing, 3D bioprinting, and IoT systems. Additionally, HARN collaborates with business partners to develop high-value products that cater to specific customer needs. To effectively implement this strategy, HARN drives the B+S approach through the following dimensions:

B: Business

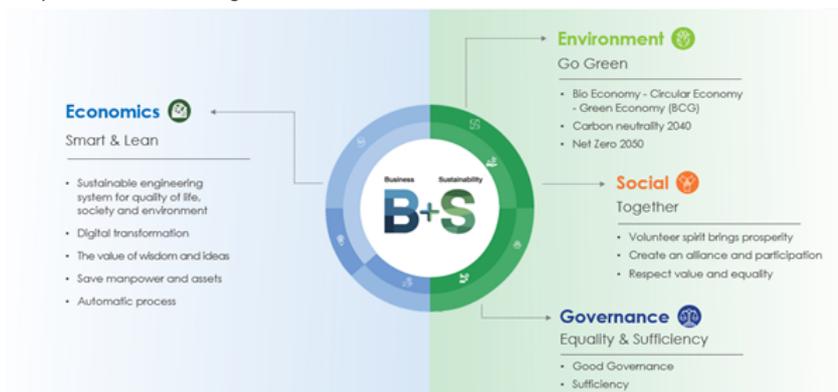
HARN focuses on economic growth by leveraging Smart & Lean strategies to develop sustainable engineering solutions, improve quality of life, social, environmental, and integrate digital technology into operations. This enhances efficiency, service excellence, and customer satisfaction while strengthening competitiveness through intelligence-driven strategies and strategic partnerships.

S: Sustainability, balance across 3 key sustainability dimensions:

- **Environmental**, driven by Go Green is committed to holistic economic development, integrating bio-economy, circular economy, and green economy principles. It emphasizes responsible resource utilization and material reuse while promoting environmental and social sustainability. HARN has set ambitious goals to achieve carbon neutrality by 2040 and net-zero greenhouse gas emissions by 2050.
- **Social**, driven by Together to fosters a corporate culture of social, community and environmental responsibility across all levels of the organization. Through continuous projects, it enhances employee skills, talent retention, succession planning, human rights protection, and workplace safety. These initiatives instill confidence among shareholders and investors in HARN’s long-term sustainability.
- **Governance**, driven by Equality & Sufficiency to prioritizes strong corporate governance by ensuring effective organizational structures and management mechanisms. It fosters transparent relationships between the board, executives, employees, and shareholders, aiming to create long-term value while considering the interests of all stakeholders.

The Chief Executive Officer actively communicates these strategies plan across all levels of management and employees, and ensure the consistent implementation of strategic initiatives, including an annual review of the strategic plan throughout the year to maintain effectiveness. Progress updates are reported to the Board at every board meeting, including to the non-executive directors.

HARN remains steadfast in its commitment to sustainable business growth and maintaining its leadership in comprehensive sustainable engineering services. Through a strong focus on Environmental, Social, and Governance (ESG) principles, alongside a stakeholder-centric approach, HARN strives to achieve its ultimate goal of becoming a truly sustainable organization.



1.1.2 Material changes and developments

Details regarding material changes and developments

years	Material changes and developments
2025	<ul style="list-style-type: none"> ● HARN was “SET ESG Ratings” in 2025 at level A, indicating its commitment to sustainable operations, including environmental awareness, social responsibility, and good governance (ESG). ● Certified the CG score certification for listed companies in 2025 and was awarded the “Excellent” 5star rating for the 7th consecutive year. ● Earned a full score of 100 points in the AGM Checklist assessment for the eighth consecutive year. ● Successfully renewed certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC) for the second consecutive term.
2024	<ul style="list-style-type: none"> ● HARN was “SET ESG Ratings” in 2024 at level A, indicating its commitment to sustainable operations, including environmental awareness, social responsibility, and good governance (ESG). ● In November 11, 2024, Mr. Wirat Sukchai, Chairman of the Executive Committee, attended the second certification ceremony of the Thai Private Sector Anti-Corruption Alliance (CAC) on CAC Certification 2/2024, which links anti-corruption with ESG. ● Certified the CG score certification for listed companies in 2024 and was awarded the “Excellent” 5star rating for the 6th consecutive year. ● In September 9, 2024, HARN by Dr. Jain Charnnarong, executive directors and Mr. Thammanoon Tripetchr, Chief Executive Officer, together with the Network Partners, the Department of National Parks, Wildlife and Plants, signed a MOU on Research on Assessment of Carbon Storage and Net Carbon Fixation Balance of Tank Forest Ecosystems by Remote Surveying. ● HARN participated in the Energy Beyond Standards 2024, with the intention to be a significant force in promoting sustainable energy conservation, organized by the Department of Alternative Energy Development and Energy Conservation. ● In June 14, 2024, HARN was awarded the CPCRT Partner Platinum Award, a recognition given by Charoen Pokphand Group to outstanding business partners on CPCRT Partner Day 2024. The award was received by CEO, Thammanoon Tripetch. ● Aiyaraharn participated in the “Export Fruit and Refrigeration Energy saving Innovation” seminar organized by HARN’s refrigeration business unit, introducing an IoT monitoring system that helps monitor the operating status and temperature of refrigeration rooms. ● AiyaraHARN was to lecture on “Guidelines for the Application of IoT Technology for Energy Management and Product Quality Control in the Cold Chain Industry” at Material Science and Technology (MSAT) 2024 organized by the National Center for Metals and Materials Technology (MTEC).

years	Material changes and developments
2023	<ul style="list-style-type: none"> ● HARN has established a policy for operating electric trains (BEVs), gradually replacing each used vehicle upon expiration or when cost-effectiveness improves. 4 electric trains have already been replaced. ● December 19, 2023, HARN installed the second batch of solar panels. With the production capacity of the first batch of solar panels, the HARN office building is a green energy building with a total power generation of 307kW/h, accounting for 25% of energy consumption. Therefore, the HARN office building belongs to ZEB (Zero Energy Building), which is in line with the national sustainable development direction. ● November 15, 2023, SCG Chemicals Public Company Limited issued a green certificate for environmentally friendly products and services. Harn Engineering Solutions Public Company Limited, digital printing business obtained the Product: Printing Press Green Certificate at SCGC Go Green Together in 2023. ● October 31, 2023, certified with CG Score as having good corporate governance principles for listed companies at a 5star “Excellent” for the 5th consecutive year ● HARN passed the criteria for an outstanding establishment in drug prevention on August 16, 2022 and received a “Certificate of Excellence in the Management of Drug Problems” on June 26, 2023. ● Mr. Wirat Sukchai, Chairman of the Executive Committee of Harn Engineering Solutions Public Company Limited and the president of the association of Listed Companies in the Market for Alternative Investment (mai) led the executive team of the association. “Volunteer Coach” who takes care of social businesses in the SET Social Impact GYM project, visits Yaring, Pattani to visit social entrepreneur businesses to monitor business operations and increase business potential foster future business cooperation. ● HARN joined the SET Social Impact Gym 2023 with the concept of “I-done ideas”, which is a project aimed at developing business potential for social enterprises. The project aims to involve social entrepreneurs in caring for and solving various social problems. Including agriculture, vulnerable groups, community development, health, education, and environment, and sustainably expanding business and social outcomes ● May 23, 2023, HARN signed a memorandum of understanding on academic between SANYO and King Mongkut’s University of Technology North Bangkok. To develop a prototype of a commercial refrigeration system in Thailand. Intended for carry out academic work research and development of commercial refrigeration system prototypes consulting, training, design, maintenance, knowledge exchange, transfer and operations related to commercial refrigeration systems in order to maximize the benefits in the country’s refrigeration industry

years	Material changes and developments
2022	<ul style="list-style-type: none"> ● In November 22, 2022, Mr. Thammanoon Tripetch, Chief Executive Officer, participated in a discussion on the topic “2D Barcode Printing Techniques on Products” at the 2022 Annual General Meeting of Code Institute, GS1 Thailand Annual Meeting 2022, on the topic of “Next Generation of Retail Business for Consumer Safety & Protection, the new dimension of retailers joining to care for consumers.” Mr. Thammanoon also brought the printer to display at the event, as well as giving advice to enhance and develop the use of product barcodes to see the benefits of use. ● October 30, 2022 was certified with CG Score as having good corporate governance principles for listed companies at a 5star “Excellent” for the 4th consecutive year ● Since July 4, 2022, HARN has facilitated the installation location of the “Tao Bin” vending machine, one of the projects for the disabled, to support the employment of the socially disabled for the year 2022. This project encourages people with disabilities to have access to jobs and career opportunities in their hometowns to be able to earn income and become self-resilience as well as a valuable member of the community. ● In August 22, 2022, HARN received the Green Building Award, DGNB Standard Gold Certificate, organized by the German-Thai Chamber of Commerce and DGNB GmbH. The design concept of HARN building started from foreseeing the direction and future trends in creating sustainability for employees, companies, people, society, environment, and the world in the future, thus originating the idea of constructing buildings under the “Green Building” concept. In addition, it is also a space to learn about sustainable engineering in line with HARN’s vision of providing sustainable engineering solutions, believing that quality of work life is important. ● In June 11th, 2022, HARN took part in supporting the “Plant & Protect” project by Care the Wild, which aimed to plant and restore forests in Ban Oi, Moo 11, and Ban Bunreng, Moo 4, located in Ban Vieng Subdistrict, Rong Kwang District, Phrae Province. The project covered an area of one rai (400sq m) and was in collaboration with the MAI association of registered companies in the Stock Exchange of Thailand.

1.1.3 Spending of the raised fund to serve the objectives declared in the registration statement for securities offering

Is there an issuance of equity securities or debt securities? : No

1.1.4 The obligations to which the company has committed in the registration statement, including the compliance with such obligations or conditions in the following years

Are there any issued securities with obligations or : No
conditions?

1.1.5 Company information

Company name : HARN ENGINEERING SOLUTIONS PUBLIC COMPANY
LIMITED

Symbol : HARN

Address : 559 Soi Soonvijai 4, Rama 9 Road, Bangkok,
Huaykwang

Province : Bangkok

Postcode : 10310

Business : 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

Registration number : 0107557000217

Telephone : 0-2318-9744

Facsimile number : 0-2318-9744 ต่อ 4000

Website : www.harn.co.th

Email : Secretary@harn.co.th

Total shares sold

Common stock : 584,500,000

Preferred stock : 0

Diagram of organization's logo



1.2 Nature of business

Harn Engineering Solutions Public Company Limited, or HARN (the “Company”), was formerly known as Fire Victor Public Company Limited. The Company was established on 9 May 2001 under the name Fire Victor Public Company Limited with an initial registered capital of THB 1 million. The Company operates in the business of importing and distributing valves and equipment for fire protection systems, sanitary systems, and air-conditioning systems, as well as providing installation services for fire protection systems for project-based works. Subsequently, on 21 February 2003, 24 July 2006, 10 October 2012, and 21 April 2014, the Company increased its registered capital to THB 3 million, THB 4 million, THB 65 million, and THB 130 million, respectively, in order to use as working capital for business operations.

On 22 May 2014, the Company was transformed into a public company limited and increased its registered capital to THB 175 million, in conjunction with the listing of its shares on the Market for Alternative Investment (MAI). Subsequently, on 22 September 2014, the Company changed the par value of its shares to THB 0.50 per share, resulting in an increase in the total number of registered shares to 350,000,000 shares. In November 2016, the Company increased its registered capital to THB 292.25 million through the amalgamation with Chillmatch Co., Ltd. and Q2S Co., Ltd. As a result of this amalgamation, HARN is well positioned to focus on becoming a leading provider of integrated engineering solutions with a broader and more diversified product portfolio. The Company’s offerings cover safety engineering systems, refrigeration systems, air-conditioning systems, sanitary systems, and digital printing systems in Thailand and neighboring countries. Leveraging its extensive experience and technical expertise, the Company continuously enhances the value of its products and develops solutions that are closely aligned with market demands.

To enhance its competitive capabilities in the digital printing system business in Vietnam, on 30 July 2019, the Company established its first subsidiary, Harn Vietnam Co., Ltd., with a registered capital of VND 800 million (approximately THB 1.06 million). HARN holds 100% of the registered capital of the first subsidiary. Subsequently, on 24 June 2020, the Company established its second subsidiary, Ayara Harn Co., Ltd., with a registered capital of THB 2 million. HARN holds 65% of the registered capital of the second subsidiary, which focuses on providing Internet of Things (IoT) solutions. On 13 February 2025, the Company established its third subsidiary, Mollisa Co., Ltd., with a registered capital of THB 3 million. HARN holds 99.99% of the registered capital of the third subsidiary, which specializes in providing 3D medical.

In addition, HARN has been certified with the ISO 9001:2000 quality management standard since 2006, and later upgraded to ISO 9001:2008 in 2009, and further to ISO 9001:2015 in 2017, by UKAS (United Kingdom Accreditation Service), a globally recognized accreditation body from the United Kingdom. The quality management system was audited and assessed by SGS (Thailand) Ltd..

HARN consists of five core business groups:

1. Safety & Comfortable Business, distributing products in fire suppression system including the provision of consulting, designing and firefighting system installation service in projects.
2. Air-conditioning system and sanitary system
3. Refrigeration Business and distributing products in refrigeration system.
4. Digital Printing Business, distributing products in digital printing system and 3D medical.
5. Internet of Things (IoT) Business (“Second subsidiary”), development services for IoT products and solutions.

1.2.1 Revenue structure

Revenue structure by product line or business group

	2023	2024	2025
Total revenue from operations (thousand baht)	1,326,227.00	1,271,459.00	1,210,591.00
• Fire suppression products and firefighting system installation services (thousand baht)	643,833.00	595,995.00	549,253.00
Air-conditioning and sanitary products (thousand baht)	59,883.00	64,689.00	53,763.00
Refrigeration products (thousand baht)	247,315.00	219,135.00	205,021.00
Digital printing products (thousand baht)	346,547.00	357,866.00	369,818.00
Internet of Think products (thousand baht)	2,043.00	1,358.00	3,240.00
Other income (thousand baht)	26,606.00	32,416.00	29,496.00
Other (thousand baht)	0.00	0.00	0.00
Total revenue from operations (%)	100.00%	100.00%	100.00%
• Fire suppression products and firefighting system installation services (%)	48.55%	46.87%	45.37%
Air-conditioning and sanitary products (%)	4.52%	5.09%	4.44%
Refrigeration products (%)	18.65%	17.23%	16.94%
Digital printing products (%)	26.13%	28.15%	30.55%
Internet of Think products (%)	0.15%	0.11%	0.27%
Other income (%)	2.01%	2.55%	2.44%
Other (%)	0.00%	0.00%	0.00%

By geographical area or market

	2023	2024	2025
Total revenue from operations (thousand baht)	1,326,227.00	1,271,459.00	1,210,591.00
Domestic (thousand baht)	1,309,127.00	1,258,798.00	1,199,400.00
International (thousand baht)	17,100.00	12,661.00	11,191.00
Vietnam (thousand baht)	6,657.00	7,035.00	5,884.00
Other countries (thousand baht)	10,443.00	5,626.00	5,307.00
Total revenue from operations (%)	100.00%	100.00%	100.00%
Domestic (%)	98.71%	99.00%	99.08%
International (%)	1.29%	1.00%	0.92%
Vietnam (%)	38.93%	55.56%	52.58%
Other countries (%)	61.07%	44.44%	47.42%

Other income as specified in the financial statements

	2023	2024	2025
Total other income (thousand baht)	26,606.00	32,416.00	29,496.00
Other income from operations (thousand baht)	0.00	0.00	0.00
Other income not from operations (thousand baht)	26,606.00	32,416.00	29,496.00

Share of profit of joint ventures and associates accounted for using equity method

	2023	2024	2025
Share of profit (thousand baht)	0.00	0.00	0.00

1.2.2 Information on products and services

HARN consists products and service of 5 main groups as fire suppression products and firefighting system installation service in projects, air-conditioning and sanitary products, refrigeration products, digital printing products and 3D medical, and Internet of Things products (IoT).

1.2.2.1 Product/service information and business innovation development

Fire Suppression Products and Firefighting System Installation Service

Fire suppression products are part of engineering systems of buildings, small and large factories, power plants, and petrochemical industrial plants, used for prevention, alarming and control of fire and smoke. The products distributed by HARN include valves and fittings that are erected in the fire protection system. Valve is a device used for starting or stopping the flow of water in the fire protection system and is fixed with a pipeline in such system. There is valve for controlling the flow of water, valve for starting or stopping the flow of water during repair and maintenance of the system, valve for preventing reversal of water, and so on. Equipment for fire protection system serves as a component or an auxiliary device applied jointly with the main equipment to allow for complete functioning of the fire protection system, including other firefighting devices such as Fire protection valve, such as Grooved coupling and fitting, Fire hose cabinet including internal equipment, Fire hose, fire extinguisher and sprinkler systems (fire sprinkler head), Flexible sprinkler and fire pump.

Firefighting system installation services; HARN also provides consulting, designing and installation services for all types of firefighting systems such as Foam fire protection system, FM-200, NOVEC 1230, CO₂, Inert Gas and Fire Alarm System in both buildings and factories as well as the petrochemical industry and power plants, in which the demand for fire extinguishing system is likely to increase in order to comply with building and factory control laws that requires a renovation on these facilities to be equipped with a standard fire protection system. It has a skillful engineering team to coordinate with customers, introduce HARN's products, and design and offer products and services to customers according to the international fire protection standards, as well as post-installation system test-run service, including fire extinguishing system inspection service in which the installation of fire extinguishing systems, fire valves and equipment will be used together with the equipment involved in various fire extinguishing systems, including foam fire extinguishing system, gas automatic fire extinguishing system, fire alarm system and video fire detection system (VFDS).

1) Fire suppression system products

1. Fire Protection Valve

It is installed in the fire protection system. The valve is UL/FM certified for fire protection system and can withstand a working pressure of not less than 175 psi (pound per square inch). Different types of valves are as follows:

2. Grooved Coupling and Fitting

It is used for connecting pipes in the fire extinguishing system. It replaces the conventional pipe welding with an electric welding machine and a wire to connect the pipes. Some Grooved Couplings can also support expansion and contraction or the movement of pipes and buildings. It can especially connect the pipes up to 10 times faster than conventional pipe welding.

3. Sprinkler

It is used with the automatic fire suppression system to protect property and life, which is likely caused by fire. It also possesses an automatic fire extinguishing feature without control. It can immediately control while the fire is still small, so it stops expansion with less smoke and in a limited area. Moreover, the automatic fire suppression system gives people in the building more time to evacuate the fire.

4. Flexible Sprinkler

It is installed for fire sprinklers, which should be up to 10 times faster than welded installation. It can also be promptly moved, modified or leveled up and down to suit the ceiling level. So, working time is reduced and problems are eliminated.

5. Fire Hose Cabinet and Equipment

Fire Hose Cabinet, it is a red cabinet for fire extinguishers, with glass in front that can be opened or broken to bring assistive devices out in case of an emergency.

Hose Valve, it is a valve to supply water from the fire hose system to the outside.

Hose Station, it possesses fire extinguishing properties by having the coolness to extract heat from the fuel materials until reaching the point where it cannot be ignited.

It is used to extinguish fuels that contain carbon compounds, such as wood, paper, cloth, garbage, etc. HARN owns the brand “**Spark**” for fire hose kits

Fire Department Connection, it is a device for receiving water from outside the building or the fire truck to supply into the building’s fire suppression system.

Portable Fire Extinguisher, it is a fire extinguisher installed inside or outside the building, along with other fire extinguishing systems. It can be used for primary extinguishing while the fire is starting. There are 6 main types (according to substance types contained in the fire extinguisher). HARN owns the “**Guardian**” brand of fire extinguishers.

1) Multi-Purpose Dry Chemical, it is filled in a red tank with various types of pressurized chemical powder. It can extinguish fires: Class A, B, C, or perhaps Class D if containing special chemical powder. It is cheap and easy to buy for general areas, such as offices and homes.

2) Carbon Dioxide (CO₂), it is filled in red tanks. The end of the hose is shaped like a cone. The injected gas is a very cold vapor like dry ice to reduce the heat of a fire, without leaving any stains. It can extinguish fires: Class B and C, suitable for machine rooms, production lines of various industries, electrical equipment room, etc.

3) Water, it is filled in a stainless-steel tank. It can extinguish fire: Class A, suitable for outdoor without conductive media.

4) Foam, it is filled in stainless steel tank. When injected, it forms a foam covering the burning fuel surface. Therefore, it can extinguish Class A and B fires, but not Class C because it is conductive. It is suitable for fire extinguishing in the industrial sector or thinner fuel, and flammable, volatile substances.

5) Wet Chemical-Kitchen, it is filled in a stainless-steel tank for extinguishing fire: Class K. It is suitable for kitchens to extinguish fire caused by frying oil.

6) Halotron-1, it is filled in a red or green tank with clean substances or halotron-1 inside. When injected, it can evaporate by itself without leaving any stains. It can extinguish fire: Class A, B, C, suitable for computer rooms, clean rooms, electrical rooms, and electronic equipment storage rooms.

6. Switch

Flow Switch, it is a device in the wet pipe fire suppression system. A signal is sent to the control panel of the fire alarm system when the device detects a flow in the pipe caused by the working of a fire sprinkler or fire hose.

Pressure Switch it detects pressure in the fire water pipe system. When the pressure changes, it sends a signal to the control room.

Alarm Gong it is a sound alarm notification in case of fire. The sound alarm is featured by using water flow as a mechanical drive.

7. Fire Pump

2) Firefighting System Installation Services

HARN provides consulting services for design and installation of various fire suppression systems, such as Foam Fire Protection System, Fire Pump System, Fire Water Pipe System, Gas Automatic Fire Suppression Systems (FM-200, NOVEC 1230, CO₂, Inert Gas), and Fire Alarm System for projects in both buildings and factories, as well as petrochemical

industry and power plants, which tend to require more installation of fire suppression systems in compliance with building and factory control laws and the need of renovation towards a standardized fire protection system. HARN has a team of expert engineers to coordinate with customers, recommend products, including designing and presenting products and services according to the international firefighting standards, along with the testing after fire suppression system installation and the system inspection such as using of valves, fittings, and other related devices in the fire suppression systems (Products in item 1). The details of projects for fire suppression systems are as follows:

1. Foam Fire Protection System

It is a system that mixes water and foam concentrate to extinguish the fire, using the principle of foaming or creating foam on flammable liquids to block oxygen from the fuel. The foam fire protection has important equipment as follows:

Bladder Tank it is used to fill foam fire extinguishers which can extinguish the fire caused by oil.

Foam Concentrate

1) Aqueous Film Forming Foam, it is a foam solution used for extinguishing fires caused by Hydrocarbon fuels such as crude oil, gasoline, diesel, etc., which are not suitable for extinguishing fires caused by Polar Solvent fuels (a fuel that can combine with water such as thinner, alcohol).

2) Alcohol Resistant Aqueous Film Forming Foam, it is a foaming solution for extinguishing fires caused by hydrocarbon fuels and polar solvents.

2. Gas automatic fire suppression system

It is a fire extinguishing system in which the extinguishing agent is not conductive, with no leaving of stains, and not causing damages to equipment after the injection of a fire extinguishing agent. It is suitable for extinguishing fires: Class A, B, C, especially the electrical/electronic equipment rooms, including:

1) Carbon dioxide (CO₂)

2) Inert Gas such as Nitrogen (N₂), Argon (Ar), Inergen (N₂+Ar+CO₂), Argonite N₂+Ar)

3) Fire Alarm System it is an alarm system in case of a fire for evacuation and firefighting to reduce the loss of life and property. Main equipment in the system consists of Control Panel, Detectors, sound or light alarm, Manual switch.

4) Video Fire Detection System - VFDS, it applies the principle of image analysis, whether smoke or a flame, in the detection area. This device is connected to the building's control cabinet. If there is smoke or a flame, the device sends a signal to the control cabinet for a notification. Main equipment in the system consists of a Camera, VFDS Sever, Device Alarm box, Monitor.

For the operations of various projects, HARN has insurances with insurance companies to protect against damages that may arise from the installation of the system. It considers the nature of work in each job from time to time, such as insurance against damages to the employer's goods/property in case of installing a fire suppression system in the used areas, such as a warehouse where goods are stored, etc. Also, HARN has added protection for bodily injury to employees or agents of the employer. HARN provides regular service by checking the equipment when it expires. If the products or devices are under warranty or in the service contract. In case the products of customers have problems, HARN will coordinate with distributors abroad and consider the causes of damage together to negotiate on product insurance claims according to the product warranty agreement, under the product warranty period of approximately 1-2 years from the date that the products leave the port of the distributing country.

Air-Conditioning and Sanitary Products

Air-conditioning products are devices incorporated to main water-based air-conditioning system of large buildings, used for controlling temperature and air quality at an appropriate level. Meanwhile, sanitary products in the building engineering system include water supply system, water drainage system, ventilation system, etc. HARN distributes products that are devices in air-conditioning and sanitary systems, such as valves which open and close to control and stabilize the flow of cold water to ensure efficient functioning of the air-

conditioning system and the sanitary system and are fixed with a pipeline in such system. In the sanitary and air-conditioning system, there are also other major components or auxiliary devices such as Stop valve, Pressure gauge, Thermometer (device to measure the temperature and water pressure in the system), Flow Switch, Aluminum Filter, Grooved Coupling and Fitting, Pump Room Solutions, Copper pipe and Copper fitting And Refrigerant, In addition to importing and distributing well-known international brands, HARN also owns the “Valtec” brand for valves and sanitary and air conditioning products and is the owner of “Koppar” brand for copper pipe products.

1. Water shut-off valve

It is used to control the flow of water, whether off-on or water flow adjustment, as follows:

Gate Valve, with a lot of weight and space required for installation. It is suitable for use in the water pumping room and fire pump room, outside the building or general area. It is not suitable for water flow control.

Butterfly Valve, it is for on-off water, with lightweight, less space for installation in the buildings or general area. It is not suitable for water flow control.

Ball Valve, is used for turn on-off the water. It is suitable for small pipes and can turn on-off immediately. There is less leakage because of more valve closed contact.

Globe Valve, it is for controlling the water flow rate to cause the dropping of water pressure between the front and the back of the valve.

Balancing Valve, it is for balancing water in the air conditioning system to adjust the flow rate to the desired value. According to the designed state, the amount of water is adjusted to flow into the cool air of the air conditioning system.

Automatic Pressure Independent Control Valve (PICV), it controls the on-off of cool water and the amount of water flow being sent to the cool air in the air conditioning system to send the coolness as specified.

2. Pressure Gauge

It is to display pressure values with its units as pound-force per square inch (PSI) and kilograms per square centimeter (kg/cm²)

Liquid Filled Gauge, it is suitable for installation in vibration areas to reduce the impact of pressure and make the life-longer use.

Non-Filled Gauge, it is suitable for general installation.

3. Thermometer

It is used to measure temperature or heat level, which can be divided into main types as follows:

Liquid-in-Glass Thermometer, it is for general temperature measurement, with the property of expanding liquid when heated and contraction when unheated. It is expressed in Fahrenheit (F) and Celsius (C) degrees.

BiMetal Thermometer, here are expansion properties of 2 types of metals. When heated, both types of metals expand unequally. The temperature generally ranges from -75 C to 550 C range.

4. Flow Switch

It is used to detect the flow of water, with protective properties of water pump damages due to non-flowing water. It is installed in the same direction as the flowing of water in the pipe.

5. Aluminum Filter

It is washable and can filter dust and dirt in the air and make cleaner ventilation. It also prevents dust and dirt from clogging in the air conditioner, with a water-washable feature.

6. Copper pipes and copper fittings

It is suitable for all types of refrigeration and air-conditioning applications. The copper pipes that HARN distributes come in many types and sizes, including straight pipes (sizes K, L, M), pancake coil, as well as various types of copper fittings. HARN owns the “Koppar” brand for copper pipe products.

7. Refrigerant

acts as a medium for transferring heat out of the passenger compartment by absorbing heat into itself under low temperature and pressure, then transfers heat away from itself at high temperature and pressure. HARN owns the “Yuki” brand for refrigerant products.

8. Refrigeration system: Variable Refrigerant Flow (VRF)

It is an air conditioning system that can change the amount of refrigerant according to the load of cooling and the number of internal units installed. It is also a commercial air-conditioning system suitable for a limited area of installation with hot coil (outdoor unit) because 1 coil can install multiple evaporators (indoor unit). The evaporators can be separated independently, thus controlling the temperature accurately with the view of an orderly-look building.

Refrigeration Products

Refrigeration products are equipment used in cold storage system or goods transport system for freezing or lowering the temperature of products that require a stable temperature control. In general, a cooling system can lower the temperature to between -30C and +25C., HARN offers a complete range of refrigeration products, consisting of Compressor, Condenser, Evaporator, Customized evaporator, Inverter, Defrost on Demand (DOD) equipment, Inverter for Compressor and valve in the refrigeration system, had available in many types, as Check-Valve, Ball-Valve, Shut off valve, Solenoid valve and Expansion-valve which is an important device used for starting or stopping the liquid flow and the cooling pressure.

HARN has also designed and produced Condensing units, both single and rack forms, by using a piston and screw-type compressor, including design and production of small cooler set for drinks vending machines by integrating all equipment and cooling concepts into one product unit that can be used for prompt installation of a cold storage system or goods transport system. It also distributes small ready-made condensing kits of “Danfos” brand for small cold rooms or convenience stores.

1. Compressor

Is used for compressing refrigerants in the vaporized state by creating pressure through the reagent copper pipes to the evaporator, hot coil, and expansion valve. The compressor is one of the components in Condensing Unit.

2. Condenser

It is a high-pressure refrigerant condensing device that changes the liquid state from vapor to liquid and takes the heat out of the liquid by Air Cooled Condenser seen from outside of the evaporator and Watercooled-Condenser, using water to cool the liquid and Evaporative Condenser.

3. Evaporator

It is a low-pressure refrigerant evaporation device that changes the liquid state from liquid to vapor by bringing the cooling in the evaporator into the room to cool the room temperature with a fan, seen as the installed hanging on the ceiling in the room.

4. Customized Evaporator

It is an evaporator that can be manufactured and designed to match the application very well and support a wide range of applications from the general refrigeration industry to the specific refrigeration industry that requires durable equipment of the highest safety, such as the industry related to chemicals and flammable materials, with a variety of protection, whether it is chemical corrosion resistant, exploding protection (ATEX-Execution), germ protection, etc.

5. Refrigeration control valves include:

HARN owns the “Blue Ice” brand for its refrigeration equipment products, including refrigeration valves, cooling devices, desiccant devices, pressure gauges, etc.

Butterfly Valve, it is for on-off water, with lightweight, less space for installation in the buildings or general area. It is not suitable for water flow control.

Electronic Expansion Valve, it is for reducing the pressure of refrigerant in the evaporator, controlled by an electric signal of high accuracy to increase cooling capacity and provide ease of use, with added value for the cooling system that is able to work in all temperature ranges.

Solenoid Valve, it is designed for specific applications in refrigeration plants with all voltages and frequency ranges. Valves are also be designed according to customer requirements.

Shut-off Valve, it is a manual on-off valve designed for installation in the refrigerant pipes on the liquid, suction, and hot gas sides of the refrigeration system. Valves can be connected to copper pipes by welding or screwing.

Ball Valve, it is a manual on-off valve that can be operated in both directions as required. Ball valves are designed for installation in pipes with high gasket density, making less loss of pressure. It has the maximum refrigerant flow when fully opened. Ball Valve is also designed for operations over wide temperature ranges and approved for use with any fluorinated refrigerants. Standard ball valves may be used in high pressure refrigerant applications, including R410A and CO2 work with pressures up to 90 bar (1300 psig).

6. Condensing units

HARN designs and manufactures condensing units according to European standards for long-lasting durability, ease of service, and easy installation, which can be chosen in a variety of temperatures, Ideally for freezer rooms, cold storage rooms, hypermarkets, supermarkets, convenience stores, refrigeration industry, air conditioning system, or areas for economical and efficient room temperatures, available from -30C to +25C and with cooling capacities from 4 to 112 kW or 2 to 50 hp, while moving towards data systems with Industrial Internet of Thing (IIOT) as follow:

Multi Compressor Rack (Screw and Piston Compressor) it is a combination of several compressors in the same set to reduce energy costs, save installation expenses and time, lower maintenance costs, and increase longer life of use, and have the greater cooling capacity with a wide range of temperatures. It is suitable for industrial and commercial businesses, such as department stores, distribution centers, etc

Control equipment unit, it is for protection and energy saving, reduce electricity costs, as well as remind and prevent problems in the cooling system, lower maintenance costs, and create added value.

7. Defrost on Demand (DOD)

It is suitable for all kinds of cold rooms to store products. The microprocessor in the DOD helps to control the temperature with power management and humidity level in the air, including the defrosting frequency in accordance with the actual working conditions without any adjustments with difficulties just as other brands of control devices, making it easy to implement with a precise intelligent defrosting control system, as well as the use of the remaining energy in defrosting (Latent Energy) for usefulness. This results in savings of 15 - 25% in energy costs.

8. INVERTER

It helps to control the speed of the compressor to work continuously according to actual cooling load conditions with continuous work control to improve cooling efficiency and help reduce temperature changes in the cooling areas, as well as make the temperature at the cooling point accurate

As a result, the set temperature is consistent to make the goods stored in good quality and maintain freshness for a long time, while saving up to 40% and extending the life-long use of the compressor. While working, the compressor does not suffer any tractions.

9. Danfoss Condensing units

It is a small prefabricated condensing unit, with a cooling capacity from 0.7 to 11 kW in the temperature range of +15 to -15C and 0.6 to 6 kw in the temperature range of -10 to -40C. It is suitable for small cold rooms, prefabricated cold rooms, and freezer rooms in restaurants with limited space. It is designed with maximum cooling efficiency, compact shape, low noise, lightweight, and is easy for installation and maintenance

- Can reduce the refrigerant charge by up to 3%
- Able to be installed both indoors and outdoors
- Use several refrigerants in one model

10. Small refrigeration kit for beverage vending machines

It is compact and can be used with a small refrigerator or automatic beverage vending machine. It is designed to provide maximum cooling efficiency, with durability to cover all functions and energy saving as important in the design.

- Work at outdoor temperature up to 48 degrees Celsius
- Reduce time for service and maintenance
- Corrosion resistant of Micro channel coil and panel

11. Telechill Smart Solutions (S2)

HARN aims to maximize customer benefits by ensuring safety and environmental friendliness in refrigeration systems. To achieve this, HARN has innovated, researched, and developed IoT-based Energy Saving Solutions under the name Telechill S2 Energy Saving Solutions. This system enables real-time, remote monitoring of refrigeration system performance anytime, anywhere. More importantly, it significantly reduces energy consumption, lowers operational costs for cold storage businesses, and minimizes environmental impact, aligning with the global goal of achieving net-zero CO2 emissions.

Digital Printing Products and 3D Medical

HARN distributes Digital Printing Products and 3D Medical System such as CIJ - Continuous InkJet Printer, TTO - Thermal Transfer Over-printer, Laser Printer, TIJ - Thermal Inkjet Printer, Print and Apply Labeler, PIJ - Piezo Inkjet Printer, Labeler, including printer equipment and various types of consumables including 3D Printer etc. as follows:

Digital printing product group for printing of manufacture/expiry dates and lot number

The digital printing system product group for manufacturing date, expiration date, and lot number printing consists of digital printers, product feeding systems, printing accessories, and various types of consumables. The printers distributed by HARN are designed for coding applications, including the printing of manufacturing dates, expiration dates, and other information on packaging, lot numbers, and variable data printing. In addition, they are capable of printing graphic images as well as various types of 1D and 2D barcodes in accordance with GS1 standards, such as GS1 2D DataMatrix and QR Code. The printers can also receive printing data from promotional code or serial number generation systems. Printable surfaces include plastic bottles, glass bottles, metal cans, aluminum containers, paper boxes, glossy paper, plastic pouches, aluminum foil, plastic cups, and other materials.

Digital printing product group for 3D printing

Distributes and provides digital file printing service and packaging. For the Thailand 4.0 medical industry, i.e., conversion of MRI/CT scan file into 3D file to have higher quality images that enable users to have comprehensive views of normal and abnormal spots and printing of organ model from MRI/CT scan which can well support education, diagnose, preoperative planning, included medical research and development with digital technology.

After-sales services

For all product groups distributed to end-users encompass advice and consultancy for selection of product specifications that meet requirements, installation of the machines, training, and repair and maintenance, as well as insurance, etc.

1. Inkjet (CIJ – Continuous Inkjet)

It is used to print the manufacture date, expiration date, and lot number. It can also be applied to almost all surfaces such as plastic, metal, glass, mirror, aluminum, film, paper, wood, and synthetic wood, including smooth, rough, or curved surfaces, making it a highly popular and multipurpose printing technology. It is suitable for automated production lines, semi-automatic or installed with other machines particularly, the printer has a system to prevent clogged nozzles, which can be adaptable to all formats with many ink colors to choose, various properties, low printing costs, energy saving, and environmentally friendly.

2. Laser Printer

It is used to print the date of manufacture, expiration date, and lot number, etc. on plastic, glass, paper, and sticker products. It is a laser light system using heat to react with printing surfaces as numbers / letters without using ink. It can work automatically by entering the numbers or letters on the control screen and updated according to the real date and time. It has the advantage of saving costs, high speed, production efficiency, less burden of care and maintenance.

3. TTO (Thermal Transfer Over-printer)

It is used to print the date of manufacture, expiration date, lot number, logo, GS1 Barcode, GS1 2D Data matrix, and GS1 QR Code, etc., onto film, plastic, paper of smooth surface. TTO uses the heat of the print head to melt ink for printing numbers, letters on the area with detailed text accurately and clearly. It can also specify the text to be printed on the control screen and update it according to the real-time and date. Moreover, it can be installed for all types of sachets packing machines. Particularly, it is a clean technology, no volatile matters, and high quality, sharp, easy to read, and beautiful. It is suitable for large volumes of data with cost-effectiveness and high speed.

4. TIJ (Thermal Inkjet Printer)

The TIJ (Thermal Inkjet) printer is designed for printing manufacturing dates, expiration dates, lot numbers, logos, and barcodes in compliance with GS1 standards, such as GS1 Barcodes, GS1 2D DataMatrix, and GS1 QR Codes, on smooth surfaces including film, plastic, and paper. The TIJ printer is equipped with a Smart Cartridge that enhances printer performance and advances operational standards. The inks are available in both water-based and alcohol-based types, which have been tested for surface compatibility and adhesion performance. The inks feature a long decap time and deliver consistent, high-density print quality, resulting in sharp, clear, and high-quality prints. The printer supports data communication via computer systems, is capable of UDI (Unique Device Identification) printing, and requires minimal maintenance.

5. Print and Apply Labeler

The Automatic Print and Apply Labeler is designed to print text, numbers, graphics, dates, times, and barcodes, and automatically apply labels onto products, packaging, and pallets. It supports multiple label application methods, including Tamp, Wipe, Blow, and Corner-Wrap. Labels can be applied from the top, side, bottom, and around corners with high efficiency and accuracy. The system is user-friendly and ideal for integration into production lines.

6. Automatic Labeler

The Automatic Labeler is a high-efficiency and high-precision labeling machine from Japan. It operates at speeds of 1–40 meters per minute with automatic speed adjustment. The machine supports label sizes with widths from 18 to 125 mm and lengths from 15 to 200 mm. It features a label memory function for different products, significantly reducing setup and changeover time. The system supports three labeling methods: Roller Type, Air Jet Type, and Air Blow Type, enabling label application on various container shapes such as round, square, and conical containers, as well as on foil pouches, films, and boxes. It can be installed in multiple orientations, including side, top, and bottom labeling.

7. 3D Printer

A 3D Printer is a machine used to create models or custom-made parts based on specific customer designs. It prints components using high-performance, high-quality resin, producing models with smooth surfaces and sharp details in every area. The system is well suited for the medical industry in the Industry 4.0 era, supporting the creation and development of personalized medical devices and equipment. Its primary applications include printing anatomical models from MRI/CT scan files, such as cutting guides, drill guides, and molds for forming PMMA materials used as cranial plates, among others. In addition, it can generate high-quality visual data in 3D PDF format, supporting medical education, diagnosis, preoperative planning, as well as medical research and development through digital technology.

8. Standard Printers and Printing Accessories

Standard printers and printing equipment include self-inking date stamps, hand coders, and rubber roller printing systems. The printing text can be easily changed by replacing RIBtype rubber characters, allowing the printing of manufacturing and expiration dates (day, month, year), batch/lot numbers on boxes, bags, or packaged goods. The range

also includes stencil machines for cutting text and characters, used in conjunction with MSSC roller sets. These systems are suitable for side printing on large packaging and products such as wooden crates, metal drums, and construction materials. They are used together with oil board stencils, rollers or brushes, and inks available in a wide range of colors with strong adhesion to various surface types.

9. Printing Accessories and Consumables

Printing accessories and consumables include printing inks, ink additives, ink cleaning solutions, ink ribbons, filter units, and spare parts for automatic printers, equipment, and manual printing machines, as well as roller sets and foils, among others.

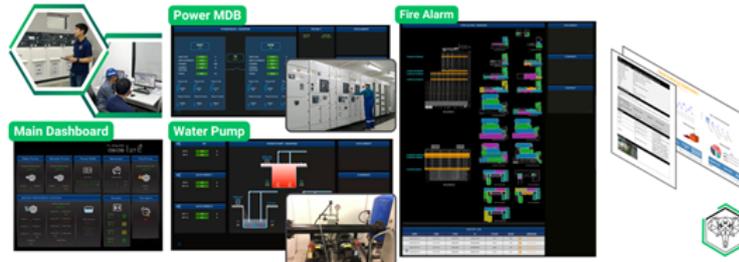
Internet of Things Products (IoT)

Ayaraharn Co., Ltd. (“subsidiary”) operates a business Internet of things systems and Building Management Systems (BMS), had offers product distribution, consulting services, and design & installation solutions across 4 main categories:

1. Building Facility Management IoT

Building Facility Management IoT is the first flagship product/service of Iyaraharn, designed for online monitoring of utilities. It enables building technicians and project managers to monitor building system operations in real time and access historical data, which is essential for maintenance planning and efficient utilization of building systems to maximize benefits and reduce energy consumption.

The system also helps reduce travel requirements for facility managers responsible for multiple buildings, thereby improving operational cost efficiency in the facility management business. Since 2020, the solution has been implemented in more than 10 projects. The primary target customers for this product are condominium developments and small-scale factories.



2. Building Management System (BMS)

This product/service is an enhancement of the Building Facility Management IoT, specifically for Building Automation Systems (BAS) and Building Management Systems (BMS). It not only provides operational data but also enables smart building control, optimizing utility usage and energy efficiency. Since 2020, we have successfully delivered BMS solutions to more than 5 major projects. Our primary target clients for this product line are office buildings and industrial factories.

3. Cold Storage IoT

This product/service is a collaboration between Ayaraharn and HARN’s Refrigeration Systems Business, designed for monitoring refrigeration system operations and cold storage room temperatures. It is compatible with multiple brands and models of refrigeration control devices, offering easy installation, 24/7 operation, and real-time data tracking. Additionally, it provides instant alerts for system abnormalities, supports multi-branch monitoring, and generates summary reports for performance analysis, energy usage, and system health assessment. Ayaraharn is responsible for the development, production, and service under the IoTNow! brand, while HARN’s Refrigeration Systems Business handles marketing and distribution under the product name Telechill S2 Smart Solution. Launched in January 2024, the Telechill S2 Smart Solution has rapidly expanded with over 80 device installations to date. Initially designed for small-scale cold storage owners (typically 3-5 rooms per site with under 10 monitored devices), the product has

now gained significant interest from medium-sized cold storage operators. To meet this growing demand, we are scaling our product capabilities to support up to 30 monitored devices per site.

4. Energy Management IoT

Our Energy Management IoT, part of the IoTNow! infrastructure shared with our Cold Storage IoT, is a specialized solution for monitoring and optimizing energy systems, particularly Solar Rooftop installations. The system provides real-time visibility into solar power generation, building energy demand, grid energy consumption, and energy feed-in (export). With comprehensive efficiency reports and energy behavior analytics, our clients can leverage this data to significantly reduce costs and enhance overall energy productivity. Launched in 2024, the solution has already secured 4 major projects from End Users.

Research and development policy in various areas, and details regarding innovation development in processes, products and/or services, or business models.

Research and development (R&D) policy : Yes

R&D expenses in the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	90,000.00	194,056.72	0.00

Additional explanation about R&D expenses in the past 3 years

HARN’s core business involves the whole engineering system, fire protection system, air conditioning system, sanitation system, refrigeration system, digital printing system, biological 3d printing system and Internet of Things system, Enhance Innovation Strategy through the planning and allocation of resources to support research and innovation to strengthen competitive advantage and promote the achievement of the Carbon neutrality and Net Zero Target. Operational Framework e.g., market-focused innovation, enhances employee capacity, determined a future investment direction that focuses on the high value & low carbon business group to increase the competitiveness, and can be further developed into high value businesses through direct and indirect investment in innovation. Also supports the development of innovation, encourages the establishment of long-term cooperation with third-party agencies or experts. HARN implemented various innovation projects, as follow:

Safety & Comfortable Business (SC)

Since 2023, the Company has introduced a range of *Quick Installation Products*, representing an innovative approach that addresses the needs of today’s construction environment. These products are particularly well-suited for fire protection systems and air-conditioning systems, where safety, efficiency, and speed of installation are critical. The products enable pipe installation without the need for welding, thereby reducing quality-related risks, maintaining cleaner piping systems, and minimizing reliance on highly skilled labor. This approach also helps alleviate labor shortages and mitigates the impact of significantly rising labor costs. The Company’s operating performance in 2025, marked by an increase in sales of products in this segment compared to the previous year, reflects the success of its product development efforts and marketing strategies that are well aligned with market demand. This growth has been particularly evident in large-scale projects where construction timelines and safety standards are critical considerations, such as data center projects and industrial infrastructure developments.

In parallel, the Company has established plans to continuously strengthen its innovation capabilities through training programs for contractors and relevant stakeholders. These initiatives are designed to build knowledge, understanding, and confidence in the effective use of HARN’s products, thereby enhancing market acceptance and fostering long-term relationships with customers. In terms of technological development, the Company focuses on the selection and development of environmentally friendly products, such as inert gas fire suppression agents that are well

suited for fire protection systems in buildings housing high-value equipment, including data centers. These agents are non-toxic to users and have no adverse impact on the environment. Collectively, these initiatives reflect HARN's innovation direction, which is focused on supporting large-scale projects and driving sustainable long-term growth.



Refrigeration Business (RF)

The Refrigeration Systems Business Unit has collaborated with Iyara Han Co., Ltd. (the “Subsidiary”) to develop energy-saving innovations for refrigeration systems. The collaboration resulted in the design and installation of an energy-saving system under the name *Telechill S2*, an Energy Saving Solutions system that has been introduced as a new product to the refrigeration market.

The *Telechill S2* intelligent control system leverages IoT and AI technologies to analyze and control refrigeration system operations in real time, enabling efficient energy utilization and minimizing unnecessary energy consumption. The system maintains required temperature and cooling levels with maximum efficiency while ensuring operational safety. Most importantly, it significantly reduces energy consumption of refrigeration equipment, lowers operating costs for cold storage businesses, and mitigates environmental impact in alignment with the global trend toward net-zero CO2 emissions. These advantages help create competitive differentiation and drive revenue growth. In addition, the system is equipped with monitoring, alerting, and temperature data logging capabilities, allowing users to track product quality and energy consumption of refrigeration systems instantly through a centralized control room interface. This enables better quality control of goods stored in cold storage facilities, ensures safe delivery to customers, reduces operational risks, and more effectively prevents product quality loss.

In 2025, the Company continued to organize regional seminars, as it has consistently done over the past several years, to effectively reach customers across different regions. These seminars aimed to provide product knowledge as well as introduce new technological innovations that support energy efficiency and enhance the performance and maintenance of refrigeration systems distributed by HARN. Seminar topics were tailored to address the specific needs of customers in each region, enabling the Company to expand its customer base more effectively and sustainably.

On February 28, 2025, the Refrigeration Systems Business Unit, in collaboration with the Senate Standing Committee on Agriculture and Cooperatives and Members of the House of Representatives from Rayong Province, organized a seminar entitled “*Energy-Saving Innovations and IoT for Refrigeration Systems.*” The seminar was held at the conference room of Makut Muang Rajawitthayalai School, Ban Na Subdistrict, Klaeng District, Rayong Province.

The seminar was led by Mr. Kittipong Kittimethewinan, Sales Director, and Mr. Phanuwat Intharaphet, Sales Manager of the Refrigeration Systems Business, with Mr. Sathit Wanitchaikit, Chief Executive Officer of Iyara Han Co., Ltd., serving as a guest speaker. The event was attended by approximately 300 participants.



From June 11 to 14, 2025, executives from the Refrigeration Systems Business Unit and the Digital Printing Systems Business Unit participated in *PROPAK ASIA 2025*, held at the Bangkok International Trade and Exhibition Centre (BITEC). As part of the event, the Company also delivered a presentation on the topic “*Reducing Carbon Footprint in Refrigeration Systems.*” The presentation was jointly delivered by Mr. Kittipong Kittimethewinan, Sales Director; Mr. Wachirawit Akrasrenee, Sales Director; Mr. Witoon Thamee, Sales Director of the Digital Printing Systems Business Unit; and Mr. Sathit Wanitchaikit, Chief Executive Officer of Iyara Han Co., Ltd.



On July 3, 2025, the Refrigeration Systems Business Unit was honored by the Warehouse, Silo and Cold Storage Business Association to deliver a presentation at the *Logistic & Cold Chain Exhibition 2025*, held at the Bangkok International Trade and Exhibition Centre (BITEC). The presentation, entitled “*Making Cold Storage Greener and How to Reduce Carbon Footprint in Refrigeration Systems,*” was delivered by Mr. Kittipong Kittimethewinan, Sales Director, together with Mr. Sathit Wanitchaikit, Chief Executive Officer of Iyara Han Co., Ltd.



On October 6, 2025, the Refrigeration Systems Business Unit was honored to be invited by the Faculty of Engineering, Department of IoT and Information Engineering, King Mongkut’s Institute of Technology Ladkrabang, to deliver a lecture entitled *“IoT in the Cooling System Business (Cold Storage)”* to third-year engineering students. The lecture was delivered by Mr. Phanuwat Intharaphet, Sales Manager, together with Mr. Sathit Wanitchaikit, Chief Executive Officer of Iyara Han Co., Ltd.



On November 14, 2025, the Refrigeration Systems Business Unit organized a seminar entitled *“Advancing Refrigeration Systems toward Sustainable Energy Efficiency.”* The seminar focused on approaches and new innovations for developing refrigeration systems that enhance efficiency, reduce energy consumption, and are environmentally friendly, with the objective of driving the refrigeration industry toward long-term sustainability. The seminar was held at Amora Thapae Hotel, Chiang Mai Province, and was led by Dr. Sukij Litikorn, Director of Engineering Support, together with Mr. Sathit Wanitchaikit, Chief Executive Officer of Iyara Han Co., Ltd. The event was attended by 50 participants.



In recognition of the importance of integrating academic knowledge with practical industrial applications, and in order to promote a deeper understanding of commercial refrigeration systems among students, the College of Industrial Technology, King Mongkut’s University of Technology North Bangkok, has emphasized

academic–industry collaboration in line with the objectives of the Memorandum of Understanding (MOU) between Harn Engineering Solutions Public Company Limited and the College of Industrial Technology, King Mongkut’s University of Technology North Bangkok, which has already been signed. Accordingly, the Refrigeration Systems Business Unit assigned its personnel to serve as guest lecturers to share knowledge, practical experience, as well as relevant technologies and new innovations related to commercial refrigeration systems with students from the Refrigeration and Air Conditioning Engineering Technology program under the College of Industrial Technology, King Mongkut’s University of Technology North Bangkok as follows:

- **September 3 and December 23, 2025** Mr. Kittipong Kittimethewinan, Sales Director
- **September 10 and 17, and December 16, 2025** Mr. Phanuwat Intharaphet, Sales Manager
- **October 1, 2025** Mr. Sathit Wanitchaikit, Chief Executive Officer, Iyara Han Co., Ltd.



Digital Printing System Business (DP)

The Digital Printing Systems Business Unit has had the opportunity to collaborate as a strategic partner with GS1 Thailand, under the Federation of Thai Industries, in driving new innovations aimed at enhancing consumer safety. GS1 Thailand is an organization under the Federation of Thai Industries and serves as the sole official registrar authorized to issue GS1-standard product barcodes in Thailand. For more than 40 years, GS1 Thailand has been responsible for assigning barcode numbers to entrepreneurs in Thailand and the Lao PDR. Its mission is to promote and support the adoption of GS1 global standards in compliance with international requirements across all industries, helping to reduce costs, enhance operational efficiency, and improve food and pharmaceutical safety, thereby strengthening consumer confidence in product safety.

GS1 Thailand, together with the Thai Food and Drug Administration (FDA), held meetings with pharmaceutical manufacturers to promote the adoption of two-dimensional (2D) barcodes for product traceability. The Company had the opportunity to participate in these meetings to present printing solutions for pharmaceutical blister packs, including data management and product traceability methods. The proposed solutions are compatible with both fully automated and semi-automated production processes.

In 2025, the Company participated in multiple activities in collaboration with GS1 Thailand to promote the adoption of barcode technology at various locations, including roadshows in Lampang, Trang, Nakhon Pathom, and Prachuap Khiri Khan, among others. In addition, Mr. Witoon Thamee, Sales Director, was honored by GS1 Thailand to serve as a guest speaker at the GS1 Thailand Annual General Meeting 2025, held under the theme “*GS1 Barcodes: Connecting the World, Connecting Us toward Global Trade,*” at the Renaissance Bangkok Ratchaprasong Hotel. These activities aimed to promote and support Thai industries through the use of accurate and verifiable product data, enhance consumer safety, and contribute to driving sustainable and balanced economic growth in Thailand.

HARN remains committed to promoting and encouraging the adoption of GS1 international barcode standards across various industries, while supporting the integration of new technologies and innovations into business operations to address future changes and challenges. The Company also continues to strengthen its collaboration with GS1 Thailand to expand its network and foster ongoing knowledge sharing.

For the *3D for Medical Application (“3DMed”)* products, the Company has developed anatomical models using advanced three-dimensional printing technology to support physicians in more effective diagnosis and treatment planning. Rajavithi Hospital has recognized the benefits of software that converts MRI and CT scan data into three-dimensional image files and has therefore procured the program for in-house use, as well as commissioned the production of medical 3D image files. In 2025, a total of 51 medical 3D cases were completed for Rajavithi Hospital by a team of experienced biomedical engineers with expertise in producing more than 400 medical 3D imaging cases.

HARN 3D Med served as a coordinator between the Faculty of Dentistry, Chulalongkorn University; King Mongkut’s University of Technology Thonburi; and Materialize in organizing workshops on the application and benefits of the *Mimics* software for creating 3D files and 3D models to support medical diagnosis and preoperative treatment planning. The workshops were conducted for approximately 15 medical faculty members. In addition, HARN 3DMed also organized a workshop for Khon Kaen University in 2024. These initiatives enhanced awareness on a broader scale and reinforced the position of the 3DMed unit as a leading expert in the application of 3D technology within the medical field.

As a result of knowledge exchange activities and specification presentations conducted in 2025, the Company generated cumulative sales revenue totaling THB 36 million. In 2026, the Company expects further opportunities to close additional sales of software that converts MRI and CT scan data into three-dimensional image files, as well as sales of the *Axolotl 3D Bio-printer*. In addition, HARN has recognized the growing market focus on reducing carbon footprint through the adoption of advanced technologies offered by the Company. As a result, HARN has selected environmentally friendly printing technologies to create market differentiation and deliver added value to both the business and its customers. The core printing technologies utilized in the production line include:

1) CIT technology utilizes low-energy printing systems and supports the use of alcohol-based inks and solvents, which have lower evaporation rates compared to MEK-based solvents. The technology incorporates a Green Pack system that recovers and distills solvent vapors for reuse, thereby reducing packaging waste and enhancing production efficiency.

2) TTO technology is designed for integration with packaging machines and features four ink-saving modes, enabling a reduction in ink consumption of up to 60%.

3) TIJ technology, commonly referred to as cartridge-based inkjet printing, offers key advantages including low maintenance requirements, high-resolution printing with adjustable resolution settings, and low energy consumption. In addition, the Auto-Swap function helps reduce both downtime and the frequency of ink cartridge replacements.

4) LASER technology is a printing solution that does not require chemicals in the printing process, resulting in a long service life, high print quality, low maintenance requirements, and the elimination of consumable materials.

5) Code and print data inspection technology helps prevent and immediately reduce waste caused by printing errors, thereby improving operational efficiency, enhancing product reliability, and supporting environmental sustainability.

In addition, HARN has co-funded research projects in collaboration with the National Research Council of Thailand (NRCT) under the project entitled “*Biomaterial Printhead with Embedded Sensing Devices for 3D/4D Printing Applications,*” led by Assistant Professor Ratchatin Chanchaen. The research and development outcomes have successfully met the project’s objectives. Furthermore, HARN has supported research funding for soft-material printing using biocompatible 3D printers in collaboration with Dr. Rawipat Maneechot and the MTEC research team. The project focuses on the production of realistic prosthetic fingers using soft materials and digital technology, with the aim of further development and creating new opportunities for business expansion.

Internet of Things System Business (Aiyaraharn)

In 2025, Iyara Han conducted research and development on three IoT-related projects, building upon prior research that was successfully commercialized in early 2024. These initiatives comprised one platform software development project and two hardware development projects. All products operate within a unified ecosystem. The details of each product are as follows:

Product 1: IoT Platform Software (IoTNow)

IoTNow is a Platform Software on Cloud that Aiyaraharn developed to be the control center and operational data monitoring for IoT products that are implemented, sold, and provided by Aiyaraharn. The platform consists of the Dashboard and Control Panel for IoT work in the aspects of building systems, tracking systems for energy usage, electricity generation with solar cells. Refrigerator system, and indoor air quality systems. Customers can observe information and control the operation of these systems at the website via the internet, where IoTNow provides annually subscription. Currently, we have started providing services to customers in the refrigeration system, Solar power generation system and indoor mechanical tracking system.

Product 2: IoT Gateway for Cold Storage System version 2.0

This product is an enhancement of the *IoT Gateway for Cold Storage*, which has been commercially available since 2024. In this version, the hardware has been upgraded to support connectivity with a greater number of control devices and sensors, increasing capacity from a maximum of 5 devices per gateway to 30 devices per gateway. This enhancement enables the product to better address the needs of medium-sized cold storage businesses that have shown strong interest in this solution. The new model retains its core strength of compatibility with widely used controllers in Thailand’s refrigeration systems market, without requiring controllers to be from the same brand or model. The product is scheduled to be launched in the second half of 2025.

Product 3: iCDU with IoT Ready

This is another product that builds upon the IoT Gateway for Cold Storage and is being developed in collaboration with HARN’s Refrigeration Business. The goal is to enhance its capabilities beyond merely a monitoring system for refrigeration systems, transforming it into a comprehensive solution that both controls and tracks system performance via IoTNow! With this development, refrigeration control systems distributed by HARN’s Refrigeration Business, which were previously standalone systems, will now feature built-in IoT capabilities. This advancement will enable customers to manage their refrigeration systems more efficiently, with full remote management capabilities, while also enhancing customer service and support. The product is scheduled to be launched in the second half of 2025.

1.2.2.2 Marketing policies of the major products or services during the preceding year

HARN has engaged in import and distribution of Fire Suppression products, Air-conditioning products, Sanitary products, Refrigeration products, Digital Printing products, 3D Medical products, and providing IoT products and solutions system development, as well as firefighting system installation HARN has engaged in import and distribution of Fire Suppression products, Air-conditioning products, Sanitary products, Refrigeration products, Digital Printing products, 3D Medical products, and providing IoT products and solutions system development, as well as firefighting system installation service in projects.

More 50% of its total sales revenues as most of its products, which are relevant to building engineering such as fire protection, air-conditioning, sanitary and refrigeration systems, are supplied mainly to contractor’s groups of building construction projects, government and factory, including office buildings, condominiums, hospitals, shopping malls, electric trains, industrial plants, cold storages, and so on. As such, HARN’s business operation relates directly to the construction industry which grows in tandem with the country’s economy, or gross domestic product (GDP), but is prone to more volatility. That is, when the economy begins to recover, construction of various properties will expand at a greater and more rapid pace, but in the wake of economic slowdown it will decelerate faster and in line with the permitted areas of construction in each year. Nevertheless, HARN has the ability to distribute business risks, which is demonstrated by the Refrigeration business unit and Digital Printing business unit being correlated to the food and packaging industry, which is different from the Safety and comfortable business unit.

Marketing of Key Products and Services

1) Pricing Policy

HARN policy on pricing is Cost Plus Pricing whereby the determination of HARN products selling price must be flexible and suitable to the characteristics of each product, distribution channel, target customers, volume and value of the orders as well as taking in consideration the market price of that product, which in some instance, a discount may be given in accordance with the market conditions and the competition in that moment in order to remain competitive in the market. At the same time, the gross profit margin must be maintained at a level that can support the cost of sales, administration and other operations.

Regarding pricing for project works, HARN mainly determines the service charges in accordance with the customer's budget and the cost of each project where there shall be flexibility in the quotations given in order to compete with other competitors in the market, while at the same time, importance must be given to the quality of service as well as the products and equipment used in the task, in order to build continuous credibility and trust from the customers. Moreover, in offering quotations, HARN must achieve adequate level of gross profit margin to support the cost of sales, administration and other operations.

2) Target Customers Groups and Distribution Channels

HARN main target customers are customers in building construction projects, government and factor industrial such as office buildings, condominiums, hospitals, shopping malls, electric trains, industrial plants, cold storages and warehouses, including international contractors from Korea, Japan, China, USA and Europe for large petrochemical and power plants, as examples, that require an installation of building engineering system such as firefighting system for safety in accordance with building control laws, sanitary and air-conditioning system in buildings or factories, cooling system in cold storage.

HARN clients may be direct clients who hold the ownership of the construction project, or project contractors who purchase HARN products to install in their projects, as well as stores or distributors of products related to the various systems who purchase HARN products to resell to project contractors or direct users, in which HARN has always have a good relationship the mentioned group of clientele. Moreover, there are groups of clients who regularly order HARN products because of their confidence in the quality and the safety of the products, in which most of them have received international standards certification, combining with excellence service by the sales team who possess great knowledge about the various products. However, in 2025 , HARN does not have any clients who's revenue exceeds 10% of total revenue from sales and services.

HARN, sells products in the country by HARN Sales & Marketing team with sales responsibilities divided by each type of product and the sales of project works, are responsible for customers' contact, and product presentation to the customers as well as continuously coordinating with the producers or business partners to recognize the current customers' demands and future demand trends including the products' detail, trends of products' quantity and price from the producers in the market for the benefit of effective planning, sales and product pricing.

Most of products HARN receives advance orders from the customers where there is a time period to prepare the purchase and delivery to the customers as per the agreement, in which most of the time the customers will inform their specific requirement including the products' standards, the source or the producers, in order for HARN to be able to offer the products as per the customers' needs along with quotation and other sales conditions. Most of the products distributed are from producers whom the customers trust and in compliance with the standards used in the works of fire protection system, air-conditioning system, sanitary system, refrigeration system and digital printing system, customers therefore continuously trust in products.

Therefore, the commodity distribution channels consist HARN's of 3 main channels as following:

1. Main contractors or system contractors are clients of construction projects, governments, industrial factories, and cold storage contractors. Contractors shall source the products or install HARN products in the various projects based on detailed information outlined by project designers.

2. Retail or related product suppliers are customers who enable HARN to distribute its products more widely. Additionally, in some cases, merchants or suppliers are partners in selling certain products. In order to install in the project according to customers' request or resell to contractors who order products from HARN, the product may be from other manufacturers that HARN is not a distributor of, or it may be a product with low market demand and no HARN inventory.

3. End users are direct customers of building owners, factories, and general users. They sell digital printing products, including products and/or services for firefighting system installation projects. HARN has prepared an engineering team, the design, installation, inspection, and maintenance services of the firefighting system, including sales to general retail users.

1. Safety and Firefighting System Installation Service Business

In 2025, Thailand's construction industry entered a period of stabilization amidst a gradual economic recovery. Unlike the broad expansion seen in the past, growth has become more selective. The market is undergoing a structural transition: shifting from traditional residential-driven growth toward mission-critical systems, long-lifecycle projects, and specialized infrastructure with high technical requirements.

The government sector remains the primary driver of the industry, with continuous budget allocations for infrastructure, transportation, energy, and utility projects. Conversely, the private sector particularly high-rise real estate faces ongoing challenges from sluggish purchasing power, carryover inventory, high development costs, and stringent credit policies. Consequently, a clear recovery in new condominium and high-rise investments has yet to materialize.

Despite the limited overall market growth, high-potential investment trends are emerging particularly in digital and technology-related infrastructure. A standout sector with consistent medium-to-long-term growth prospects is Data Center construction and digital support facilities.

The expansion of Data Centers in Thailand is fueled by the rapid growth of the digital economy, driven by Cloud computing, AI, FinTech, and the large-scale digital transformation of enterprises. Furthermore, significant foreign direct investment is positioning Thailand as a regional hub for digital infrastructure. These high-value, long-term construction projects demand the highest engineering standards, particularly in advanced electrical systems, HVAC (Climate Control), fire suppression, and building security.

From a contractor's perspective, Data Center projects represent a significant structural opportunity. These projects require high technical complexity, allowing specialized contractors to deliver greater value-added services compared to conventional construction. Often executed under Design & Build or Turnkey contracts, these projects empower contractors to play a lead role in system integration. Furthermore, data center projects involve a high proportion of system-related works, which enhances overall margin potential compared with general commercial building projects, and also provides opportunities for expansion into long-term maintenance contracts.

The overall construction market outlook in 2025 clearly indicates that the industry is entering a transitional phase, shifting from volume-based competition toward competition driven by capabilities, expertise, and selective investment in high-quality projects. Contractors that are able to adapt to this direction, understand cost structures and the specific requirements of specialized projects, and enhance their capabilities in building systems and technology will be better positioned to achieve sustainable growth in the long term.

1.1 Fire Suppression System for Industrial Projects

In 2025, the operating performance of the gas-based fire suppression systems business was adversely affected by continued economic uncertainty, which led to a slowdown in private-sector investment in large-scale construction projects, particularly in the condominium and high-rise building segments that have historically been the core markets for fire suppression systems. The decline in new project launches within these segments resulted in lower demand for gas-based fire suppression systems in high-rise residential buildings compared to the previous year.

Nevertheless, under the challenging market conditions, the Company adjusted its operating approach by focusing on projects with mission-critical system requirements and placing greater emphasis on asset protection and

business continuity rather than general-use applications. As a result, gas-based fire suppression systems for specialized projects continue to demonstrate solid potential and remain a source of high-quality revenue for the Company.

During the past year, the Company placed strong emphasis on market development in the data center segment, which is a critical infrastructure supporting the digital economy. Data center projects require a high level of gas-based fire suppression systems, as they house high-value electronic equipment and cannot utilize water-based fire protection systems. Accordingly, gas-based fire suppression systems constitute a core component of risk management for such projects, covering server rooms, control rooms, UPS rooms, and other critical areas.

In addition, the Company has begun to identify clear growth opportunities in the electrical substation segment, which comprises energy infrastructure projects characterized by continued investment and stringent safety standards. Gas-based fire suppression systems are widely deployed in electrical control rooms, control centers, and power equipment areas, as they effectively minimize equipment damage and reduce system downtime in power generation and transmission operations.

From a strategic perspective, the data center and electrical substation segments are highly aligned with the Company's core competencies, as these projects require specialized expertise, adherence to international standards, and extensive experience in the end-to-end design, installation, and testing of gas-based fire suppression systems. Such projects also involve a high proportion of system-related work and place strong emphasis on quality, equipment reliability, and after-sales service, which supports margin enhancement and long-term revenue sustainability.

For 2026, the Company plans to continue expanding the market for gas-based fire suppression systems in specialized projects, with a focus on increasing its involvement in data center projects across both the public and private sectors, as well as new electrical substation developments and system upgrade projects. The Company will prioritize the enhancement of technical expertise, the delivery of solutions that meet international safety standards, and the reinforcement of confidence in system quality, in order to strengthen the gas-based fire suppression systems business as one of the Company's key growth drivers over the medium to long term.

1.2 Fire Suppression System for Petrochemical and Power Plant Projects

In 2025, continued economic uncertainty led to a slowdown in investment in large-scale projects. Nevertheless, demand for fire protection systems in petrochemical projects remained resilient, as the nature of operations in this industry involves high risk and requires strict compliance with stringent safety standards. Specialized fire protection systems, such as gas-based fire suppression systems, foam systems, and fire detection and alarm systems, remain critical components that project owners prioritize regardless of the overall investment cycle. As a result, the petrochemical fire protection sales segment continues to represent a core market with the potential to generate stable revenue, particularly from capacity expansion projects, system upgrade works, and after-sales services, which align with the industry's focus on risk management and operational safety.

2. Air-Conditioning and Sanitation System

In 2025, the Company recorded a decline in overall sales compared to the prior year, primarily attributable to continued economic uncertainty, which led to a deceleration in private-sector investment in large-scale construction projects. The slowdown was particularly pronounced in the condominium and high-rise building segments, which have historically constituted the Company's key markets for fire protection system equipment. Consequently, demand for fire protection system equipment decreased in line with the significant contraction in the construction market.

Amid these challenges, the Company's sales team proactively adjusted its strategies to maintain revenue levels and create alternative growth opportunities. The focus was placed on expanding the product portfolio in the air conditioning system segment, which continues to exhibit demand in certain market segments. The Company introduced new products, such as copper piping, and pursued authorized distributorships for air conditioning equipment to enhance product diversity and strengthen competitiveness. These initiatives are intended to better address customer needs in the air conditioning market, which continues to demonstrate growth potential in specialized applications and the replacement market.

At the same time, the Company placed strong emphasis on promoting its House Brand portfolio, particularly the Valtec brand, which delivered outstanding performance with a significant increase in sales compared to 2024. This achievement was driven by a marketing strategy focused on increasing the proportion of sales from the Company's own brands, alongside stringent quality control, effective cost management, and clear communication of product value to target customers. Building brand trust and customer satisfaction in products developed and manufactured by the Company has been a key factor supporting the growth of its House Brands and strengthening long-term margin sustainability.

For 2026, the air conditioning and sanitation systems sales division plans to continue pursuing its growth strategy, with a focus on increasing the contribution of House Brand sales and systematically expanding the air conditioning product market. In addition, the Company intends to further develop its marketing approach by emphasizing solution-based offerings and new innovations, such as rainwater drainage and wastewater systems, which are designed to more effectively meet customer requirements in a highly competitive market environment. These strategies aim to drive sales growth of the Company's own brands, enhance overall competitiveness, and support sustainable growth in the period ahead.

3. Refrigeration Business

In 2026, the overall competitive landscape of the refrigeration systems business is expected to remain highly competitive, particularly in terms of pricing, product quality, and product availability. The best-selling products during the past year were condensing unit packages and compressors, reflecting customers' confidence in the design and manufacturing quality of products developed by HARN. The second best-selling product category comprised evaporator (cooling coil) products, which were supplied to a wide range of customers, including convenience store chains, industrial manufacturing facilities, and cold storage warehouses. The refrigeration equipment market is currently highly competitive, with both domestic and international suppliers, particularly competitors from China, increasingly offering and installing low-cost packaged refrigeration systems in Thailand. Accordingly, the refrigeration systems business continues to rely on its core strengths in system design, after-sales service, and spare parts availability, together with the Telichill S2 Energy Saving Solutions, which provide clear differentiation from competitors and effectively attract interest from operators. The refrigeration systems business continues to plan for the expansion of the Telechill S2 product to customers in the retail and convenience store segments, where it is capable of delivering energy savings of up to 25% with a payback period of approximately 1–3 years. Key industries that are expected to serve as growth drivers for the refrigeration systems business include the following:

3.1 Frozen Food Industry

Thailand's frozen food industry is heavily dependent on export markets, with key export products including frozen fruits, poultry, and seafood. Over the past year, exports in this sector have faced multiple challenges, including tariff-related trade policies imposed by the United States, which is a major export market for frozen shrimp. These factors are expected to contribute to a continued contraction in the frozen shrimp export segment in the period ahead.

For the chilled and frozen poultry industry, domestic demand in 2025 expanded at a limited pace due to ongoing economic uncertainty, which continued to weigh on consumer purchasing power and confidence. In contrast, the export segment maintained a positive growth trend over the past year. However, in 2026, growth is expected to moderate compared to the previous period, reflecting a slowdown in the global economy, particularly in key markets such as Japan, China, and the United Kingdom. At the same time, growth opportunities in new markets especially Muslim-majority countries in the Middle East remain a significant positive factor, supported by Thailand's competitive advantages in production standards and product quality, which are widely recognized at the international level. While risks related to trade barriers and U.S. import tariff policies persist, an assessment of trade structures and the diversification of export markets suggests that the overall impact on Thailand's export sector is expected to remain manageable and not materially adverse in aggregate.

3.2 Retailing business

In 2025, Thailand's retail sector grew by approximately 3% compared to the previous year, representing a relatively modest growth rate. This was due to continued domestic economic uncertainty arising from political factors and unclear government policy directions, as well as rising household debt levels compared to the prior year. In addition, external pressures further weighed on consumer sentiment, leading consumers to remain cautious in their spending behavior. Nevertheless, retail segments that continue to demonstrate growth are those related to daily necessities, such as supermarkets and hypermarkets. The retail industry is currently undergoing a structural transition, with two key factors having a clear impact on competitive dynamics: artificial intelligence (AI) technology and sustainability (ESG) principles. These factors are not merely short-term trends, but rather critical drivers shaping long-term growth and competitiveness.

From a technological perspective, retailers can leverage artificial intelligence (AI) to enhance operational efficiency, reduce costs, and improve strategic decision-making through advanced data analytics. Applications include inventory management, demand forecasting, and the delivery of personalized product offerings and promotions tailored to customer behavior, thereby enhancing convenience and delivering a more relevant customer experience.

At the same time, environmental and ESG considerations have increasingly become key factors influencing consumers' brand selection decisions. Retailers that prioritize reducing environmental impact, using resources efficiently, and conducting business responsibly are better positioned to build long-term trust and customer loyalty. Moreover, the adoption of ESG-oriented practices helps mitigate regulatory risks and enhances access to financing opportunities.

4. Digital Printing Business Unit

The digital printing systems business primarily targets industrial manufacturing customers, including producers of food, pharmaceuticals, medical devices, electronics, automotive products, and construction materials. The target customers consist of both end users and original equipment manufacturers (OEMs). Printing on packaging is a critical step in the industrial production process, as it involves printing essential information such as manufacturing dates, expiration dates, batch or lot numbers, and other required text on products prior to distribution. The target customer group also includes newly established factories, manufacturers expanding their production lines, as well as companies replacing existing systems or upgrading equipment that has deteriorated due to its service life. At present, HARN distributes digital printing system products to a wide range of industrial sectors, as the products offered can be installed and utilized across nearly all industries. As a result, the overall performance of HARN's digital printing systems business is directly correlated with the private investment index and the value of industrial factory construction investments, which serve as indicators reflecting the overall conditions of various industries.

The industry competition during the preceding year

1. Safety and Firefighting System Installation Service Business

1.1 Business importing and distributing fire protection system products

The competitive landscape of the fire protection equipment market is considered to be moderately competitive, with a limited number of established key players. As these products are directly related to safety, customers and project owners place primary emphasis on product quality, compliance with international standards, and the reliability of distributors. Consequently, barriers to entry remain relatively high, making it challenging for new entrants to compete effectively in this market.

Most of the Company's competitors operate as distributors of imported products from overseas manufacturers, resulting in a limited number of market participants, as there are only a few globally recognized brands. In addition, manufacturers typically adopt selective or limited distributorship policies in order to avoid internal competition and to maintain service quality within the market. As a result, the competitive structure is relatively well-defined and stable.

In practice, the number of direct competitors supplying fire protection equipment to the high-rise building and industrial plant markets remains relatively limited. In certain instances, these competitors may also act as the Company's trading partners by procuring specific products from the Company for use in their own projects. This reflects the Company's position as a trusted distributor within the industry.

Overall, the Company is regarded as one of the key players in the fire protection equipment market, with a strong competitive position and the ability to sustain and expand its customer base on an ongoing basis. This is underpinned by the Company's expertise in products, systems, and services that are well aligned with market requirements, where safety and reliability are of primary importance.

1.2 Servicing contract projects, designing, supplying, installing and testing the fire suppression system

The competitive environment of the fire protection system installation project business is characterized by a limited number of competitors, as the nature of the work requires specialized expertise in engineering design and project execution in compliance with safety standards and regulatory requirements. Accordingly, key competitors consist primarily of specialized fire protection system distributors and engineering contractors, resulting in relatively high barriers to entry. At the same time, the enforcement of safety regulations and ongoing upgrades of buildings and industrial facilities to comply with the Building Control Act continue to support a sustained increase in demand for fire protection products and services.

In addition, the growing investment trend in digital infrastructure, particularly data center projects, has created significant new opportunities for the fire protection systems market. Such projects require highly reliable and specialized fire protection solutions. As a result, operators with strong engineering expertise in fire protection systems and the capability to comply with international safety standards are well positioned to secure an increasing number of data center projects, which is expected to support business growth in the period ahead.

2. Importing and distributing products for sanitary and air conditioning system

During the past year, the market continued to experience relatively intense competition. Nevertheless, given the market's continued growth potential, together with the Company's strengths derived from a diversified portfolio of well-recognized brands and its expansion into additional product segments, including sanitary systems and air conditioning systems, the Company continues to identify opportunities for sustained growth. In addition, HARN benefits from an extensive distribution network that enables broad access to both general customers and contractor groups. This represents a key competitive advantage in expanding the customer base and maintaining competitiveness in a highly competitive market environment.

From a competitive structure perspective, the Company's principal competitors are specialized distributors representing niche product segments, such as valves used in water-based air conditioning systems, pressure independent control valves (PICVs), temperature and pressure measuring instruments, copper piping, and VRF air conditioning systems. Each of these segments is characterized by a limited number of market participants. When comparing the Company's fire protection and safety systems revenue with the combined revenues of its key competitors, HARN is positioned as one of the market players with opportunities to further expand its market share, supported by its diversified product portfolio, strong brand recognition, and ability to serve customer requirements across a wide range of industries.

3. Importing and distributing products for refrigeration system

With respect to the competitive environment of the refrigeration business, overall market conditions continue to face pressure from multiple factors, including intense price competition, delivery lead times, competition among numerous domestic distributors, and the increasing influx of lower-priced products imported from China.

Nevertheless, the refrigeration systems sales business continues to benefit from competitive advantages, including advance inventory preparation and strong service readiness to respond promptly to customer needs, particularly during unforeseen situations. The Company also operates its own assembly facility, enabling in-house design capabilities and effective control over production standards. In 2024, the Company successfully manufactured and supplied a significant number of condensing unit packages and compressor racks to the market, achieving high

customer satisfaction in terms of product quality and after-sales service. Furthermore, the ability to manage production costs effectively has enhanced the Company's overall competitiveness.

In addition, the Company has introduced energy-saving innovative products and the Telechill S2 system, which were internally designed and developed to create differentiation and added value for its brands. This initiative aligns with the evolving preferences of a new generation of business owners, who increasingly emphasize digital control and data-driven operations. As a result, the cold storage industry is adapting to modern requirements through the adoption of technologies that enable wireless monitoring of cold room temperatures, real-time equipment operating status, and, importantly, enhanced energy efficiency. These solutions help reduce energy consumption and operating costs for cold storage operators, while also minimizing environmental impact and supporting the transition toward lower carbon emissions and net-zero CO2 objectives. Nevertheless, competition in this market remains intense, requiring operators to closely monitor consumer trends and behavior in order to adapt their marketing strategies in line with evolving customer needs.

4. Digital Printing Business Unit

The digital printing systems business operates in a moderately competitive environment, as customers place strong emphasis on high-quality after-sales service, the availability of qualified service personnel, and sufficient inventories of consumables and spare parts, which are required on a regular and continuous basis. Most of the products distributed are well-known, premium-quality brands, for which the company has been appointed as the sole authorized distributor. The revenue structure is divided into three main categories: 1) revenue from the sale of equipment 2X revenue from the sale of consumables, and revenue from spare parts, service fees, and service contracts.

The main competitors are companies that act as distributors of imported products. Their number is relatively limited, as there are only a few globally recognized brands in this market. Medium- and large-sized industrial manufacturers therefore primarily choose to purchase products from globally recognized brands. The Company has begun to observe increasing competition from products manufactured in China, which are entering the market through local distributors and through direct participation in trade exhibitions. This has resulted in intensified competition and provided customers with a wider range of choices in their purchasing decisions. Accordingly, the Company has introduced products from China to offer alternative solutions that better match customers' specific application requirements. When comparing revenues within the digital printing systems business, the top 10 competitors generated combined sales of THB 2,291.56 million, accounting for approximately 73% of the total market value. The remaining 28 market participants recorded combined sales of THB 858.57 million, representing 27% of the market. Revenue from the digital printing systems business increased by 3.34%, compared with an 8.84% increase in total sales among the top 10 competitors. Nevertheless, the business remains among the top three market leaders, with an estimated market share of approximately 11.14% of the total market. (Source: Department of Business Development database, 2024 sales data)

1.2.2.3 Procurement of products or services

More than 70% of product or service orders come from multiple overseas manufacturers, which most of them are producers of leading products related to firefighting system, air-conditioning system, sanitary system, refrigeration system, digital printing and 3D Medical. HARN has a policy which focuses on selling quality products and with standards that match with the customers' requirements, procurement and selection procedure to obtain quality products, certified by various credible departments or institutions. In this regard, HARN aware importance of the safety and health of customers is one of the businesses operationally.

In ordering products to sale, HARN has an advance ordering plan in the appropriate quantity, taking into consideration the market trends, the customers' demands in each time period including the inventory quantity in order to prepare sufficient number of products for distribution, reducing the damage from opportunity loss due to lacking product in the inventory or the inability to source the products on time and enough to satisfy the customers' demands.

At the same time, the inventory quantity must be controlled to an appropriate level not allowing the products to be left in the inventory for too long until causing to expire, or damage from depreciation according to period or the over useful life.

There are over 13,000 categories of products sold by HARN under over 60 famous brands. Within this number HARN owns 7 brands, namely HARN, VALTEC, Spark, GuardiaN, BLUEICE, KOPPAR, YUKI, and 45 brands that HARN has been appointed in Thailand for 5 producer's brands including 2 US producers' brands which are Potter Electric and Weiss, 3 German producers' brands which are KUBA, ESK SCHULTZE and DOD defrost on demand, as well as producers from other countries which are DOMINO (UK), KORTHOFAH (Netherlands) and EDM (Japan) etc. The products that HARN imports and distributes are divided into product groups as follows:

Product group	Manufacturer	Brand country
1. Valves and firefighting equipment which includes piping system equipment, groove coupling, fire extinguish valve, automatic sprinkler, fire hose set, fire line, fire hose rack, portable fire extinguisher, chemicals, firefighting foam, firefighting foam equipment, automatic fire suppression system, smoke detection system, clean fire suppressant system, fire and smoke detection camera, etc.	POTTER ELECTRIC VICTAULIC MOYNE ROBERTS BADGER GIACOMINI HYGOOD 5-ELEM NIBCO CHEMGUARD WAGNER SIEMENS SRI GKB RELIABLE	USA. USA. Ireland USA. Italy United Kingdom China USA. USA. Germany Germany Malaysia Taiwan USA.
2. Valves and sanitary system equipment which includes gate valve, butterfly valve, check valve, air vent, strainer, pipe and piping system equipment, pipe connector, pressure and temperature measuring devices, etc.	WEISS VICTAULIC HONEYWELL	USA. USA. USA.
3. Balancing Valve and Valve for automatically adjusting water flow and temperature (PICV)	OVENTROP	Germany
4. Cooling equipment which includes copper pipe and copper pipe connector, compressor lubricant, cooling agent, compressor, cooling coil, automatic defrost control equipment, energy saving equipment, pressure control device etc.	Kelvion DOD ESK SCHULTZE BITZER DANFOSS O&F ZEILABEGG EBM PAPST Suniso 9 LIFE NARA 3Q EVAPCO Huba	Germany Germany Germany Germany Denmark China Germany Germany Belgium Taiwan South Korea Thailand USA. Switzerland
5. Digital printing system equipment for packaging which includes printer manufacture, expiry dates, machine for printer texts on packages, feeder, 3D printing, 2D to 3D converter for 3D printing, printing equipment and various types of consumables etc.	Domino Korthofah EDM MSSC United RIB type ETEC Materialise Yecode	United Kingdom Netherlands Japan USA. USA. Germany Belgium China

HARN selects manufacturers to produce products under its own brands by considering the manufacturers' capabilities and factory capacities. Each brand typically engages a single manufacturer with whom the Company has maintained a long-standing business relationship. Production is arranged on a per-order basis without long-term contracts. Historically, products under HARN's own brands have represented a relatively small proportion compared to imported products from overseas manufacturers. In addition, in 2024 and 2025, HARN did not place purchase orders with any single manufacturer exceeding 30% of the total purchase value.

1.2.2.4 Assets used in business undertaking

Core permanent assets

Details of the Company's major fixed assets are provided in Appendix 4.

Core intangible assets

Details of the Company's major fixed assets are provided in Appendix 4.

Investment policy in the subsidiaries and associated companies

Investment policy in the subsidiaries and associated : Yes
companies

Investment Policy in Subsidiaries and Associates

HARN has a policy to invest in subsidiaries and associates in order to support and promote business growth. The Company exercises oversight by appointing its representatives to serve as directors in such subsidiaries and associates. Through such board representation, HARN is able to participate in policy formulation, receive relevant information, and regularly monitor operating performance. Any business activities that may have a material impact on HARN must be subject to prior approval by the Board of Directors of HARN.

1.2.2.5 Under-construction projects

Under-construction projects : Yes

As of 31 December 2025, HARN had outstanding purchase orders (excluding subsidiaries) totaling approximately THB 464 million, for which delivery has not yet been completed. These comprise sales of fire protection systems and related installation services, including air conditioning and sanitary systems, amounting to THB 385.5 million; refrigeration systems amounting to THB 40.49 million; and digital printing systems amounting to THB 38.11 million. All orders are scheduled for delivery in 2026.

Details of under-construction projects

Total projects : 0
Values of total ongoing projects : 464.10
Realized value : 0.00
Unrealized value of remaining projects : 0.00
Additional details : -

Details specification of under-construction projects

Project name	Project revenue recognition (Percent)	Estimated duration (Year)	Estimated completion time	Project value (Million Baht)	Additional details
Fire protection systems and installation services, including air conditioning and sanitary systems	0.00	0 Year 0 Month	-	385.50	-
Refrigeration systems	0.00	0 Year 0 Month	-	40.49	-
Digital printing systems	0.00	0 Year 0 Month	-	38.11	-

1.3 Shareholding structure

1.3.1 Shareholding structure of the group of companies

HARN's business operations focus on creating added value and driving innovation simultaneously. The Company's mission emphasizes the development of sustainable engineering systems to enhance the quality of life, society, and the environment; leading efforts to reduce environmental impact in operations under the BCG Model; improving stakeholders' quality of life based on principles of fairness and integrity; and generating long-term value for both the Company and society under good corporate governance. HARN has a clear and transparent shareholding structure, with no pyramid ownership structure within the Group, thereby preventing conflicts of interest for any party. The Company's business structure and subsidiaries are as follows:

Policy on operational organization within the group of companies

HARN has established a subsidiary governance policy within its Corporate Governance Policy, which sets guidelines for management, internal controls, disclosure of financial position and operational performance, related-party transactions, acquisition or disposal of assets, other significant transactions, capital increases, capital reductions, and the dissolution of subsidiaries. These measures ensure compliance with applicable laws and regulations and serve as a governance framework for HARN's shareholding subsidiaries. The policy is implemented and promoted as a standardized practice through HARN-appointed representatives serving on the boards of subsidiaries, ensuring unified operations, enhancing capabilities, and fostering transparent and sustainable growth.

Subsidiary and Joint Venture Governance Policy

1. Establishment of Governance Policy, which includes:

(1) Defining the scope of responsibilities for individuals representing the Company.

(2) Ensuring that subsidiaries and joint ventures have appropriate and robust internal control systems, and that all reports are prepared in accordance with applicable laws and regulations.

(3) Ensuring proper disclosure of financial position and operational performance, related-party transactions, acquisition or disposal of assets, other significant transactions, capital increases, capital reductions, and the dissolution of subsidiaries or joint ventures, as applicable.

2. In the case of a material equity participation in another business meaning HARN holds a voting interest of 20% to 50% and the investment amount is significant the Board of Directors should, when necessary, ensure that a Shareholders' Agreement or other agreements are established. This is to clearly define management authority and participation in key decision-making, as well as to monitor operational performance. Such agreements also provide the necessary information for the preparation of HARN's financial statements in accordance with applicable standards and timelines.

3. Bylaws, regulations, requirements, policies, and directives are part of the governance framework, designed to drive alignment with HARN's policies. HARN-appointed representatives serving as directors on subsidiary boards are responsible for implementing these measures and promoting their consistent application to achieve results and establish standardized practices.

4. Oversee and ensure good management practices by defining objectives, goals, strategies, and operational policies, as well as allocating key resources to achieve those objectives and goals. This includes monitoring and evaluating performance, overseeing operational reporting, and providing progress reports to the Board of Directors.

5. HARN's Quality Management Department is responsible for monitoring and reporting the effectiveness of internal controls in subsidiaries to the Chief Executive Officer and Chief Operating Officer, in accordance with the established plan.

The Board of Directors, which oversees subsidiaries as part of its operations, has resolved to appoint representatives to serve as directors on the boards of **Ayara Harn Co., Ltd.** and **Molisa Co., Ltd.** ("subsidiaries"). Their responsibilities include promoting HARN's policies and practices on good corporate governance, business ethics, risk management, and anti-corruption, ensuring these standards are consistently applied. Annual objectives and key

performance indicators are established, and regular monthly meetings are held between the representatives and the management of the subsidiaries. Reports from these meetings are presented to the Board of Directors at every Board meeting.

In 2025, joint meetings were held between HARN-appointed representatives and the management of the subsidiaries to review financial position, operational performance, and other significant transactions. The outcomes of these meetings were reported to the Board of Directors. In summary, the subsidiaries have implemented appropriate and sufficiently robust internal control processes for their business operations, and no violations of policies related to the prevention of conflicts of interest were identified.

Subsidiaries abroad

Subsidiaries abroad

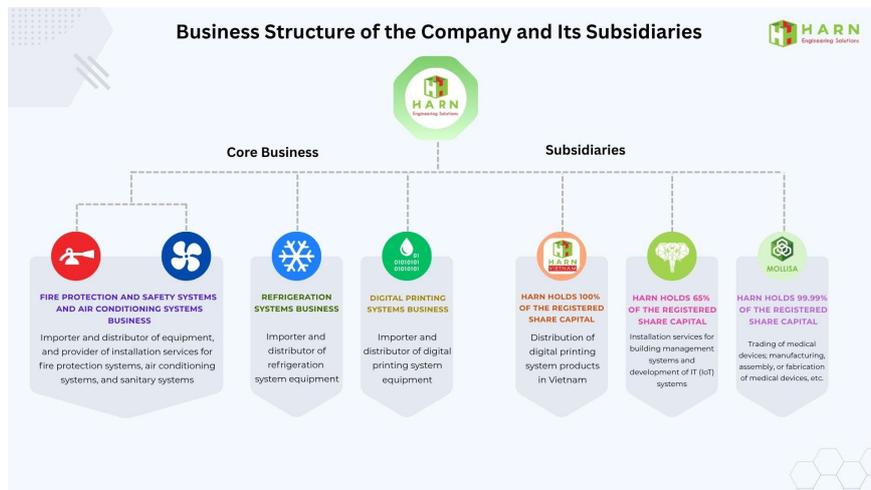
The Board of Directors at the Meeting No. 5/2018, held on November 9, 2018 resolved to establish a subsidiary in Vietnam, named “HarnVietnam” To support the market expansion into Asian countries AEC and enhance the efficiency of services and focus is on the pioneer of the sales and services of technology in digital printing system products, targeting industries label sticker manufacturing and packaging. The goal is to explore opportunities to introduce the digital solutions developed by HARN, which have already been successful in Thailand, to the Vietnamese market.

HARN registered the establishment of Harn Vietnam Company Limited (“first subsidiary”), Vietnam, with a registered capital of 800,000,000 Vietnamese dong or approximately Baht 1,057,444. HARN holds 100% of the first subsidiary’s shares of the registered capital on July 30, 2019. Specifying the legal representatives of the Subsidiary as follow Mr. Thammanoon Tripetchr, sign and affix the company seal.

Shareholding diagram of the group of companies

Does your company have any shareholdings in other : Yes
companies?

Shareholding diagram



Business Structure of the Company and Its Subsidiaries

Subsidiaries

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)	Voting right proportion (%)
Aiyarahaarn Company Limited	HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED	65.00%	65.00%
Mollisa Company Limited	HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED	99.99%	99.99%

Company that holds 10% or more of the total shares sold

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
Aiyarahaarn Company Limited 559 Soi Soonvijai 4, Rama 9 Road, Bangkapi Subdistrict, Huai Khwang District Bangkok 10310 Telephone : 02-318-9744 Facsimile number : -	Engage in the business of providing and installing smart building management systems (Smart Building) and developing IoT (Internet of Things) systems for products and solutions, including developing computer software and related services.	Common shares	20,000	12,999
Mollisa Company Limited 559 Soi Soonvijai 4, Rama 9 Road, Bangkapi Subdistrict, Huai Khwang District Bangkok 10310 Telephone : 02-318-9744 Facsimile number : -	Engage in the business of manufacturing or assembling medical devices.	Common shares	30,000	29,998

1.3.2 Shareholding by a person with a potential conflict of interest holding exceeding 10 percent of the voting shares in a subsidiary or associated company

Does the company have a person with potential conflicts : No
of interest holding shares in a subsidiary or associated
company?

1.3.3 Relationship with major shareholders' business

Does the company have a relationship with a business : No

group of a major shareholder?

1.3.4 Shareholders

As of December 31, 2025, HARN's shareholding structure is as follows:

Nationality	Number of shareholders	Total shares	%	Juristic Person			Individual (person)		
				Number of shareholders	Total shares	%	Number of shareholders	Total shares	%
Thai nationality	3,214	510,581,225	87.35	7	634,664	0.11	3,207	509,946,561	87.24
Foreign nationality	3	73,918,775	12.65	1	73,316,475	12.55	2	602,300	0.10
Total	3,217	584,500,000	100.00	8	73,951,139	12.66	3,209	510,548,861	87.34

List of major shareholders

As of December 31, 2025, HARN had a total of 164,606,029 shares held by minority shareholders, representing 28.163% of the total shares. The top 10 major shareholders are as follows:

Group/List of major shareholders	Number of shares (shares)	% of shares
1. Mr. Wirat Sukchai	90,047,389	15.40
2. Mrs. Sirima Iamsakulrat	81,884,151	14.00
3. Nice Noble Limited	73,316,475	12.54
4. Mr. Jain Charnnarong	68,953,030	11.79
5. Miss. Nopporn Channarong	26,307,444	4.50
6. Mr. Thammanoon Tripetchr	24,101,132	4.12
7. Mrs. Bangorn Tae-paisitpong	15,900,000	2.72
8. Miss. Panadda Thongliem	14,832,149	2.53
9. Mrs. Nopparat Sukchai	13,000,000	2.22
10. Mr. Pracha Prompornchai	11,552,201	1.97

Major shareholders' agreement

Does the company have major shareholders' agreements? : No

1.4 Amounts of registered capital and paid-up capital

1.4.1 Registered capital and paid-up capital

Registered capital and paid-up capital

Registered capital (Million Baht) :	292,250,000.00
Paid-up capital (Million Baht) :	292,250,000.00
Common shares (number of shares) :	584,500,000
Value of common shares (per share) (baht) :	0.50
Preferred shares (number of shares) :	0
Value of preferred share (per share) :	0.00

Has the company listed in other stock exchange?

Has the company listed in other stock exchange? : No

1.4.2 Other types of share whose rights or terms differ from those of ordinary share

Other types of share whose rights or terms differ from : No
those of ordinary share

1.4.3 Shareholding by Thai NVDR Company Limited (NVDR)

Are shares held by Thai NVDR Company Limited (NVDR)? : No

1.5 Issuance of other securities

1.5.1 Convertible securities

Convertible securities : No

1.5.2 Debt securities

Debt securities : No

1.6 Dividend policy

The dividend policy of the company

HARN has a dividend payment policy to distribute dividends at a rate of not less than 40% of the net profit based on the separate financial statements after corporate income tax and statutory reserves, with consideration also given to the consolidated financial statements. However, dividend payment is subject to the Company's cash flow, annual investment plans as necessary and appropriate, and any conditions and obligations under relevant agreements as deemed appropriate by the Board of Directors. Such dividend payment must be approved by the Annual General Meeting of Shareholders each year, except for interim dividends, which the Board of Directors has the authority to approve from time to time when the Company has sufficient profits. The payment of such interim dividends shall be reported to the shareholders at the next shareholders' meeting.

The dividend policy of subsidiaries

The dividend payment policy of the subsidiaries is subject to consideration and approval by each subsidiary's board of directors and proposed to the shareholders' meeting of each company for approval on an annual basis. Dividend payments will be determined based on investment plans, as well as other necessary and appropriate factors, such as the sufficiency of the subsidiaries' cash flow, after statutory reserves have been set aside as required by law.

Historical dividend payment information

	2021	2022	2023	2024	2025
Net profit per share (baht : share)	N/A	N/A	0.2000	0.1400	0.1400
Dividend per share (baht : share)	N/A	N/A	0.1500	0.1200	0.1200
Ratio of stock dividend payment (existing share : stock dividend)	N/A : N/A	N/A : N/A	0.0000 : 0.0000	0.0000 : 0.0000	0.0000 : 0.0000
Value of stock dividend per share (baht : share)	N/A	N/A	0.0000	0.0000	0.0000
Total dividend payment (baht : share)	N/A	N/A	87.6800	70.1400	70.1400
Dividend payout ratio compared to net profit (%)	N/A	N/A	77.08	82.93	85.01

2. Risk management

2.1 Risk management policy and plan

Risk management policy and plan

1. Risk Management Policy

HARN recognizes the importance of risk management amid changes in internal and external factors that may affect the business. The Company is therefore committed to continuously managing risks in accordance with the COSO framework, which is an international standard for risk management. Risk management is regarded as a key component of every business process and must be integrated across all levels of the organization. Accordingly, HARN has established a risk management policy that all executives and employees must follow, and has established a Risk Management Committee to oversee and ensure the effectiveness of risk management across the organization.

2. Risk Management

HARN manages risks systematically through the Risk Management Committee to ensure that the risk management plan is effective and aligned with the organization's goals and strategies. Operational risk management is the responsibility of every department under the supervision of the relevant executives, who are responsible for managing and controlling risks to an acceptable level. These responsibilities are clearly defined in the job descriptions of each department.

In addition, HARN has studied and applied various risk management tools, such as the Risk & Control Self-Assessment (RCSA) framework. This approach enables the organization to identify acceptable risk levels by prioritizing risk factors and analyzing risks based on an assessment plan that evaluates both the likelihood and severity (impact) of significant risks. The Company also uses Key Risk Indicators (KRI) to identify potential impacts on operational performance, taking into account the existing control level. Appropriate measures are then established to mitigate, prevent, and monitor risk management. Furthermore, the Company continuously monitors changes in key external factors, including emerging risks, in order to proactively prepare risk management measures before they affect business operations.

HARN fosters risk management awareness among all employees, including promoting an environment and culture that supports effective risk management. The Company emphasizes appropriate resource allocation and support to enhance the effectiveness of risk management practices. The risk management policy is published on the Company's website at www.harn.co.th, allowing access for all stakeholders. In addition, HARN organizes risk management training programs and regularly holds meetings to review and reinforce employees' understanding of enterprise risk management in order to continuously improve the effectiveness of the organization's risk management practices.

Link for risk management policy and plan : <https://www.harn.co.th/th/corporate-governance/corporate-policy>

2.2 Risk factors

2.2.1 Risk that might affect the company's business, including environmental, social and corporate governance issues

HARN analyzes both internal and external environments that may impact its operations, including economic, social, political, technological, and industry trends, as well as competitors, key organizational goals and strategies, and other relevant factors. These are used to identify and determine enterprise-level risk factors, which are categorized as follows:

Risk 1 Risk of Losing Distributorship Rights

Related risk topics : Strategic Risk

- Competition risk

Financial Risk

- Liquidity risk
- Income volatility

Risk characteristics

1. Risk from Loss of Product Distribution Rights

HARN distributes products in several systems, including fire protection systems, air-conditioning systems, sanitary systems, refrigeration systems, digital printing systems, 3D printing systems, and IoT systems, covering a wide range of products. HARN acts as a distributor for globally recognized brands, with the top three brands accounting for 49% and 43% of total sales revenue in 2024 and 2025, respectively. Therefore, if HARN were to lose the distribution rights for any of these key brands, it could significantly impact the Company's revenue.

Being appointed as an authorized distributor is a key factor for HARN's business. Such distributorship arrangements may be either for a fixed term or indefinite. In most cases, HARN does not enter into formal distributorship agreements with the brand owners. Therefore, there is a potential risk associated with such arrangements. If HARN's distributorship rights are terminated by the brand owners, or if such arrangements are otherwise discontinued for any reasons such as mergers with other companies or the discontinuation of a business by a trading partner this could adversely affect the Company's operations.

Risk-related consequences

The impact of the risk of losing distributorship rights is that it may adversely affect HARN's revenue.

Risk management measures

Measures to mitigate the risk and potential impact of losing distributorship rights include continuously selecting high-quality products with advanced technologies and developing proprietary brands under HARN's trademarks for certain products to meet customer demand. In 2024 and 2025, revenue from products under HARN's own brands accounted for 5.42% and 6.66% of total sales and service revenue, respectively.

However, since 2011, HARN has not experienced any loss of distributorship rights for the brands it has been appointed to represent. With over 60 years of business experience, HARN has maintained strong relationships with its partners and customers, and has consistently conducted its business in compliance with ethical commercial practices. As a result, the Company has earned the trust of brand owners and manufacturers, who have continuously appointed HARN as their distributor. Currently, HARN distributes more than 60 brands and has a broad customer base of over 5,400 clients. The Company is recognized as a professional, one-stop engineering products distributor with extensive experience. In addition, HARN continuously improves and develops its systems and distribution channels to better

cover evolving target customer segments. Therefore, HARN is confident that, even if it were to lose distributorship rights for any particular brand, it would be able to source alternative brands and products to effectively meet market demand.

Historically, HARN has achieved continuous growth in sales. This is supported by its efficient distribution channels, strong sales team, and the ability of its distributed products to consistently generate increasing sales. In addition, HARN has applied IoT technology to the products it distributes in order to better meet customer needs and continuously enhance product value. Accordingly, the Company is confident that brand owners will continue to appoint HARN as their distributor. Therefore, this risk is classified as an enterprise-level risk, with the effectiveness of risk controls assessed to be at a satisfactory level.

Risk 2 Risk of Brand Owners Entering the Market Directly

Related risk topics : Strategic Risk

- Competition risk

Financial Risk

- Liquidity risk
- Income volatility

Risk characteristics

In the event that foreign brand owners intend to enter the Thai market directly without engaging HARN, there is a risk that HARN may lose its distributorship rights for such brands and may also face direct competition from those brand owners.

Risk-related consequences

The impact of the risk of brand owners entering the market directly is that it may adversely affect HARN's revenue.

Risk management measures

HARN believes that such risk is unlikely to occur, as the company has gained strong trust from brand owners in effectively generating sales in Thailand. In addition, brand owners must consider the cost-effectiveness of investing in direct distribution themselves. Moreover, the distribution of products in building engineering systems including fire protection systems, air conditioning systems, sanitary systems, refrigeration systems, digital printing systems, and bio 3D printing systems requires a wide range of offerings to fully meet customer needs. Customers tend to value the convenience of purchasing from distributors who can provide a comprehensive product portfolio. Therefore, HARN's role as a distributor of multiple brands, supported by a skilled team with strong product expertise, long-standing customer relationships, and a solid customer base across various industries, helps mitigate the risk of declining sales in the event that any brand owner decides to enter the Thai market independently. Historically, some foreign manufacturers have attempted to operate through their own affiliated companies instead of distributors, but were not successful and eventually reverted to using distributors as before. As a result, HARN assesses that its risk management in this area is at a satisfactory level.

Risk 3 Risk arising from changes in policies, regulations, rules, and laws.

Related risk topics : Strategic Risk

- Damage to company image and reputation

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance
- Legal risk

Risk characteristics

Risk arising from non-compliance or incomplete compliance due to changes in laws, regulations, and rules.

Risk-related consequences

May adversely affect the organization's reputation, result in legal penalties, and lead to loss of business opportunities.

Risk management measures

HARN has established governance policies to ensure that all employees monitor and review new laws and regulations, as well as changes in government policies. These include, for example, laws on trade competition, public procurement and supplies, state fiscal and financial discipline, anti-corruption, personal data protection (PDPA), human rights, cybersecurity, and climate change.

Therefore, to ensure that business operations comply with applicable laws, rules, regulations, notifications, and orders of government authorities and regulatory bodies both currently in force and those that may be enforced in the future as well as to align with the evolving business environment and operational context, HARN has established an acceptable level of risk appetite for the organization. The Company communicates relevant laws and regulations to its executives and employees to ensure awareness and compliance in their respective duties. It also sets targets to monitor and prevent any non-compliance risks related to business operations, ensuring alignment with good corporate governance principles and maintaining adequate internal controls. Performance results are regularly reported to the Risk Management Committee.

In 2025, HARN had no violations related to good corporate governance, business ethics, or compliance with applicable laws and regulations. The Company also maintained safety management and legal compliance in accordance with recognized standards.

Risk 4 Risk of Severe Events Impacting Business Operations or Causing Business Disruption

Related risk topics : Strategic Risk

- Volatility in the industry in which the company operates

- Government policy

- Policies or international agreements related to business operations

- Changes in technologies

- Pandemic risk

- Climate change and disasters

- Other : Political instability both domestically and internationally.

Operational Risk

- Information security and cyber-attack

- Delays in the development of future projects

- Safety, occupational health, and working

environment

- Climate change and disasters

- Pandemic risk

Compliance Risk

- Change in laws and regulations

Financial Risk

- Liquidity risk

- Income volatility

Risk characteristics

Operations both domestically and internationally may be affected by business disruptions, which could arise from natural disasters, political instability, terrorism, pandemics, or human errors in HARN's operations.

Risk-related consequences

Causing disruptions to business operations.

Risk management measures

Safety risk management has been established through long-term plans and targets aimed at preventing and controlling losses from accidents that may affect lives, property, and the environment. The company has set a zero-accident target for work-related injuries resulting in lost-time incidents for both employees and contractors. Work standards are aligned with international benchmarks, and a strong safety culture is

promoted among employees and contractors. This includes providing knowledge and organizing activities to raise safety awareness, which serves as a fundamental driver for organization-wide implementation and continuous improvement.

HARN places great importance on safety management by systematically managing and controlling operational risks through the application of modern engineering technologies and international standards to reduce the likelihood and impact of cyber threats. At the same time, the company closely monitors geopolitical conflicts and political situations that may affect its business. It has also established standards for safety, occupational health, and environmental management, as well as a business continuity management system to prevent disruptions and safeguard value-creating activities throughout the business value chain. In addition, HARN continuously reviews, improves, and develops its business continuity plans, workforce preparedness plans, work-from-anywhere measures, and information systems to ensure seamless connectivity across business units.

Regarding employee health and safety, HARN regularly communicates relevant information, provides easily accessible channels for contacting the responsible working team, and continuously monitors trends in disease outbreaks, including the number of infections and at-risk groups. The company also follows and announces measures and guidelines issued by relevant government authorities on an ongoing basis, in order to establish appropriate preventive measures and reduce the risk of infection within HARN's operational areas.

The results of risk control are at a manageable level, with no fatalities or work-related accidents, and no significant impact from threats affecting HARN's costs.

Risk 5 Risk arising from insufficient workforce and personnel capabilities to meet business demands.

Related risk topics : Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Human error in business operations
- Delays in the development of future projects

Risk characteristics

Insufficient workforce and personnel capabilities to meet business demands.

Risk-related consequences

Organizational unpreparedness in terms of personnel, structure, and culture to effectively and timely support new business models and evolving ways of working may pose a risk that could impact business operations and the achievement of long-term objectives.

Risk management measures

HARN has adjusted its organizational structure and workforce size, as well as its strategies for talent recruitment and development, to keep pace with business demands in alignment with the company's vision, strategy, and direction, and in response to new ways of living and working. The company has also enhanced its employer branding and communication, and implemented workforce development plans that address future needs by designing and strengthening essential knowledge and skills for relevant personnel. Technology has been adopted to support employee development, and succession plans for key positions critical to the organization's success have been improved. In addition, HARN has developed learning media, expanded communication channels, and fostered internal relationships to meet the needs of employees across all generations. Work arrangements have been made more

flexible according to job characteristics, employee benefits have been diversified, and engagement activities have been refined to align with employees' needs and expectations. The company also supports adherence to human rights principles in the workplace.

In 2025, the employee engagement, happiness, and satisfaction survey recorded an average score of 84.42%, an increase of 0.93% compared to 83.66% in 2024. Nevertheless, HARN has continuously monitored the results and used them to improve activities, policies, and working models to enhance overall effectiveness. In addition, the employee turnover rate in 2025 averaged 16.63%, increasing by 1.08% from 15.55% in 2024. The recruitment rate for filling vacant positions in 2025 averaged 16.38%, which was below the target (not less than 18%) and decreased by 23.57% compared to 21.43% in 2024. However, the ratio of current employees to total workforce demand stood at 94.78%, which remains within a manageable risk level.

HARN is committed to continuously improving its systems to attract and retain talented personnel. The company also regularly reviews its compensation structure to ensure alignment with market rates at comparable levels on an annual basis.

Risk 6 Risk related to personal data protection policy (PDPA).

Related risk topics : Strategic Risk

- Damage to company image and reputation

Operational Risk

- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Impact on human rights

Compliance Risk

- Violations of laws and regulations
- Corporate Governance
- Legal risk

Risk characteristics

Personal data is considered a risk that organizations must manage appropriately, as it may be misused by malicious actors or unauthorized parties. If the responsible unit fails to adequately protect such data, it may result in a loss of organizational credibility.

Risk-related consequences

The impact of risk in cases where the company does not have adequate personal data protection, which may lead to data breaches, includes loss of business credibility. External parties may perceive that the company lacks proper standards to comply with legal requirements, and the company may face legal action if data subjects suffer damages.

Risk management measures

HARN has established a Personal Data Protection Policy, Cookie Policy, and procedures for data recording, reporting, and retention, which are disclosed on its website www.harn.co.th. The objective is to strengthen data security standards and ensure compliance with the Personal Data Protection Act B.E. 2562 (PDPA). Key

actions include establishing a personal data working committee, implementing systems and access controls for personal data storage, and providing training and communication to internal personnel. Regular audits are conducted to ensure compliance with these policies. In addition, a Data Protection Officer (DPO) has been appointed to oversee personal data protection and safeguard confidential information from unauthorized disclosure. Any complaints regarding personal data can be submitted through the company's website www.harn.co.th.

Risk 7 Risk arising from exchange rate fluctuations.

Related risk topics : Strategic Risk

- Volatility in the industry in which the company operates

Financial Risk

- Insufficient sources of funding
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment
- Income volatility

Risk characteristics

Exchange rate fluctuations have both direct and indirect impacts on product costs, as products such as fire protection systems, air conditioning systems, sanitary systems, refrigeration systems, digital printing systems, and bio 3D printing systems are priced based on foreign manufacturers. Fluctuations in exchange rates may affect HARN's gross profit margin to some extent, as payments are made in foreign currencies such as USD, EUR, and GBP, while almost all products are distributed in Thailand.

In this regard, purchases from overseas suppliers accounted for 73.39% and 69.08% of total purchases in 2024 and 2025, respectively. Most purchase quotations and payments were made in foreign currencies primarily USD, GBP, and EUR representing 99.49% and 99.15% of total overseas purchase values, respectively.

Risk-related consequences

This impacts HARN's gross profit margin, as payments are made in USD, EUR, and GBP, while almost all products are sold in Thailand.

Risk management measures

To mitigate the impact of foreign exchange rate fluctuations, HARN has established an exchange rate management policy, including guidelines on risk management that may affect its financial position, as follows:

- The company requires the establishment of foreign exchange forward credit lines with financial institutions to hedge against such risks. These credit lines are sufficient to cover almost all overseas purchase orders. HARN considers entering into forward contracts in proportions aligned with foreign currency purchase invoices in each procurement cycle.
- Continuously monitor exchange rate trends in order to closely track, assess, and manage foreign exchange risk.

However, if exchange rate fluctuations significantly increase product costs, HARN will adjust product prices in line with market conditions and inform customers in advance. In addition, the company maintains

sufficient inventory levels to support forward sales, thereby minimizing any significant impact of exchange rate volatility on revenue and costs.

In 2024 and 2025, HARN entered into forward foreign exchange transactions to prepare for payments in various currencies and trade activities totaling THB 587.84 million and THB 567.83 million, respectively, representing 95.65% and 110.03% of total overseas purchases. Through continuous monitoring of exchange rate movements, HARN has not been significantly impacted by such risks. This is reflected in the results of its foreign exchange risk management, with exchange gains of THB 3.27 million in 2024 and THB 1.08 million in 2025. As a result, the overall risk control is considered to be at a manageable level.

Risk 8 Risk of goodwill impairment.

Related risk topics : Financial Risk

- Other : Risk to profit or loss and the debt-to-equity ratio.

Risk characteristics

HARN recognized goodwill arising from the fair value of consideration for the acquisition and transfer of the entire business of Chillmatch Co., Ltd. and its subsidiaries (currently the refrigeration systems business unit and digital printing systems business unit). The consideration exceeded the fair value of the net assets of Chillmatch Co., Ltd. and its subsidiaries as of the date of the capital increase issued in exchange for the business transfer. The company issued additional shares amounting to THB 675.36 million in exchange for identifiable net assets of both companies totaling THB 340.69 million, resulting in goodwill of THB 334.67 million. Management performs an annual impairment test on goodwill and recognizes impairment losses (if any). Therefore, HARN may face risk if the auditor determines that goodwill impairment has occurred.

Risk-related consequences

Such risk may impact HARN's net profit or loss, shareholders' equity, and the debt-to-equity ratio. Based on the goodwill impairment test of the refrigeration business unit in 2024, HARN recognized an impairment loss of THB 18.70 million, resulting in a remaining goodwill balance of THB 315.97 million.

Risk management measures

As of the year ended 31 December 2025, HARN's management prepared financial projections for the refrigeration systems and digital printing systems business units to perform a goodwill impairment test. In assessing the value in use, the company applied the discounted cash flow (DCF) method, which calculates the present value of future free cash flows expected to be generated each year based on a five-year financial projection period (from 1 January 2026 to 31 December 2030). The discount rate used was the weighted average cost of capital (WACC) of the business units at 5.92%, and the terminal value growth rate was 1%.

Management concluded that no impairment of goodwill occurred for the digital printing systems business unit, while the refrigeration systems business unit experienced impairment as of 31 December 2025. As a result, the carrying amount of goodwill as of 31 December 2025 is THB 315.97 million (unchanged from the previous year), in accordance with financial reporting standards and verified by the external auditor.

Risk 9 Risk of fraud and corruption.

Related risk topics : Strategic Risk

- Damage to company image and reputation

Operational Risk

- Corruption

Compliance Risk

- Violations of laws and regulations
- Corporate Governance
- Legal risk

Risk characteristics

HARN is committed to conducting its business with honesty, transparency, and fairness, in accordance with good corporate governance principles. This applies to all business activities, whether domestic or international, and whether distributing to government agencies or private companies. HARN strictly complies with all relevant laws and regulations and does not tolerate any form of fraud or corruption, whether direct or indirect. To prevent violations of laws and regulations, HARN emphasizes proper procedures in areas such as importation, customs clearance, sales proposals, bidding for high-value projects and/or installation services, as well as internal processes that may result from employee negligence, including procurement, control of goods and assets, facilitation payments, improper payments or solicitation of money from government officials, inappropriate expense disbursements, and inaccurate accounting records.

Risk-related consequences

Impact on the Company in Case of Corruption Risk

Legal and Regulatory Impact

- Subject to legal action, fines, or revocation of business licenses.
- Loss of eligibility to participate in bids or enter markets that require transparency compliance.

Financial Impact

- Incur significant costs from fines, legal fees, or compensation payments.
- Loss of revenue due to missed business opportunities.

Reputational and Trust Impact

- Loss of confidence from customers, business partners, investors, and the public.
- Adverse effects on business relationships and partner networks.

Operational Impact

- Internal processes may become inefficient or non-transparent, causing delays and errors in operations.
- Potential risks from inappropriate employee behavior, such as improper disbursements or inaccurate accounting.

Organizational Culture and Human Resources Impact

- Creates an environment lacking accountability and non-compliance with business ethics.

Risk management measures

- HARN establishes and implements policies and practices for anti-corruption and anti-bribery, ensuring that all executives and employees across the organization adhere to a consistent approach in line with HARN's risk management processes. The company also communicates these measures to internal and external stakeholders and encourages business partners to comply with anti-corruption and anti-bribery initiatives.

- HARN has established a Risk Management Committee to assess, analyze, and determine measures for managing business risks, including the prevention and monitoring of corruption and bribery risks, at both the organizational and operational levels on a quarterly basis.
- HARN defines an appropriate management structure and clearly assigns roles and responsibilities. Transparent and fair channels for receiving complaints and whistleblowing are established. In addition, an adequate internal control system and independent external audits are in place, with reports submitted directly to the Audit Committee for quarterly review by the Board of Directors. Furthermore, internal quality monitoring is conducted annually in accordance with the ISO 9001:2015 quality standards.
- HARN signed the declaration of intent to join the Thailand Private Sector Collective Action Coalition Against Corruption (CAC) on March 21, 2017. The company was certified as a CAC member in Q3/2018, renewed its membership for the first time in Q2/2021, and renewed its membership for the second time in Q2/2024.

In the year 2025, there were no complaints or whistleblowing reports related to corruption, and no violations of business ethics or codes of conduct were observed. The results of anti-corruption risk management indicate that the risks were maintained at a controllable level.

Risk 10 Cybersecurity Threat Risks

Related risk topics : Strategic Risk

- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack

Risk characteristics

Currently, cybercrime is becoming increasingly diverse, with new methods and technologies being used to launch attacks through various channels. Coupled with changing business models and competitive conditions, organizations are driven to adopt digital technologies to enhance operational efficiency and strengthen competitiveness. This, in turn, represents a digital risk that may increase the likelihood of HARN being targeted by cyberattacks.

Risk-related consequences

This may impact business operations, cause financial losses, and affect the organization's credibility and reputation.

Risk management measures

HARN recognizes the dangers posed by such threats and has therefore established IT policies and development plans. The company has implemented internationally standardized IT system development projects and investments to prevent and mitigate potential cybersecurity risks. Continuous IT personnel development is conducted, alongside adequate internal controls and independent external audits appropriate for operations. Furthermore, HARN ensures communication, alerts, awareness-raising, and the cultivation of caution among all employees. Access rights to information are clearly defined, improper usage is restricted, and network infrastructures, including data backup centers, are established to support emergency situations. Cyber incident response plans are in place, with regular system testing and IT disaster recovery drills to ensure

effective risk management and minimize potential impacts on the organization and business opportunities. These measures enable HARN to continuously meet the needs of customers and stakeholders.

In 2025, HARN reviewed its IT policies and development plans to serve as a framework for executing the Digital Transformation 2022–2025 plan, covering both hardware and software. Annual success targets of 100% were set for all activities to enhance competitiveness through digital technologies in alignment with the company’s business strategies and in response to cybersecurity threats. A budget of THB 5.80 million was allocated according to the plan, which has been approved by the Board of Directors.

HARN has analyzed and addressed organizational cybersecurity vulnerabilities and implemented preventive measures against external attacks. These measures include the use of applications, Virtual Private Networks (VPNs), monitoring of external emails, restriction of access to malicious websites, and antivirus protection. Data backups have also been conducted to safeguard information in case of emergencies, along with drills and emergency response exercises. Additionally, critical resources necessary for operations have been appropriately allocated.

Hardware Road map - 2568		
Hardware Good Performance	Procure and replace outdated computers and laptops according to their lifecycle to ensure they remain up-to-date and suitable for use.	100%
All software used is properly licensed.	Procure and implement properly licensed software for use within the organization, and prohibit the use of personal devices with unlicensed software in the workplace.	
Network and Security Good Performance	Provide employees with VPN access and enhance overall organizational internet speed to ensure adequate performance, while effectively protecting against viruses and external cybersecurity threats.	
Network Anywhere	Manage cloud-based servers, enabling employees to access systems via organizational Wi-Fi to support the Digital Transformation initiative.	
Software Road map - 2568		
Digital Transformation Project	<ul style="list-style-type: none"> • Develop workflows in digital format and enhance the stability and accuracy of the ERP system and other applications, ensuring they are operationally reliable and compliant with audit processes. • Develop processes to reduce costs, increase revenue, transform operational approaches, enhance business efficiency, and modernize the organization’s corporate image. 	100%

Risk 11 Climate Change Risks

Related risk topics : Strategic Risk

- Climate change and disasters

Risk characteristics

Currently, the climate change crisis is becoming increasingly severe, with the scope of affected areas continuously expanding. This has emerged as a major global issue, as highlighted in key discussions at the 29th United Nations Climate Change Conference of the Parties (COP 29), held from November 11–22, 2024, in Baku, Azerbaijan. The conference brought together all 198 parties to the United Nations Framework Convention on Climate Change (UNFCCC) 197 countries plus the European Union who are striving to limit global temperature increases to no more than 1.5 degrees Celsius.

HARN operates in multiple countries and therefore faces challenges arising from government regulations aimed at addressing environmental issues. The company also encounters challenges from changing consumer behaviors and market trends that increasingly demand low-carbon products and services, as well as biodegradable packaging. Additionally, operational costs may rise due to investments in environmentally friendly, low-carbon technologies or increased raw material costs associated with transitioning to environmentally sustainable business practices and renewable energy.

Risk-related consequences

If the business is unable to adapt its operations in a timely manner, it may impact the organization's corporate image and lead to increased financial costs and higher operating expenses resulting from environmental-related taxes.

Risk management measures

To drive leadership in sustainability, HARN has announced its targets to achieve carbon neutrality by 2040 and net-zero greenhouse gas emissions by 2050 under the BCG (Bio-Circular-Green) economic model. This model focuses on three key approaches: bioeconomy, circular economy, and green economy. The company's policies have been communicated to executives and employees to align operational directions with these targets and are reinforced through continuous communication.

HARN has established control and mitigation measures to promote the BCG economic model, ensuring maximum sustainable benefits for the environment, society, and communities, including:

- HARN has established a Carbon Footprint Management Task Force and a Sustainability Task Force to set clear targets for advancing climate change mitigation. These task forces define objectives and implement actions through various supporting mechanisms to efficiently achieve net-zero greenhouse gas emissions.
- Reduce reliance on energy sources that emit greenhouse gases and increase the use of renewable and alternative energy, such as installing solar panels to replace electricity consumption and using electric vehicles instead of fossil-fuel-powered vehicles.
- Optimize resource usage in operations through the 3R strategy by reducing unnecessary consumption, maximizing reuse, and recycling. For example, campaigns to reduce plastic use and participation in recycling programs convert stretchable plastics into recycled pellets, which can be reused as raw materials in production processes. Water management is also implemented through measures to reduce consumption, treat wastewater, and reuse water.
- Enhance knowledge and foster awareness among executives and employees on proper waste segregation practices.
- Develop products, services, and solutions based on the circular economy and low-carbon principles to help reduce greenhouse gas emissions across the entire value chain.
- Build networks and collaborate with government agencies, the private sector, civil society, and the public, while playing a key role in planning and managing solutions for forest fires and the restoration of green areas, in order to help reduce environmental issues related to PM2.5.

2.2.2 Risk to securities holders

Are there any risk factors affecting securities holders? : No

2.2.3 Risk to securities holders from investing in foreign securities (applicable to only foreign companies)

Are there any risk factors affecting securities holders from : No
investing in foreign securities?

3. Business sustainability development

3.1 Policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

With a strong commitment to operate and drive sustainable growth for the business, covering all 4 dimensions: economy, environment, society, and governance, to support its vision: “We strive to be the leader in providing comprehensive and sustainable engineering services that meet customer needs in developing the quality of life, society, and the environment.” This is integrated into every step of business operation, under the principles of corporate governance and code of conduct, while considering the impact on stakeholders as well as the value chain. Therefore, HARN has set its policy for sustainable organizational development based on two key business strategies: Business (B) and Sustainability (S) or B+S. This drives HARN’s sustainability efforts in each dimension, in alignment with long-term operational goals, and emphasizes readiness to address potential future crises. It also focuses on developing employees’ skill sets and integrating technology to improve work processes, enhancing the organization’s competitiveness for sustainable growth.

In 2025, the Company continues to emphasize sustainability-related issues in its business operations in order to reflect HARN’s sustainability practices across all dimensions, consistent with 2024. Such information has been disclosed on the Company’s website at www.harn.co.th and has also been communicated to management and employees throughout the organization.

Economic

- Monitor the development of sustainable engineering technologies related to improving the quality of life, society, and the environment, and select high-quality products suitable for the market to offer as services.
- Promote the use of digital technology to transform business operations, workflows, and services in order to improve work efficiency and enhance customer satisfaction.
- Place importance on the values, wisdom, and ideas of employees and executives, providing opportunities for research and the development of new innovations and out-of-the-box ideas that meet the needs of customers, society, and the environment. Human resources are considered the most valuable asset of the organization and must be well taken care.
- Emphasize the efficient use of human resources, optimizing workforce deployment through digital technology and automation systems as much as possible.

Environment

- Develop a new holistic economic model, adhering to the principles of a 3-dimensional economy, which includes a bioeconomy system that focuses on the efficient use of biological resources, a circular economy system that considers the maximum reuse of materials, and a green economy system aimed at addressing pollution to reduce the environmental impact sustainably.
- Address climate change by striving to find business solutions that reduce greenhouse gas emissions and even capture these gases to prevent their release into the atmosphere. Create awareness and set an example of a lifestyle among employees and executives, to become a culture that minimizes greenhouse gas emissions. Develop greenhouse gas-related businesses as new, challenging ventures for the organization.
- Commit to carbon neutrality by 2040 and achieving net-zero greenhouse gas emissions by 2050. If possible, accelerate the process of achieving neutrality as quickly as possible, without delay, and use the knowledge gained to create new businesses.
- Promote environmentally responsible operations by managing environmental quality and biodiversity according to relevant laws and regulations. Invest in, develop, and improve environmental management systems, while seeking

new measures and methods to enhance management efficiency and better control environmental quality. Innovate and explore ways to reduce the use of resources and energy, as well as minimize the release of pollutants, waste, and greenhouse gases, to prevent, control, and reduce environmental, community, and social impacts as much as possible.

Social

- Cultivate a volunteer culture to employees and executives by fostering a culture of “giving” to stakeholders and society without the expectation of receiving anything in return. Promote social and community responsibility by supporting public welfare activities for society and the environment, and encourage HARN employees to participate in social activities.
- Respect the value and equality of individuals, honor differences, listen to opinions transparently, treat workers equally and fairly, assign tasks according to their abilities, and provide appropriate compensation. Prohibit the use of illegal labor, including employees and workers of partners and/or stakeholders. Safeguard and protect the safety of employees and HARN’s property without infringing on the rights and safety of others, including the protection of personal rights, confidentiality of information, data disclosure, and use of personal data. Treat employees of HARN and partners equally, considering human rights principles across the entire supply chain.
- Create a positive work atmosphere and environment to ensure employee happiness and safety, and raise safety standards according to legal requirements. Set a work accident goal of “zero” and prohibit any operations without proper safety controls and safety equipment. Ensure appropriate and sufficient safety training related to the work.

Corporate Governance

- Promote good corporate governance to ensure that HARN can create added value for both itself and society in a sustainable way, so that all parties follow the same practices in line with the 5 basic principles of good corporate governance: Integrity, Fairness, Transparency, Responsibility, and Accountability.
- Promote and raise awareness of the importance of conducting business in strict adherence to laws, regulations, and guidelines relevant to business operations.
- Conduct business in compliance with laws relating to anti-corruption, both domestically and internationally, where HARN operates its business.
- Place importance on and engage stakeholders by being open to transparent and constructive feedback, treating everyone equally, and respecting differences.
- Encourage fair competition.
- Promote respect for property rights and avoid intellectual property infringement.
- Protect personal data and safeguard online privacy with modern technology and robust security systems.

Security

- Set a target to achieve zero work-related injuries and illnesses by developing, improving, and elevating occupational health and safety standards in accordance with legal requirements.
- Prohibit any activities that do not comply with safety control measures, including the absence of safety equipment and insufficient or inappropriate safety training, as well as the active involvement in cultivating a safety culture within the community and society on a consistent basis.

Tax Policy

HARN aims to be an organization with sustainable growth, responsible for taxes, and compliant with accounting standards and tax guidelines, following the practices below:

- Tax Structure: Avoid using fraudulent tax structures or those that are incorrect, or creating complexities for initial tax benefits and tax avoidance.
- Tax Incentives: Strive to utilize tax incentives in a legal and effective manner, in line with sustainable and appropriate business decisions, within the framework of the country’s tax policies.
- Tax Transparency: Report tax-related responsibilities to the government transparently, ensuring it is auditable.

Practice and Respect for Human Rights Policy

HARN is committed to conducting business in accordance with the law and human rights principles, emphasizing respect for the rights, freedoms, and equality of individuals as guaranteed and protected by both Thai law and international law. Management and employees are required to uphold human rights principles, adhere to the rule of law, respect human dignity, rights, and freedoms, and treat all parties equally, following these practices:

- Promote and encourage the adherence to fundamental human rights principles and equality at all levels, regardless of nationality, race, skin color, gender, language, religion, political beliefs, or other beliefs, ethnicity, or social origin, property, birth, or any other status, which forms the basis of social coexistence.
- Support and respect the protection of human rights by regularly monitoring and ensuring that its business does not contribute to human rights violations, such as not supporting forced labor, opposing child labor, or any other actions that demonstrate disrespect for human rights principles or do not meet international human rights standards, rights, freedoms, and equality.
- Management and employees have the duty and responsibility to promote the rights of individuals wherever HARN or its subsidiaries operate, to ensuring that business activities do not involve or refrain from actions that violate human rights.

Information Disclosure

- Disclose the policy for sustainable organizational development, sustainability operations, and performance results in all dimensions, in accordance with the criteria and regulations of relevant agencies, as well as the United Nations' international standards, sufficiently, with transparency, and in a timely manner, to demonstrate the commitment and intention to develop the organization sustainably.
- Disclose the policy for sustainable organizational development to directors, management, employees, and stakeholders so they are informed and adhere to it in their work and business operations of HARN.

Promote Moral, Ethical, Social, and Environmental Responsibility

Raise awareness and instill good consciousness, support participation in social and environmental responsibility activities for directors, management, and employees by ensuring comprehensive communication and providing training on ethics, integrity, corporate governance principles in operations and business conduct, as well as social and environmental responsibility that significantly contributes to sustainability, making it a regular part of the organization's culture every year.

Practice and Follow-up Actions

The directors, executives, and employees at all levels have a responsibility to support, promote, and operate in accordance with sustainable organizational development policies, become an organizational culture, while considering balanced interests in economic, social, environmental, and corporate governance.

Reference link for sustainability policy : <https://www.harn.co.th/th/corporate-governance/corporate-policy>

Sustainability management goals

Does the company set sustainability management goals : Yes

HARN sets sustainable development goals that consider the impact of business operations, reflecting trends in Environment, Social, and Governance (ESG) aspects, both in the short and long term that is appropriate, to achieving carbon neutrality by 2040 and net-zero greenhouse gas emissions by 2050. Working Group on Sustainability is tasked with driving strategies and guiding operations to align with the framework in order to achieve HARN's sustainability goals and support the United Nations' Sustainable Development Goals (SDGs) as follows:

- Reduce electricity consumption by 30% by 2028 through the transition to renewable energy.
- Control fuel energy consumption, reducing by 5% per year by transitioning 60% of company vehicles to electric cars within 3 years and 100% within 5 years.

- Control the use of tap water, reducing by 3% per year through monitoring and managing water usage, and inspecting water-related equipment.
- Reduce the amount of non-hazardous waste, hazardous waste, and air pollution from HARN operations by 5% per year by applying the 3R principle: Reduce, Reuse, Recycle.
- Control the emission of greenhouse gases in Scope 1 and 2 by reducing by 5% per year, and reduce Scope 3 to net zero by 2050 through various projects and reducing the use of resources and energy that contribute to greenhouse gas emissions.
- Source products that replace current products with environmentally friendly alternatives, aiming for 25% of revenue by 2040.
- Support green projects or environmentally friendly initiatives, including renewable energy, at least once per year.
- Organize environmental activities for the community and society at least once per year.
- Provide environmental training for relevant employees and stakeholders in the value chain at least once per year.
- Manage the environment in compliance with legal requirements and other relevant regulations, ensuring zero violations of environmental laws and regulations.

1. Key Sustainability Issues of the Long-Term Plan 2028

HARN analyzed sustainability development issues covering various business activities and stakeholder expectations as follows:

Key sustainable issues		Strategies	Drivers of success	Supporting Sustainable Goals
B (Business)	E Economics (Economics)	Smart & Lean	<ul style="list-style-type: none"> - Striving to the sustainable development of engineering systems to enhance the quality of life, society, and the environment. - Elevating digital technology to enhance operational efficiency and customer service, fostering impressive customer experiences. - Fostering competitiveness through intellectual capacity, preserving valuable personnel, and succession planning. - Conserving manpower and resources, establishing efficient partnerships. - Improving the efficiency of automated workflows. 	  
S (Sustainable)	E (Environment)	Go Green	<ul style="list-style-type: none"> - Developing an integrated economy, including the Bio Economy, Circular Economy and Green Economy - Aiming for Carbon Neutrality by the year 2040 and achieving Net Zero greenhouse gas emissions by the year 2050 	  
	S (Social)	Together	<ul style="list-style-type: none"> - Fostering a spirit of engaging in activities for the common good without seeking personal gain - Enhancing relationships and participation with partners. - Treating each other equally, showing respect for diversity, and embracing individual differences. 	 
	G (Governance)	Equality & Sufficiency	<ul style="list-style-type: none"> - Promoting good corporate governance to create sustainable value for oneself and society. - Encouraging moderation, rationality, and resilience under conditions of knowledge and ethics. 	 

2. Key Sustainability Assessment Results

Risk impact and key business opportunities

Risk	Opportunities
<p>Environment (Inside – Out)</p> <ul style="list-style-type: none"> - Waste of after-sales service - The use of energy resources - Greenhouse gas emissions 	<p>Economic (Inside – Out)</p> <ul style="list-style-type: none"> - Using technology in the workflow - Product and Service Responsibility (Product and Service Development) <p>Social</p> <ul style="list-style-type: none"> - Safety of life and property - Human Capital Development - Health and Safety <p>Environment</p> <ul style="list-style-type: none"> - The use of energy resources - Greenhouse gas emissions
<p>Industry (Outside – In)</p> <ul style="list-style-type: none"> - Product price competition <p>Social</p> <ul style="list-style-type: none"> - Changes in working methods - Contractors and workers (lack of installation knowledge, lack of skilled labor) <p>Technological</p> <ul style="list-style-type: none"> - Product and Service Technology <p>Economic</p> <ul style="list-style-type: none"> - Product price competition - Currency exchange rate <p>Environment</p> <ul style="list-style-type: none"> - Interest in environmentally friendly products <p>Political</p> <ul style="list-style-type: none"> - Geopolitical Conflict of Laws 	<p>Social (Outside – In)</p> <ul style="list-style-type: none"> - Contractors and workers - (lack of installation knowledge, lack of skilled labor) <p>Environment</p> <ul style="list-style-type: none"> - Climate change, pollution - Interest in environmentally friendly products <p>Political</p> <ul style="list-style-type: none"> - Commercial Tax Law

HARN prioritizes sustainable development issues as follows:

Economic and Governance

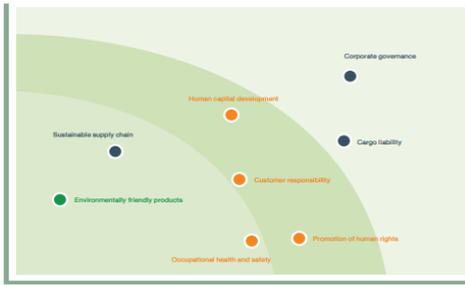
- Sustainable supply chain
- Cargo liability
- Corporate governance

Social

- Human capital development
- Occupational health and safety
- Promotion of human rights
- Customer responsibility

Environment

Environmentally friendly products



3. Summary of Sustainable Development Performance in 2025

Action Items	Operational Results
Corporate Governance and Business Ethics	<ul style="list-style-type: none"> - No Complaints Regarding Violations of Corporate Governance and Business Ethics Policies - No Complaints Regarding Corruption - No Complaints Regarding Human Rights Violations
Customer	<ul style="list-style-type: none"> - Customer Complaints Resolution: 100% of customer complaints were resolved within an appropriate timeframe. - Customer Satisfaction Survey: The average customer satisfaction score for the year 2568 was 94.10%, a slight decrease of 0.04% compared to 2567, and 4.10% higher than the target of 90%.
Personnel Development	<ul style="list-style-type: none"> - The average score for employee engagement and job satisfaction was 84.42%, an increase of 0.93% compared to 2567, which had an average score of 83.66%. - HARN implemented its employee development plan, achieving an average training of 23.32 hours per employee per year, surpassing the target of at least 6 hours per employee per year.
Environmental	HARN emitted 209,431 tCO ₂ e of greenhouse gases, which is below the target of 387,328 tCO ₂ e, demonstrating effective emission reduction measures and progress toward environmental sustainability goals.

United Nations SDGs that align with the organization's sustainability management goals : Goal 3 Good Health and Well-being, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 13 Climate Action, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals

Review of policy and/or goals of sustainable management over the past year

Has the company reviewed the policy and/or goals of sustainable management over the past year : Yes

Has the company changed and developed the policy and/or goals of sustainable management over the past year : Yes

In 2568, during the Board of Directors' Meeting No. 2/2568 held on 24 March 2568, the Board reviewed the company's Sustainability Development Policy. It was noted that there were no significant changes to the existing criteria, and therefore, the Board agreed to continue with the current sustainability policy. Regarding sustainability management targets, the Board continues to ensure that the company's sustainability initiatives cover economic, environmental, social, and governance (ESG) aspects, addressing both short-term and long-term objectives appropriately.

In 2569, HARN will place a strong and concrete emphasis on social and environmental initiatives, such as the "Wanpha Project", a research project for carbon sequestration assessment, aiming to achieve carbon neutrality by 2040 and net-zero greenhouse gas emissions by 2050. Furthermore, HARN is committed to supporting society, communities, and the environment in Thailand, ensuring that future generations can live in a safe and sustainable environment.

3.2 Management of impacts on stakeholders in the business value chain

3.2.1 Business value chain

1) Business Value Chain

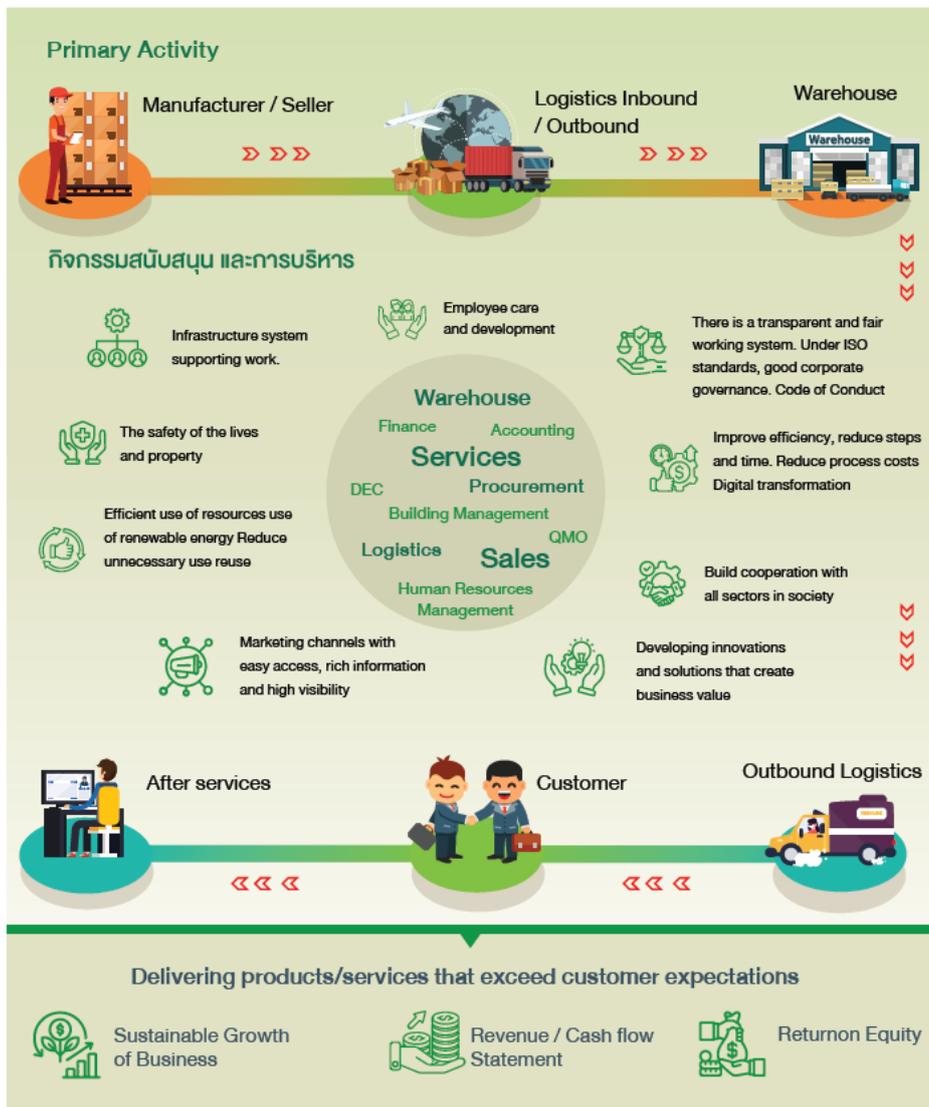
The directors, executives, and employees at all levels of HARN are responsible for supporting, promoting, and implementing work in alignment with the company’s sustainable development policy until it is fully integrated into the corporate culture. Operations are carried out with consideration for a balanced approach to economic, social, environmental, and corporate governance benefits. HARN identified stakeholders by analyzing their involvement along the supply chain, take the principle of universal human rights seriously, ranging from crude procurement, inventory, marketing and sales, distribution and customer service as shown in the diagram.

2) Stakeholder Analysis from the Business Value Chain

To ensure our mission to balance all groups of stakeholders equally. HARN analyzes and identifies key stakeholders across the entire value chain in the areas of economic, environmental, social, and corporate governance, with consideration for human rights principles. Emphasizing stakeholder engagement, both internal and external, HARN utilizes various communication channels to gather feedback, suggestions, and expectations from each stakeholder group. This process enables the company to establish appropriate action plans to effectively address these expectations.

Stakeholders	Engagement
Employees and Executives	Individuals who drive the organization’s activities and are directly employed by the organization.
Customers	Customers who purchase the organization’s products and services, both current and potential future customers.
Business partners and/or creditors	Manufacturers and/or suppliers related to products and services, supporting the organization’s business operations.
Competitors	Businesses operating in the same industry, which may not necessarily offer the same products or services.
Shareholders	Shareholders and investors
Government authorities and regulatory bodies	Authorities responsible for overseeing laws, regulations, and standards related to processes and products.
Communities, society, and the environment	Those affected by the company’s operations

Business value chain diagram



3.2.2 Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> • Treated equally fair, there is an opportunity to grow and progress • It is safe and hygienic • have remuneration and welfare suitable 	<ul style="list-style-type: none"> • Promote participation and two-way communication in organization • Promote safety at work • There are channels for complaints or suggestions • Labor problems or complaints equal to 0% • Salary and other benefits compare results with the labor market every year <ul style="list-style-type: none"> - Central Division in Standard Sales - Service Group Above average market • No employee accidents from work 254 employees equal 0% • The number of employees with the criteria metric is 100% • Working satisfaction is 84.42% 	<ul style="list-style-type: none"> • Online Communication • Internal Meeting • Complaint Reception • Employee Engagement Survey
External stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Customers 	<ul style="list-style-type: none"> • Deliver goods and services in accordance with the agreement • Employees have knowledge and understanding of products / services. Able to provide accurate helpful advice • Obtaining on-time after-sales service • Personal information security 	<ul style="list-style-type: none"> • Educate to customers /Partners through the Knowledge Sharing Project and employee training • There have been no customer lawsuits related to non-delivery of products or services, or breach of contract. • Employees receive annual training on products and services. • Customer satisfaction: 94.10% 	<ul style="list-style-type: none"> • Visit • Online Communication • Satisfaction Survey • Training / Seminar
External stakeholders			
<ul style="list-style-type: none"> • Creditor • Suppliers 	<ul style="list-style-type: none"> • Fair, follow the commercial terms • Have been aware of the problem and how to fix it honestly. 	<ul style="list-style-type: none"> • Communicate news and a complete, timely trading policy • Visit and exchange information to improve collaboration • Vender evaluation 2 a year • 15 field/ assessment visits 	<ul style="list-style-type: none"> • Visit • Online Communication • Satisfaction Survey • Training / Seminar
External stakeholders			
<ul style="list-style-type: none"> • Competitors 	<ul style="list-style-type: none"> • Competition freely on the legal framework 	<ul style="list-style-type: none"> • Not any seeking competitors' confidential information through dishonest • No complaint of infringement of competitor's property 	<ul style="list-style-type: none"> • Online Communication
External stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> Shareholders 	<ul style="list-style-type: none"> Sustainable business growth Continuously receive returns Business operations are transparent 	<ul style="list-style-type: none"> Increase growth channels and expand business to new potential markets Have good corporate governance Developing full range of solutions and services Pay a dividend not less than 40% CG Score "Excellent" level ESG Rating Score "A" level 	<ul style="list-style-type: none"> Visit Online Communication Annual General Meeting (AGM) Others <ul style="list-style-type: none"> Opportunity Day
External stakeholders			
<ul style="list-style-type: none"> Government agencies and Regulators 	<ul style="list-style-type: none"> Comply with all applicable laws, rules, regulations and regulations. Operate business responsibly and with transparency. 	<ul style="list-style-type: none"> Review relevant laws, rules and regulations Repeat operation test regular There is no penalty for neglecting to comply with the law 	<ul style="list-style-type: none"> Online Communication Others <ul style="list-style-type: none"> Timely disclosure of information via the SET Link in compliance with legally prescribed deadlines.
External stakeholders			
<ul style="list-style-type: none"> Community Society 	<p>Conduct business operations with no adverse impact on the community and the environment.</p>	<ul style="list-style-type: none"> Promote natural resources protection activities/ campaigns and use resources wisely Utilize renewable energy through solar power generation panels. 	<ul style="list-style-type: none"> Social Event Online Communication

3.3 Management of environmental sustainability

3.3.1 Environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity management,
Fuel management,
Renewable/clean energy management,
Water resources and water quality management,
Waste management,
Greenhouse gas and climate change management,
Air quality management,

HARN recognizes that its business operations have both direct and indirect environmental impacts on stakeholders throughout the value chain. Therefore, the company has established an environmental policy, which is publicly available on its website at www.harn.co.th. HARN is committed to driving and supporting initiatives that minimize environmental impact, ensuring business growth aligns with sustainable environmental management. Focuses on setting operational frameworks to ensure that its business activities consider the reduction of environmental and community impacts while also supporting climate change mitigation efforts.

HARN is dedicated to working with and encouraging stakeholders across the value chain, including partners, service providers, contractors, non-controlled businesses, joint venture partners, and customers to adopt the principles of its environmental policy through the following practices:

- 1) Continuously adhere to relevant environmental laws, standards, regulations, and agreements with customers, partners, or stakeholders within the value chain.
- 2) Define environmental objectives and targets to prevent and mitigate environmental impacts resulting from HARN's activities, products, and services, while also promoting environmentally friendly products and services.
- 3) Reduce direct and indirect carbon dioxide emissions in operations, aiming for Carbon Neutrality by 2040 and Net Zero Emissions by 2050.
- 4) Enhance processes and products to minimize environmental impact while maintaining high-quality products and services. This includes ensuring compliance with customer requirements regarding restricted substances.
- 5) Optimize the use of energy, utilities, waste, and pollution control within operations including fuel, electricity, water, solid waste, hazardous waste, air pollution, and greenhouse gases to reduce environmental impact. Promote efficient use of limited resources based on the 3R principles is to reduce unnecessary consumption, reuse materials for maximum efficiency, recycle materials through reprocessing or transformation, including integrate Circular Economy principles to minimize waste generation.
- 6) Raising environmental awareness, provide education, and communicate the environmental policy to employees and all individuals working under HARN's control. Including providing relevant environmental training programs to enhance knowledge and encourage environmentally responsible practices.
- 7) Strengthen relationships with society, government agencies, private organizations, and other related entities by continuously supporting and participating in activities for natural resource and environmental conservation.
- 8) Continuously improve operational methods and workplace environments to meet safety standards and protocols, reducing accidents and preventing occupational diseases that may arise from work activities, thereby minimizing risks to occupational health and safety.
- 9) Provide mechanisms for stakeholders across the value chain to share opinions and suggestions on environmental issues to drive continuous improvement in processes and foster sustainable coexistence.

10) Regularly monitor and review environmental policies, including management plans to adapt to the current situation.

HARN has established the Sustainability Working Group and Carbon Footprint Management Working Group, chaired by Mr. Thammanoon Tripetchr (CEO) and advised by Dr. Jain Charnnarong (directors), advisor to oversee all aspects of effective sustainability operations. In line with HARN's sustainability goals for controlling organization's greenhouse gas emissions, Scope 1, Scope 2 and Scope 3 are compliant. This includes establishing guidelines for resource management and control to ensure maximum efficiency, raising awareness, and providing education on environmental issues. Communication with the board of directors, executives, and employees is maintained to foster ongoing environmental responsibility, along with training and seminars for target employee groups and relevant working committees.

Additionally, the Building Management Department and the Occupational Health, Safety, and Environmental Department are responsible for overseeing resource utilization within the organization to ensure efficiency. They are required to report operational results in the monthly Sustainability Committee meetings for continuous improvement and optimization.

1. Climate Change Action

The current climate change crisis is becoming increasingly severe, with the affected areas expanding continuously. This issue has gained global attention, as reflected in the key discussions at the 29th United Nations Climate Change Conference (COP 29), which aims to limit global temperature rise to no more than 1.5 C above pre-industrial levels. The rising concentration of greenhouse gases directly impacts human life, biodiversity, and the environment, leading to more extreme weather conditions, seasonal fluctuations, and natural disasters.

Recognizing the urgency of this issue, HARN prioritizes reducing greenhouse gas emissions to mitigate global warming, implemented climate risk analysis and assessments, including risks such as flooding and regulatory changes in response to climate change that could affect business operations. In response, HARN has developed risk mitigation and adaptation to potential risks to achieve the committed to achieving carbon neutrality by 2040 and reaching net-zero greenhouse gas emissions by 2050

1.1 Greenhouse gas emission management from business operations

1) Energy Management

HARN remains committed to managing electricity and fuel consumption efficiently. The company aims to reduce electricity consumption by 30% or equivalent 6% per year by 2028 and decrease fuel consumption by 5% per year, compared to the 2024 baseline.

HARN there is a system for data collection of electricity to analyze and plan on electricity control, while promoting indirect energy savings, with the installation of 330 solar panels size of 127 kW and selected the PoE Lighting system to control the lighting system from the lights inside the building by using internet lines instead of electric wires. The system automatically dims the light from the lamp when there is enough sunlight from outside. Additionally, the building harnesses natural light to create brightness without introducing heat (Light Harvest). This can save electric energy and expenses, including the reduction of environmental impacts.

Also, HARN to learn and establish a building and energy management system by its internal team, together with Aiyaraharn Co., Ltd. ("Subsidiary"), which Internet of Things (IoT) know-how, we target for energy in architectural design no more 100kWh/m²/year, which is considered lower than in Bangkok office building.

HARN has currently installed 307 kW of solar power panels in the parking area. As a result, in 2568, the company was able to generate approximately 20,781.40 kWh of renewable energy, reducing reliance on conventional electricity. The average electricity consumption of HARN's office building was 56 kWh/m²/year, exceeding the design target by 40% and categorizing the building as a Zero Energy Building (ZEB) with 57 kWh/m²/year, indicating very low energy use per square meter. Additionally, HARN was awarded the DGNB (Green Building) Gold Certificate by the German-Thai Chamber of Commerce and DGNB GmbH in 2565, recognizing the building's sustainable and energy-efficient design.

The chiller system, along with air handling and air conditioning equipment, accounts for 64% of total electricity consumption at HARN, while the energy used within the office building itself accounts for only 9%, which is lower than typical office lighting systems that consume around 25% of energy. To address this, HARN is committed to reducing energy usage by continuously optimizing and maintaining these systems for maximum efficiency. The initiatives implemented in the office building have fostered a corporate culture of energy awareness, ensuring that employees, regardless of their location, remain mindful of minimizing energy waste at all times.

To reduce emissions from fossil fuel consumption, HARN has set a target to convert 60% of its company vehicles to electric vehicles (EVs) within 3 years, and achieve 100% conversion within 5 years, compared to the baseline year of 2566. Vehicles will be gradually replaced as they reach the end of their service life to meet the goal of reducing fuel energy consumption by 5% per year relative to 2566. In 2568, HARN successfully replaced 8 company vehicles from conventional fuel-powered cars to electric vehicles.

Energy Management Performance

In 2568, HARN was able to reduce electricity consumption by 0.03% compared to the baseline year of 2567. In addition, fuel energy consumption also decreased, resulting from the conversion of 8 company vehicles to electric vehicles.

2) Water Resource Management

Water Management Target

As HARN's operations focus on importing and distribution, there are no major operational processes that create significant water-related issues. However, HARN places great importance on efficient water resource management and has therefore set a target to reduce tap water consumption by 3% per year compared to the baseline year of 2566.

Water Resource Management Initiatives

HARN continuously promotes integrated water management, focusing on efficient water use and planning water consumption based on circular economy principles. Water management efficiency is improved by recycling water, such as using condensate water from the Air Handling Unit (AHU) of the air conditioning system for irrigation. This not only reduces water costs but also minimizes wastewater discharged into the environment. In addition, HARN regularly monitors and inspects water equipment and checks for any irregularities to prevent water loss. An automated irrigation system connected to a rainfall measurement system has also been installed, ensuring that irrigation does not occur when it rains, further enhancing water-saving efficiency.

Water Resource Management Performance

In 2568, HARN was able to reduce tap water consumption by 0.06% compared to the baseline year of 2567. This reduction resulted from promoting awareness and supporting responsible water use, as well as regular inspection and maintenance of water-related equipment.

3) Waste, Hazardous Materials, and Air Pollution Management

Management Targets

HARN applies circular economy principles to manage waste, hazardous materials, and air pollution, aiming to minimize waste generation. The company implements the 3R principles: Reduce: Minimize unnecessary use of materials, Reuse: Maximize utilization by reusing materials and Recycle: Recover materials for new use. Additionally, HARN develops practices to avoid environmentally harmful materials or chemicals, consider options before disposal, and restore used materials to value through refurbishment or transformation. HARN has therefore set the following targets: Reduce non-hazardous waste sent to landfills by 5% per year compared to the baseline year of 2567. Reduce hazardous waste, chemicals, and air pollutants generated from operations by 5% per year. Maintain zero complaints regarding pollution resulting from HARN's operations.

Waste, Hazardous Materials, and Air Pollution Management Initiatives

HARN promotes employee awareness and knowledge of proper waste management, fosters a culture of energy conservation, and encourages employees to recognize environmental issues. The company implements a five-category waste segregation system, including: General waste, Food waste, Recyclable waste, Hazardous waste and Chemical

waste. Chemical waste, such as used solvents and contaminated containers, is managed by licensed operators approved by the Department of Industrial Works, Ministry of Industry, ensuring traceable disposal. General waste, food waste, and hazardous waste are sent to landfills managed by government agencies, while recyclable materials including plastic, paper, glass, and metal are sent to private service providers for proper sorting and recycling.

In addition, HARN manages air pollution control from activities such as fire suppression agent refilling, 3D printing production, and printer demonstrations within office and warehouse facilities, following legal standards and regulations. HARN also controls emissions from company vehicles and delivery trucks by:

- Implementing an environmental policy that includes transitioning from conventional fuel vehicles to electric vehicles.
- Regularly inspecting the condition of service provider vehicles to ensure compliance with standards and reduce emissions.
- Installing air quality monitoring devices around the office building to track indoor and surrounding air quality.

Activities on Waste, Hazardous Materials, and Air Pollution Management

1. Waste Management by Category (3R Principles):

All activities under Reduce, Reuse, and Recycle (3R) for each waste category were successfully implemented at 100%.

Reduce	Reuse	Recycle
1.Reduce paper usage by improving work processes through the development and implementation of digital systems. 2. Send documents electronically, such as via email. 3.Documents are stored in digital file format on a shared drive. 4. Hold meetings via conference systems or e-meeting platforms. 5. Conduct surveys using Google Forms. 6. Provide training materials via electronic channels in place of printed documents.	Reuse paper that has been printed on only one side.	Separate waste by type to add value through the sale of different categories of waste

2. Waste separation.

Promote employees to separate waste into different categories in order to reduce the amount of residual and municipal solid waste. Proper waste segregation also helps reduce pollution, protect the environment, and preserve the planet. As a result of correct waste separation practices, the amount of waste sent to landfills has decreased, while the volume of recyclable waste has increased compared to the previous year.

3. Circular Project

Employees were encouraged to segregate plastic bags and plastic films for processing through mechanical recycling, whereby the materials are converted into recycled plastic pellets (Post-Consumer Recycled Resin: PCR). These recycled materials are subsequently reused as primary raw materials in the production process through the design and development of more sustainable products and packaging. This initiative contributes to the reduction of natural resource consumption and helps address plastic waste management challenges. In addition, the ‘Circular Project’ is an environmental initiative that also supports public welfare activities. Based on the established calculation, every kilogram of plastic bags and plastic films collected is assigned a value of five baht, which is allocated for donation to various charitable foundations.

Performance of Waste and Air Pollution Management

In 2026, air quality both inside and around HARN met 100% of the required standards, with no complaints regarding air pollution. This achievement resulted from the use of environmentally friendly technologies and the implementation of standardized and more efficient waste and hazardous materials management plans.

4) Greenhouse Gas Management

Greenhouse Gas Reduction Targets

HARN operates in the “Industrial Products” sector as an importer and distributor of fire protection systems, air conditioning systems, sanitary systems, refrigeration systems, digital printing systems, and bioprinting systems. The Company recognizes the impacts of climate change and has therefore continuously implemented initiatives to reduce greenhouse gas emissions from its business operations. HARN has set a target to reduce Scope 1 and Scope 2 greenhouse gas emissions by 5% per year compared with the base year 2023. In addition, the Company aims to reduce Scope 3 emissions to zero by 2050, in order to achieve carbon neutrality by 2040 and net-zero greenhouse gas emissions by 2050.

Greenhouse Gas Reduction Management Initiatives

HARN has assessed risks and identified opportunities, and has developed strategic plans and innovation initiatives to support greenhouse gas emission reductions. These include increasing the proportion of renewable energy through the installation of solar power generation systems, transitioning the Company’s vehicles to electric vehicles, adopting technology and digital systems in operational processes, and restructuring its business in the long term toward lower-carbon operations. The Company also seeks new environmentally friendly business opportunities in alignment with circular economy principles and is studying approaches to carbon dioxide sequestration assessment. In addition, Dr. Jain Channarong, an Executive Director of HARN, recognizes environmental issues relating to PM2.5 and has collaborated with the public sector, private sector, and civil society to reduce forest fires, restore green areas, address livelihood challenges, and promote knowledge development through the “Wonlapa” initiative.

Greenhouse Gas Reduction Activities

As HARN operates in the industrial products sector, it has identified that the largest proportion of greenhouse gas emissions under Scope 3 arises from the use of products distributed by the Company. HARN recognizes that a significant share of such emissions results from the sale of compressors to the cold storage and air-conditioning industries. Although HARN is not directly responsible for reducing energy consumption in the operation of such equipment, it plays an important role in developing technologies for customers throughout the value chain. Refrigeration systems are essential for the preservation of food and pharmaceuticals and are therefore closely related to fundamental necessities. Compressors are a key component of refrigeration systems and consume substantial electrical energy, while overall system efficiency also depends on multiple supporting components. Without proper management, operating costs may increase significantly.

HARN has collaborated with Iyaraharn Co., Ltd. to research and develop an IoT system under the name Telelchill Smart Solutions (S2). In addition to enabling real-time online monitoring of refrigeration system operations anytime and anywhere, the system significantly helps reduce energy consumption of refrigeration equipment, lower operating costs for cold storage businesses, and minimize environmental impacts, in alignment with the goal of achieving zero CO₂ emissions. Furthermore, the IoT system can be integrated with equipment distributed by HARN and can also be adapted for use with other widely available equipment in the market.

The implementation of Telelchill Smart Solutions (S2) in cold storage facilities can significantly reduce greenhouse gas emissions. For example, in a single cold storage room operating at -5 C with a 35-horsepower compressor, the system can reduce emissions by approximately 2,936.41 kgCO₂e per year, which is equivalent to planting about 300 trees annually. Accordingly, the Telelchill Smart Solutions (S2) innovation developed by HARN not only enhances the operational efficiency of cold storage systems but also sustainably reduces

operating costs and environmental impacts. This solution enables customers to better adapt to future changes in energy use, technological advancement, and environmental requirements, while supporting long-term sustainable business operations.

In addition, key operational data from cold storage systems are stored on a cloud-based platform, enabling continuous monitoring and advanced performance analysis to identify opportunities for optimizing energy consumption in refrigeration systems more effectively. Looking ahead, HARN plans to leverage artificial intelligence (AI) to further analyze these datasets, enhancing system intelligence and efficiency. This capability may also support the development of new business strategies centered on energy optimization data services for refrigeration systems, creating additional value for customers while strengthening HARN's long-term growth in sustainable technology solutions.

Reference link for environmental policy and guidelines : <https://www.harn.co.th/en/corporate-governance/corporate-policy>

Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals : No
over the past year

3.3.2 Environmental operating results

Information on energy management

Energy management plan

The company's energy management plan : Yes

HARN has set sustainability development targets that consider the impacts of its business operations, reflecting trends in Environmental, Social, and Governance (ESG) both in the short and long term. The company aims to achieve carbon neutrality by 2040 and net zero greenhouse gas emissions by 2050. A dedicated sustainability task force drives the strategy and sets the direction of operations in alignment with the established framework to achieve HARN's sustainability goals and support the United Nations Sustainable Development Goals (SDGs).

Reference link for company's energy management plan : <https://www.harn.co.th/th/corporate-governance/corporate-policy>

Setting goals for managing electricity and/or oil and fuel

HARN has set targets for managing electricity and/or fuel as follows:

- Reduce electricity consumption by 30% by 2028 through a transition to renewable energy.
- Control fuel consumption by reducing it 5% per year, by gradually converting company vehicles to electric vehicles, achieving 60% conversion within 3 years and 100% within 5 years.

Does the company set goals for electricity and/or fuel : No
management

Performance and outcomes of energy management

Performance and outcomes of energy management : No

Energy management: Fuel consumption

	2023	2024	2025
Diesel (Litres)	270,488.38	241,666.14	41,398.83
Gasoline (Litres)	109,063.00	126,031.82	5,446.11
LPG (Kilograms)	19,742.31	14,943.40	0.00

Energy management: Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	759,308.15	795,338.15	352,000.00

Information on water management

Water management plan

The Company's water management plan : Yes

HARN aims to reduce tap water consumption by 3% per year by monitoring and managing water usage and regularly inspecting water-related equipment.

Reference link for company's water management plan : <https://www.harn.co.th/th/corporate-governance/corporate-policy>

Setting goals for water management

Does the company set goals for water management : No

Performance and outcomes of water management

Performance and outcomes of water management : No

Water management: Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	12,571.00	12,442.00	10,985.00

Water management: Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	12,571.00	12,442.00	10,985.00

Information on waste management

Waste management plan

The company's waste management plan : Yes

Waste, Hazardous Materials, and Air Pollution Management

Management Targets

HARN applies circular economy principles to manage waste, hazardous materials, and air pollution, aiming to minimize waste generation. The company implements the 3R principles: Reduce: Minimize unnecessary use of materials, Reuse: Maximize utilization by reusing materials and Recycle: Recover materials for new use. Additionally, HARN develops practices to avoid environmentally harmful materials or chemicals, consider options before disposal, and restore used materials to value through refurbishment or transformation. HARN has therefore set the following targets: Reduce non-hazardous waste sent to landfills by 5% per year compared to the baseline year of 2567. Reduce hazardous waste, chemicals, and air pollutants generated from operations by 5% per year. Maintain zero complaints regarding pollution resulting from HARN's operations.

Waste, Hazardous Materials, and Air Pollution Management Initiatives

HARN promotes employee awareness and knowledge of proper waste management, fosters a culture of energy conservation, and encourages employees to recognize environmental issues. The company implements a five-category waste segregation system, including: General waste, Food waste, Recyclable waste, Hazardous waste and Chemical waste. Chemical waste, such as used solvents and contaminated containers, is managed by licensed operators approved by the Department of Industrial Works, Ministry of Industry, ensuring traceable disposal. General waste, food waste, and hazardous waste are sent to landfills managed by government agencies, while recyclable materials including plastic, paper, glass, and metal are sent to private service providers for proper sorting and recycling.

In addition, HARN manages air pollution control from activities such as fire suppression agent refilling, 3D printing production, and printer demonstrations within office and warehouse facilities, following legal standards and regulations.

HARN also controls emissions from company vehicles and delivery trucks by:

- Implementing an environmental policy that includes transitioning from conventional fuel vehicles to electric vehicles.
- Regularly inspecting the condition of service provider vehicles to ensure compliance with standards and reduce emissions.
- Installing air quality monitoring devices around the office building to track indoor and surrounding air quality.

Activities on Waste, Hazardous Materials, and Air Pollution Management

1. Waste Management by Category (3R Principles):

All activities under Reduce, Reuse, and Recycle (3R) for each waste category were successfully implemented at 100%.

Reduce	Reuse	Recycle
<ol style="list-style-type: none">1.Reduce paper usage by improving work processes through the development and implementation of digital systems.2. Send documents electronically, such as via email.3.Documents are stored in digital file format on a shared drive.4. Hold meetings via conference systems or e-meeting platforms.5. Conduct surveys using Google Forms.6. Provide training materials via electronic channels in place of printed documents.	<p>Reuse paper that has been printed on only one side.</p>	<p>Separate waste by type to add value through the sale of different categories of waste</p>

2. Waste separation.

Promote employees to separate waste into different categories in order to reduce the amount of residual and municipal solid waste. Proper waste segregation also helps reduce pollution, protect the environment, and preserve the planet. As a result of correct waste separation practices, the amount of waste sent to landfills has decreased, while the volume of recyclable waste has increased compared to the previous year.

3. Circular Project

Employees were encouraged to segregate plastic bags and plastic films for processing through mechanical recycling, whereby the materials are converted into recycled plastic pellets (Post-Consumer Recycled Resin: PCR). These recycled materials are subsequently reused as primary raw materials in the production process through the design and development of more sustainable products and packaging. This initiative contributes to the reduction of natural resource consumption and helps address plastic waste management challenges. In addition, the 'Circular Project' is an environmental initiative that also supports public welfare activities. Based on the established calculation, every kilogram of plastic bags and plastic films collected is assigned a value of five baht, which is allocated for donation to various charitable foundations.

Performance of Waste and Air Pollution Management

In 2026, air quality both inside and around HARN met 100% of the required standards, with no complaints regarding air pollution. This achievement resulted from the use of environmentally friendly technologies and the implementation of standardized and more efficient waste and hazardous materials management plans.

Reference link for company's waste management plan : <https://www.harn.co.th/en/corporate-governance/corporate-policy>

Setting goals for waste management

Does the company set goals for waste management : No

Performance and outcomes of waste management

Performance and outcomes of waste management : No

Information on greenhouse gas management

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

HARN has set sustainability development goals that consider the impacts of its business operations and reflect trends in environmental, social, and governance (ESG) factors, both in the short and long term. The company aims to achieve carbon neutrality by 2040 and net-zero greenhouse gas emissions by 2050. A dedicated sustainability task force drives the strategy and sets the direction of operations in line with the operational framework to achieve HARN's sustainability goals and support the United Nations Sustainable Development Goals (SDGs) as follows:

- Reduce electricity consumption by 30% by 2028 by transitioning to renewable energy sources.
- Control fuel consumption to decrease by 5% per year by converting company vehicles to electric vehicles, achieving 60% within 3 years and 100% within 5 years.
- Control tap water consumption to decrease by 3% per year by monitoring and managing water usage and inspecting water-related equipment.
- Reduce the amount of non-hazardous and hazardous waste, as well as air pollution generated from company operations, by 5% per year through implementing the 3R principles: Reduce, Reuse, and Recycle.

- Control and reduce Scope 1 and 2 greenhouse gas emissions by 5% per year, and achieve net-zero Scope 3 emissions by 2050, through implementing various projects and minimizing the use of resources and energy to lower greenhouse gas emissions.
- Source alternative products to replace current products with environmentally friendly products, targeting 25% of revenue by 2040.
- Support green initiatives or environmentally friendly projects, including renewable energy, at least once a year.
- Conduct environmental activities for the community and society at least once a year.
- Provide environmental training for relevant employees and stakeholders in the value chain at least once a year.
- Manage environmental matters in compliance with legal requirements and other relevant regulations, with zero violations of environmental laws and regulations.

Reference link for company's greenhouse gas management : <https://www.harn.co.th/th/corporate-governance/plan/corporate-policy>

Compliance with principles and standards for greenhouse gas or climate change management

Principles and standards for greenhouse gas or climate : Thailand Greenhouse Gas Management Organization change management (TGO), The Greenhouse Gas Protocol

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting other greenhouse gas reduction targets

Setting net-zero greenhouse gas emissions targets

HARN is committed to achieving carbon neutrality by 2040 and net-zero greenhouse gas emissions by 2050. Where possible, the company aims to accelerate this transition without delay and to leverage the knowledge gained to develop new business opportunities.

Setting other greenhouse gas reduction targets

Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1	2024 : Greenhouse gas emissions 284.23 tCO ₂ e	2026 : Reduced by 5% or 270.00 tCO ₂ e in comparison to the base year	2050 : Reduced by 0% or 0.00 tCO ₂ e in comparison to the base year

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : Yes management

Greenhouse Gas Reduction Performance

In 2025, HARN successfully reduced its direct and indirect greenhouse gas emissions (Scope 1 and Scope 2) from business operations by 5% compared with the 2024 baseline year. The Company continued implementing its action plans and communicated through multiple channels to strengthen organizational

culture, enhance knowledge, and raise awareness among directors, executives, and employees regarding greenhouse gas reduction on an ongoing basis, in line with established targets.

The calculation of HARN’s carbon footprint is based on the assessment principles and methodologies established by the Thailand Greenhouse Gas Management Organization (TGO). The Company is currently in the process of further developing its data collection and management system. Therefore, the reported results have not yet been externally verified by independent experts from TGO. Nevertheless, the results of HARN’s greenhouse gas reduction management initiatives are summarized as follows.

Greenhouse gas management : Corporate greenhouse gas emission

	2023	2024	2025
Total greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent) ⁽¹⁾	452.46	505.53	354.78
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	177.99	284.23	148.49
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	274.47	221.30	206.29

Remark : ⁽¹⁾ There has been an update in the data classification, moving greenhouse gas emissions from employee travel from Scope 1 to Scope 3, Category 6, in accordance with the GHG Protocol.

Greenhouse gas management: Verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions : No

Information on incidents related to legal violations or negative environmental impacts

Number of cases and incidents of legal violations or negative environmental impacts

	2023	2024	2025
Number of cases or incidents of legal violations or negative environmental impact ((cases))	0	0	0

3.4 Social sustainability management

3.4.1 Social policy and guidelines

HARN, as a company providing engineering services in fire suppression systems, air conditioning, sanitation, refrigeration, digital printing, and 3D bioprinting, is committed to maintaining its role as a socially responsible organization by conducting business responsibly. This is achieved by leveraging the capabilities of its personnel, technology, and partnerships with both public and private sector networks to create positive impacts on society, communities, and the nation. These efforts include human resource development, community and social development, and promoting the conservation and restoration of natural resources and the environment, supports the underprivileged to improve their quality of life, aiming to avoid any negative impacts that business operations might cause. HARN has taken into consideration the needs, expectations, and concerns of all stakeholder groups through an inclusive engagement process aimed at strengthening relationships and mutual understanding, as well as creating shared value among the organization, communities, and society in a balanced and sustainable manner. Through an engagement process aimed at strengthening relationships and understanding, the company fosters shared value between the organization, the community, and society. This balanced approach ensures mutual sustainability and delivers a holistic positive social impact and image for the future.

There are 5 practical policy and guidelines as follow:

1. Human rights respect
2. Fair treatment of employees
3. Strengthen and develop employees' capability; support culture and values of HARN in line with the goals, strategies and direction of business expansion.
4. All executives are responsible for human resource management in accordance with the policy and management guidelines of HARN.
5. Enable information technology to develop human resources in various fields.

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee rights, Child labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

HARN strictly adheres to the principles of international human rights organizations, supporting and respecting the protection of human rights throughout the value chain, has established a Human Rights Policy, which is integrated into the Human Resource Management Policy and is publicly available on its website, www.harn.co.th. HARN strict compliance with legal requirements in all its operational processes and throughout its business value chain, according to a 100% business activity plan, conducts risk assessments related to human rights impacts and opportunities, covering all HARN's business operations, under the management approach that respects human rights, such as safety and occupational health, migrated labor, security, supplier's workplace conditions, the standard of living of communities, and the rights of natives/employees to ensure to keep risks manageable. Also, the implementation of this plan is to be monitored every quarter. The matter was reported to the Board of Directors for acknowledgment and to obtain recommendations to ensure effective implementation and the achievement of the defined objectives. In 2025, there were no complaints and no incidents of human rights violations identified in the Company's business operations. The Company's practices are outlined as follows:

- promote and motivates has guidelines to the practice based on the principle of basic human rights and equality by disregarding the differences between nationalities, race, skin color, sex, language, religions, political or any other beliefs, ethnicity or social background, wealth, birth or other status this is the foundation of social coexistence.
- Supports and respects the protection of human rights by regularly inspecting its own business so that it does not involve with activities which violates the human rights, for example, not supporting forced labor, or opposing to child labor, or any other issues that demonstrate a lack of respect for human rights principles or are not in line with international standards regarding human rights, freedoms, and equality.
- Respects the opinions of the employees which cover the freedom of opinions that is free from outside influences, obtaining information or ideas from various Medias, including providing the communication to freely listen to the opinions of the stakeholders.
- Monitors compliance with human rights requirements within the organization and promotes compliance to human rights principles in accordance with international standards by subsidiaries, partners, and all stakeholders.
- Protects the rights of stakeholders who have been harmed by human rights violations arising from business operations, by considering compensation for damages not less than the amount prescribed by law.
- Executives and employees have the duty and responsibility to promote the rights of individuals in all locations where HARN or its subsidiaries operate, ensuring that business operations do not participate in or refrain from taking action that may result in human rights violations.

Reference link for social and human rights policy and : <https://www.harn.co.th/storage/downloads/corporate-guidelines-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf>

Page number of the reference link : 13

Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/ : No
or goals over the past year

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

3.4.2 Social operating results

1) Respect for Human Rights

In 2025, there were no complaints and no incidents of human rights violations identified in the Company's business operations.

2) Fair Treatment of Labor

HARN is committed to conducting its business in parallel with ethical labor practices, ensuring fair treatment of workers throughout the entire value chain. The Company has established clear policies and guidelines under its 'Code of Conduct,' which is transparently disclosed on the Company's website (www.harn.co.th). This is to ensure that all personnel are treated with respect for human rights and equality.

In 2025, there were no disputes, no violations of laws related to labor, consumer protection, employment, fair competition, or environmental regulations, and no incidents of protests or work stoppages. The Company's practices are outlined as follows:

- Strictly comply with the laws and regulations which relate to the employees.
- Provide a good working atmosphere, safety, and good occupational health to make employees happy at work.
- Treat the employees gently, respect their individuality and human dignity.

- Fair remunerations for employees, taking into account responsibilities, economic conditions, and current wage rates.
- The promotion, relocation, including rewards and disciplinary actions are conducted fairly by considering the knowledge, capabilities and suitability of the employees as a standard, non-discrimination, and provide equal and equal opportunities for all.
- Adhering to the code of conduct, with importance attention to the development of staff's ability and consistently, and provide comprehensive and fair career development opportunities.
- Avoid any unfair actions which may affect the stability of the employees' jobs or threaten and create stress to the employees.
- Provide opportunities employees for all have the rights to opinions or complaints when they are treated unfairly in an equal and impartial manner.
- According to the established rules and procedures, immediately consider opinions or complaints and take corresponding fact-finding procedures.

Information on employees and labor

Employees and labor management plan

The company's employee and labor management plan : Yes

Employee and labor management plan implemented by : Fair employee compensation, Employee training and
the Company in the past year development, Promoting employee relations and
participation, Child labor

Fair Employee Compensation

HARN has a policy to provide fair and competitive employee compensation in line with market standards. The policy aims to ensure career stability and equitable opportunities for advancement, aligned with both short-term and long-term strategic objectives to drive organizational performance toward targets. Employees receive monetary compensation, including salary, performance bonuses, overtime pay, commissions, incentive rewards, and equity-based compensation (EJIP), as well as other benefits and allowances in accordance with HARN regulations and legal requirements.

Learning & Development

HARN supports the learning and development of its employees through various initiatives, including funding for training and seminars, both domestically and internationally. The company also provides scholarships for undergraduate and graduate studies, as well as support for language skill development, to enhance employees' knowledge, capabilities, and career growth.

Performance Evaluation

HARN emphasizes the creation of a standardized and fair performance evaluation system. The system encourages supervisors and employees to jointly set work goals and Key Performance Indicators (KPIs), fostering mutual understanding, strong working relationships, and clear pathways for career advancement. Performance evaluations are conducted twice a year to monitor progress and provide constructive feedback for development. The evaluation is categorized into three main areas as follows:

This measures the completion and effectiveness of tasks assigned to employees, ensuring that their work is aligned with and supports the organization's key objectives.	Competency and behavioral assessment evaluates an employee's skills and work behavior to ensure they align with their job responsibilities, while also assessing their adherence to HARN's organizational culture and core values.	Discipline and work record assessment evaluates an employee's responsibility and readiness to perform their duties.
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In 2025, all employees underwent performance evaluations, achieving 100% coverage. The results were analyzed to determine fair annual compensation and to inform the planning of employee development programs, enhancing skills and capabilities to prepare personnel for driving the business in alignment with sustainability strategy objectives.

The company adheres to international human rights principles as a core practice, emphasizing human dignity, freedom, and equality. It strictly refrains from any actions that violate human rights and does not promote such violations, while continuously monitoring to ensure that its business operations are not involved in any human rights abuses.

In addition, HARN organizes activities that allow employees to fully relax from work, interact, and strengthen camaraderie across all levels. These activities not only foster love and loyalty toward the organization but also recharge energy and inspire employees, enhancing their mental well-being to perform work creatively and efficiently. Examples include annual trips and yearly sports competitions.

Reference link for employee and labor management plan : <https://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf>

Setting employee and labor management goals

Does the company set employee and labor management : No
goals

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : No
management

Employee and labor management: Employment

HARN is committed to an employment policy rooted in equality and non-discrimination across gender, race, religion, and cultural background. Our recruitment and selection process are strictly merit-based, evaluating candidates on their qualifications, experience, and competence. We uphold the highest ethical standards to ensure transparency and fairness for both internal and external applicants.

Hiring employees

In 2025, the Company maintained a diverse workforce across age groups, genders, educational levels, and job functions. Key manpower statistics are summarized as follows:

	2023	2024	2025
Total employees (persons)	244	248	256
Male employees (persons)	143	145	151
Female employees (persons)	101	103	105

Employment of workers with disabilities

HARN is required to comply with the Persons with Disabilities Empowerment Act B.E. 2550 (2007), which aims to promote employment opportunities and ensure adequate income for persons with disabilities. In 2025, the Company complied with the legal requirements for the employment of persons with disabilities through occupational promotion under Section 35 (concession arrangement), engaging a total of two persons with disabilities to provide relaxation massage services for employees, with a total contract value of 240,900 baht.

	2023	2024	2025
Total employment of workers with disabilities (persons)	0	2	2

Annual medical check-up

Annual medical check-up

At HARN, we recognize that our employees are our most valuable asset. Their physical health and well-being directly impact operational efficiency and readiness. Consequently, we provide continuous health surveillance through annual check-ups and occupational risk-based health screenings. These programs are designed to monitor, prevent, and promote the overall health of our workforce in partnership with internationally accredited medical institutions. On February 5, 2025, health screening services were provided to eligible staff; of the 229 eligible employees, 227 participated, representing a 99% participation rate.



Labor Relations Management

Labor Relations Management

HARN is committed to policies and practices that ensure fair treatment for all employees, strictly respecting their rights and freedoms in accordance with human rights principles. This includes honoring the right to freedom of association to foster internal collaboration. Furthermore, we have established a Welfare Committee, which serves as employee representatives to provide consultation and suggestions. This committee plays a vital role in ensuring that

employee welfare remains appropriate, striking a balance between the needs of our staff and the organization's long-term stability.

HARN recognizes the importance of effective communication in aligning all employees with our business goals and strategic direction. We ensure that policies, operational guidelines, and key information are disseminated comprehensively through diverse digital channels, including Email, LINE Official Account, and Digital Signage. Furthermore, we empower our employees to voice their needs and provide feedback through our grievance and suggestion channels. This enables HARN to continuously improve our work processes and address employee concerns with precision and care.

In 2025, HARN continues to foster workplace happiness by organizing engagement activities that promote a healthy work-life balance. By supporting both physical and mental well-being, we aim to boost employee morale and motivation, which are essential drivers for the organization's sustainable and stable growth.

1) Annual Town Hall Meeting

On March 14, 2025, HARN held its Annual Staff Town Hall Meeting. During the event, the Chief Executive Officer communicated the company's short-term and long-term business goals, directions, and strategies, while reinforcing the corporate vision and mission to employees at all levels. The objective was to ensure organizational alignment and inspire a unified drive toward common goals. Furthermore, a Long-Service Award ceremony was held to honor and express gratitude to employees for their dedication and commitment. These awards serve to boost morale and highlight the vital role of our people as the primary force behind the company's enduring success and growth.



2) Preserving Songkran Traditions and Annual Corporate Merit-Making

HARN is committed to preserving and promoting Thailand's rich cultural heritage through our Annual Corporate Merit-Making and Songkran Festival activities. These events provide a meaningful opportunity for employees to participate in communal merit-making and perform the traditional 'Rod Nam Dam Hua' ceremony to show respect to seniors and management. This initiative fosters strong internal relationships, boosts morale, and creates a warm, supportive atmosphere. By emphasizing a 'family-oriented' workplace culture, we strengthen the foundation necessary to drive our business forward with efficiency and shared success.



3) Annual travel

Activity that helps employee's fun and relaxation from work, strengthen relationships between colleagues, create love and bond of all employees in the organization to achieve new inspirations, be ready to their work.



4) HARN GAMES

An activity to promote to participate in sport skills in order for employees to have good physical health, establish good internal relationships as well as acceptance and respect to the rules and results of sport competition to achieve good relationships through sports and exercise.



5) New Year Party

HARN organized a Year-End Celebration to provide employees at all levels an opportunity to enjoy festive activities and unwind after a year of dedicated work. The event was designed to spark creativity and encourage self-expression while strengthening internal bonds and unity. A key highlight of the evening was the **'Employee of the Year'** award ceremony, honoring outstanding individuals who serve as role models for excellence. Additionally, a special tribute was held for retiring employees to express our deep gratitude and respect for their long-standing perseverance and contributions to the company's success. These activities not only boost morale but also reinforce a sense of pride and belonging, empowering everyone to begin the new year with renewed energy and sustainable commitment.



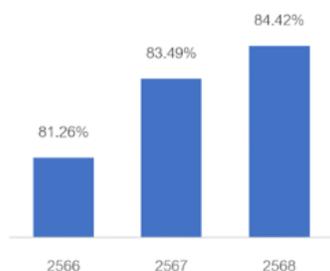
6) Employee Engagement, Happiness and Satisfaction Survey

Firmly believing that career stability and a high quality of work life are the foundations of success, HARN conducts an annual Employee Engagement and Satisfaction Survey. This initiative allows us to actively listen to our employees' voices and utilize their feedback to enhance our work environment and human capital management. By doing so, we strengthen our organizational efficiency and competitive advantage, driving the company toward sustainable growth.

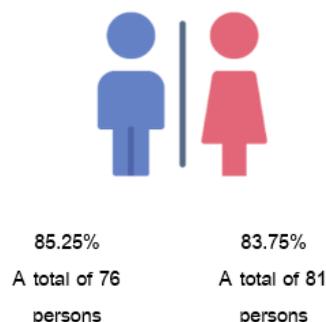
In 2025, the employee survey saw a participation rate of 63.56% (157 out of 247 employees). The overall engagement score reached 84.42%, a slight increase of 0.93% from the previous year's 83.66%. While this remains just below the 85% corporate target, HARN has proactively analyzed the results to implement strategic improvements. Key focus areas include enhancing communication efficiency, upgrading the work environment, and providing better operational tools. Furthermore, we have institutionalized monthly leadership meetings between the CEO and junior-to-middle management. This forum serves as a vital channel for feedback, enabling collaborative improvements to work systems and organizational efficiency.

Overview of Employee Engagement Survey Results

Employee Engagement Statistics 2023-2025



2025 Employee Engagement Proportion by Gender



Information Technology in Human Resource Development

Information Technology in Human Resource Development

The Company prioritizes Human Resource Management through digital technology to ensure data accuracy, minimize operational errors, and enhance data utilization efficiency across all dimensions. In 2025, the Company implemented the following developments to improve operational efficiency:

1) Human Resource Management System: We continue to utilize the 'E-Business Plus' system as a primary tool for employee data management. This online Self-Service platform allows employees to perform transactions anytime and anywhere, promoting a paperless environment and enhancing data storage speed. The system covers the following key functions:

- Payroll Processing
- Leave & Overtime (OT) Request and Approval
- Medical Benefits Claiming
- Compensation & Benefits Inquiry

2) Digital Workforce Management: To adapt to modern working environments, the Company has transitioned from paper-based processes to online systems (Digital Transformation).

- **Online Performance Management System (PMS):** Enables employees to review their evaluation results for continuous self-development, while ensuring transparency and accountability.
- **Training Approval System:** Utilizing digital tools for training requests, performance assessments, and training history tracking. This transformation minimizes complexity and significantly saves time on paperwork.

Employee and labor management: Remuneration

HARN has established a fair remuneration policy that promotes career stability and provides equitable opportunities for career advancement, while ensuring the provision of employee welfare and benefits in compliance with applicable laws and regulations. The Company's practices are outlined as follows:

- Establish a welfare committee to provide employees with opportunities to participate in consultations. And propose relevant welfare suggestions that are beneficial to employees and the organization through designated communication channels.
- Compensation Benchmarking: To ensure that the Company's compensation and benefits structure remains appropriate and competitive within the industry, HARN participated in the 2025-2026 Salary & HR Benchmark Survey. The data obtained is utilized to review and enhance our salary structures and welfare programs. This strategy aims to attract high-potential talent while motivating and retaining quality personnel for long-term commitment.

Employee remuneration

	2023	2024	2025
Total employee remuneration (baht)	161,141,571.00	170,151,100.00	172,201,980.00
Total male employee remuneration (Baht)	100,219,001.00	101,974,350.00	106,163,197.00
Total female employee remuneration (Baht) (1)	60,922,570.00	68,176,750.00	66,038,783.00

Remark : ⁽¹⁾ Note: Senior executives = 5 persons; employees = 251 persons; total = 256 persons.

Employee and labor management: Employee training and development

HARN maintains a policy of continuous employee development at all levels to enhance employee potential and ensure readiness for current and future business competition. We promote the acquisition of knowledge, skills, and experiences aligned with the Company's strategic growth through both internal and external training programs. This includes participation in international seminars and study tours to broaden perspectives and skills relevant to specific roles and responsibilities. Furthermore, HARN actively monitors and evaluates the practical application of acquired knowledge, while fostering a culture of **knowledge sharing** to drive collective growth within the organization.

HARN has established the '**POSITIVE**' core values to cultivate behaviors and a collaborative work culture. These values serve as a vital foundation in shaping executives and employees at all levels into responsible individuals who are dedicated to both the organization and society at large.

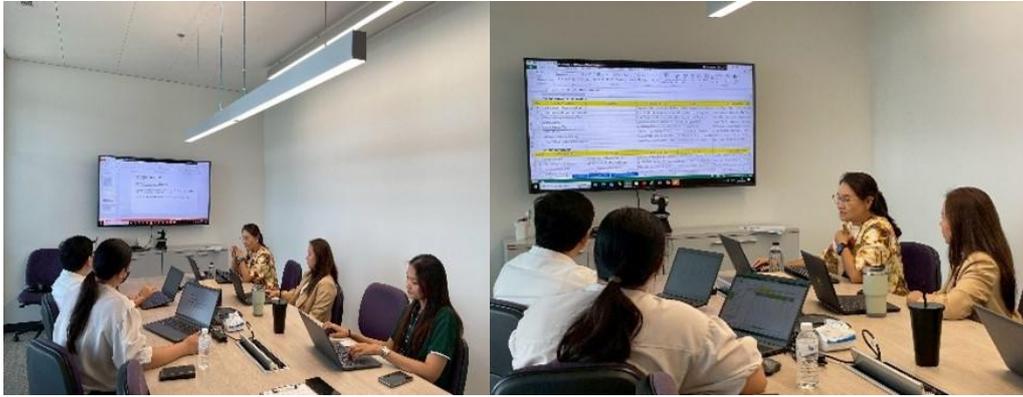


HARN prioritizes employee development from day one. We focus on equipping our employees with essential job-related skills while cultivating a positive mindset and self-development motivation through tailored learning paths. Our goal is to transform HARN into a 'Learning Organization' where every employee can access knowledge to advance their careers and deliver tangible value to the company. In 2025, we implemented capacity-building programs covering both future-ready skills and specialized expertise. These initiatives aim to elevate operational standards and ensure the delivery of high-value, sustainable solutions to our customers, as detailed below:

1) Management & Professional Skills Development

1.1) Enterprise Risk Management (ERM)

The Company recognizes that effective risk management is a vital foundation for stable and sustainable growth. Consequently, a specialized training course was organized for Business Unit Managers to enhance their understanding of identifying, analyzing, and assessing risks that could impact strategic objectives. This program empowers managers to systematically handle operational obstacles, establish preventive measures against external variables, and implement monitoring systems to prevent all forms of corruption. This ensures that each unit's operations align with corporate goals. In 2025, 4 junior executives participated in the training, totaling 12 learning hours (an average of 3 hours per person)



1.2) Effective Communication for Collaboration

The Company believes that effective communication is the cornerstone of successful teamwork. This training course was organized to develop systematic sending and receiving of information, minimize misunderstandings, and foster a work environment that promotes Cross-functional Collaboration. The program emphasized Active Listening techniques and positive communication strategies to mitigate conflict. A total of 45 employees from all levels participated in the training, amounting to 270 learning hours (an average of 6 hours per person), with an average satisfaction rating of 89%.



1.3) Growth Mindset for Sustainable Self-Development

The Company recognizes the importance of preparing our personnel for rapid business transformations. Cultivating a Growth Mindset the ability to seek opportunities within challenges and encouraging continuous professional development are essential for aligning our workforce with corporate values and culture. This course focuses on fostering positive attitudes toward oneself and others, building a foundation for effective Collaboration and internal innovation. The program was attended by 43 employees from all levels, totaling 258 learning hours (an average of 6 hours per person), with an outstanding satisfaction rating of 96%.



1.4) Problem Solving and Decision Making Process

This curriculum focuses on elevating employee capabilities to effectively navigate business challenges. It equips staff with Systematic Thinking and a Problem-solving Mindset, enabling them to manage situations and workflows step-by-step with sound reasoning. The course teaches participants to identify areas for improvement, ask the right questions, and gather accurate data. These skills are critical factors in reducing operational errors and ensuring that performance aligns with corporate goals. The program was attended by 42 employees from all levels, totaling 252 learning hours (an average of 6 hours per person), with an average satisfaction rating of 86%.

2) Digital Literacy & Future Technology (AI)

2.1) Leveraging Generative AI for Workplace Productivity

The Company is committed to enhancing its competitive edge by integrating modern technology into its operations. We have introduced Generative AI to streamline processes across all departments, including Sales, Services, and Back Office functions. The training focused on developing systematic Prompt Engineering skills to improve speed and accuracy in tasks such as professional email drafting and deep-data summarization. Simultaneously, the program instilled awareness of AI Ethics and Security, covering critical areas such as AI limitations, data verification, and compliance with the Personal Data Protection Act (PDPA). A total of 32 employees from all levels participated in the training, amounting to 192 learning hours (an average of 6 hours per person), with an average satisfaction rating of 90%.



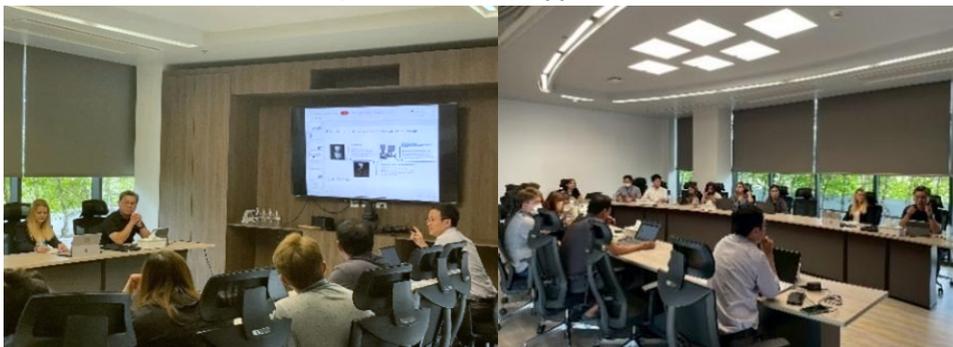
3) Engineering Expertise and Safety Standards

As our Sales and Service teams are the heart of building customer trust, we are committed to developing their knowledge, skills, and positive mindsets. We focus on enhancing their technical expertise and service potential, fostering professional personality, and instilling a strong service mind. Our goal is to empower our staff to act as expert consultants and professional problem-solvers, ensuring superior customer satisfaction and sustainable trust.

3.1) Engineering Knowledge and Technical Proficiency.

Business Unit	Relevant Courses
Fire Protection Systems	<ul style="list-style-type: none"> ● Knowledge and Technical Installation of HVAC Systems using Victaulic Grooved Couplings ● Oventrop SMART VALVE Product Knowledge and Technical Applications ● Grooved Solution for HVAC System in Data Center ● NOTIFIER Fire Alarm Systems and Product Integration ● Potter Fire Alarm Systems and Product Integration ● Innovations in Siphonic Roof Drainage: Geberit Pluvia System ● Victaulic Preaction Valves for Advanced Fire Protection Systems ● Oventrop Product Solutions: Stainless Steel, General, and Energy Valves ● System Programming and Device Selection for NOTIFIER Fire Alarm Systems.
Digital Printing Systems	<ul style="list-style-type: none"> ● Domino Ax-Series Product Knowledge and Advanced Inkjet Technology ● Technical Integration and Configuration of Domino AX-Series with Tetra Pak Filling Lines ● Technical Knowledge and Proficiency for Yeacode Industrial Printers ● Technical Expertise and Operations for Domino G50i and Gx-Series (Thermal Inkjet) ● Product Knowledge and Solutions for Domino Dx-Series Laser Coding Systems ● Product Knowledge for Domino Mx-Series (Print & Apply Labeling Systems) ● Installation and Implementation of Centralized Label Management Systems (Domino Automation)
Refrigeration System	<ul style="list-style-type: none"> ● BITZER SCREW COMPRESSOR TECHNOLOGY ● ELECTRICAL MOTOR CONNECTION FOR SCREW ● HEATER WIRING DIAGRAM ● HOT GAS DEFROST ● INVERTER SELECTION ● IQ MODULE CM-RC-02 ● IL AND REFRIGERANT CALCULATION ● SMART ELECTRONIC PROTECTION DEVICE FOR SCREW ● VARIPACK INVERTER

● **Oventrop SMART VALVE Product Knowledge and Technical Applications**



● **Domino Ax-Series Product Knowledge and Advanced Inkjet Technology**



- Technical Integration and Configuration of Domino AX-Series with Tetra Pak Filling Lines



- Oventrop Product Solutions: Stainless Steel, General, and Energy Valves



- Installation and Implementation of Centralized Label Management Systems (Domino Automation)



3.2) Electrical Safety in the Workplace

The Company places the highest priority on promoting workplace safety and a healthy environment to ensure full compliance with legal safety management standards and to elevate operational excellence. Consequently, the 'Electrical Safety in the Workplace' training program was organized to equip employees with a comprehensive understanding of safety laws, standards, and correct operational procedures. This initiative aims to prevent accidents arising from electrical hazards and fire risks, specifically focusing on enhancing skills in Risk Assessment, the proper selection of Personal Protective Equipment (PPE), and Emergency First Aid and rescue techniques. A total of 22 employees, including Service Engineers, Project Engineers, and Building Technicians, participated in and successfully passed the training. The program accounted for a total of 132 learning hours (averaging 6 hours per person), achieving an outstanding average test score of 98% and an average satisfaction rate of 96%.

4) Conclusion of Training and Employee Development

Employee Development Summary	Unit	2025	2024	2023
Total Employees	person	254	248	240
Employee training target	person/year	≥ 6 hours	≥ 6 hours	≥ 6 hours
Number of training hours	hour	5,924	6,379	6,364

	2023	2024	2025
Average employee training hours (hours / person / year)	26.52	25.72	23.32
Training and development expenses for employees (baht)	1,031,586.00	665,905.00	607,517.00

Employee and labor management: Safety, occupational health, and environment at work

HARN prioritizes the safety and occupational health of our employees, contractors, and all related personnel. We have established policies and management systems that promote safe operations in accordance with international standards and strict compliance with the Occupational Safety, Health, and Environment Act B.E. 2554 (2011). Furthermore, we have appointed a Safety Committee to oversee, monitor, and report on occupational health and safety performance comprehensively and equitably. This includes conducting risk assessments and developing operational plans and preventive measures to mitigate risks related to safety, health, and the working environment.

In 2024, HARN reviewed its Occupational Safety, Health, and Environment (SHE) Manual, work regulations, and operating procedures to ensure full legal compliance. These serve as safety guidelines and training materials for our employees. As a result of our commitment to safety management for both employees and contractors, HARN’s performance in 2025 is as follows:

Statistics of accidents/absenteeism/illness rates resulting from work

Statistics of accidents/absenteeism/illness rates resulting from work

Indicators	Target	Unit	2025		2024		2023	
			Female	Male	Female	Male	Female	Male
Employees								
Being sick at work until stopping work	0	Person	0	0	0	0	0	0
Injured at work until work is stopped	0	Person	0	0	0	0	0	2
Death due to work	0	Person	0	0	0	0	0	0
Downtime Damage Rate (LTFR)	0	Person	0	0	0	0	0	0
Working hours	-	hour	217,464	315,741	205,090	205,090	189,098	281,512
Contractor								
Being sick at work until stopping work	0	Person	0	0	0	0	0	0
Injured at work until work is stopped	0	Person	0	0	0	0	0	0
Death due to work	0	Person	0	0	0	0	0	0
Downtime Damage Rate (LTFR)	0	Person	0	0	0	0	0	0

Note: Downtime Damage Rate (LTFR) refers to the number of individuals who are injured to the extent that they are unable to work, divided by 200,000 working hours. It measures the occurrence of work-related accidents that result in injuries preventing employees from returning to work on the following workday.

Basic Firefighting Training and Fire Drills

Basic Firefighting Training and Fire Drills

1) Safety Training for Technical Staff and Construction Contractors

Safety orientation and training are provided to communicate Occupational Health, Safety, and Working Environment policies. This includes promoting safety initiatives for technical staff and on-site contractors at the client's construction projects. The objective is to ensure a comprehensive understanding of safety management principles and to align practices, effectively mitigating risks and preventing workplace accidents.

2) Safety Orientation for New Employees

Occupational Health, Safety, and Working Environment training is provided to new employees to ensure a comprehensive understanding of HARN's safety operations, standards, and relevant legal regulations. The program aims to inform employees of work-related risks and hazards, emphasizing the importance of compliance and fostering a strong safety culture. In 2025, 53 new employees completed the training, with an average of 6 training hours per person. The post-training evaluation showed an average score of 90%

3) Basic Firefighting and Fire Evacuation Drill Training

Driven by our commitment to workplace safety, HARN conducted its Annual Basic Firefighting and Evacuation Drill on July 21, 2025, at our headquarters. A total of 250 participants, including employees and tenants (147 males and 103 females), took part in the exercise. The drill featured a realistic fire simulation with clearly defined roles for pre-emergency, emergency, and post-emergency phases to ensure effective situational management. Under the supervision of experts from the Bangkok Fire and Rescue Department, the total evacuation time was recorded at 4 minutes and 15 seconds. This result successfully meets the regulatory standards set by the Ministerial Regulation on Occupational Safety, Health, and Environment (Fire Prevention and Suppression) B.E. 2555.

4) Workplace Safety Inspections and Monitoring

Routine inspections and monitoring of occupational health, safety, and the working environment are conducted at the headquarters and warehouses in accordance with the established safety plan. These measures ensure that all operations are safe and fully compliant with legal requirements. Furthermore, safety information and updates are proactively communicated to employees at all levels through various digital platforms, including Email, LINE Official, Intranet, and Digital Signage, to foster a strong safety culture across the organization.

Safety, occupational health, and environment at work

	2023	2024	2025
Total number of lost time injury incidents by employees (cases)	2	0	0

Employee and labor management: Employee engagement and internal employee groups

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	28	38	43
Total number of male employee turnover leaving the company voluntarily (persons)	16	22	14
Total number of female employee turnover leaving the company voluntarily (persons)	12	16	29
Proportion of voluntary resignations (%)	11.48	15.32	16.80
	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Information about customers

Customer management plan

Company's customer management plan : Yes

Customer management plan implemented by the : Responsible production and services for customers,
company over the past year Communication of product and service impacts to
customers/consumers, Development of customer
satisfaction and customer relationship, Consumer
data privacy and protection

Customer/Consumers Responsibility Management and Development

1) Confidentiality of Customer's Personal Data

HARN to the importance of respecting the rights and committing to protect the personal data of customers which have been collected, stored, used, and revealed in presenting products and services to meet the needs as appropriate, accordance with personal data protection notice to show transparency in its operations, which has policies and guidelines are in accordance with the Personal Data Protection Act (PDPA) through its website www.harn.co.th, covering the following:

- Personal data collected by HARN
- Objectives of personal data processing
- Disclosure of personal data
- Duration of personal data collection
- Rights of the owners of personal data
- Contact channels to HARN and personal data protection officers

Review of policies on privacy

The personal data protection officers (DPO) are responsible for protecting customers' personal data. To protect confidential information from leaking to external parties, the confidentiality of the data is categorized by level of importance and is limited to the scope of duties and responsibilities assigned. HARN provides a complaint channel regarding customers' personal data through the website www.harn.co.th. If any customer has a complaint, HARN will investigate the facts, consider corrective actions, provide advice or suggestions, and identify measures to resolve the issue. A suitable time frame for investigation will be set, taking into account the nature of the issue and the corrective action to be taken in collaboration with the relevant parties. In case of financial damage, compensation will be provided based on the severity of the issue, or legal penalties may be applied depending on the case.

In 2025, HARN complied with the framework of the Personal Information Protection Act (PDPA). There were no complaints from customers regarding the protection of their personal data.

2) Responsibility to Consumers/ Consumers

HARN is committed to selling products that meet international standards, developing services in line with customer expectations and satisfaction, and adhering to business ethics when interacting with customers with responsibility and integrity with the highest benefit of customers in mind, under the policies that focus on customer responsibility and development. Emphasis is placed on the development of products, services, and solutions, utilizing information technology and technology as tools to manage sales processes to improve the efficiency of delivering products and services to customers as targeted. Also uses technology to monitor potential issues and obstacles to ensure that planning for expansion and product delivery aligns with customer needs. Additionally, HARN is transitioning to an environmentally friendly business and fosters customer engagement through Facebook, its website, Line Official Account, and seminars, allowing customers to securely access and exchange information via digital systems.

Furthermore, HARN continuously focuses on improving its management system in accordance with ISO 9001:2015 standards and developing the correct knowledge and understanding among employees and stakeholders regarding workplace safety to ensure the safety and reliability of products and services delivered to customers. A department is designated to regularly inspect product quality standards every month, and a separate unit inspects the

operational systems, service processes, and methods for addressing feedback and complaints. These activities are aligned with company policies, announcements, and operating regulations, and suggestions and complaints will be promptly considered for improvement and corrective action within an appropriate time frame.

In 2025, there were no complaints from customers regarding the safety and environmental aspects of product use, according to an audit by the ISO Certification Institute from SGS (Thailand) Co., Ltd.

HARN with realization of the importance of products that enhance quality of life and safety of customers/consumers, HARN has paid great care and attention to all processes on an end-to-end basis until the goods reach the customers/consumers according to policies and guidelines, as follows;

3) Quality and standard of the products

HARN emphasizes on the quality and the standard of the distributed products so that the customers can be confident in the quality and the safety of the products that follows the terms and conditions agreed upon with HARN. The products sold by HARN are mostly certified by the UL (Underwriters Laboratories) and/or FM (Factory Mutual) and/or BS (British Standard) and/or TIS (Thai Industrial Standards) and/or EN (European Standard) and/or Vds Standard. As for HARN's OEM, these are produced under BS or ASTM International, including all aspects of HARN's operation is certified by the ISO 9001:2015.

Note: - Underwriters Laboratories (UL), safety standards by the Underwriters' Laboratories Inc. (UL), non-profit independent organization from the USA. Responsible in testing and prepares the safety standards and safety insurance of the products.

- Factory Mutual (FM), responsible in testing protective and fire extinguisher equipment of the insurance group in the USA.

- British Standard (BS), safety standards by the British Standard Institution (BSI)

- Thai Industrial Standards (TIS), industrial standards, products guaranteed by the Thai Industrial Standard Institute.

- VdS is an independent institution that tests fire prevention and extinguishing equipment That guarantees safety and reliability in the field of fire protection and safety Germany

4) Products Insurance

HARN ensures the damages or defectives of products following the insurance conditions of the products that HARN distributes or installs for the customers for 6 months to 1 year, for the machines and the spare parts, respectively. The products of HARN had been insured already by the suppliers for similar time. For project sales, after completion of installation work, HARN ensures the installed products under the conditions for 1 year where the suppliers also ensure the products to HARN for 1 year as well and may consider purchasing additional warranty from the seller in case the customer wants a longer warranty.

5) Processes of storing products in warehouses and transportation products

HARN has 3 warehouses: as follow;

The main warehouse, is located at 888/14-16 Moo.21, Bang Phli Yai, Bang Phli, Samut Prakan 10540. The rental area covers 6,374.23 square meters which HARN owns the ownership to store valve products and other products in Fire protection system, Air-Conditioning system, Sanitary system, Refrigeration system and Digital printing system. This place is also used to assembly equipment's on a made to order basic.

The 2nd warehouse, is located at 509 Soi Soonvijai 4, Rama 9 Road, Bang Kapi Subdistrict, Huai Khwang District, Bangkok 10310. The premises are leased from a company affiliated with HARN and are used for storage, assembly, and maintenance of printers and related equipment, as well as for other business operations related to the digital printing system.

The 3rd warehouse, is located at 38/43, Moo 4, Lam Luk Ka Road, Lam Luk Ka, Lam Luk Ka, Pathum Thani 12150. This place covers 80 square meters and is rented from an external company provides the warehouse service which is not involved with HARN. It is used to keep hazardous chemicals that purchased from manufacturer and wait to distribute to customer or use to install the fire protection system for customer.

Processes of storing products in warehouses

Warehouse staff prepare space to store and a bar code product as details receives from a purchasing staff to check correctness and make an acknowledgement receipt. Which warehouse staff will inspect product type, quality, quantity, bar code, and acknowledgement receipt to correctness. Then, will store products in warehouse, placing products came first outside and products came later inside for convenience in next distribution and control quality of product before reaches customer. In case of incorrect purchasing and product defect/ damage, the warehouse staff will report to the purchasing division in order to examine as well as inform manufactures, and/or the insurance.

Processes of transportation products

Delivery staff record a picking list and makes a delivery control note to the warehouse staff for check name of customers, product quantity, delivery place, and to plan a logistic route, in order the sales division will have data to inform customer an appointment about the estimated delivery time. Also, packing staff to collect documents related for all delivery to transportation providers who contracted by HARN for check type, detail, and total of products delivery, then, sign on the delivery control note as evidence. After that, deliver to accord to route specified, In case of emergency delivery or appointment for advanced shipping, the packing staff will receive a delivery note from salesperson and coordinate with to transportation providers who contracted by HARN.

HARN delivers products from its warehouses to customers, with delivery costs included in product prices, using its own trucks and third-party transport providers that are independent of HARN and approved under its Approved Vendor List (AVL). HARN also maintains insurance coverage for goods stored in its warehouses against risks such as fire, lightning, earthquake, storm, flood, and other accidents, covering the value of assets at both the head office and the warehouses.

HARN maintains domestic transit insurance for high-value purchase orders to cover loss or damage to goods while in transit, with HARN as the sole beneficiary. From 2012 to the present, HARN has had no claims arising from major incidents, except for minor damages during warehouse handling, with each claim not exceeding THB 10,000.

Note: HARN's will determine a sum assured in each year according to asset values from the latest financial budget before having insurance and review the increase/decrease of insurance amount as appropriate.

Reference link for company's customer management plan : <https://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf>

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Setting customer management goals

Does the company set customer management goals : No

Performance and outcomes of customer management

Performance and outcomes of customer management : No

Customer management: Customer satisfaction

Customer Relationship Management Plan

HARN places customer satisfaction at the core of its business operations and has implemented the ISO 9001:2015 quality management system across the organization. The Company has established a quality policy stating, "We strive to delight our customers with high-quality products and services, advanced technology, and excellent business management," in order to maintain and enhance customer satisfaction with its products and services. This policy is communicated comprehensively to all business units.

In addition, HARN focuses on strengthening customer relationships through ongoing marketing activities, such as customer visits, promotional campaigns, customer satisfaction surveys conducted at least once a year, and training programs on its products and services. These initiatives help build trust, foster partnerships, and promote long-term customer loyalty through repeat purchases and continued use of the Company's services.

The Company manages customer complaints in a systematic and end-to-end manner through its website www.harn.co.th, which serves as a platform for receiving, tracking, and reporting the resolution of customer complaints across all business units. In parallel, the Company conducts customer satisfaction surveys on delivered products and services, using the feedback to continuously improve product quality, service standards, and internal processes on an annual basis. This information is considered essential in enhancing the Company's understanding of customer needs.

In 2025, the Quality Management Department was responsible for monitoring product quality, service delivery, customer complaints, regulatory compliance, and conducting customer satisfaction surveys, which were distributed to customers in October 2025. All customer complaints received were resolved within an appropriate timeframe, representing a resolution rate of 100%. The average customer satisfaction score for 2025 was 94.10%, a slight decrease of 0.04% compared to 2024, while remaining 4.10% above the target level of 90%.

Based on the customer satisfaction survey results, HARN has continued to maintain a high level of customer satisfaction by improving product quality and service delivery, expanding communication channels and after-sales support, and regularly providing customers with business-relevant information. The survey findings are also communicated to relevant departments to support improvements in products, services, and operational processes, thereby further enhancing customer satisfaction in line with customer needs.

In 2026, the Company plans to incorporate Net Promoter Score (NPS) analysis into its customer satisfaction surveys as an additional tool to assess customer satisfaction and brand loyalty. The results will be used to enhance operational improvements and more effectively address customer needs.

Nevertheless, HARN remains committed to building strong customer relationships by emphasizing marketing initiatives, continuously enhancing product knowledge among sales-related employees through regular training, and consistently developing new products. These efforts aim to deliver products and services that meet customer expectations and earn their trust.

Customer Satisfaction	2025	2024	2023
Products and Services (Product Quality, Product Variety, and Service Quality)	93.60	93.50	92.91
Sales Staff, Service Staff, and Project Engineers (Knowledge of Products, Services, Troubleshooting, and Installation)	94.35	94.27	93.65
Other Services (Management, Information Provision, and Communication with HARN)	94.36	94.64	93.94
Overall Average Satisfaction	94.10	94.14	93.50

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

HARN upholds 'Value Creation' as a core corporate value and a fundamental pillar of our business operations. We are committed to transitioning from traditional Corporate Social Responsibility (CSR) toward Creating Shared Value (CSV). By leveraging our specialized expertise and corporate resources, we aim to address social challenges and tangibly enhance the quality of life within our communities.

As a leading provider of comprehensive engineering services covering fire protection, air conditioning, sanitary, refrigeration, digital printing, and 3D bioprinting systems we remain steadfast in our mission to operate responsibly. We leverage our human capital, advanced technology, and a robust network of public and private partners to create a sustainable positive impact on society, communities, and the environment.

The Company has established a comprehensive management framework aligned with the expectations of all stakeholder groups to create shared value (CSV) and foster a positive corporate image. By delivering holistic social outcomes, we aim to achieve mutual sustainability for the future. Key operational highlights for 2025 are as follows:

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by : Employment and professional skill development,
the company over the past year Education, Forests and natural resources,
Disadvantaged and vulnerable groups, Water and
sanitation management, Reducing inequality

The Company is committed to conducting its business with responsibility toward the community and society, with the aim of creating shared value and achieving sustainable growth. To this end, the Company has established a Community and Social Management Plan to ensure that its operations do not cause adverse impacts on surrounding communities, while continuously promoting positive contributions to society.

The Company has identified and analyzed relevant stakeholders, including local communities, government agencies, and related organizations, and has implemented appropriate engagement approaches. These include regular communication, the provision of channels for feedback and complaints, and participation in community activities to better understand stakeholders' expectations and concerns.

In terms of social development, the Company implements various projects and initiatives, such as educational support, community development, environmental conservation, and emergency assistance. These efforts aim to enhance the quality of life of communities, strengthen resilience, and foster long-term relationships.

In addition, the Company has established measures to prevent and mitigate potential social impacts arising from its operations. This includes regular monitoring and assessment of social risks, the establishment of transparent grievance mechanisms, and the continuous improvement of operations based on stakeholder feedback.

The Company also encourages employee participation in social responsibility activities to cultivate a sense of social awareness and responsibility. Performance is regularly monitored to ensure alignment with the Company's sustainability objectives.

Through these approaches, the Company aims to build trust, enhance social well-being, and grow sustainably alongside the community.

Reference link for company's community and social : <https://www.harn.co.th/storage/downloads/corporate-management-plan-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf>

Page number of the reference link : 25

Setting community and social management goals

Does the company set community and social : No
management goals

Performance and outcomes of community and social management

Performance and outcomes of community and social : Yes
management

The Company conducts its business with responsibility toward the community and society, placing importance on minimizing environmental impacts and avoiding operations that may negatively affect the quality of life of communities surrounding its facilities. In 2025, there were no complaints from communities regarding social or environmental issues.

In addition, the Company actively contributes to improving quality of life and promoting community engagement. In 2025, the Company carried out the following activities in collaboration with communities:

1. Knowledge Sharing and Academic Collaboration

Leveraging our extensive experience and expertise in refrigeration and IoT systems, HARN has shared its specialized knowledge with academic institutions. This initiative aims to empower students and engineering personnel with in-depth insights gained from real-world industrial practices. By cultivating a high-quality workforce for the labor market, we are not only developing the nation's human capital but also playing a vital role in elevating Thai engineering standards for long-term sustainable growth.

1) King Mongkut's University of Technology North Bangkok (KMUTNB)

1.1 Department of Refrigeration and Air Conditioning Engineering Technology: Conducted a specialized lecture on **'Introduction to Refrigeration Systems and IoT Application for Cold Storage.'** The session focused on transferring knowledge of modern technologies and the integration of IoT to optimize cold storage management efficiency.

The first session was held on September 3, 2025, with Mr. Kittiphong Kittimethaveenan as the guest speaker.

The second session was held on September 10, 2025, with Mr. Phanuwat Intraphat as the guest speaker.

The third session was held on September 17, 2025, with Mr. Panuwat Intarapaet as the guest speaker.

The final session was held on October 1, 2025, with Mr. Sathit Wanichchaikit as the guest speaker.



1.2 Department of Power Engineering Technology, College of Industrial Technology: Conducted a lecture on **'Commercial Refrigeration System Knowledge.'** The objective was to provide students with a comprehensive understanding of the architecture and operational processes of refrigeration systems used in industrial applications.

The first session was held on December 16, 2025, with Mr. Kittiphong Kittimethaveenan as the guest speaker.

The second session was held on December 23, 2025, with Mr. Phanuwat Intraphat as the guest speaker.



2) King Mongkut's Institute of Technology Ladkrabang (KMITL)

School of Engineering, Department of IoT and Information Engineering: Conducted a guest lecture on 'IoT in the Cooling System Business (Cold Storage)' to enhance understanding of integrating information technology and smart systems into the refrigeration industry. This session enabled students to visualize the convergence of mechanical engineering and digital database systems. The lecture was held on October 6, 2025, by Mr. Phanuwat Intrapthat and Mr. Sathit Wanichchaik



2. Support through Donations and Volunteer Activities

HARN is committed to operating its business alongside social and environmental responsibility, aiming to enhance the quality of life and contribute to a sustainable society. In 2025, the Company engaged in various public interest activities through charitable donations supporting education, healthcare, and disaster relief. Furthermore, we fostered a culture of volunteerism by continuously encouraging our employees to participate in social contribution initiatives, as detailed below:

1) HARN Hearts for Flood Relief Project

In response to the widespread impact of severe flooding in the Southern region, the Company organized a fundraising initiative to provide urgent assistance and relief to those affected by the disaster.

HARN extended its support to social and charitable causes through a collective donation from the management and employees, totaling 46,000 Baht. The contribution was presented to the Songklanagarind Hospital Foundation in Hat Yai, Songkhla Province, to support medical missions, patient care for flood victims, and the restoration of damaged healthcare facilities. Additionally, essential consumer goods were gathered and donated to the Thai Red Cross Society to be distributed to affected individuals in the disaster areas.

Beyond external assistance, the Company prioritizes the well-being of its own people. HARN provided financial remedial aid to the families of three employees directly affected by the floods, totaling 13,000 Baht. This support was intended to alleviate immediate hardships and bolster employee morale during this challenging crisis.



2) HARN United for Educational Opportunity Project

Recognizing that education is the fundamental cornerstone of sustainable national development, HARN has initiated activities to support schools in remote and underprivileged areas. Our efforts are dedicated to enhancing the quality of life and elevating the learning environment to empower young generations for a brighter future. On December 19, 2025, HARN’s management and employees visited Ban Thung Klet School in Ko Lak Sub-district, Mueang District, Prachuap Khiri Khan Province. The team organized activities to hand over educational supplies and scholarships. Furthermore, the Company provided financial support for building renovations and landscaping to ensure a safe and conducive learning environment for the students. The total contribution for this initiative amounted to 210,009.20 Baht. Beyond the financial contribution, HARN employees actively participated in bonding activities with the students. Our team also prepared and served a special lunch, bringing joy and smiles to the children while bolstering the morale of the school’s faculty and staff.



3) Clean Drinking Water for Students Project

Driven by a commitment to student health and hygiene at Ban Phu Khae School in Ratchaburi Province, where students previously relied on village groundwater systems, HARN launched the 'Clean Drinking Water for Students' project. We recognize the vital importance of access to safe, hygienic drinking water especially in remote educational institutions and aim to elevate sanitation standards for the well-being of the youth. On March 8, 2025, the Company handed over two water filtration systems and one stainless steel drinking water cooler to the school. In addition to the equipment, our team engaged in recreational activities and sports with the students, fostering a strong relationship and a warm atmosphere between the Company and the local community.

4) Giving from the Heart, Growing Together Project

HARN recognizes the importance of reducing educational inequality and enhancing the quality of life for youth in remote areas and underprivileged groups. Through the 'Giving from the Heart, Growing Together' project, we invited our valued customers to donate essential items or join our volunteer trips. This collaborative approach expands our reach and strengthens the relationships between the Company, our customers, and the community. The project was implemented in two primary locations as follows:

4.1 Promoting Educational Opportunities at Ban Yang Ngam School, Phunphin District, Surat Thani Province: Due to a shortage of educational supplies and economic hardships faced by many students' families, the Company together with employees and customer partners contributed essential learning materials. This support aims to ensure the children are well-equipped for their studies and to bolster their motivation in pursuing their education.



4.2 Supporting Quality of Life at Wat Don Chan School (School for Life), Mueang District, Chiang Mai Province:

HARN actively contributed to supporting orphans, underprivileged children, and children from disadvantaged backgrounds through the donation of rice, dry food, and essential consumer goods necessary for daily living. This initiative was driven by goodwill and the collective efforts of the Company’s management and employees, who jointly raised funds and procured essential supplies to support the improvement of students’ quality of life. Beyond alleviating shortages, these contributions also symbolized the delivery of encouragement and care from the HARN family to students and educational personnel in the local communities, reinforcing the Company’s commitment to fostering the healthy and sustainable development of future generations.



5) Pass the Love, Share the Learning Project

The 'Pass the Love, Share the Learning' project was initiated to promote a culture of sharing and to expand educational opportunities for underprivileged youth. We invited our management and employees to donate high-quality, pre-owned clothing and personal items. These contributions were transformed into funds to provide scholarships for students under the Yuvabadhana Foundation, directly supporting the educational continuity of underprivileged children. This initiative reflects HARN’s steadfast commitment to Corporate Social Responsibility (CSR), aiming to reduce educational inequality while fostering a culture of sharing and circular resource management among our personnel. Through this project, our executives and employees collectively donated a total of 231 items. These contributions were converted into scholarships worth 15,300 Baht, which successfully supported 2 underprivileged students (with an average scholarship of 7,000 Baht per student/year).



Information on other social management

Plans, performance, and outcomes related to other social management
 Vanpha Project (Update)

In 2024, HARN signed a Memorandum of Understanding (MOU) for the Vanpha Project, collaborating with: The Ananda Mahidol Foundation Scholarship Club, Kasetsart University, Silpakorn University, The Geo-Informatics and Space Technology Development Agency (GISTDA), Siam Cement Public Company Limited (SCG), Mew Space & Advance Technology Co., Ltd and The Department of National Parks, Wildlife and Plant Conservation. The project focuses on researching carbon sequestration and net carbon dioxide balance in dry dipterocarp forest ecosystems through remote sensing surveys, under the initiative named “Vanpha Project”.

This MOU establishes a partnership between government agencies, the private sector, and the Department of National Parks with the objective of developing methodologies for carbon measurement and establishing a carbon accounting system, as well as assessing carbon credits from natural forests, including both aboveground and belowground biomass, using remote sensing technology. The assessments are conducted according to Tier 3 standards to monitor greenhouse gas reductions caused by deforestation and forest degradation from recurring wildfires in Mae Ping National Park, Lamphun Province. The project also supports natural forest regeneration by reducing the frequency and recurrence of forest fires, allowing the ecosystem to recover naturally. This initiative aims to enhance carbon management, mitigate greenhouse gas emissions, and promote sustainable forest restoration.

The Tier 3 standard involves assessing carbon dioxide exchange using the Eddy Covariance Technique, which integrates geospatial and satellite data with ground measurements collected through permanently installed monitoring equipment on towers, also known as Flux Towers, operating continuously 24 hours a day. The collected data are then processed through mathematical models to calculate greenhouse gas emissions, providing a standardized, fast, and highly accurate measurement method. Simultaneously, the project conducts research to assess carbon credits from reducing recurrent forest fires by working collaboratively with the Department of National Parks and local communities to protect the forest, prevent fire intrusion, and manage watershed areas to enable natural forest regeneration. The process and standards are developed by a group of eight expert organizations and presented to the Thailand Greenhouse Gas Management Organization (Public Organization). This system allows the private sector to support wildfire reduction by investing in community enterprises, creating jobs for local communities to care for forests, in exchange for the carbon credits generated through scientifically and satellite-verified processes. If implemented nationwide in protected forests, this approach is expected to channel significant private-sector investment into forest protection and fire prevention while simultaneously generating sustainable employment in local communities.

Currently, the Vanapha Project has completed the installation of carbon monitoring towers. Thai President Foods Public Company Limited and HARN Engineering Solutions Public Company Limited have begun a pilot program employing two vulnerable individuals previously involved in forest collection, hunting, and fire-setting. The employment is structured under Sections 33 and 35 of the Promotion and Development of Quality of Life of Persons with Disabilities Act, providing income to the families of the individuals while restoring their human dignity. This initiative demonstrates to society that people with disabilities can contribute meaningfully to themselves, their families, and the community, transforming past destructive behaviors into positive social and environmental impact.



Information on incidents related to legal or social and human rights violations

Number of cases and incidents of significant legal or social and human rights violations

	2023	2024	2025
Total number of cases or incidents of significant legal or social and human rights violations cases	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to business partner's rights violations (cases)	0	0	0
The total number of cases or complaints related to partner rights violations (Cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

4. Management Discussion and Analysis (MD&A)

4.1 Operation, financial condition and material changes

Operational overview

The overall Thai economy in 2025 slightly slowed down compared to the expansion in 2024. According to the Office of the National Economic and Social Development Council (NESDC), Thailand's GDP grew by 2.4% in 2025, compared to 2.9% in 2024. Both private and public sector spending decelerated, particularly in residential construction projects, while overdue debt in the private sector increased. The Thai Baht remained volatile, and logistics costs stayed elevated due to geopolitical conflicts. Competition in the industrial sector affecting the Company's business remained intense both domestically and internationally. Lower-priced imported products increasingly competed with the standardized, high-quality products distributed by the Company. As a result, the Company leveraged its strengths in product quality and marketing initiatives to retain its existing customer base. In addition, the Company continued to explore new opportunities to expand its customer base. The Fire Protection and Air-Conditioning Systems businesses expanded their installation service scope. In 2026, the Company secured purchase orders from customers in the data center sector and substations of the Electricity Generating Authority of Thailand (EGAT). Furthermore, the Company continues to seek investment opportunities in new businesses to diversify its investment portfolio and generate appropriate long-term returns for shareholders.

The Company's operating results for the year were impacted by economic conditions, resulting in a decrease in sales and service revenue of Baht 57.95 million, or 4.68%. The Company recognized expected credit losses (ECL) of Baht 14.51 million in accordance with financial reporting standards, applying the prudence principle in setting allowances for doubtful accounts. The assessment considered aging classification of receivables, historical payment behavior, and forward-looking estimates of customers' repayment capability, particularly among construction contractor customers, which represent more than 50% of the Company's total revenue. Economic conditions affecting the industry, such as fewer bidding opportunities from both public and private sectors, intense competition, and rising labor and material costs, inevitably impacted financial liquidity. In response, the Company revised its credit approval criteria and debt collection processes to align with current economic conditions, in order to maintain credit risk at an acceptable level.

For 2025, HARN performed a goodwill impairment test by engaging an independent appraiser to assess the value of the refrigeration systems and digital printing systems businesses, based on a valuation report dated December 24, 2025. The value in use was determined using the Discounted Cash Flow (DCF) method, based on the present value of future free cash flows projected over a five-year period (2026–2030), using a discount rate derived from the appropriate weighted average cost of capital (WACC) for each business unit. The financial assumptions were reviewed by the auditor. The Company believes that no goodwill impairment is required.

In addition, based on the separate financial statements, HARN recognized expected credit losses of Baht 0.35 million on its investment in Harn Vietnam Co., Ltd. (a wholly-owned subsidiary in Vietnam), due to the termination of its distributorship in the digital printing business in Vietnam. The Company also recognized expected credit losses of Baht 2.18 million on short-term loans, accrued income, and advance payments for goods with Aiyaraharn Co., Ltd. (a subsidiary in Thailand in which HARN holds 65%), due to the subsidiary's accumulated losses exceeding its capital by Baht 6.24 million. Such circumstances indicate the existence of material uncertainty regarding the subsidiary's ability to continue as a going concern. Management therefore applied prudence in the preparation of the financial statements and recognized allowances for expected credit losses on such assets in the separate financial statements. However, as of December 31, 2025, Aiyaraharn Co., Ltd. still has backlog orders and projects under bidding in accordance with its business plan. Management expects that the subsidiary will continue to grow and has no plans to cease its operations.

As for the financial position, HARN's key financial ratios for 2025 and 2024 are as follows: the current ratio was 4.30 times and 4.17 times, respectively; the debt-to-equity ratio was 0.30 times and 0.31 times, respectively; and the return on equity was 6.06% and 6.34%, respectively. These ratios reflect that HARN maintains a strong financial structure, high liquidity, low leverage compared to equity, no reliance on borrowings from financial institutions, and the ability to generate satisfactory returns for shareholders.

Significant Events in 2025

1. Establishment of the Third Subsidiary – Mollisa Co., Ltd.

The Company established its third subsidiary, Mollisa Co., Ltd., on February 13, 2025, registered with the Department of Business Development, Ministry of Commerce (in accordance with the Board of Directors' resolution No. 6/2024 dated November 13, 2024). The Company holds 100% of the shares with registered capital of Baht 3 million. The subsidiary's principal business is in medical devices, including manufacturing, assembling, modifying, sterilizing, and distributing medical devices, as well as producing synthetic materials and related products. This subsidiary represents the Company's sixth business segment: Medical 3D Printing Systems.

Mollisa Co., Ltd. has obtained Class 1 medical device manufacturing certification (ISO 13485) and certification for its production facility. The final step is product registration with the Food and Drug Administration (FDA) for production, distribution, and marketing. The project is progressing according to plan and is expected to be ready for commercial production and sales in 2026.

2. Approval for Establishment of the Fourth Subsidiary

According to the Board of Directors' meeting No. 1/2026 held on February 26, 2026, the Board approved the establishment of the fourth subsidiary, in which the Company will hold 100% of the shares, with registered capital of Baht 1 million. The subsidiary will engage in planning, promotion, research, development, investment, consultancy, and other businesses related to carbon dioxide and the reduction of carbon emissions and other greenhouse gases. The Company expects to complete the registration within the second quarter of 2026 and will report further progress accordingly.

3. Participation in the Jump+ Program with the Stock Exchange of Thailand

The Company participated in the Jump+ Program with the Stock Exchange of Thailand on October 3, 2025, targeting EBITDA of Baht 211 million by 2028, representing an increase of 57% from the 2025 base of Baht 134.30 million. The Company has established strategic plans to expand its core businesses, including Fire Protection, Sanitary and Air-Conditioning Systems, Refrigeration Systems, Digital Printing Systems, and Medical 3D Printing.

Key strategies include enhancing the Company's corporate image toward excellence in Engineering Solutions and pursuing aggressive market expansion by offering innovative solutions to meet complex customer needs, thereby strengthening competitive advantages. In addition, the Company has adopted a Dual-Growth Strategy by actively pursuing joint ventures and mergers and acquisitions (JV & M&A), focusing on identifying strategic partners with strong capabilities that can provide specialized technologies or expertise in new target industries. This approach aims to accelerate business expansion efficiently and support sustainable long-term growth.

Analysis on the operation and financial condition

Operating results and profitability

Overall Performance of HARN and Subsidiaries

1. Revenues from Sales and Services

Revenues	For the year ended December 31							
	2025		2024		Inc/(Dec)		2023	
	MB	%	MB	%	MB	%	MB	%
Sales and Services Revenues								
1. Fire Protection Products and Projects	549.25	45.37	595.99	46.87	(46.74)	(7.84)	643.83	48.55
2. Sanitary and Air-conditioning Products	53.76	4.44	64.69	5.09	(10.93)	(16.90)	59.88	4.52
3. Refrigeration Products	205.02	16.94	219.14	17.23	(14.12)	(6.44)	247.32	18.65
4. Digital Printing Products	369.82	30.55	357.86	28.15	11.96	3.34	346.55	26.13
5. Internet of Things Products (Aiyaraharn)	3.70	0.31	2.15	0.17	1.55	72.09	2.04	0.15
6. Medical 3D printing Products (Mollisa)	-	-	-	-	-	-	-	-
Elimination of intersegment sales	(0.46)	(0.04)	(0.79)	(0.06)	0.33	(41.77)	-	-
Total Sales and Services Revenues	1,181.09	97.57	1,239.04	97.45	(57.95)	(4.68)	1,299.62	98.00
Other Income^{1/}	29.50	2.43	32.42	2.55	(2.92)	(9.01)	26.61	2.00
Total Revenues	1,210.59	100.00	1,271.46	100.00	(60.87)	(4.79)	1,326.23	100.00

Note ^{1/}Other income included gains/losses on investment in mutual funds and marketable securities, interest receivable, dividend income, and foreign exchange gains/losses, including rental and service income from investment properties etc.

HARN has three subsidiary companies: 1.) Harn Vietnam Company Limited, which deals in the sales and servicing of digital printing systems in Vietnam (HARN owns 100% of the shares), 2.) Aiyaraharn Company Limited, which is involved in the sales of products and services related to IoT systems in Thailand (HARN owns 65% of the shares), and 3.) Mollisa Co., Ltd. (HARN holds 100% of the shares), which operates in the distribution, manufacturing, assembling, and modification of medical devices.

The revenue from sales and services for 2025 consisted of revenue from Fire Protection Systems and Projects at 45.37%, Sanitary and Air-Conditioning Systems at 4.44%, Refrigeration Systems at 16.94%, Digital Printing Systems at 30.55%, IoT Systems at 0.31%, and other income at 2.43%. Total revenue for 2025 amounted to Baht 1,210.59 million, compared to the previous year, decreased by Baht 60.87 million, or 4.79%, due to revenue from the Fire Protection Systems and Projects business unit decreasing by Baht 46.74 million, or 7.84%, as a result of lower product deliveries and economic uncertainty which pressured new investments in the real estate sector. Revenue from the Refrigeration Systems business unit decreased by Baht 14.12 million, or 6.44%, due to market conditions and intense competition, delays in customers' investment plans, and a decline in cold storage and distribution center projects, while revenue from Digital Printing Systems increased by Baht 11.96 million, or 3.34%.

Based on the consolidated financial statements, HARN had other income decreased by Baht 2.92 million, or 9.01%, whereby significant items included a decrease in foreign exchange gains of Baht 2.18 million and a decrease in bad debt recovery from legal proceedings of Baht 2.87 million compared to the previous year.

In 2025, HARN did not have reliance on any single customer with revenue contribution exceeding 10% of total revenue from sales and services based on the consolidated financial statements. However, when considered by business unit, there were 2 business units having reliance on major customers with revenue contribution exceeding 10%, namely the Refrigeration Systems business unit, which had 1 major customer representing 15.91% of revenue from sales and services of the business unit, and the IoT Systems business unit (Aiyaraharn), which had 4 major customers representing 65.95% of revenue from sales and services of the business unit.

Sales and services revenues can be divided according to customer groups as follows:

Customer Group	For the year ended December 31							
	2025		2024		Inc/(Dec)		2023	
	MB	%	MB	%	MB	%	MB	%
1. Contractors	664.94	56.30	703.86	56.81	(38.92)	(5.53)	777.17	59.80
2. End-users	456.36	38.64	461.24	37.22	(4.88)	(1.06)	413.93	31.85
3. Trading/Dealers	59.79	5.06	73.94	5.97	(14.15)	(19.14)	108.52	8.35
Total sale revenue and service	1,181.09	100.00	1,239.04	100.00	(57.95)	(4.68)	1,299.62	100.00

In 2025, HARN reported a decrease in revenue across all customer groups, whereby the contractor segment, which is the Company's main customer group, generated revenue of Baht 664.94 million, representing 56.30% of total revenue, decreased from the previous year, while the direct end-user segment generated revenue of Baht 456.36 million and the dealer segment generated revenue of Baht 59.79 million, both of which also decreased compared to 2024; however, the Company's revenue structure continues to primarily rely on the contractor segment, with the objective to increase the proportion of direct end-user customers in order to better manage credit risk, through the expansion of service teams for fire protection system inspection in office buildings and factories, the addition of ICDU refrigeration assembly operations, and investments in medical 3D printing and printing technology, which may help reduce the burden of allowance for doubtful accounts under TFRS 9, which imposes stringent requirements, due to historical collection performance, delays in payments, and the likelihood of bad debts, while the proportion of direct end-user customers remains lower than other customer groups.

2 Cost of Sales and Service

Cost	For the year ended December 31							
	2025		2024		Inc/(Dec)		2023	
	MB	%	MB	%	MB	%	MB	%
Cost of Sales and Services								
1. Fire Protection Products and Projects	404.87	73.71	436.13	73.18	(31.26)	(7.17)	468.70	72.80
2. Sanitary and Air-conditioning Products	40.94	76.15	49.35	76.29	(8.41)	(17.04)	44.12	73.68
3. Refrigeration Products	159.67	77.88	180.70	82.46	(21.03)	(11.64)	184.64	74.66
4. Digital Printing Products	230.96	62.45	225.03	62.88	5.93	2.64	209.83	60.55
5. Internet of Things Product (Aiyaraharn)	2.68	72.43	1.27	59.07	1.41	111.02	1.32	64.71
6. Medical 3D printing Products (Mollisa)	-	-	-	-	-	-	-	-
Elimination of intersegment	(0.33)	71.74	(0.50)	63.29	0.17	(34.00)	-	-
Total Cost of Sales and Services	838.79	71.02	891.98	71.99	(53.19)	(5.96)	908.61	69.91
Gross Profit	342.30	28.98	347.06	28.01	(4.76)	(1.37)	391.01	30.09

The key components of cost of sales and services include cost of goods, import-related expenses, insurance premiums, transportation costs, as well as salaries of control and installation personnel, and subcontractor costs for installation works. In 2025, cost of sales and services totaled Baht 838.79 million, decreased by Baht 53.19 million, or 5.96%, while the gross profit margin was 28.98%, increased from 27.99% in the previous year, mainly due to the appreciation of the Thai Baht and the adjustment of selling prices to reflect the increase in costs of goods and services.

In 2025 and 2024, HARN had concentration in major suppliers, whereby there were 2 major suppliers from overseas with purchase proportion exceeding 10% (the same suppliers in both years), representing 31.79% and 33.70% of total purchases of goods and services, respectively.

3 Distribution Cost & Administrative Expenses

Expenses	For the year ended December 31							
	2025		2024		Inc/(Dec)		2023	
	MB	%	MB	%	MB	%	MB	%
Distribution Cost & Administrative Expenses								
Distribution Cost	115.80	9.57	114.90	9.03	0.90	0.78	118.28	8.58
Administrative Expenses ^{1/}	134.79	11.13	130.77	10.29	4.02	3.07	151.63	11.98
Total Distribution Cost & Administrative Expenses	250.59	20.70	245.67	19.32	4.92	2.00	269.91	20.35
Total Revenues	1,210.59	100.00	1,271.46	100.00	(60.87)	(4.79)	1,326.23	100.00

Note ^{1/} Including other expenses as presented in the financial statements.

1) Distribution Cost

Distribution costs increased by Baht 0.90 million, or 0.78%, mainly due to salary adjustments and employee welfare expenses, which are fixed in nature, as well as higher expenses from participation in trade exhibitions.

2) Administrative Expenses

Administrative expenses increased by Baht 4.02 million, or 3.07%, mainly due to the recognition of tax bad debt amounting to Baht 2.21 million and higher import duties and fine resulting from the misdeclaration of tariff codes for certain imported products, which was a one-time expense, as well as an increase in employee-related expenses; administrative expenses consist of salaries and employee welfare expenses for supporting functions, management and the Board of Directors, amortization of right-of-use assets for buildings and warehouses, utilities, depreciation, and professional fees.

4. Expected Credit Loss

For the years ended December 31, 2025, and 2024, the company recognized expected credit losses as follows:

Expenses	For the year ended December 31							
	2025		2024		Inc/(Dec)		2023	
	MB	%	MB	%	MB	%	MB	%
Parent company	14.37	1.19	0.31	0.02	14.06	4,535.48	2.43	0.18
Subsidiaries								
• Harn Vietnam Co., Ltd.	-	-	-	-	-	-	-	-
• Aiyaraharn Co., Ltd.	0.14	0.01	0.66	0.05	(0.52)	(78.79)	0.33	0.02
• Mollisa Co., Ltd.	-	-	-	-	-	-	-	-
Expected Credit Loss	14.51	1.20	0.97	0.07	13.54	1,395.88	2.76	0.20
Total Revenues	1,210.59	100.00	1,271.46	100.00	(60.87)	(4.79)	1,326.23	100.00

HARN recognized expected credit losses (ECL) for 2025 amounting to Baht 14.51 million, increased by Baht 13.54 million from the previous year, based on the consideration of receivable aging, financial status, and payment history of customers, particularly the contractor segment, which is the Company's main customer group accounting for more than 50% of total revenue, in light of economic conditions affecting the industry, such as a decline in bidding opportunities from both public and private sectors, intense competition, and rising labor and material costs, which inevitably impacted customers' financial liquidity; accordingly, the Company has revised its credit approval criteria and debt collection processes to align with current economic conditions in order to maintain credit risk at an acceptable level.

5 Impairment Loss on Assets

Expenses	For the year ended December 31							
	Consolidated Financial Statements				Separate Financial Statements			
	2025		2024		2025		2024	
	MB	%	MB	%	MB	%	MB	%
1. Expected Credit Loss on Deposits for Goods, Accrued Revenue, and Short-Term Loans to Related Parties	-	-	-	-	2.18	0.18	3.77	0.30
2. Impairment Loss on Goodwill	-	-	18.70	1.47	-	-	18.70	1.48
3. Impairment Loss on Investment in a Subsidiary	-	-	-	-	0.35	0.03	-	-
Impairment Loss on Assets	-	-	18.70	1.47	2.53	0.21	22.47	1.78
Total revenues	1,210.59	100.00	1,271.46	100.00	1,203.06	100.00	1,264.68	100.00

1) Expected Credit Loss on Deposits for Goods, Accrued Revenue, and Short-Term Loans to Related Party

Based on the separate financial statements for 2025, HARN recognized expected credit losses as expenses amounting to Baht 2.18 million, arising from advances for purchases, accrued income, and short-term loans to Aiyaraharn Co., Ltd. (a subsidiary in Thailand in which HARN holds 65%), which were impaired as Aiyaraharn Co., Ltd. reported accumulated losses exceeding its capital by Baht 6.24 million; such circumstances indicate the existence of material uncertainty which may cast significant doubt on the subsidiary's ability to continue as a going concern, and therefore management applied the prudence principle in the preparation of the financial statements and reviewed the recognition of allowance for expected credit losses on such advances for purchases, accrued income, and short-term loans to the related party in full in the separate financial statements.

For investment in subsidiaries presented in the separate financial statements under the cost method as of December 31, 2025, HARN recorded an investment in Aiyaraharn Co., Ltd. amounting to Baht 1.30 million, for which no impairment has been recognized, as Aiyaraharn Co., Ltd. still has backlog orders and projects under bidding in accordance with its business plan, and management expects that the subsidiary will continue to grow and has no intention to cease its operations.

2) Impairment Loss on Goodwill

During the year ended December 31, 2025, the Company performed a goodwill impairment test by engaging an independent appraiser to assess the value of the refrigeration systems and digital printing systems businesses based on the valuation report dated December 24, 2025, whereby the value in use was determined using the present value of future free cash flows (Present Value of Future Free Cash Flow or DCF) expected to be generated each year over a five-year financial projection period (2026–2030), using a discount rate derived from the weighted average cost of capital (WACC) of each business unit at 5.92%, and a terminal value growth rate of 1.0%; based on the valuation results, the Company considered that goodwill of both business units in 2025 was not impaired, compared to 2024 in which the Company recognized a goodwill impairment loss in the refrigeration systems business unit amounting to Baht 18.70 million, which was a non-cash item.

3) Impairment Loss on Investment in a Subsidiary

Based on the separate financial statements for 2025, HARN recognized an impairment loss on investment amounting to Baht 0.35 million in Harn Vietnam Co., Ltd. (a subsidiary in Vietnam in which HARN holds 100%), resulting from the termination of its distributorship in the digital printing business in Vietnam, and due to the devaluation of the Vietnamese Dong (VND) against USD and THB during the period in which HARN invested in and provided financial support to such subsidiary, which is consistent with the cumulative translation adjustment recognized in other

comprehensive income (OCI) of Baht 1.34 million under equity, and management has no plan to introduce new products or business to replace such operations.

6. Net Profit

For 2025, profit attributable to owners of the parent amounted to Baht 83.90 million, decreased by Baht 3.70 million, or 4.23%, compared to 2024, due to lower total revenue, higher selling and administrative expenses, and the recognition of allowance for expected credit losses, as previously explained in the preceding sections.

7. Comprehensive Income

Total comprehensive income attributable to HARN for 2025 amounted to Baht 83.13 million, decreased by Baht 4.11 million, or 4.71%, compared to 2024, in line with the decrease in net profit, whereby other comprehensive income for 2025 consisted of only one item, being a loss on translation of financial statements of a foreign subsidiary amounting to Baht 0.76 million, resulting from the depreciation of the Vietnamese Dong (VND).

8 Earnings before Interest, Taxes, Depreciation and Amortization (EBITDA)

EBIT and EBITDA	For the year ended December 31							
	2025		2024		Inc/(Dec)		2023	
	MB	%	MB	%	MB	%	MB	%
Earnings before Interest and Taxes (EBIT)	106.69	8.81	114.13	8.98	(7.44)	(6.52)	144.94	10.93
Depreciation and Amortization	27.60	2.28	28.52	2.24	(0.92)	(3.23)	29.17	2.20
Customer Relation Amortization	-	-	-	-	-	-	12.62	0.95
Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA)	134.29	11.09	142.65	11.22	(8.36)	(5.86)	186.73	14.08
Total Revenue	1,210.59	100.00	1,271.46	100.00	(60.87)	(4.79)	1,326.23	100.00

HARN reported earnings before interest, taxes, depreciation, and amortization (EBITDA) for 2025 amounting to Baht 134.29 million, decreased by 5.86% compared to 2024, which was in line with the decrease in total revenue, as well as the increase in allowance for expected credit losses and higher selling and administrative expenses.

Asset management capability

The Company's Asset Management Capability HARN and Subsidiaries

1. Financial Position Analysis as of December 31, 2025 and 2024

Statement of financial position	As of December 31							
	2025		2024		Inc/(Dec)		2023	
	MB	%	MB	%	MB	%	MB	%
Assets								
Current assets								
Cash and cash equivalents	439.83	24.44	293.47	16.31	146.36	49.87	340.19	19.40
Trade and other current receivables	204.75	11.38	321.36	17.86	(116.61)	(36.29)	286.83	16.35
Current contract assets	303.00	16.84	323.14	17.95	(20.14)	(6.23)	316.10	18.02
Inventories	97.09	5.39	115.64	6.42	(18.55)	(16.04)	50.42	2.88

Other current assets	35.23	1.96	17.89	0.99	17.34	96.93	23.51	1.34
Total current assets	1,079.90	60.00	1,071.50	59.54	8.40	0.78	1,017.05	57.98
Investment property	164.32	9.13	165.80	9.21	(1.48)	(0.89)	162.85	9.28
Property, plant and equipment	97.51	5.42	100.61	5.59	(3.10)	(3.08)	105.90	6.04
Right – of – use assets	76.94	4.27	86.93	4.83	(9.99)	(11.49)	64.11	3.66
Goodwill	315.97	17.56	315.97	17.56	-	-	334.67	19.08
Other non – current assets	65.17	3.62	58.94	3.27	6.23	10.57	69.43	3.96
Total assets	1,799.81	100.00	1,799.75	100.00	0.06	-	1,754.01	100.00
Liabilities								
Current liabilities								
Trade and other current payables	225.15	12.51	229.02	12.73	(3.87)	(1.69)	212.15	12.10
Other current liabilities	25.93	1.44	27.97	1.55	(2.04)	(7.29)	27.61	1.57
Total current liabilities	251.08	13.95	256.99	14.28	(5.91)	(2.30)	239.76	13.67
Lease liabilities	90.61	5.03	99.55	5.53	(8.94)	(8.98)	70.06	3.99
Non-current provisions for employee benefit	39.76	2.21	36.91	2.05	2.85	7.72	34.04	1.94
Other non - current liability	29.57	1.64	28.30	1.57	1.27	4.49	26.97	1.54
Total liabilities	411.02	22.84	421.75	23.43	(10.73)	(2.54)	370.83	21.14
Shareholders' equity								
Shareholders' equity of the parent company	1,390.97	77.28	1,379.32	76.64	11.65	0.84	1,383.42	78.87
Non - controlling interests	(2.18)	(0.12)	(1.32)	(0.07)	(0.86)	65.15	(0.24)	(0.01)
Total shareholders' equity	1,388.79	77.16	1,378.00	76.57	10.79	0.78	1,383.18	78.86
Total liabilities and shareholders' equity	1,799.81	100.00	1,799.75	100.00	0.06	-	1,754.01	100.00

As of December 31, 2025, HARN had total assets of Baht 1,799.81 million, increased by Baht 0.06 million, with key components of assets including cash and other current financial assets accounting for 29.83%, trade and other receivables accounting for 11.38%, inventories accounting for 16.84%, investment properties accounting for 9.13%, and goodwill accounting for 17.56%, while trade and other current payables accounted for 12.51%; significant items are detailed as follows.

2. Trade Receivable

Trade and other current receivables	As of December 31						
	2025		2024		Inc / (Dec)	2023	
	MB	%	MB	%	%	MB	%
Trade and other current receivables							
Trade receivable	197.30	96.36	298.72	92.95	(33.95)	265.80	92.67
Other current receivables	24.41	11.92	21.52	6.70	13.43	22.93	7.99
Current portion of leased receivables	5.40	2.64	9.91	3.08	(45.51)	8.34	2.91
Less Allowance for Doubtful Accounts	(22.35)	(10.92)	(8.79)	(2.74)	154.27	(10.24)	(3.57)
Trade Receivable and Other Receivables - Net	204.75	100.00	321.36	100.00	(36.29)	286.83	100.00

Trade receivable	As of December 31						
	2025		2024		Inc / (Dec)	2023	
	MB	Turn Over (days)	MB	Turn Over (days)	%	MB	Turn Over (days)
Trade Receivable by Segments							
1. Fire Protection & Sanitary Products and Projects	127.20	99	199.75	103	(36.32)	171.05	85
2. Refrigeration Products	27.33	68	49.09	82	(44.33)	49.44	61
3. Digital Printing Products	42.52	48	49.70	50	(14.45)	45.31	54
4. Internet of Things Products (Aiyaraharn)	0.30	30	0.27	24	11.11	-	-
5. Medical 3D printing Products (Mollisa)	-	-	-	-	-	-	-
Elimination of intersegment	(0.05)	-	(0.09)	-	(44.44)	-	-
Total Trade Receivable by Segments	197.30	78	298.72	84	(33.95)	265.80	72

HARN has trade receivables classified into 5 product groups, namely 1) Fire Protection Systems and Sanitary and Air-Conditioning Projects, 2) Refrigeration Systems, 3) Digital Printing Systems, 4) IoT Systems (Aiyaraharn, a subsidiary), and 5) Medical 3D Printing Systems (Mollisa, a subsidiary), and receivables under lease agreements due within one year are included in trade and other current receivables in the financial statements; trade and other current receivables – net as of the end of 2025 amounted to Baht 204.75 million, decreased by 36.29% from the previous year, and the receivable turnover for 2025 (excluding other receivables and allowance for expected credit losses) was 78 days, decreased by 6 days from the previous year; however, the Company had an accumulated allowance for expected credit losses of Baht 22.35 million, increased by Baht 13.56 million compared to the previous year, whereby such increase did not result from a slowdown in overall collection but from the review of individual receivable status and credit risk assessment in accordance with the Company’s risk management policy, including consideration of receivable aging,

customers' ability to repay, and relevant economic factors, in order to ensure that the allowance appropriately reflects potential credit risk; the Company will continue to closely monitor customers' payment status and manage collection on an ongoing basis to reduce credit risk in the future.

3. Inventories

Inventories	As of December 31						
	2025		2024		Inc / (Dec)	2023	
	MB	%	MB	%	MB	MB	%
Inventories							
Finished Goods	280.38	92.53	314.03	97.18	(10.72)	314.02	99.31
Goods in Transit	52.55	17.34	44.28	13.70	18.68	34.02	11.29
Work in process	0.01	-	0.56	0.17	(98.21)	-	-
Less Allowance for obsolescence and slow moving stocks	(29.94)	(9.88)	(35.73)	(11.05)	(16.20)	(31.94)	(10.60)
Inventories - Net	303.00	100.00	323.14	100.00	(6.23)	316.10	100.00

Finished Goods	As of December 31						
	2025		2024		Inc / (Dec)	2023	
	MB	Turn Over (days)	MB	Turn Over (days)	%	MB	Turn Over (days)
1. Fire Protection & Sanitary Products and Projects	157.83	134	168.46	128	(6.31)	169.53	143
2. Refrigeration Products	69.73	175	83.10	158	(16.09)	72.68	164
3. Digital Printing Products	52.83	91	62.35	98	(15.27)	71.46	104
4. Internet of Things Products (Aiyaraharn)	0.40	56	0.41	108	(2.44)	0.34	85
5. Medical 3D printing Products (Mollisa)	-	-	-	-	-	-	-
Elimination of intersegment	(0.41)	-	(0.29)	-	41.38	-	-
Total Finished Goods	280.38	130	314.03	126	(10.72)	314.02	138

As of December 31, 2025, HARN had inventories classified into 5 product groups, namely 1) Fire Protection Systems, Projects, Sanitary and Air-Conditioning Systems, 2) Refrigeration Systems, 3) Digital Printing Systems, 4) IoT Systems, and 5) Medical 3D Printing Systems, with inventory turnover (excluding goods in transit) for 2025 of 130 days, increased by 4 days from the previous year;

HARN has a policy for allowance for obsolete and slow-moving inventory, whereby two conditions are defined for consideration in setting such allowance, namely 1) inventory aging of two years or more, and 2) inventory turnover of less than 20% per annum of the units of such inventory item for two consecutive years, and HARN believes that such policy is sufficiently prudent to ensure that inventories are not stated at an amount higher than their net realizable value in accordance with financial reporting standards; for 2025, allowance for obsolete inventory amounted to Baht 29.94 million, decreased by Baht 5.79 million, or 16.20%, as a result of improved inventory management efficiency and increased storage capacity.

4. Investment property

Property type	Net book value (million baht) as of December 31			
	2025	2024	Inc / (Dec)	2023
Land	135.29	135.29	-	135.29
Factory Buildings	15.93	16.40	(0.47)	16.89
Building Improvement	0.29	0.41	(0.12)	0.51
Tools and equipment	-	-	-	-
Right-of-use assets	12.81	13.70	(0.89)	10.16
Total investment property - net	164.32	165.80	(1.48)	162.85

Investment properties as of December 31, 2025 had a net book value of Baht 164.32 million. During the period from 2023 to 2024, the Company engaged independent appraisers approved by the Securities and Exchange Commission to appraise land and warehouse buildings, based on valuation reports dated December 8, 2023 and January 17, 2024. The details of investment properties are as follows:

1) Undeveloped land consisting of 5 plots with a total area of 5-0-90rai or 2,090.00square wah, located at Chalermprakiat Rama IX Soi 28, Dokmai Subdistrict, Prawet District, Bangkok, acquired in 2017 at a cost of Baht 114.95million. According to the valuation report by an independent appraiser dated December 8, 2023, the fair value was Baht 125.40million. The land is free from any encumbrances.

2) Land with warehouse buildings, with a land area of 6-2-00rai, including warehouse and two-storey office buildings (3, located at 888/14-16, Jongsiri Parkland Project, Bang Phli Yai Subdistrict, Bang Phli District, Samut Prakan Province. According to the valuation report dated January 17, 2024, the fair value was Baht 126.87million. The carrying values as of December 31, 2025 and 2024 were Baht 103.82million and Baht 105.33million, respectively (of which Baht 103.82million is presented as land, buildings and equipment of Baht 67.26million and investment property of Baht 36.56million in the statement of financial position).

3) Right-of-use assets amounting to Baht 12.81 million arose from changes in the purpose of use of lease agreements, as follows:

- In 2023, the Company changed the purpose of use of certain office building right-of-use assets from owner-occupied use to rental purposes, and transferred such assets to investment properties at a cost of Baht 14.51 million.
- In 2024, there were changes in office building lease agreements, resulting in additional transfers of right-of-use assets to investment properties at a cost of Baht 5.01 million.
- In 2025, there were further changes in lease agreements, resulting in additional transfers of right-of-use assets at a cost of Baht 0.92 million

The Company recognized rental income from investment properties for the years ended December 31, 2025 and 2024 amounting to Baht 8.30 million and Baht 7.60 million, respectively (separate income statement: Baht 8.91 million and Baht 7.97 million, respectively), and operating expenses of Baht 2.90 million and Baht

2.76 million, respectively (separate income statement: Baht 2.86 million and Baht 2.71 million, respectively), which were recognized as other income in the statement of comprehensive income.

5 Property, Plant and Equipment

Property type	Net book value (million baht) as of December 31			
	2025	2024	Inc/(Dec)	2023
Land	37.36	37.36	-	37.36
Buildings and structures	29.91	30.81	(0.90)	31.72
Tools and equipment	2.44	2.05	0.39	2.86
Furniture and office equipment	13.94	17.00	(3.06)	18.12
Vehicle	7.40	6.87	0.53	7.61
Assets for rent and demonstration	6.45	6.05	0.40	5.17
Assets in progress	0.01	0.47	(0.46)	3.06
Total Property, Plant and Equipment – net	97.51	100.61	(3.10)	105.90

As of December 31, 2025, HARN had property, plant and equipment – net amounting to Baht 97.51 million, decreased due to asset disposals and depreciation expenses during the year, and HARN had capital expenditure commitments amounting to Baht 0.32 million.

6 Right – of – use assets

Property type	Net book value (million baht) as of December 31			
	2025	2024	Inc/(Dec)	2023
Buildings	76.25	86.34	(10.09)	63.70
Office equipment	0.70	0.59	0.11	0.41
Total Right – of – use assets - net	76.95	86.93	(9.98)	64.11

As of December 31, 2025, HARN had right-of-use assets – net amounting to Baht 76.95 million, decreased by Baht 9.98 million; such right-of-use assets relate to lease agreements with related parties, with details as follows:

1. The Company entered into a lease agreement for an office building with Jennapasiri Co., Ltd., a related party, with the lease term commencing on May 1, 2024 and expiring on April 30, 2027, with an option to extend the lease for an additional 7 years from the expiry date, resulting in a total lease term of up to 10 years, for use as the Company’s head office.

2. The Company entered into a lease agreement for a warehouse with Phraboribarn Co., Ltd., a related party, with the lease term commencing on May 1, 2024 and expiring on April 30, 2027, with an option to extend the lease for an additional 3 years from the expiry date, resulting in a total lease term of up to 6 years, for use as a warehouse.

In addition, the Company has lease agreements for office equipment, such as photocopiers, with other parties, whereby HARN does not recognize right-of-use assets for leases with a term of less than 12 months and no purchase option, or leases for which the underlying assets are of low value, in accordance with TFRS 16 – Leases; such accounting standard requires a change from recognizing lease payments as expenses in each period to recognizing right-of-use assets and lease liabilities, with subsequent amortization of right-of-use assets and recognition of finance costs over the lease term, which results in a decrease in return on assets (ROA), an increase in debt-to-equity ratio (D/E), and an increase in earnings before interest, taxes, depreciation, and amortization (EBITDA).

7 Goodwill and Customers' Relationship

Type of Assets	Net book value (million baht) as of December 31			
	2025	2024	Inc/(Dec)	2023
Goodwill	315.97	334.67	(18.70)	334.67
<u>Less</u> Allowance for Impairment of Goodwill	-	(18.70)	18.70	-
Goodwill – net	315.97	315.97	-	334.67

Type of Assets	Net book value (million baht) as of December 31			
	2025	2024	Inc/(Dec)	2023
Customers' Relationship	-	-	-	104.31
<u>Less</u> accumulated amortization	-	-	-	(104.31)
Customers' Relationship - net	-	-	-	-

Goodwill is an intangible asset acquired by HARN from the acquisition and entire business transfer of Chillmatch Co., Ltd. and Q2S Co., Ltd., through the issuance of new shares with a total value of Baht 675.36 million at a swap ratio of 0.67 in exchange for the identifiable net assets of both companies at their fair value of Baht 340.69 million, resulting in goodwill recognized as an asset amounting to Baht 334.67 million; in accordance with financial reporting standards, such goodwill is required to be tested for impairment annually, while customer relationships are amortized using the straight-line method over a period of 7 years, which was fully amortized in 2023.

During 2024, HARN's management prepared financial projections for the Refrigeration Systems and Digital Printing Systems business units to perform a goodwill impairment test using the value in use approach, applying the present value of future free cash flows (Present Value of Future Free Cash Flow or DCF) expected to be generated over a five-year projection period (from January 1, 2025 to December 31, 2029), using a discount rate derived from the weighted average cost of capital (WACC) of each business unit; management considered that no impairment was required for the Digital Printing Systems business unit, while the Refrigeration Systems business unit recognized an impairment loss as of December 31, 2024 amounting to Baht 18.70 million, resulting in a remaining carrying amount of goodwill of Baht 315.97 million.

During the year ended December 31, 2025, the Company performed a goodwill impairment test by engaging an independent appraiser to assess the value of the Refrigeration Systems and Digital Printing Systems business units based on the valuation report dated December 24, 2025, using the value in use approach by applying the present value of future free cash flows (DCF) expected to be generated over a five-year projection period (from January 1, 2026 to December 31, 2030), with a discount rate derived from the weighted average cost of capital (WACC) of each business unit; management concluded that no goodwill impairment was required for both business units in 2025.

8 Bank Overdrafts and Short-term Loans from Financial Institutions

Bank overdrafts and short-term loans from financial institutions	Net book value (million baht) as of December 31			
	2025	2024	Inc/(Dec) %	2023
Bank overdrafts and short-term loans from financial institutions	0.25	-	100.00	-
Total Bank overdrafts and short-term loans from financial institutions	0.25	-	100.00	-

Aiyaraharn Co., Ltd., a subsidiary, obtained bank borrowings in the form of promissory notes under the same credit facility as HARN, with an interest rate of 3.70% per annum, and guaranteed by related parties.

9 Short-term Borrowings from Related Parties

Short-term Borrowings from Related Parties	Net book value (million baht) as of December 31			
	2025	2024	Inc/(Dec) %	2023
Related companies	0.25	0.25	-	0.25
Related person	0.37	0.37	-	0.20
Total Short-term Borrowings from Related Parties	0.62	0.62	-	0.45

Aiyaraharn Co., Ltd., a subsidiary, obtained borrowings from related persons and companies in the form of promissory notes, whereby the promissory note issued to a related company has a tenor of 3 months, bearing interest at a rate of 3% per annum (referencing the commercial bank interest rate of MRR-3 per annum), with repayment due on March 4, 2026, and such borrowing is unsecured; in addition, promissory notes issued to related persons totaling 6 notes bear interest at a rate of 2% per annum, with repayment due between February 22 and December 23, 2026, respectively, and such borrowings are unsecured.

10 Trade and Other Current Payables

Trade and Other Current Payables	As of December 31						
	2025		2024		Inc / (Dec)	2023	
	MB	Turn Over (days)	MB	Turn Over (days)	%	MB	Turn Over (days)
Trade Payables	131.18	60	136.21	49	(3.69)	106.51	66
Other Payables	93.97	n/a	92.81	n/a	1.25	105.64	n/a
Total Trade and Other Current Payables	225.15	60	229.02	49	(1.69)	212.15	66

The payment period for 2025 was 60 days, longer compared to 2024, which had a payment period of 49 days, while trade and other current payables decreased by Baht 3.87 million, or 1.69%.

11 Cash Conversion Cycle

Cash Conversion Cycle	For the year ended December 31			
	2025	2024	Inc/(Dec)	2023
Average collection period (days)	78	84	(6)	72
Average sales period (days)	130	126	4	138
<u>Less</u> Average repayment period (days)	(60)	(49)	11	(66)
Cash Conversion Cycle (days)	148	161	(13)	144

HARN had a cash conversion cycle of 148 days in 2025, improved by 13 days compared to the previous year, mainly due to a decrease in average collection period, a shorter average inventory holding period, and a longer average payment period, resulting in an overall improvement in the Company's cash conversion cycle efficiency compared to the previous year; however, despite the longer payment period, the Company places importance on maintaining relationships with its business partners, particularly leading global brand manufacturers for which the Company has been appointed as an authorized distributor, and continues to operate under good corporate governance while maintaining strong financial credibility in order to sustain the confidence of its business partners, as well as to enhance its bargaining power in terms of pricing of goods and services; in this regard, cost of goods represents the Company's main cost in its trading operations, and effective management of relationships with business partners will strengthen competitiveness and support the Company's ability to sustain its profitability in the long term.

12 Types of Credit Limits and Interest Rates

Types of credit	Facilities (Million Baht)		Interest rates (% per annum)	
	2025	2024	2025	2024
Overdraft	9.00	9.00	MOR, MOR-0.50	MOR, MOR-0.50
Letter of Credit / Trust Receipt	120.00	120.00	MLR-1, MMR	MLR-1, MMR
Letter of Guarantee	74.00	74.00	1.00% – 2.00%	1.00% – 2.00%
Forward Contract	410.00	410.00	-	-
Total	613.00	613.00		
Forward Contract (Million USD)	7.00	7.00		

13 Foreign Exchange Risks

Comparison of Import Proportion by Currency and Forward Foreign Exchange Contracts

Currency	2025		2024	
	Proportion of Import according to Currency (%)	Proportion of Foreign Exchange Forward Contract Executed (%)	Proportion of Import according to Currency (%)	Proportion of Foreign Exchange Forward Contract Executed (%)
United States Dollar	42.19	113.21	48.39	90.71
Euro	15.41	111.94	21.49	102.02
Pound Sterling	25.66	106.97	29.60	100.94
Yen	0.62	101.61	0.47	109.91
Other	0.09	-	0.05	-
	100.00		100.00	

* Information in the above table is from the separate financial statement of HARN

Comparison of Forward Foreign Exchange Contracts and Trade Payables

Currency	As of December 31, 2025			As of December 31, 2024		
	Trade account payables	Risk hedging		Trade account payables	Risk hedging	
		Foreign Exchange Forward Contract (Balance)	% Proportion		Foreign Exchange Forward Contract (Balance)	% Proportion
United States Dollar	1,304,802	1,300,002	99.63	1,203,891	352,061	29.24
Euro	399,643	520,082	130.14	422,646	354,916	83.97
Pound Sterling	694,084	737,406	106.24	657,283	490,210	74.58
Yen	668,550	668,550	100.00	1,211,850	1,166,000	96.22
Chinese Yuan	-	10,767	n/a	-	-	-

Foreign Exchange Gain and Loss

unit : Million Baht

Description	2025	2024	Inc/(Dec)	2023
Unrealized gain (loss) on exchange rate	(0.74)	(0.47)	(0.27)	(0.14)
Realized gain (loss) on exchange rate	1.83	3.74	(1.91)	3.11
Total gain (loss) on exchange rate	1.08	3.27	(2.19)	2.97

HARN enters into forward foreign exchange contracts with banks, taking into consideration exchange rates and appropriate settlement periods to ensure sufficient funds for debt repayment, while continuously monitoring news, information, and analytical forecasts on Thai Baht movements in order to mitigate risks from exchange rate volatility; meanwhile, most of the Company's sales are domestic transactions denominated primarily in Thai Baht, and in certain circumstances, the Company is unable to immediately adjust selling prices in line with increases in product costs, and therefore HARN may be affected by exchange rate

fluctuations, which could impact cost of goods and gross profit; however, HARN has arrangements with certain customers to settle payments in USD, EUR, and GBP through the Company's foreign currency deposit accounts, which partially serves as a natural hedge against exchange rate risk.

As of December 31, 2025 and 2024, HARN has hedged against foreign exchange risk relating to USD, EUR, and GBP for trade payables denominated in foreign currencies, including firm commitments for purchase orders, as the Company issues sales orders to customers with agreed settlement terms in Thai Baht; HARN does not have a policy to speculate on exchange rate fluctuations, as such activities are not part of its core business and the Company does not have sufficient expertise in forecasting currency movements, but instead aims to manage exchange rate risk affecting future cash inflows and outflows at a controllable level; as a result, HARN recognized foreign exchange gains of Baht 1.08 million and Baht 3.27 million for 2025 and 2024, respectively.

Liquidity and capital adequacy

1 Cash Flows from HARN's Financial Statement

unit : Million Baht

Description	For the year ended December 31			
	2025	2024	Inc/(Dec)	2023
Net Cash Flow from Operating Activities	208.97	117.18	91.79	197.61
Net Cash Flow from (Used in) Investing Activities	20.53	(63.75)	84.28	27.42
Net Cash Flow from (Used in) Financing Activities	(82.25)	(99.81)	17.56	(87.48)
Effect of translation adjustment on foreign currency financial statements	(0.89)	(0.34)	(0.55)	(0.22)
Net Increase (Decrease) in Cash and Cash Equivalents	146.36	(46.72)	193.08	137.33
Cash and Cash Equivalents - B/F	293.47	340.19	(46.72)	202.86
Cash and Cash Equivalents - C/F	439.83	293.47	146.36	340.19

1) Analyzing the Cash Flows Statement for the year ended December 31, 2025

HARN had net cash flows from operating activities for 2025 amounting to Baht 208.97 million, increased by Baht 91.79 million compared to the previous year, mainly due to a decrease in profit before income tax of Baht 8.05 million, a decrease in trade receivables of Baht 99.80 million, a decrease in inventories of Baht 22.86 million, and a decrease in trade and other payables of Baht 5.74 million.

Net cash used in investing activities amounted to Baht 20.53 million, mainly from short-term investments in government bonds of Baht 70.64 million and cash received from redemption of matured government bonds amounting to Baht 92.07 million.

Net cash used in financing activities amounted to Baht 82.25 million, resulting from dividend payments of Baht 70.14 million and repayments of lease liabilities and interest expenses totaling Baht 12.36 million.

2) Analyzing the Cash Flows Statement for the year ended December 31, 2024

HARN had net cash flows from operating activities for 2024 amounting to Baht 117.18 million, decreased by Baht 80.43 million compared to 2023, mainly due to a decrease in profit before income tax of Baht 30.65 million, an increase in trade receivables of Baht 26.04 million, an increase in inventories of Baht 14.27 million, and an increase in trade and other current payables of Baht 16.70 million.

Net cash used in investing activities amounted to Baht 63.75 million, mainly from investments in other current financial assets of Baht 64.44 million for short-term returns in government bonds, real estate

investment trusts, and infrastructure funds, as well as cash received from interest and dividends amounting to Baht 6.29 million.

Net cash used in financing activities amounted to Baht 99.81 million, resulting from dividend payments at Baht 0.15 per share totaling Baht 87.61 million, and repayments of lease liabilities and interest expenses amounting to Baht 12.37 million.

2 Capital Structure from the Financial Statement as of December 31, 2025

As of December 31, 2025, HARN had total liabilities of Baht 411.02 million, decreased by Baht 10.73 million, or 2.54%, compared to the previous year; trade and other payables were the main components of liabilities, including accrued expenses, withholding tax payable, corporate income tax payable, employee benefit obligations, and lease liabilities, among others; the Company had no interest-bearing liabilities from borrowings from financial institutions, as its financial structure does not rely on bank borrowings, resulting in no interest expenses, and HARN maintains a high level of liquidity, with a low debt-to-equity ratio, enabling the Company to consistently pay dividends to shareholders.

Based on operating results for 2025 and 2024, the Company paid dividends at Baht 0.12 per share for both years, representing dividend payout ratios of 83.60% and 80.07% of net profit, respectively; however, the dividend payment for 2025 at Baht 0.12 per share remains subject to approval at the Annual General Meeting of Shareholders.

3 Important Financial ratios

Financial ratios	Unit	2025	2024	Inc/(Dec)	2023
Current ratio	Time	4.30	4.17	0.13	4.18
Debt to equity (D/E ratio)	Time	0.30	0.31	(0.01)	0.27
Return on asset (ROA) ^{1/}	%	5.93	6.42	(0.49)	8.20
Return on Equity (ROE) ^{2/}	%	6.06	6.34	(0.28)	8.35

Note: ^{1/} Use EBIT in calculation

^{2/} Net profit and shareholders' equity attributable to owners of parent company are used in calculation

HARN had a current ratio of 4.30 times in 2025, slightly improved from 4.17 times in 2024, while the debt-to-equity ratio for 2025 and 2024 was 0.30 and 0.31, respectively, reflecting the Company's improved efficiency in liquidity and working capital management, as HARN does not incur debt or rely on borrowings from any financing sources; its capital structure does not depend on borrowings from banks or financial institutions, resulting in no interest-bearing obligations and a very low debt-to-equity ratio, whereby total liabilities presented in the consolidated financial statements mainly comprise trade and other payables; in addition, the Company has available credit facilities to support business expansion or investment in engineering-related businesses in the future; HARN's key financial ratios include return on assets (ROA) of 5.93% and 6.42% for 2025 and 2024, respectively, and return on equity (ROE) of 6.06% and 6.34% for 2025 and 2024, respectively.

Issuance of debt securities with an obligation to maintain financial ratios

Is there an issuance of debt securities with an obligation : No
to maintain financial ratios?

4.2 Potential factors or incidents that may materially affect the financial condition or the operating results

Significant factors or incidents that may materially affect the future financial condition or the operating results

1. Factors on Environmental and Social Trends and Impacts

HARN identifies both risks and opportunities arising from its activities, operations, products, and services throughout the value chain, which may have both positive and negative impacts on stakeholders, and evaluates such impacts across three dimensions, namely environmental, social, and governance (ESG), including human rights considerations; HARN conducts such assessment based on analysis of its value chain as well as internal and external factors, including industry trends and evolving standards, in order to determine material sustainability issues and to integrate such matters into its operations, strategic planning, and enterprise risk management in a systematic manner.

In 2025, climate change remains a key sustainability issue and is incorporated as a factor in strategic planning and enterprise risk management processes; HARN has established a target to achieve carbon neutrality by 2040 and net zero greenhouse gas emissions in both the short term and long term by 2050, reflecting the Company's commitment to mitigating risks while enhancing business opportunities in response to climate change.

For material sustainability issues, including innovation and technology, corporate governance and ethics, energy management, resource and water management, waste management and air pollution, greenhouse gas reduction, occupational health and safety, and working environment, HARN has clearly assigned responsible units for management, with ongoing monitoring of performance and reporting to the Executive Committee and the Board of Directors in order to continuously review effectiveness and efficiency.

2 Financial Support to Subsidiaries

2.1 Loans to Related Parties

HARN provided short-term loans to Aiyaraharn Co., Ltd. (a subsidiary in Thailand in which HARN holds 65%) in the form of promissory notes totaling 24 notes and 16 notes, respectively, with a tenor of 6 months, bearing interest at rates ranging from 6.4925% to 6.8050% per annum (based on the MLR rates of four major commercial banks), with maturity dates between January and June 2026; the outstanding balances of such short-term loans and accrued interest as of December 31, 2025 and 2024 amounted to Baht 5.95 million and Baht 3.61 million, respectively.

Based on the separate financial statements, HARN recognized an allowance for expected credit losses on such short-term loans and accrued interest in full, as the subsidiary reported operating losses and retained earnings (deficit) exceeding its capital by Baht 6.24 million.

2.2 Long-term Loans

Based on the separate financial statements, HARN had long-term loans with a carrying amount of Baht 6.28 million as of December 31, 2025, granted to Harn Vietnam Co., Ltd. (a subsidiary in Vietnam in which HARN holds 100%), under a loan agreement dated March 12, 2020, amounting to USD 200,000, bearing interest at a rate of 6.15% per annum, with repayment within 1 year, and subsequently, on March 11, 2021, HARN extended the loan agreement for an additional 5 years, with the maturity date on March 11, 2026, and an interest rate of 5.85% per annum.

2.3 Consent for the Use of Joint Credit Facilities with Banks

HARN has granted consent to its subsidiaries to utilize joint credit facilities with banks in order to support their liquidity for continuous business operations, as follows:

1. HARN granted consent to Aiyaraharn Co., Ltd. (a subsidiary in which HARN holds 65%) to utilize bank credit facilities jointly with HARN, whereby the credit limit for bank guarantees does not exceed Baht 5 million and the joint promissory note credit facility does not exceed Baht 2 million; in this regard, the management and shareholders holding 35% of Aiyaraharn Co., Ltd. have pledged collateral for such credit facilities amounting to Baht 2 million.

2. HARN granted consent to Mollisa Co., Ltd. (a subsidiary in which HARN holds 100%) to utilize joint promissory note credit facilities with a credit limit not exceeding Baht 3 million.

3. Credit Policy and Credit Terms

HARN has established credit management criteria to ensure that its operations are aligned with acceptable risk levels, by defining policies for managing customers, starting from customer selection, credit analysis, credit approval, debt collection, and regular review of credit limits for existing customers.

4.3 Information from financial statements and significant financial ratios

Information from financial statements

The financial position and operating results presented are based on the Company's financial statements for the years ended December 31, 2025 and 2024, which have been audited by certified public accountants, with details as follows:

Year	Auditor's Name	License No.	Audit Firm
2025	Mr. Supoj Mahantachaisakul	12794	Karin Audit Co., Ltd.
2024	Mr. Jadesada Hungsapruak	3759	Karin Audit Co., Ltd.
2017 - 2023	Mr. ThanawutPiboonsawat	6699	Dharmniti Auditing Co., Ltd.

1) Impact of Changes in Accounting Policies

In 2025, there was no material impact from changes in accounting policies on the Company's financial statements.

2) Audit Report Summary

The financial statements for the year 2025 were audited by Mr. Supoj Mahantachaisakul, a Certified Public Accountant (CPA) No. 12794, from Karin Audit Co., Ltd., an SEC-approved auditor. In the Independent Auditor's Report dated February 26, 2026, the auditor expressed an opinion that the consolidated and separate financial statements of HARN present fairly, in all material respects, the financial position as of December 31, 2025, the comprehensive income statement, statement of changes in shareholders' equity, and cash flow statement for the year then ended, along with the notes to the financial statements, including significant accounting policies, in accordance with financial reporting standards.

The auditor's report identified Key Audit Matters (KAMs) relating to revenue recognition from sales and services have indicated that in 2025, HARN has earned revenues from important business units of 6 product groups which are Fire Protection Products and Projects, Sanitary and Air-conditioning Products, Refrigeration Products, Digital Printing Products, Internet of Things Products and medical 3D printing systems. Each product group has different sale terms and conditions and price setting, including income from services according to the contract of fire extinguishing system installation project. Based on estimation of compliance with obligations according to the contract, this has effect on the income in which the Company's group recognized throughout a certain period. The Company has to recognize income according to the progress made in compliance with the obligations that must be completed, in which the auditor has responded to the risk by having formed an understanding and testing of the operation procedure and internal control relating to income recognition, revision of the design and compliance with the internal control regarding the said matter, auditing of the contents of terms and conditions of sales and services contract that occurred during the year and during the date near the end of accounting period, examination of credit notes issued by HARN after the end of the year, comparative analysis of statements and testing of details related to sales and services revenues.

Additionally, HARN has conducted an impairment test on the goodwill arising from the acquisition and entire business transfer of Chillmatch Co., Ltd. and its subsidiary. This impairment test is significant to the audit, as the amount involved is material to the financial statements. The impairment testing process carried out by management is complex and requires judgment, particularly in making assumptions regarding estimated future cash inflows and outflows expected from the continued operations of the cash-generating unit, as well as determining an appropriate discount rate. These assumptions are subject to change based on future economic conditions and market circumstances. HARN has fully disclosed its accounting policies and key assumptions in the notes to the financial statements. The auditor has addressed the associated risks by assessing the reasonableness of the assumptions and methodologies used by management in estimating future cash flows. This includes verifying supporting evidence reflecting management's best estimates, particularly in forecasting revenue growth, gross profit, and operating profit for the business segment, as well

as ensuring the appropriateness of the discount rate applied to future cash flows. Additionally, the auditor has tested the calculation of the expected recoverable amount and evaluated the adequacy of disclosures regarding the key assumptions that are most sensitive and have the most significant impact on determining the recoverable value of goodwill.

Other Matters as Presented in the Auditor’s Report :

The consolidated and separate financial statements of the Company and its subsidiaries for the year ended December 31, 2024, presented as comparative information, were audited by another auditor from the same firm, who expressed an unqualified opinion in the report dated February 27, 2025.

Summary of financial position statements

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Assets			
Cash And Cash Equivalents (ThousandTHB)	340,190.00	293,471.00	439,835.00
Trade And Other Receivables - Current - Net (ThousandTHB)	286,826.00	321,355.00	204,748.00
Inventories - Net (ThousandTHB)	316,103.00	323,139.00	302,998.00
Other Current Financial Assets (ThousandTHB)	50,418.00	115,644.00	97,093.00
Contract Assets - Current (ThousandTHB)	23,196.00	17,238.00	33,931.00
Other Current Assets (ThousandTHB)	317.00	649.00	1,298.00
Total Current Assets (ThousandTHB)	1,017,050.00	1,071,496.00	1,079,903.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Trade And Other Receivables - Non-Current - Net (ThousandTHB)	11,003.00	2,760.00	5,513.00
Investment Properties - Net (ThousandTHB)	162,846.00	165,802.00	164,322.00
Property, Plant And Equipment - Net (ThousandTHB)	105,898.00	100,605.00	97,512.00
Right-Of-Use Assets - Net (ThousandTHB)	64,109.00	86,930.00	76,945.00
Intangible Assets - Net (ThousandTHB)	11,511.00	7,688.00	6,855.00
Goodwill - Net (ThousandTHB)	334,672.00	315,971.00	315,971.00
Deferred Tax Assets (ThousandTHB)	17,309.00	19,002.00	22,177.00
Other Non-Current Assets (ThousandTHB)	29,616.00	29,494.00	30,611.00
Total Non-Current Assets (ThousandTHB)	736,964.00	728,252.00	719,906.00
Total Assets (ThousandTHB)	1,754,014.00	1,799,748.00	1,799,809.00
Liabilities			

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Bank Overdrafts And Short-Term Borrowings From Financial Institutions (ThousandTHB)	0.00	0.00	250.00
Trade And Other Payables - Current (ThousandTHB)	212,150.00	229,018.00	225,154.00
Short-Term Borrowings (ThousandTHB)	450.00	620.00	620.00
Related Parties (ThousandTHB)	450.00	620.00	620.00
Current Portion Of Lease Liabilities (ThousandTHB)	10,443.00	8,952.00	9,269.00
Short-Term Provisions (ThousandTHB)	1,728.00	1,756.00	1,506.00
Income Tax Payable (ThousandTHB)	13,083.00	15,515.00	10,743.00
Other Current Liabilities (ThousandTHB)	1,907.00	1,128.00	3,540.00
Total Current Liabilities (ThousandTHB)	239,761.00	256,989.00	251,082.00
Non-Current Portion Of Lease Liabilities (ThousandTHB)	70,061.00	99,546.00	90,610.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Provisions For Employee Benefit Obligations - Non-Current (ThousandTHB)	34,036.00	36,906.00	39,760.00
Other Non-Current Liabilities (ThousandTHB)	26,975.00	28,304.00	29,567.00
Total Non-Current Liabilities (ThousandTHB)	131,072.00	164,756.00	159,937.00
Total Liabilities (ThousandTHB)	370,833.00	421,745.00	411,019.00
Shareholders' equity			
Authorised Share Capital (ThousandTHB)	292,250.00	292,250.00	292,250.00
Authorised Ordinary Shares (ThousandTHB)	292,250.00	292,250.00	292,250.00
Issued And Paid-Up Share Capital (ThousandTHB)	292,250.00	292,250.00	292,250.00
Paid-Up Ordinary Shares (ThousandTHB)	292,250.00	292,250.00	292,250.00
Premium (Discount) On Share Capital (ThousandTHB)	776,417.00	776,417.00	776,417.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Premium (Discount) On Ordinary Shares (ThousandTHB)	776,417.00	776,417.00	776,417.00
Retained Earnings (Deficits) (ThousandTHB)	309,963.00	309,886.00	323,642.00
Retained Earnings - Appropriated (ThousandTHB)	29,225.00	29,225.00	29,225.00
Legal And Statutory Reserves (ThousandTHB)	29,225.00	29,225.00	29,225.00
Retained Earnings (Deficits) - Unappropriated (ThousandTHB)	280,738.00	280,661.00	294,417.00
Other Components Of Equity (ThousandTHB)	4,787.00	769.00	(1,336.00)
Surplus (Deficits) (ThousandTHB)	5,000.00	1,341.00	0.00
Surplus (Deficits) - Others (ThousandTHB)	5,000.00	1,341.00	0.00
Currency Translation Adjustments (ThousandTHB)	(213.00)	(572.00)	(1,336.00)
Equity Attributable To Owners Of The Parent (ThousandTHB)	1,383,417.00	1,379,322.00	1,390,973.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Non-Controlling Interests (ThousandTHB)	(236.00)	(1,319.00)	(2,183.00)
Total Equity (ThousandTHB)	1,383,181.00	1,378,003.00	1,388,790.00
Total Liabilities And Equity (ThousandTHB)	1,754,014.00	1,799,748.00	1,799,809.00

Summary of income statement

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Statement of Comprehensive Income			
Revenue From Operations (ThousandTHB)	1,299,621.00	1,239,043.00	1,181,095.00
Revenue From Sales (ThousandTHB)	1,135,583.00	1,071,585.00	999,697.00
Revenue From Rendering Services (ThousandTHB)	164,038.00	167,458.00	184,116.00
Other Income (ThousandTHB)	26,606.00	32,416.00	29,496.00
Total Revenue (ThousandTHB)	1,326,227.00	1,271,459.00	1,210,591.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Cost Of Sales (ThousandTHB)	770,126.00	750,931.00	673,339.00
Cost Of Rendering Services (ThousandTHB)	138,481.00	141,053.00	165,454.00
Selling And Administrative Expenses (ThousandTHB)	269,918.00	244,674.00	250,568.00
Selling Expenses (ThousandTHB)	118,284.00	114,901.00	115,786.00
Administrative Expenses (ThousandTHB)	151,634.00	129,773.00	134,782.00
(Reversal Of) Expected Credit Losses (ThousandTHB)	2,758.00	968.00	14,512.00
(Reversal Of) Loss On Impairment (ThousandTHB)	0.00	18,701.00	0.00
Other Expenses (ThousandTHB)	0.00	1,000.00	26.00
Total Cost And Expenses (ThousandTHB)	1,181,283.00	1,157,327.00	1,103,899.00
Profit (Loss) Before Finance Costs And Income Tax Expense (ThousandTHB)	144,944.00	114,132.00	106,692.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Finance Costs (ThousandTHB)	2,918.00	2,758.00	3,373.00
Income Tax Expense (ThousandTHB)	28,853.00	24,859.00	20,287.00
Net Profit (Loss) For The Period (ThousandTHB)	113,173.00	86,515.00	83,032.00
Currency Translation Adjustments (ThousandTHB)	(235.00)	(359.00)	(764.00)
Remeasurement Of Employee Benefit Obligations (ThousandTHB)	(1,369.00)	0.00	0.00
Other Comprehensive Income (Expense) - Net Of Tax (ThousandTHB)	(1,604.00)	(359.00)	(764.00)
Total Comprehensive Income (Expense) For The Period (ThousandTHB)	111,569.00	86,156.00	82,268.00
Net Profit (Loss) Attributable To : Owners Of The Parent (ThousandTHB)	114,041.00	87,598.00	83,896.00
Net Profit (Loss) Attributable To : Non-Controlling Interests (ThousandTHB)	(868.00)	(1,083.00)	(864.00)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Total Comprehensive Income (Expense) Attributable To : Owners Of The Parent (ThousandTHB)	112,437.00	87,239.00	83,132.00
Total Comprehensive Income (Expense) Attributable To : Non-Controlling Interests (ThousandTHB)	(868.00)	(1,083.00)	(864.00)
Basic Earnings (Loss) Per Share (Baht/Share) (ThousandTHB)	0.19510	0.14990	0.14350

Summary of cash flow statement

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Cash flow statement			
Profit (Loss) Before Finance Costs And/Or Income Tax Expense (ThousandTHB)	144,944.00	114,132.00	106,692.00
Depreciation And Amortisation (ThousandTHB)	41,791.00	28,520.00	27,604.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Depreciation (ThousandTHB)	29,168.00	28,520.00	27,604.00
Amortisation (ThousandTHB)	12,623.00	0.00	0.00
(Reversal Of) Expected Credit Losses (ThousandTHB)	(3,545.00)	968.00	14,512.00
(Reversal Of) Loss From Diminution In Value Of Inventories (ThousandTHB)	(7,759.00)	3,788.00	(5,784.00)
(Gains) Losses On Foreign Currency Exchange (ThousandTHB)	142.00	471.00	744.00
(Gains) Losses On Fair Value Adjustments Of Investments (ThousandTHB)	12,328.00	(21.00)	(1,597.00)
(Gains) Losses On Disposal And Write-Off Of Fixed Assets (ThousandTHB)	201.00	1,086.00	145.00
(Reversal Of) Impairment Loss Of Other Assets (ThousandTHB)	0.00	18,701.00	0.00
Dividend And Interest Income (ThousandTHB)	(4,287.00)	(7,255.00)	(8,426.00)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Dividend Income (ThousandTHB)	(3,247.00)	(3,694.00)	(4,053.00)
Interest Income (ThousandTHB)	(1,040.00)	(3,561.00)	(4,373.00)
Employee Benefit Expenses (ThousandTHB)	2,706.00	3,470.00	3,976.00
(Reversal Of) Provisions (ThousandTHB)	(582.00)	27.00	(251.00)
Other Reconciliation Items (ThousandTHB)	3,603.00	2,196.00	617.00
Cash Flows From (Used In) Operations Before Changes In Operating Assets And Liabilities (ThousandTHB)	189,542.00	166,083.00	138,232.00
(Increase) Decrease In Trade And Other Receivables (ThousandTHB)	(19,690.00)	(26,604.00)	99,804.00
(Increase) Decrease In Inventories (ThousandTHB)	135,250.00	(14,266.00)	22,860.00
(Increase) Decrease In Other Operating Assets (ThousandTHB)	(10,258.00)	5,343.00	(18,489.00)
Increase (Decrease) In Trade And Other Payables (ThousandTHB)	(59,036.00)	16,695.00	(5,735.00)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Increase (Decrease) In Provisions For Employee Benefit Obligations (ThousandTHB)	(1,147.00)	(600.00)	(1,122.00)
Increase (Decrease) In Other Operating Liabilities (ThousandTHB)	(6,005.00)	(5,304.00)	1,717.00
Income Tax (Paid) Received (ThousandTHB)	(31,049.00)	(24,165.00)	(28,296.00)
Net Cash From (Used In) Operating Activities (ThousandTHB)	197,607.00	117,182.00	208,971.00
Proceeds From Investment (ThousandTHB)	50,000.00	0.00	92,069.00
Proceeds From Disposal Of Investments (ThousandTHB)	50,000.00	0.00	92,069.00
Purchase Of Investments (ThousandTHB)	(15,838.00)	(64,443.00)	(70,641.00)
Proceeds From Disposal Of Fixed Assets (ThousandTHB)	616.00	154.00	939.00
Property, Plant And Equipment (ThousandTHB)	616.00	154.00	939.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Payment For Purchase Of Fixed Assets (ThousandTHB)	(11,460.00)	(5,750.00)	(9,010.00)
Property, Plant And Equipment (ThousandTHB)	(7,994.00)	(4,404.00)	(7,925.00)
Intangible Assets (ThousandTHB)	(3,466.00)	(1,346.00)	(1,085.00)
Dividend Received (ThousandTHB)	3,247.00	3,694.00	4,053.00
Interest Received (ThousandTHB)	858.00	2,595.00	3,120.00
Net Cash From (Used In) Investing Activities (ThousandTHB)	27,423.00	(63,750.00)	20,530.00
Increase (Decrease) In Bank Overdrafts And Short-Term Borrowings - Financial Institutions (ThousandTHB)	0.00	0.00	250.00
Proceeds From Borrowings (ThousandTHB)	700.00	170.00	0.00
Proceeds From Short- Term Borrowings (ThousandTHB)	700.00	170.00	0.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Proceeds From Short-Term Borrowings - Related Parties (ThousandTHB)	700.00	170.00	0.00
Repayments On Borrowings (ThousandTHB)	(750.00)	0.00	0.00
Repayments On Short-Term Borrowings (ThousandTHB)	(750.00)	0.00	0.00
Repayments On Short-Term Borrowings - Related Parties (ThousandTHB)	(750.00)	0.00	0.00
Repayments On Lease Liabilities (ThousandTHB)	(9,337.00)	(9,624.00)	(9,003.00)
Dividend Paid (ThousandTHB)	(75,985.00)	(87,613.00)	(70,140.00)
Interest Paid (ThousandTHB)	(2,111.00)	(2,744.00)	(3,359.00)
Net Cash From (Used In) Financing Activities (ThousandTHB)	(87,483.00)	(99,811.00)	(82,252.00)
Net Increase (Decrease) In Cash And Cash Equivalent (ThousandTHB)	137,547.00	(46,379.00)	147,249.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Differences Of Foreign Currency Exchange On Financial Statements Translation (ThousandTHB)	(218.00)	(340.00)	(885.00)
Cash And Cash Equivalents, Beginning Balance (ThousandTHB)	202,861.00	340,190.00	293,471.00
Cash And Cash Equivalents, Ending Balance (ThousandTHB)	340,190.00	293,471.00	439,835.00

Key financial ratios

	2023	2024	2025
Liquidity ratio			
Current ratio (times)	4.18	4.17	4.30
Quick ratio (times)	2.92	2.91	3.09
Cash flow liquidity ratio (times)	0.73	0.47	0.82
Average account recievable turnover (times)	5.13	4.39	4.73
Average collection period (days)	72.00	84.00	78.00
Average finish goods turnover (times)	2.65	2.91	2.82

	2023	2024	2025
Average finish goods turnover period (days)	138.00	126.00	130.00
Average account payable turnover (times)	5.60	7.59	6.13
Average payment period (days)	66.00	49.00	60.00
Average cash cycle (days)	144.00	161.00	148.00
Profitability ratio			
Gross profit margin (%)	30.09	28.01	28.98
Operating margin (%)	11.15	9.21	9.03
Other income to total income (%)	2.01	2.55	2.44
Cash from operation to operating profit (%)	1.36	1.03	1.96
Net profit margin (%)	8.53	6.80	6.86
Return on equity (ROE) (%)	8.35	6.34	6.06
Financial policy ratio			
Total debts to total equity (times)	0.27	0.31	0.30
Interest coverage ratio (times)	63.99	51.71	39.82
Interest bearing debt to EBITDA ratio (times)	0.43	0.76	0.75
Debt service coverage ratio (times)	17.14	14.90	13.25

	2023	2024	2025
Dividend payout ratio (%)	76.88	80.07	83.60
Efficiency ratio			
Return on asset (ROA) (%)	8.20	6.42	5.93
Return On Fixed Assets (%)	49.58	40.11	39.31
Asset turnover (times)	0.75	0.72	0.67

5. General information and other material facts

5.1 General information

General information

Securities registrar

Name of securities registrar : Thailand Securities Depository Co., Ltd.

Address/location : 93 Ratchadaphisek Road

Subdistrict : Din Daeng

District : Din Daeng

Province : Bangkok

Postcode : 10400

Telephone : 02-009-9000

Facsimile number : 02-009-9991

Auditing firm

Name of auditing firm* : KARIN AUDIT COMPANY LIMITED

Address/location : 72 CAT TELECOM TOWER, FLOOR 24,CHAROEN KRUNG
ROAD, BANGRAK, BANGKOK. 10500 THAILAND

Subdistrict : BANG RAK

District : BANG RAK

Province : Bangkok

Postcode : 10500

Telephone : +66 2105 4661

Facsimile number : +66 2026 3760

5.2 Other material facts

5.2.1 Other information that may significantly influence investors' decision making

Other information that may influence investors' decision : No
making

5.2.2 Restrictions of foreign shareholders

Are there restrictions on foreign shareholders? : No

5.3 Legal disputes

Legal disputes

Is there any legal dispute? : No

5.4 Secondary market

Secondary market

Has the company's security been listed on a stock : No
exchange in another country?

5.5 Financial institution with regular contact (in case of debt securities offeror)

Financial institution with regular contact

Are there any debt securities offered? : No

Part 2 Corporate Governance

6. Corporate governance policy

6.1 Overview of the policy and guidelines

Overview of the policy and guidelines

Corporate governance policy and guidelines : Yes

HARN is committed to becoming a leading provider of engineering services in fire protection systems, air conditioning systems, refrigeration systems, digital printing systems, and bioprinting systems, as well as the development of IoT systems in sustainable products and solutions. The Company aims to comprehensively meet customer needs while contributing to improvements in quality of life, society, and the environment. HARN adheres to good corporate governance principles and business ethics with integrity, transparency, and accountability, which are considered fundamental factors in ensuring efficient business operations. These principles also serve as an important foundation for building confidence among all stakeholder groups, enhancing competitiveness, supporting sustainable growth, and enabling the Company to adapt to changes in various external factors.

The Board of Directors of HARN has established corporate governance policies, as well as ethical standards and codes of business conduct, for the Board, executives, and employees to adopt as guidelines for their operations since 2013. These policies have been published on the Company's website at www.harn.co.th and are regularly reviewed to ensure that the relevant principles and practices continue to align with the good corporate governance principles of the Securities and Exchange Commission (SEC).

HARN has incorporated good corporate governance as an integral part of its vision, mission, and corporate values, with the objective of conducting business sustainably and achieving continuous growth. The Company also promotes the development of innovation and technology alongside the establishment of business partnerships based on good governance, transparency, and accountability.

The Board of Directors has established HARN's Good Corporate Governance Policy concerning the Board, shareholders, and stakeholders as follows:

Section 1: Recognize the roles and responsibilities of the Board of Directors as organizational leaders in creating sustainable value for the Company

Section 2: Define the Company's objectives and key goals with a focus on sustainability

Section 3: Strengthen an effective Board of Directors

Section 4: Ensure proper nomination and development of top executives and effective human resource management

Section 5: Promote innovation and responsible business conduct

Section 6: Ensure appropriate risk management and internal control systems

Section 7: Safeguard financial credibility and ensure proper disclosure of information

Section 8: Support shareholder engagement and communication

On 24 March 2025, the Board of Directors acknowledged the 2025 Corporate Governance Performance Report, which included the approval of revisions to the charters of the Board of Directors and its subcommittees, as well as the Sustainable Organizational Development Policy to ensure alignment with HARN's business context. The Board also reviewed the Corporate Governance Policy and Principles, Code of Business Conduct, Risk Management Policy, and the Anti-Corruption Measures Manual, confirming that these policies remain current, appropriate, and fully compliant with relevant regulations.

The approved policies were announced and implemented on 1 April 2025, and were published on the Company's Intranet to ensure that directors, executives, and employees at all levels are informed and adhere to them as part of their day-to-day operations. The policies are also published on the Company's website at www.harn.co.th in

both Thai and English, allowing investors, both domestic and international, as well as other stakeholders, to access and use them as reference.

Reference link for the full version of corporate governance : <https://www.harn.co.th/storage/downloads/corporate-policy-and-guidelines-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf>

Page number of the reference link : 5-6

6.1.1 Policy and guidelines related to the board of directors

The Board of Directors has established key policies and practices relating to the Board to ensure that business operations are conducted with transparency and fairness. These cover director nomination and remuneration, the independence of the Board from management, director development, performance evaluation of the Board, as well as the oversight of subsidiaries. The Board also regularly reviews and updates these policies to ensure their appropriateness and compliance with applicable laws and regulations of relevant regulatory authorities.

Are there policy and guidelines related to the board of : Yes
directors

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies

Nomination of directors

1. Criteria and Selection of Directors and Independent Directors

HARN establishes criteria and procedures for the selection and appointment of directors and independent directors in compliance with applicable laws and regulations, including the Public Limited Companies Act and the Securities and Exchange laws, as well as relevant notifications, rules, and/or regulations, and in accordance with its corporate governance policy. The Board of Directors must possess qualifications in line with legal and regulatory requirements, taking into consideration their experience, knowledge, and capabilities that would benefit the Company. Discrimination based on gender, ethnicity, race, nationality, or place of origin is not considered a limiting factor. Emphasis is also placed on independence and the absence of conflicts of interest. In addition, the Company considers diversity in skills and expertise across the Board as a whole. A Board Skill Matrix has been developed in accordance with the director nomination and remuneration policy to support the selection process, ensuring that the Board comprises a diverse range of expertise aligned with the Company's business strategy. The Company also identifies and sources qualified candidates from the director pool listed in the Thai Institute of Directors Association (IOD) database or other organizations maintaining such databases, as well as through other channels deemed appropriate by HARN.

HARN requires that independent directors comprise at least one-third of the total number of directors, with a minimum of three independent directors. In the event that any director and/or independent director vacates office before the expiration of their term, the Board of Directors may appoint a qualified individual, in accordance with the aforementioned criteria, to serve as a replacement. The appointed director shall hold office only for the remaining term of the director they replace.

1.1 Procedures for the Selection of Directors

1) The Company provides minority shareholders with the opportunity to nominate qualified individuals in accordance with applicable laws and the Company's criteria for consideration as candidates for election as directors. Invitations for such nominations are announced on the Company's website (www.harn.co.th) at least 90 days prior to the shareholders' meeting. Shareholders proposing director nominations must collectively hold not less than 5% of the total voting rights of HARN. The nomination must include the nominee's educational background and professional experience that are sufficient and beneficial for decision-making.

2) The Nomination and Remuneration Committee reviews the nomination criteria and procedures annually prior to the expiration of directors' terms and proposes them to the Board of Directors for consideration. In cases where an existing director is nominated for reappointment, the director's past performance will be considered as part of the evaluation process. The Nomination and Remuneration Committee may appoint external advisors to assist in the nomination process if deemed appropriate.

3) The Nomination and Remuneration Committee selects and proposes qualified candidates for appointment as directors and/or independent directors to the Board of Directors for consideration before submitting the nomination for approval at the Annual General Meeting of Shareholders. Each director must receive approval by more than half of the votes of shareholders attending the meeting and voting rights, through individual voting.

4) The shareholders' meeting elects directors

HARN provided minority shareholders with the opportunity to nominate qualified individuals for election as directors during the period from 1 October 2025 to 31 December 2025, with disclosure through the SET Link system and on the Company's website. Upon the expiration of the nomination period, no shareholder submitted any nomination of qualified candidates to HARN. The Company Secretary reported the matter to the Board of Directors for acknowledgment.

1.2 Selection of the Chairman of the Board

The Board of Directors elects one of its members to serve as the Chairman of the Board to oversee and conduct Board meetings and shareholders' meetings to ensure efficiency, compliance with applicable regulations, and the achievement of meeting objectives.

To ensure a clear separation between policy-setting responsibilities and day-to-day management operations, the Company requires that the Chairman of the Board and the Chief Executive Officer be different individuals. The Chairman is responsible for policy direction and overseeing management while providing guidance and support, but does not interfere with the routine management responsibilities of the Chief Executive Officer.

At the Board of Directors' Meeting No. 1/2023 held on 24 February 2023, and subsequently at the 2023 Annual General Meeting of Shareholders held on 24 April 2023, a resolution was passed to appoint Mr. Pichet Sitthi-amnuay as Independent Director and Chairman of the Board, effective from 24 April 2023. This structure complies with good corporate governance principles, ensures independence of the Chairman, and provides appropriate checks and balances with the Chief Executive Officer, currently Mr. Thammanoon Treepetch.

1.3 Independence of Directors

The Board of Directors must exercise independent judgment in considering, expressing opinions, and voting on matters within its authority. Decisions influenced by professional or family pressures, or by personal interests, may lead to biased outcomes that favor oneself, related persons, or personal benefits. Therefore, director independence is of utmost importance to safeguard the interests of shareholders and HARN. Directors who lack independence should not participate in decision-making. In 2024, for agenda items where a director had an interest and/or a conflict of interest, such director abstained from participating in the consideration and refrained from voting on those matters.

HARN requires that independent directors must be independent from major shareholders or groups of major shareholders, as well as from the Company's management. They must have adequate access to financial and business

information in order to express opinions freely and protect the interests of minority shareholders. Independent directors are also required to perform their duties with due care, integrity, and honesty.

In 2025, none of HARN's independent directors served for more than nine years. Out of a total of eight directors, four were independent directors, exceeding one-third of the total Board. Among them, one independent director, Mr. Prasert Deejongkit, has served continuously for five years and one, Mr. Pichet Sitthiamnuay, has also served for three years. All independent directors possess qualifications in accordance with the requirements of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), and do not conflict with any other applicable laws, enabling them to provide independent opinions.

In addition, HARN requires independent directors to review and certify their independence at least once a year. Such information is disclosed in the directors' profiles as of year-end in the Annual Registration Statement/Annual Report (Form 56-1 One Report).

1.4 Appointment and Removal of Directors and Independent Directors

1) Directors are elected by the shareholders' meeting and must consist of not less than five members, of which at least three directors must be independent directors who also serve as members of the Audit Committee. At least half of the directors must reside in Thailand, and executive directors must not exceed half of the total number of directors. At least one non-executive director must have experience in the Company's core business, and at least one director must possess knowledge in accounting and finance.

2) The shareholders' meeting elects directors based on nominations proposed by the Nomination and Remuneration Committee and endorsed by the Board of Directors.

3) At each Annual General Meeting of Shareholders, at least one-third of the directors shall retire by rotation. Directors who retire by rotation may be reappointed without limitation on the number of terms. However, the Company has a policy that independent directors shall serve no longer than nine consecutive years.

4) Any director wishing to resign must submit a written resignation letter to the Company, and the resignation shall take effect from the date the letter is received by HARN.

5) In the event of a vacancy on the Board for reasons other than retirement by rotation, the Board may appoint a qualified person to fill the vacancy at the next Board meeting, provided that the remaining term of the vacant position is not less than two months. The resolution must be supported by at least three-fourths of the remaining directors, and the appointed director shall serve only for the remaining term of the director being replaced.

Directorships in Other Companies

The Board has established a policy limiting the number of listed companies on the Stock Exchange of Thailand in which each director may serve as a director to no more than five companies, without exception, to ensure sufficient time commitment to perform their duties effectively. Directors are also prohibited from becoming partners or directors in businesses that compete with or are related to HARN's business in a manner that may create conflicts of interest. Details are disclosed in the Company's Corporate Governance Policy and Code of Business Conduct available on the Company's website (www.harn.co.th).

Orientation for New Directors

The Board of Directors requires that all new directors undergo an orientation program prior to assuming their duties. This is to ensure that new directors understand the Company's expectations regarding their roles, duties, and responsibilities, as well as the Company's corporate governance policies and practices. The program also aims to enhance their knowledge and understanding of the Company's business and operations,

thereby preparing them for the effective performance of their duties. In 2025, one new director, Mr. Samrit Samniang, attended the orientation program on 28 October 2025.

Reference link for the nomination of directors policy and : <https://www.harn.co.th/storage/downloads/corporate-guidelines-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf>

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Determination of director remuneration

HARN has established a remuneration policy for the Board of Directors and subcommittees that is fair and reasonable. The remuneration is determined by taking into consideration the number of directors, the Company's operating results, business size, duties and responsibilities, and the performance of directors, as well as the overall economic conditions and benchmarking with companies in the same industry. This ensures that the remuneration is set at a level that provides appropriate incentives. The Nomination and Remuneration Committee reviews and determines the remuneration annually, after which it is proposed to the Board of Directors for consideration and approval before being submitted to the Annual General Meeting of Shareholders for final approval. The Company has disclosed details of directors' remuneration in the 2025 Annual Registration Statement/Annual Report (Form 56-1 One Report) under Section 8.1.2.

Reference link for determination of the director : <https://www.harn.co.th/storage/downloads/corporate-remuneration-policy-and-guidelines-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf>

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Independence of the board of directors from the management

The Board of Directors must deliberate, express opinions, and vote on matters within its authority and responsibilities. If a decision of the Board is influenced by pressure arising from occupational or family relationships, or if a director has an interest in the matter, such circumstances may bias the decision in favor of oneself, close associates, or personal interests. Therefore, the independence of directors is of utmost importance in order to safeguard the interests of shareholders and HARN. Directors who lack independence should not participate in decision-making. In 2025, for agenda items in which a director had an interest and/or a conflict of interest, the concerned director refrained from participating in the consideration of such agenda items and abstained from voting.

HARN requires independent directors to maintain independence from major shareholders or groups of major shareholders and from the management of HARN. Independent directors must have adequate access to financial and business information in order to freely express their opinions and protect the interests of minority shareholders, while performing their duties with due care, integrity, and honesty. In addition, HARN has established a policy that independent directors may serve for a maximum of nine consecutive years from the date of appointment or from the date HARN was listed on the stock exchange, without exception.

Furthermore, HARN requires independent directors to review and certify their independence at least once a year. Information regarding their independence is disclosed in the directors' profiles at the end of each year in the Annual Registration Statement / Annual Report (Form 56-1 One Report).

Reference link for the policy and guidelines related to : [https://www.harn.co.th/storage/downloads/corporate-independence of the board of directors from the management governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf](https://www.harn.co.th/storage/downloads/corporate-independence%20of%20the%20board%20of%20directors%20from%20the%20management%20governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf)

Page number of the reference link : 11-12

Director development

The Board of Directors has established a policy to promote and facilitate continuous education and training for directors in areas such as business operations, principles of good corporate governance, and other relevant programs that enhance knowledge and support the effective performance of their duties. Such training programs are conducted annually in collaboration with the Thai Institute of Directors Association (IOD) and other leading organizations or institutions. The Nomination and Remuneration Committee is assigned to consider and recommend training programs that enhance the performance of the Board of Directors, enabling the knowledge gained to be applied to support the sustainable growth of HARN's business.

Reference link for the director development policy and : [https://www.harn.co.th/storage/downloads/corporate-guidelines governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf](https://www.harn.co.th/storage/downloads/corporate-guidelines%20governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf)

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Board performance evaluation

The Company conducts an annual performance evaluation of the Board of Directors and its sub-committees in accordance with good corporate governance principles. For the Board evaluation, the Nomination and Remuneration Committee reviews the appropriateness of the evaluation form and proposes it to the Board of Directors for approval. Details of the criteria and methodology for the performance evaluation of directors are disclosed in the 2025 Annual Registration Statement/Annual Report (Form 56-1 One Report) under Section 8: Report on Key Corporate Governance Performance. The evaluation of the Chief Executive Officer (CEO) is the responsibility of the Board of Directors, with consideration and recommendation from the Nomination and Remuneration Committee. The assessment is based on the achievement of the Company's strategic objectives, management efficiency, ability to drive organizational direction and develop team capabilities, as well as alignment with good corporate governance principles and corporate culture.

Reference link for the board performance evaluation : [https://www.harn.co.th/storage/downloads/corporate-policy and guidelines governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf](https://www.harn.co.th/storage/downloads/corporate-policy%20and%20guidelines%20governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf)

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Corporate governance of subsidiaries and associated companies

HARN determine policies to govern subsidiaries by setting way of conduct guidelines, internal control, disclosure of financial performance, transactions with connected persons, acquisition or disposition of property, other important, capital increase, capital reduction, and dissolution of subsidiaries, so that their work procedures in conformity according to the law and relevant regulations as a governance tool for companies in which HARN holds shares. All are required to practice and drive toward the same standard across HARN through HARN's representative(s) assigned as directors. This way, HARN commands unity in action, leading to synergy, enhanced capability and strength in competition to in turn lead to joint growth in a transparent and sustainable way.

Below is the scope of executives, which consists of governance principles:

1. Major joint venture is defined as has ratio of the voting shares between 20-50% and invest large amount of sum. In necessary circumstances, the Board must arrange Shareholder's' agreement or other agreement to clarify authority of management and decision, to use for financial statement of HARN according to the standards and timeline
2. Rules, Regulations and Policy, including directives which form part of the governance designed to drive linkages between HARN's policy governance and its successful implementation driven toward a uniform standard throughout by HARN's representatives assigned to serve in these subsidiaries as directors.
3. Steering for management by defining objectives and goals, strategies, and policies, and allocating key resources for objective and goal achievement, including monitoring, assessing, and ensuring performance reporting. Must report implementation updates to the Board.
4. HARN's Quality Management Division is responsible for monitoring and reporting on the effectiveness of internal controls with in subsidiaries to the Chief Executive Officer and Chief Operating Officer, in accordance with the established plan.

The Board of Directors, which supervises the subsidiaries as part of the operation, have a resolution to appoint a representative to take the position of director in Aiyaraharn Company Limited ("Subsidiary"). To act in pushing for good corporate governance policies and practices, code of conduct, risk management and anti-corruption measures HARN's are of the same standard, along with setting annual goals and indicators and require monthly meetings between representatives and executives of subsidiaries, reports are submitted to the Board of Directors at every board meeting.

HARN has operations to promote compliance with policies and guidelines for supervising subsidiaries. In 2025, a meeting was held between representatives and management of subsidiaries in order to consider financial status, performance and other important matters which have been already reported to the Board of Directors for acknowledgment. In summary, the Subsidiary has an appropriate and careful internal control process for its business operations. **No** misconduct that violates the conflict-of-interest prevention policy.

Reference link for the corporate governance of subsidiaries : <https://www.harn.co.th/storage/downloads/corporate-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf>
and associated companies policy and guidelines

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6.1.2 Policy and guidelines related to shareholders and stakeholders

HARN recognizes the fundamental rights of shareholders and facilitates the exercise of such rights. These include the right to buy, sell, or transfer shares; to share in the Company's profits; to receive adequate information through appropriate channels and in a timely manner; to attend shareholders' meetings and exercise voting rights; to appoint or remove directors; and to receive sufficient information regarding significant changes of the Company for decision-making purposes. HARN treats all shareholders equitably, regardless of whether they are major or minority shareholders, individuals or institutional investors, Thai or foreign, and whether they are executives or non-executives. Minority shareholders are protected from unfair treatment, both directly and indirectly. The Company has established strict policies prohibiting the use of insider information. In addition, the Board of Directors and senior management are required to disclose any transactions in which they have an interest or that may directly or indirectly affect HARN and its subsidiaries.

To ensure sustainable operations and meet the expectations of stakeholders, HARN continuously develops processes to listen to stakeholders' opinions and concerns, foster mutual understanding, and promote collaboration on issues of interest, including participation in social and environmental development. The Company treats stakeholders fairly and responsibly in accordance with its sustainability policy. This includes responsible product offerings and respecting stakeholders' rights, whether under applicable laws or contractual agreements. In addition, HARN has established a policy on information disclosure to shareholders and all stakeholder groups that is transparent, complete,

appropriate, equitable, and timely. Such practices cover the promotion of shareholders' rights, equitable treatment of shareholders, responsibilities toward stakeholders, control over the use of inside information, prevention of conflicts of interest, anti-corruption measures, and whistleblowing. The Company also provides communication channels through which complaints, suggestions, recommendations, and opinions can be submitted directly to the Board of Directors and management.

Are there policy and guidelines and measures related to : Yes

shareholders and stakeholders

Guidelines and measures related to shareholders and : Shareholders, Employee, Customer, Business
stakeholders competitors, Suppliers, Creditors, Government
agencies, Community and society

Shareholders

1. Shareholders' Rights

The Board of Directors places great importance on protecting and respecting the rights of shareholders, whether they are major shareholders, minority shareholders, or institutional investors. The Company ensures that shareholders are able to exercise their fundamental rights as prescribed by law, such as the right to attend shareholders' meetings, the right to express opinions, and the right to participate in decision-making on significant matters that may have a material impact on HARN's operations.

HARN holds the Annual General Meeting of Shareholders (AGM) every year within four months from the end of the Company's fiscal year. In cases where urgent matters arise that require special agenda items affecting shareholders' interests or matters related to applicable rules, regulations, or laws requiring shareholder approval, the Company may convene an Extraordinary General Meeting of Shareholders (EGM) as necessary.

The Company prepares the notice of the shareholders' meeting specifying the venue, date, time, meeting agenda, and supporting information in sufficient detail to enable shareholders to exercise their rights. The notice also includes the Board of Directors' opinions on each agenda item, together with other relevant and necessary information to support shareholders' decision-making.

1.1 Annual General Meeting of Shareholders for the Year 2025

At the Board of Directors' Meeting No. 1/2025 held on 27 February 2028, the Board resolved to convene the Annual General Meeting of Shareholders (AGM) on Thursday, 24 April 2025 at 2:00 p.m. in the form of a physical meeting at Hall 31-32, 3rd Floor, Harn Engineering Solutions Public Company Limited, 559 Soi Soonvijai 4, Rama 9 Road, Bangkapi Subdistrict, Huai Khwang District, Bangkok 10310. The Company disclosed the Board's resolution, the meeting date, agenda items, and related announcements on the website of the Stock Exchange of Thailand to inform shareholders in advance on the date the resolution was passed.

For every Annual General Meeting of Shareholders, HARN complies with the guidelines of the AGM Checklist under the AGM Quality Assessment Project organized by the Thai Investors Association, the Listed Companies Association, and the SEC. In 2025, HARN received a full score of 100 for the eighth consecutive year, reflecting the Company's strong commitment to conducting shareholder meetings in accordance with high standards and the principles of good corporate governance.

The Company disclosed the notice of the shareholders' meeting and supporting documents on its website (www.harn.co.th) and announced the information on the website of the Stock Exchange of Thailand in both Thai and English, at least 31 days prior to the meeting date, starting from 25 March 2025.

Thailand Securities Depository Co., Ltd., the securities registrar of HARN, delivered the notice of the shareholders' meeting to shareholders by mail. The notice included details of the meeting agenda, relevant supporting information for decision-making, the Board's opinions on each agenda item, and the 2025 Annual

Report (Form 56-1 One Report) in the form of a QR Code, together with supporting meeting documents and Proxy Form B. These documents were delivered to shareholders more than 14 days prior to the meeting date. HARN dispatched the notice 24 days prior to the meeting, on 1 April 2025.

In addition, the notice of the shareholders' meeting was published in newspapers for three consecutive days, prior to the meeting date, to ensure that shareholders received sufficient advance notice to prepare for attending the meeting.

1.2 Conduct of the Annual General Meeting of Shareholders

During the shareholders' meeting, the Chairman assigned the Company Secretary to act as the meeting moderator. The Company Secretary introduced the Board of Directors, executives, external auditor, and independent legal advisor, who served as a neutral party for the meeting. The meeting procedures, including voting and vote-counting methods for each agenda item in accordance with HARN's Articles of Association, were clearly explained, along with the exercise of shareholders' voting rights. After providing the necessary information, all attendees were given the opportunity to express opinions, provide suggestions, and ask questions on each agenda item via the microphones provided. The Chairman and executives responded to all questions clearly and directly, giving due importance to every inquiry, before proceeding to voting on each agenda item. For the election of directors, shareholders voted on an individual basis.

The meeting was conducted in accordance with the predetermined agenda, without adding any new items without prior notice to shareholders. In 2025, there were no changes to the agenda sequence and no additional matters were proposed for consideration. Minutes of the meeting were accurately and comprehensively recorded, including a summary of resolutions and voting results.

1.3 Conflict of Interest Practices for the Annual General Meeting of Shareholders

Under HARN's Corporate Governance Policy and Principles, directors and senior executives, as defined by the regulations of the Securities and Exchange Commission (SEC), are required to disclose any potential conflicts of interest through annual conflict of interest reports, as well as updated reports during the year in the event of any changes. At shareholders' meetings and any other meetings, directors who have an interest in, or a conflict of interest with respect to, a particular matter concerning HARN are required to abstain from participating in the consideration and voting on such agenda items.

1.4 Disclosure of the Results of the Annual General Meeting of Shareholders

In 2025, HARN disclosed the voting results of the shareholders' meeting to the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC) on the evening following the completion of the meeting, on 24 April 2025. The Company also submitted the minutes of the Annual General Meeting of Shareholders, which were recorded with clear separation of agenda items and included the number and proportion of directors attending the meeting, executives attending the meeting, questions raised by shareholders, clarifications provided by the Board of Directors, voting procedures, and voting results for each agenda item in accordance with good corporate governance principles. The minutes were submitted to the SET and the SEC within 14 days and were published on the Company's website at www.harn.co.th on 2 May 2025.

2. Equitable Treatment of Shareholders

HARN treats all shareholders equally and fairly, ensuring that every shareholder enjoys the same fundamental rights without discrimination based on gender, age, race, nationality, religion, beliefs, social status, disability, or political opinions. Directors who have a conflict of interest are required to refrain from participating in the consideration and voting on such agenda items. In addition, HARN discloses information relating to shareholders' meetings in advance of the meeting date and provides such information in both Thai and English for the benefit of shareholders. The Company also provides shareholders with the opportunity to exercise their rights without restriction.

2.1 Proposal of Agenda Items and Nomination of Directors.

For the 2025 Annual General Meeting of Shareholders, HARN promoted shareholders' rights beyond the fundamental rights by providing minority shareholders with the opportunity to propose agenda items and nominate qualified individuals for election as directors of HARN in advance of the meeting. Such proposals were accepted from 1 October to 31 December 2024. The criteria, procedures, and consideration guidelines were disclosed on the Company's website at www.harn.co.th and announced through the website of the Stock Exchange of Thailand.

However, no shareholder proposed any agenda items or nominated any candidates for director appointment during the specified period, as disclosed in the meeting invitation. The Company Secretary reported this to the Board of Directors for acknowledgment. In addition, shareholders were invited to submit questions in advance for the 2025 Annual General Meeting through three channels: mail, email, and facsimile as specified. The relevant criteria were also published on the Company's website (www.harn.co.th). No shareholders submitted any questions in advance during the specified period.

2.2 Facilitation for Shareholders at the Annual General Meeting

HARN continues to facilitate shareholders' meetings for all shareholders and implements measures with a strong emphasis on the health and safety of attendees, as follows:

1. Providing HARN's information around the meeting venue, with staff available to welcome participants and answer inquiries
2. Preparing sufficient bottled drinking water for shareholders
3. Assigning adequate staff to assist, welcome, facilitate, provide photocopying services, and verify the accuracy of documents
4. Providing stamp duty for shareholders who appoint proxies to attend the meeting on their behalf
5. Allowing document verification and registration at least two hours prior to the meeting, with the use of barcode technology for registration and vote counting to ensure accuracy, convenience, and efficiency. Shareholders are also allowed to register after the official registration time without losing their rights.
6. Conducting a meeting quality assessment via QR Code to collect feedback for improving the effectiveness, transparency, and benefits of future meetings for shareholders

In addition, HARN allows shareholders who are unable to attend the meeting in person to appoint any of the Company's independent directors as their proxy to attend and vote on their behalf.

Reference link for the policy, guidelines and measures : [https://www.harn.co.th/storage/downloads/corporate-related to shareholders governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf](https://www.harn.co.th/storage/downloads/corporate-related%20to%20shareholders%20governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf)

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Employee

HARN places importance on employee welfare by fostering a strong corporate culture and providing fair compensation, while upholding human rights based on the principles of equality and non-discrimination. The Company treats employees and stakeholders in accordance with human rights principles under HARN's Human Resources Management Policy. Employment is conducted in compliance with applicable laws, with clear procedures for determining wages without unlawful discrimination or bias, and with fair and appropriate remuneration. HARN also provides a safe working environment with proper occupational health standards and ensures that employees receive appropriate training to develop their work-related skills. In addition, a Welfare Committee has been established to provide employees with the opportunity to propose beneficial welfare initiatives. The Company also strictly complies with labor laws and other regulations related to employees.

In 2025, there were no complaints regarding human rights issues.

Reference link for the policy, guidelines and measures : [https://www.harn.co.th/storage/downloads/corporate-related to employee governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf](https://www.harn.co.th/storage/downloads/corporate-related%20to%20employee%20governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf)

Page number of the reference link : 25

Customer

HARN is committed to conducting its business under a policy of managing and enhancing responsibility toward customers. The Company recognizes the importance of providing products that are safe, high-quality, environmentally friendly, and compliant with customer standards, while also incorporating innovation to further develop products in order to better meet customer needs. In addition to delivering quality products, HARN places great importance on maintaining effective communication and sustainable relationships with customers. Various channels are provided to receive customer feedback, including customer visits, seminars, satisfaction surveys, LINE Official, telephone, email, and the Company's website at www.harn.co.th.

The Company also places importance on privacy and is committed to protecting customers' personal data in accordance with the Personal Data Protection Act B.E. 2562 (2019). HARN has published a Privacy Notice for customers and all stakeholder groups on its website at www.harn.co.th. Furthermore, the Company conducts annual customer satisfaction surveys, with the 2024 survey achieving an average satisfaction score of 94.10%.

In 2025, there were no complaints from customers regarding the protection of personal data, and no complaints related to product safety or environmental impacts associated with the use of the Company's products.

Reference link for the policy, guidelines and measures : [https://www.harn.co.th/storage/downloads/corporate-related to customer governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf](https://www.harn.co.th/storage/downloads/corporate-related%20to%20customer%20governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf)

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Business competitors

HARN treats its competitors fairly and in compliance with trade competition laws and international principles of free and fair competition. The Company adheres to fair competition practices and does not seek confidential information of competitors through dishonest or inappropriate means, nor does it damage competitors' reputations through unfounded allegations. In addition, HARN does not enter into any agreements with competitors or any parties that may reduce or restrict fair trade competition.

In 2025, there were no incidents involving unfair practices, such as obtaining competitors' confidential information through improper means or damaging competitors' reputations through false accusations. Accordingly, there were no legal disputes between HARN and its competitors.

Reference link for the policy, guidelines and measures : [https://www.harn.co.th/storage/downloads/corporate-related to business competitors governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf](https://www.harn.co.th/storage/downloads/corporate-related%20to%20business%20competitors%20governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf)

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Suppliers

HARN places importance on treating its business partners as key strategic partners. The Company has therefore established procurement policies and procedures to ensure fairness, equality, and transparency

toward all suppliers. The supplier selection process is conducted fairly under clearly defined criteria for evaluating qualifications and capabilities. All suppliers are required to strictly comply with the Company's standards regarding cost, product quality, marketing plans, production capacity, inventory management, and product delivery. In addition, suppliers must adhere to the Supplier Code of Conduct, applicable safety standards required by law, and the requirements under consumer protection laws.

Furthermore, HARN has implemented Green Procurement practices as part of its environmental policy, with the objective of increasing the value of environmentally friendly product procurement to 25% of total revenue by 2040.

Reference link for the policy, guidelines and measures : [https://www.harn.co.th/storage/downloads/corporate-related to suppliers governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf](https://www.harn.co.th/storage/downloads/corporate-related%20to%20suppliers%20governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf)

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Creditors

HARN treats its trade creditors equally, responsibly, transparently, and fairly, based on the principle of mutual benefit for both parties. The Company fulfills its payment obligations in accordance with agreed payment terms in order to maintain its credibility with creditors and business partners. HARN strictly complies with contractual terms and conditions, particularly those relating to guarantees and other contractual obligations.

In addition, HARN regularly reports its financial position and financial information to trade creditors accurately and transparently in accordance with agreed conditions. In the event that the Company is unable to maintain its status or comply with contractual terms for any reason that may lead to a breach of contract, HARN will promptly notify the creditors in order to jointly seek fair and timely solutions.

However, due to HARN's capital structure, which does not involve borrowings from financial institutions, the Company has no interest expenses arising from short-term or long-term borrowings.

Furthermore, in order to promote sustainable business practices among suppliers and/or creditors, including environmental considerations, HARN has reviewed its policies and operational guidelines to enhance the capabilities of suppliers and/or creditors under the risk management framework and the requirements set forth in the Company's Anti-Corruption Measures Manual.

1. HARN facilitates training programs and study visits for executives and employees in collaboration with suppliers and/or creditors, both domestically and internationally, to enhance knowledge and experience. The knowledge gained is subsequently shared with employees within their respective functions and across other departments through internal training programs.
2. The Company also invites suppliers and/or creditors to visit its operations and participate in meetings with management, either at HARN's office or via video conference, in order to strengthen sustainable relationships and mutual trust.
3. In addition, HARN promotes and enhances the capabilities of construction contractor partners by providing knowledge and understanding to improve installation efficiency and ensure optimal utilization of products.
4. The Company also fosters an innovation-driven culture within the organization to encourage the creation and development of new innovations that support sustainable business growth, such as product and service development, research activities, and collaboration with business partners.

In 2025, there were no disputes, no violations of labor laws, human rights, consumer protection, employment regulations, trade competition laws, or environmental regulations, and there were no protests or labor strikes.

Reference link for the policy, guidelines and measures : [https://www.harn.co.th/storage/downloads/corporate-related to creditors governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf](https://www.harn.co.th/storage/downloads/corporate-related%20to%20creditors%20governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf)

Page number of the reference link : 25

Government agencies

HARN supports government policies that emphasize economic development alongside social, community, and environmental development, with the aim of becoming a low-carbon and sustainable organization. The Company has announced its commitment to achieving carbon neutrality by 2040 and net zero greenhouse gas emissions by 2050, contributing to the country's efforts toward Net Zero.

In addition, HARN conducts its business in compliance with laws, regulations, rules, notifications, and orders issued by government authorities that are applicable to its operations. The Company systematically monitors changes in government policies and the enactment of new legislation to ensure that it can promptly adapt to such changes. HARN also promotes awareness among employees at all levels regarding the importance of legal compliance.

Reference link for the policy, guidelines and measures : [https://www.harn.co.th/storage/downloads/corporate-related to government agencies governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf](https://www.harn.co.th/storage/downloads/corporate-related%20to%20government%20agencies%20governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf)

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Community and society

HARN has established an environmental policy that focuses on reducing the impacts of climate change and preserving ecosystems. The Company also emphasizes minimizing risks and impacts on communities arising from its business operations, while fostering positive relationships and enhancing the quality of life of both nearby and distant communities. Under the framework of community, social, and environmental responsibility, HARN conducts its business with transparency and strict adherence to ethical standards. Further details are disclosed in Part 1: Driving Business for Sustainability.

Reference link for the policy, guidelines and measures : [https://www.harn.co.th/storage/downloads/corporate-related to community and society governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf](https://www.harn.co.th/storage/downloads/corporate-related%20to%20community%20and%20society%20governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf)

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6.2 Business code of conduct

Business code of conduct

Business code of conduct : Yes

HARN has established a Code of Conduct in accordance with international standards, based on principles of morality, integrity, equality, and fairness toward stakeholders, while taking into consideration social and environmental responsibilities. The Code of Conduct serves as a guideline for conducting business operations and must be adhered to by all directors, executives, and employees. The Company also places strong emphasis on preventing all forms of misconduct, including anti-corruption practices.

The Board of Directors and executives are required to act as leaders and role models, performing their duties with honesty, integrity, fairness, transparency, and accountability, in order to promote a sustainable culture of good corporate governance within the organization. Supervisors at all levels are responsible for overseeing and encouraging employees under their supervision to strictly comply with these principles. Any failure to comply or violation of such principles will be subject to disciplinary action.

In 2025, there were no violations of the principles of good corporate governance or the Code of Conduct. The Board of Directors reviewed the Code of Conduct at the Board of Directors Meeting No. 2/2025 held on 24 March 2025, and concluded that it remains current, appropriate, and fully compliant with relevant regulations. Details are disclosed on the Company's website at www.harn.co.th.

The Code of Conduct covers the following key principles:

1. Compliance with applicable laws and regulations
2. Personal conduct
3. Performance of duties with responsibility, integrity, diligence, perseverance, and discipline
4. Protection of the Company's confidential information
5. Safeguarding of the Company's assets
6. Exercise of social and political rights
7. Fair treatment of stakeholders
8. Safety, occupational health, and environmental responsibility
9. Respect for international human rights principles
10. Compliance with laws, regulations, rules, and local cultural practices and traditions
11. Confidentiality and the use of inside information
12. Marketing communications
13. Intellectual property
14. Use of information technology and communication systems
15. Anti-corruption practices
16. Conflict of interest management

Policy and guidelines related to business code of conduct : <https://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf>

Page number of the reference link : 5

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of conflicts of interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Preventing the misuse of inside information, Compliance with laws, regulations, and rules, Human rights, Safety and occupational health at work

Prevention of conflicts of interest

HARN discloses information to prevent conflicts of interest between personal interests and the interests of HARN, and to prevent activities that may lead to conflicts of interest or involve unlawful or inappropriate conduct, in accordance with the principles of good corporate governance. The Board of Directors has established policies and guidelines regarding conflicts of interest under the Corporate Governance Policy and Code of Business Conduct for directors, executives, and employees to adhere to. These policies are based on the principle that any decision must be made for the best interests of HARN. It is therefore the duty of directors, executives, and employees at all levels to avoid any financial involvement and/or relationships with external parties that may cause HARN to lose benefits, create conflicts of loyalty or interests, or hinder the effective performance of their duties. Directors, executives, and employees who are involved in or related to any transaction under consideration must disclose their relationship or interest in such transactions to HARN. In addition, directors and executives who have conflicts of interest are prohibited from participating in the consideration, decision-making, or approval of such transactions.

Reference link for prevention of conflicts of interest : <https://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf>

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Anti-corruption

1. Anti-Corruption Policy

HARN has established an “Anti-Corruption Policy”, including definitions, responsibilities, policies, operational guidelines, and implementation measures, which are incorporated in the Anti-Corruption Measures Manual. The policy was approved by the Board of Directors on 10 May 2018 and is included as part of the ISO 9001:2015 quality management system documentation. The policy has been implemented across the entire organization and communicated to all directors, executives, and employees, including subsidiaries, associates, other companies under HARN’s control, business representatives (if any), and other relevant external parties, who are required to acknowledge and strictly comply with the policy.

The Anti-Corruption Policy stipulates that the Board of Directors, executives, employees, subsidiaries, associates, other controlled entities, and business representatives (if any) must not engage in or tolerate corruption in any form, whether directly or indirectly, for the benefit of themselves or related parties. This includes acting as the recipient, provider, or proposer of bribes, whether monetary or non-monetary, to government agencies, private entities, or business partners with whom HARN conducts business. The Company continuously develops and strengthens its anti-corruption practices, including the following:

1. Signing the declaration of intent to join the Thai Private Sector Collective Action Against Corruption (CAC) on 21 March 2017, receiving initial certification in Q3/2018, the first recertification in Q2/2021, and the second recertification in Q2/2024, demonstrating HARN’s firm commitment to anti-corruption practices

and responsible business conduct toward communities, society, the environment, and stakeholders throughout the supply chain.

2. Implementing the Anti-Corruption Policy in 2018 through the Anti-Corruption Measures Manual, integrating it into the Corporate Governance Policy and Code of Business Conduct to ensure consistent operational measures and management guidelines.
3. Requiring directors, executives, and employees to refrain from engaging in corruption, bribery, or any related misconduct in any form, whether directly or indirectly. All personnel must strictly follow the policy guidelines, which cover operational processes such as charitable donations, procurement procedures, human resource management, and internal controls.

2. Anti-Corruption Practices

To ensure compliance with the latest Anti-Corruption Policy announced by HARN, the Company has established monitoring and evaluation practices as follows:

1. Requiring directors, executives, and employees to conduct annual assessments regarding compliance with the Corporate Governance Policy, Code of Business Conduct, Risk Management Policy, Anti-Corruption Policy, and Personal Data Protection Policy.
2. Ensuring that the Anti-Corruption Policy is reviewed annually to confirm that HARN's operations remain aligned with changes in business conditions, internal regulations, and applicable legal requirements. The results are submitted to the Audit Committee and reported to the Board of Directors.
3. Conducting corruption risk assessments, improving operational mechanisms to prevent corruption, and enhancing operational efficiency to promote transparent, fair, and accountable business practices.
4. Assigning the Quality Management Department to monitor and audit the implementation of anti-corruption measures across departments through internal quality audits, reporting results to the Chief Operating Officer, Chief Financial Officer, and the Management Review Meeting on a monthly basis, with quarterly reports submitted to the Risk Management Committee and the Board of Directors.
5. In cases where investigations reveal evidence suggesting that certain transactions or actions may significantly affect HARN's financial position or operating results, or involve violations of laws, business ethics, anti-corruption practices, financial reporting standards, or internal control systems, the Audit Committee will report the matter to the Board of Directors for corrective action within a timeframe deemed appropriate by the Audit Committee. Investigations are conducted while protecting the anonymity of whistleblowers to prevent potential negative impacts on those who report complaints or allegations.

3. Communication, Training, and Key Implementation

To ensure strict compliance with anti-corruption measures by directors, executives, employees, subsidiaries, associates, other controlled entities, business representatives (if any), and relevant external parties, HARN implements the following communication and training initiatives:

1. Communicating anti-corruption policies and measures, as well as relevant laws and regulations, to directors, executives, employees, subsidiaries, associates, business partners, stakeholders, and the public through multiple communication channels, including email, the Company website, HARN Intranet, digital signage displays, and LINE Official, in order to raise awareness of corruption risks, preventive measures, and consequences of misconduct.
2. Conducting continuous training and knowledge assessments for directors, executives, and employees to ensure a clear understanding of anti-corruption measures and related penalties through the HARN

Academy E-Learning system, which is a mandatory annual training program. The subject is also included as part of the orientation program for all new employees prior to commencing their duties.

4. Governance, Monitoring, and Performance Evaluation

To demonstrate HARN's commitment as a listed company to combating corruption and maintaining confidence among shareholders and stakeholders, the Company has established governance and monitoring mechanisms as follows:

1. The Board of Directors oversees the establishment of effective mechanisms supporting anti-corruption measures to ensure that management recognizes and prioritizes anti-corruption practices and embeds them into the Company's corporate culture.
2. The Audit Committee supervises internal controls related to financial reporting and processes associated with anti-corruption measures, ensuring compliance and reviewing the adequacy and effectiveness of anti-corruption controls. The Committee also reviews risk assessments and provides recommendations to the Board of Directors.
3. The Audit Committee regularly reviews and updates the Anti-Corruption Policy, provides recommendations, monitors performance, supports corruption risk assessments, and ensures that operational-level anti-corruption measures remain adequate and appropriate, with quarterly reporting to the Board of Directors.
4. Senior management ensures that corruption risk assessments are conducted within operational processes that may present corruption risks, reviews the appropriateness of processes and measures, serves as role models, and regularly communicates the policy to employees and related parties.
5. The Company has developed a Risk & Control Self-Assessment (RCSA) framework for departments to assess corruption risks in their operational processes and establish appropriate internal controls.
6. The Quality Management Department audits the implementation of anti-corruption measures according to the internal quality audit plan and reports the results monthly to the Chief Operating Officer, Chief Financial Officer, and the Management Review Meeting.
7. The Internal Audit function reviews transactions that may present corruption risks and evaluates the organization's effectiveness in managing fraud risks at both organizational and operational levels. Any issues that may cause damage to business operations or involve fraud are reported to the Audit Committee and senior management.

On 24 March 2025, the Board of Directors reviewed the Anti-Corruption Policy and Measures and confirmed that they remain appropriate and consistent with changes in business operations, regulations, and applicable laws. Further details regarding the Anti-Corruption Policy are available on the Company's website at www.harn.co.th.

Reference link for anti-corruption : <https://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf>

Page number of the reference link : 18-19

Whistleblowing and Protection of Whistleblowers

The Board of Directors has established measures, scope, procedures, and channels for whistleblowing and complaints in all forms for all stakeholder groups of HARN as follows:

1) Measures and Scope

Employees should not ignore or remain silent when witnessing actions that may violate anti-corruption measures, including any acts that violate or fail to comply with laws, the Corporate Governance Policy, the Code of Business Conduct, or other policies, rules, and regulations of HARN that may indicate corruption or misconduct for the purpose of obtaining unlawful benefits for themselves or others, such as corruption, misappropriation of assets, or fraud. This also includes situations where employees are treated unfairly in their work or where weaknesses in HARN’s internal control system are observed that may create opportunities for corruption or cause damage to the Company’s interests.

2) Channels and Procedures for Reporting Corruption or Misconduct

Must explicitly spell out “confidential” to the Chairman of the Audit Committee which is an Independent Committee, through these channels.

Chairman of the Audit Committee



Harn Engineering Solutions Public Company Limited
559 Soi Soonvijai 4, Rama 9 Road,
Bangkapi, Huaykwang, Bangkok 10310



chairac@harn.co.th



<https://www.harn.co.th/corporate-governance/corruption-report/>

3) Channels for Seeking Advice

Employees or members of the public who have questions or require guidance regarding compliance with the Anti-Corruption Policy may seek advice through the following channels:

Employees or others whom has inquiries and seek for advice on anti-corruption policy may contact through these channels.

Chief Financial Officer



Harn Engineering Solutions Public Company Limited
559 Soi Soonvijai 4, Rama 9 Road,
Bangkapi, Huaykwang, Bangkok 10310



02-318-9744 ext. 4004



wisit.w@harn.co.th

4) Contact Channels of HARN

Stakeholders may submit opinions, suggestions, complaints, or reports of non-compliance with laws, the Code of Business Conduct, organizational regulations, or other matters not related to corruption through the following channels:

Stakeholders can provide feedback, suggestions, complaints, and report any non-compliance with laws, code of conduct, organizational regulations, and other matters unrelated to corruption through the following channels:

Company Secretary



wasukan.b@harn.co.th



(02) 318-9744 ext. 4011

Investor Relations



wirat.s@harn.co.th



(02) 318-9744 ext. 5001

By Post: Harn Engineering Solutions Public Company Limited

559 Soi Soonvijai 4, Rama 9 Road, Bangkapi Subdistrict, Huai Khwang District, Bangkok 10310, Thailand.

Employees of HARN may submit complaints or suggestions through various channels, such as the suggestion box, LINE Official, or by directly sending an email to the Human Resources Department. All employees are informed of these channels during the new employee orientation process.

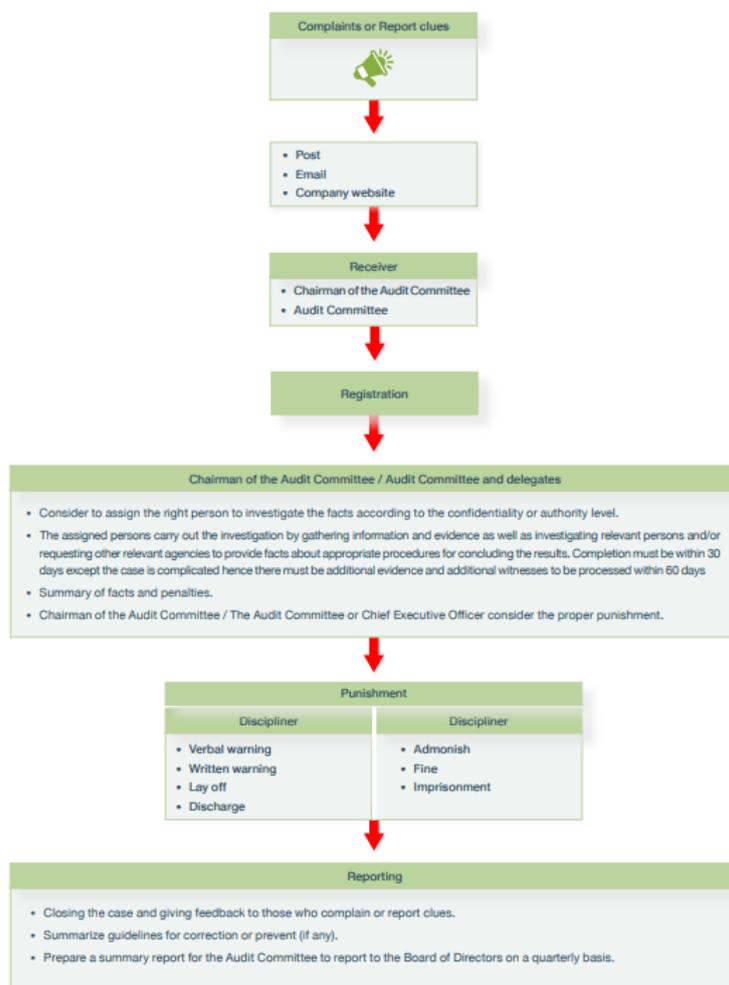
5) Measures for the Protection and Confidentiality of Complainants and Whistleblowers

To protect the rights and maintain the confidentiality of complainants, whistleblowers, or individuals who provide information in good faith, HARN shall implement the following measures:

1. The name, address, or any information that may identify the complainant or whistleblower will be kept confidential. Such information will be properly and fairly maintained, and access will be limited only to responsible persons involved in the investigation process.

2. HARN establishes fair human resource management processes to protect employees who refuse to participate in or report corruption related to HARN’s activities. Employees will not be demoted, penalized, negatively affected, transferred, suspended, threatened, harassed, dismissed, or otherwise treated unfairly for reporting such matters, even if such actions may result in the loss of business opportunities for HARN. Employees who report in good faith will be recognized as role models whose conduct is supported by the Company.
3. Any person who receives information in connection with complaints or whistleblowing duties must maintain the confidentiality of the complaint details, evidence, and the identity of the complainant or whistleblower. Disclosure of such information to unauthorized persons is strictly prohibited, except where disclosure is required by law. Any intentional violation will be subject to disciplinary action in accordance with company regulations and/or legal action as appropriate.

Flowchart illustrating the process of receiving complaints or whistleblowing reports, investigation, disciplinary action, and reporting of results.



Reference link for whistleblowing and protection of : <https://www.harn.co.th/storage/downloads/corporate-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf>

Page number of the reference link : 32-33

Preventing the misuse of inside information

HARN has established policies and guidelines on confidentiality, data retention, and the use of inside information in accordance with good corporate governance principles. These policies are included in the Company's Corporate Governance Policy for directors, executives, and employees to strictly adhere to. Personnel of HARN must keep internal or confidential information that has not yet been disclosed to the public strictly confidential and must not disclose such information obtained through the performance of their duties to others. They must also refrain from using inside information for personal gain or in any manner that could diminish the benefits of HARN.

In addition, HARN has announced a policy prohibiting directors, executives, and employees who have access to inside information from using such information improperly. They are prohibited from trading HARN's securities during the 30-day period prior to the public disclosure of the Company's financial statements and until 24 hours after the information has been publicly disclosed. Outside this restricted period, trading may be conducted normally. Directors and the top four executives, including their spouses, persons living together as husband and wife, and minor children, who intend to trade securities must notify the Company Secretary at least one day in advance. They must also submit a report on changes in securities holdings to the Securities and Exchange Commission in accordance with Section 59 of the Securities and Exchange Act B.E. 2535 (1992), as amended, within three business days from the date of purchase, sale, transfer, or receipt of transfer. Furthermore, HARN has established a policy requiring disclosure of reports on the purchase, sale, transfer, or changes in securities holdings of directors and the top four executives to the Board of Directors at the regular quarterly Board meeting, which is included as a standard agenda item in the Board meeting calendar.

The Company Secretary regularly sends reminders and promotes compliance with the prohibition on the use of inside information via email to relevant persons regarding the restricted trading periods. This is to prevent the disclosure of inside information to external parties who have no related duties and to prevent the misuse of such information. In addition, HARN provides online learning materials through the HARN Academy system on the prevention of insider trading and conflicts of interest. These programs are conducted annually to educate directors, executives, and employees, including the following actions:

1. The Company Secretary prepared and circulated via email the 2025 schedule of restricted trading periods for HARN shares to directors, executives, and employees who have access to inside information. The policy prohibits trading in the Company's securities, including by spouses and minor children, during the 30-day period prior to the disclosure of financial statements and until 24 hours after such disclosure. Outside this period, trading may be conducted normally.
2. Directors and the top four executives who intend to trade securities must notify the Company Secretary at least one day in advance and must submit the report on changes in securities holdings and derivatives positions of executives (Form 59) electronically through the SEC system within three days from the date of the transaction. The Company Secretary reports such information to the Board of Directors on a quarterly basis.

In 2025, directors and the top four executives fully complied with HARN's policies. There were no purchases, sales, or transfers of HARN securities. All directors and executives completed the online learning and knowledge assessment through the HARN Academy system on insider trading prevention with a 100 percent completion rate. There were no violations related to the use of undisclosed inside information by directors, the top four executives, or related persons.

Reference link for misuse of inside information : <https://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf>

Page number of the reference link : 15

Compliance with laws, regulations, and rules

HARN places great importance on conducting its business in full compliance with applicable laws, regulations, and requirements. The Company adheres to the principles of good corporate governance, transparency, and accountability to all stakeholders in order to support sustainable business operations. In 2025, the Company continuously reviewed and monitored its compliance with relevant laws and regulatory requirements across all key areas, including operations, finance, taxation, environment, safety, occupational health, and labor. This ensures that the Company's operations are accurate, complete, and fully aligned with evolving regulatory requirements.

The Company has established a clear Compliance Policy and guidelines, and has appointed a dedicated compliance function or responsible unit to provide guidance, monitor, and review the operations of various departments within the organization.

In addition, HARN has strengthened employees' knowledge and awareness through regular internal communications and training programs, covering legal compliance, business ethics, anti-corruption, and occupational safety requirements. The Company has also established whistleblowing channels to enable employees and stakeholders to confidentially report complaints or any behavior that may be inconsistent with laws or ethical standards.

Reference link for compliance with laws, regulations, and : <https://www.harn.co.th/storage/downloads/corporate-rules-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf>

Page number of the reference link : 14

Human rights

HARN is committed to conducting its business in accordance with the law and human rights principles, placing importance on respecting the rights, freedoms, and equality of individuals as recognized and protected under both Thai and international laws. Executives and employees are required to adhere to human rights principles, uphold the rule of law, respect human dignity, rights, and freedoms, and treat all parties equally, in accordance with the following guidelines:

- Promote and encourage adherence to fundamental human rights principles and equality at all levels, without discrimination based on nationality, race, skin color, gender, language, religion, political or other beliefs, ethnicity or social origin, property, birth, or any other status.
- Support and respect the protection of human rights by regularly monitoring to ensure that the Company's business operations are not involved in any human rights violations. This includes not supporting forced labor, opposing child labor, and refraining from any practices that reflect a lack of respect for human rights principles or fall below international standards on human rights, rights, freedoms, and equality.
- Executives and employees have duties and responsibilities to uphold and promote the rights of individuals in all locations where HARN or its subsidiaries operate, and to ensure that the Company's business activities neither engage in nor contribute to, or omit actions that could result in, human rights violations.

In addition, HARN has established a clear whistleblowing policy and complaint-handling procedures for customers, employees, and other stakeholders in order to safeguard rights and protect the privacy of complainants. All whistleblowers are protected, and their personal information is kept strictly confidential.

In 2025, HARN received no complaints related to labor practices or human rights. The Company continues to conduct its business in strict adherence to human rights principles, upholding ethical standards and treating all individuals with fairness, equality, and respect.

Reference link for human rights : <https://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf>

Page number of the reference link : 13

Safety and occupational health at work

HARN places the highest priority on occupational health, safety, and workplace environment for all employees, contractors, and relevant stakeholders. The Company is committed to conducting its business under the principle of “Safety First,” while fostering a strong and sustainable safety culture across the organization.

HARN has established a comprehensive Occupational Health, Safety, and Environment (OHSE) policy that covers all business operations, including engineering system installation, service activities, and office-based work. The policy requires active participation from executives and employees at all levels to ensure strict compliance and continuous improvement in safety performance.

In 2025, the Company implemented a systematic approach to safety risk management by conducting risk assessments for all key activities and establishing appropriate control measures. These include the development of safe work procedures, regular safety inspections at worksites, and the proper use of personal protective equipment (PPE) to minimize potential risks.

The Company also emphasizes employee competency development through regular safety training and awareness programs. Key training initiatives include fire evacuation drills and basic first aid, ensuring that employees are well-prepared to perform their duties safely and respond effectively to emergency situations.

In 2025, HARN reported no serious work-related accidents and no incidents that resulted in significant long-term health impacts on employees. This reflects the effectiveness of the Company’s occupational safety and health management system.

HARN remains committed to continuously improving its safety and occupational health standards, with the goal of achieving zero work-related accidents (Zero Accident) and fostering a safe working environment that supports the well-being of all employees, in order to drive sustainable organizational growth.

Reference link for safety and occupational health at work : <https://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf>

Page number of the reference link : 12

Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and : Yes
employees to comply with the business code of conduct

HARN operates in accordance with the Corporate Governance Code (CG Code) and is committed to anti-corruption practices in line with Thailand’s Private Sector Collective Action Against Corruption (CAC). The Company has established a Code of Business Conduct to guide the behavior of directors, executives, and employees at all levels.

The Company has developed a systematic process to promote compliance with its Code of Conduct, covering communication, training, supervision, and continuous monitoring to ensure that operations are conducted in accordance with ethical principles and relevant regulations. All directors, executives, and employees are required to complete training on good corporate governance, the Code of Conduct, anti-corruption, prevention of insider trading, and conflict of interest management through an e-learning system. Knowledge and understanding are assessed through online testing. In 2025, all 8 directors and 5 senior

executives achieved a 100% completion rate, and all 216 employees also successfully passed the assessment, representing a 100% completion rate across the organization.

In addition, the Company has established independent, secure, and confidential whistleblowing channels to enable employees and stakeholders to report complaints or any behavior that may be inconsistent with the Code of Conduct. In 2025, there were no complaints or incidents of behavior that may be inconsistent with the Code of Conduct.

The Company has established governance mechanisms through the Board of Directors, the Audit Committee, and relevant functions to ensure strict compliance with the Code of Conduct. Policies and practices are regularly reviewed and updated to align with applicable laws, international standards, and best practices. Through these processes, HARN is able to enhance transparency, credibility, and trust among all stakeholders, forming a strong foundation for sustainable business operations.

Reference link for the process of promotion for the board : <https://www.harn.co.th/storage/downloads/corporate-governance/code-of-conduct/harn-business-code-of-conduct-th.pdf>
of directors, executives, and employees to comply with
the business code of conduct

Page number of the reference link : 5-7

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption : Yes
networks

Anti-corruption networks or projects the company has : Thai Private Sector Collective Action Against
joined or declared intent to join Corruption (CAC)
CAC membership certification status : Certified

6.3 Material changes and developments in policy and corporate governance system

over the past year

6.3.1 Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors' charter

In the past year, did the company review the corporate : Yes
governance policy and guidelines, or board of directors'
charter

Material changes and developments in policy and : Yes
guidelines over the past year

In 2025, Harn Engineering Solutions Public Company Limited (“HARN”) continued to develop and enhance its corporate governance policies and practices in alignment with the principles of good corporate governance (CG Code), international best practices, and the expectations of stakeholders, with a focus on promoting transparency, accountability, and sustainability across all aspects of its business operations.

6.3.2 Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC : Mostly used in practice

HARN places great importance on applying good corporate governance principles, emphasizing transparency and appropriateness in business operations. The company is committed to adhering to good corporate governance practices, including internationally recognized standards, such as the “CG Code” for listed companies, 2017, issued by the Securities and Exchange Commission of Thailand, and the guidelines of the Thai Institute of Directors Association.

The Board of Directors meeting No.2/2025 held on March 24, 2568, the Board acknowledged the review of HARN’s application of the CG Code practices and found that most practices were in compliance with the criteria. The meeting therefore approved maintaining the existing corporate governance policies and principles. The Board also noted HARN’s current practices that differ from the CG Code of the SEC as follows:

1) Election of Directors by Cumulative Voting

HARN’s Articles of Association stipulate that directors are elected by majority vote, and each shareholder has votes equal to the number of shares they hold. In addition, HARN has established other measures to protect the rights of minority shareholders, such as supporting them to propose agenda items and nominate candidates for directorship in advance.

2) Preparation of Sustainability Reports

Currently, HARN discloses information regarding compliance with laws, business ethics, anti-corruption policies, treatment of employees and stakeholders, fair practices and respect for human rights, as well as social and environmental responsibilities focusing only on aspects material to the core business. These disclosures are presented under the corporate governance policy section and the sustainable business initiatives section in the 56-1 One Report.

3) Requirement for Independent Directors to Constitute at Least Half of the Board

Currently, HARN has 4 independent directors out of a total of 8 board members, representing 50% of the board. Given the diversity of products that the company distributes, it is essential for directors to possess in-depth knowledge of the products, market conditions, competitive landscape, and customer needs.

4) Appointment of a Corporate Governance Committee

Although HARN currently does not have a formal Corporate Governance Committee, it has established a Sustainability Task Force to oversee this area. The task force is responsible for setting the direction and driving initiatives related to Environmental, Social, and Governance (ESG) matters to achieve targets, raise awareness, engage

stakeholders, and instill a sustainability mindset across all HARN stakeholders. The task force reports to the Board of Directors at least once a year and reviews policies on sustainable organizational development.

At the Board meeting No. 2/2568 on 24 March 2568, HARN set its sustainable business strategy and targets, balancing environmental, social, and governance aspects, with goals to achieve carbon neutrality by 2040 and net-zero greenhouse gas emissions by 2050.

6.3.3 Other corporate governance performance and outcomes

Due to its commitment to excellence in various areas, in 2025 (2568) HARN was awarded a 5-star “Excellent” corporate governance rating for the 7th consecutive year and received a perfect score of 100 for the quality of its annual general meeting for the 8th consecutive year. Additionally, HARN achieved a sustainability rating of A for the 2nd consecutive year, demonstrating its continuous dedication to sustainable operations that are environmentally conscious, socially responsible, and governed according to good corporate governance principles. Furthermore, as HARN participated in the Jump+ and Corporate Value Up (CVUP) programs, developing plans under Climate Action and achieving an excellent CG Score, HARN’s shares met the criteria set by the SEC to qualify for investment by the Thai ESG Fund, effective from 1 March 2026 (2569).

7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others

7.1 Corporate governance structure

The management structure of Harn Engineering Solutions Public Company Limited (“HARN”) as of December 31, 2025 consists of the Board of Directors and four subcommittees responsible for screening significant matters, namely the Audit Committee, the Nomination and Remuneration Committee, the Executive Committee, and the Risk Management Committee. These committees comprise qualified individuals possessing the qualifications required under Section 68 of the Public Limited Companies Act B.E. 2535 (1992) and relevant notifications of the Capital Market Supervisory Board. The Chief Executive Officer serves as the highest-ranking executive of HARN.

Corporate governance structure diagram

Corporate governance structure as of date : 31 December 2025

Corporate governance structure diagram



Organizational Structure of Harn Engineering Solutions Public Company Limited

7.2 Information on the board of directors

HARN has established a diverse Board of Directors (Board Diversity), comprising a range of professional skills, expertise, age, gender, experience, and other key qualifications. The Board is appropriately sized and appointed in accordance with shareholders' resolutions, in compliance with applicable laws and the Company's regulations, with clearly defined roles and responsibilities. There is an appropriate balance of power to ensure that no individual or group holds unrestricted authority.

As of 31 December 2025, the Company's Board of Directors consists of a total of 8 members. The Board comprises qualified individuals with knowledge, capabilities, expertise, and experience that are beneficial and essential to the Company's business operations, including accounting, economics, strategy, law, and information technology. This number is considered appropriate for the Company's business. The composition of the Board is in compliance with the regulations of the Capital Market Supervisory Board and the requirements of the Stock Exchange of Thailand. The Board composition and the Board Skill Matrix can be summarized as follows:

Board of Directors	Knowledge, Expertise and Experience							
	Core Business	Strategy, Marketing and Competition	Accounting and Finance	Technology and IT	Legal related to business	Risk Management	Human Resources	Responsibility and Sustainable Development
1. Mr. Pichet Sithi-Amnuai		/	/	/	/	/		/
2. Mr. Prasert Deejongkit			/		/		/	/
3. Mr. Summrid Sumneing		/	/			/		
4. Mrs. Valeeratn Chuerboonchai			/				/	
5. Mr. Pises Iamsakulrat		/	/			/	/	/
6. Mr. Wirat Sukchai	/	/				/		
7. Dr. Jain Charnnarong				/				/
8. Mr. Thammanoon Tripetchr	/	/	/	/		/	/	/

7.2.1 Composition of the board of directors

	Number (persons)	Percent (%)
Total directors	8	100.00
Male directors	7	87.50
Female directors	1	12.50

	Number (persons)	Percent (%)
Executive directors	2	25.00
Non-executive directors	6	75.00
Independent directors	4	50.00
Non-executive directors who have no position in independent directors	2	25.00

7.2.2 The information on each director and controlling person

As of 31 December 2025, the Board of Directors consists of a total of 8 members, as follows:

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. PICHET SITHI-AMNUAI Gender: Male Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : No DCP course : Yes</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Chairman of the board of directors (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	24 Apr 2023	Strategic Management, Sustainability, Risk Management, Information & Communication Technology, Law

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. WIRAT SUKCHAI Gender: Male Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 90,047,389 Shares (15.405883 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 13,000,000 Shares (2.224123 %) <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>5 Sep 2012</p>	<p>Strategic Management, Risk Management, Business Administration, Marketing</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. THAMMANOON TRIPETCHR Gender: Male Age : 58 years Highest level of education : Bachelor's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 24,101,132 Shares (4.123376 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>1 Nov 2016</p>	<p>Strategic Management, Risk Management, Sustainability, Information & Communication Technology, Human Resource Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. JAIN CHARNNARONG Gender: Male Age : 59 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : No DCP course : Yes</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 68,953,030 Shares (11.796926 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>28 Apr 2017</p>	<p>Information & Communication Technology, Corporate Social Responsibility, Sustainability</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. PRASERT DEEJONGKIT Gender: Male Age : 59 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>23 Apr 2021</p>	<p>Law, Finance, Sustainability, Human Resource Management, Accounting</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mrs. VALEERATN CHUERBOONCHAI Gender: Female Age : 71 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 5,671,700 Shares (0.970351 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>15 May 2022</p>	<p>Human Resource Management, Finance, Accounting</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. PISES IAMSAKULRAT Gender: Male Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : International Trade Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 81,884,151 Shares (14.009264 %) <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	<p>24 Apr 2025</p>	<p>Strategic Management, Finance, Internal Control, Corporate Social Responsibility, Risk Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. SUMRID SUMNEING</p> <p>Gender: Male</p> <p>Age : 61 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	6 Oct 2025	Finance, Risk Management, Business Administration, Accounting

Additional explanation :

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

Diagram of the board of directors

Board of Directors



Mr. Pichet Sithi-Amnuai
Independent Director (Non-Executive) /
Chairman of the Board



Mr. Prasert Deejongkit
Independent Director (Non-Executive) /
Member of the Audit Committee /
Chairman of the Nomination
and Remuneration Committee



Mrs. Valeeratn Chuerboonchai
Independent Director (Non-Executive) /
Member of the Nomination
and Remuneration Committee /
Chairperson of the Audit Committee



Mr. Sumrid Sumneing
Independent Director (Non-Executive) /
Chairman of the Risk Management
Committee / Member of the Audit Committee



Mr. Wirat Sukchai
Director (Executive) /
Chairman of the Executive Committee /
Member of the Risk Management Committee /
Authorized Director



Mr. Thammanoon Tripetch
Director (Executive) /
Member of the Executive Committee /
Member of the Risk Management Committee /
Authorized Director



Dr. Jain Charnnarong
Director (Non-Executive) /
Member of the Executive Committee /
Member of the Nomination and Remuneration Committee /
Authorized Director



Mr. Pises Iamsakulrat
Director (Non-Executive)
Authorized Director

บริษัท Һาร์น วิศวกรรมโซลูชันส์ จำกัด (มหาชน) (สำนักงานใหญ่)
559 ซอยสุขุมวิท 4 ถนนพระราม 9 แขวงบางกะปิ เขตห้วยขวาง กรุงเทพฯ 10310
Harn Engineering Solutions Public Company Limited (Head Office)
559 Soi Soonvijai 4, Rama 9 Road, Bangkok, Huaykwang, Bangkok, 10310, Thailand
☎ +66 (0) 2318 9744 📠 +66 (0) 2318 9744 ext. 4000 🌐 www.harn.co.th



Board of Directors

Authorized Directors with signatory power binding the Company

The authorized directors

The authorized directors with signatory power binding the Company are Mr. Wirat Sukchai, Mr. Thammanoon Tripetch, Mr. Piset Iamsakulrat and Mr. Jane Channarong, any two of these four directors are authorized to jointly sign on behalf of the Company.

Roles and Responsibilities of the Board of Directors

The Board of Directors acts as a representative of shareholders and is accountable for its performance to them. It is responsible for setting the Company's growth direction and overseeing the development of strategic plans to ensure alignment with HARN's vision and mission. The Board ensures that the Company conducts its business ethically and in compliance with applicable laws and regulations, and makes key decisions with due care, honesty, and integrity. The Board also monitors the implementation of both short-term and long-term strategies at the operational level. In addition, it plays a crucial role in corporate governance to ensure the best interests of HARN. The Board must perform

its duties with consideration for all stakeholders and maintain independence from management in order to effectively oversee management performance, risk management, and remuneration policies.

Roles and Responsibilities of the Chairman of the Board

1. The Chairman of the Board shall not serve as the Chief Executive Officer and should be an independent director. The Chairman must be independent from management and shall not interfere in the day-to-day operations of the management team. The roles and responsibilities between the Board and management should be clearly separated to ensure appropriate checks and balances in the administration of the Company.

2. To convene meetings of the Board of Directors in accordance with the period specified in the Company's Articles of Association, or in urgent cases as necessary, by sending a notice of meeting at least five business days in advance of the meeting date. The Chairman shall also preside over Board meetings and shareholders' meetings, and play a role in setting the meeting agenda jointly with the Chief Executive Officer.

3. To ensure that meetings are conducted efficiently, allocate sufficient time, and encourage and provide opportunities for directors or shareholders to raise questions and express their opinions freely. The Chairman shall oversee the discussion, summarize the resolutions of the meeting, and foster good relationships among directors, as well as between the Board and management.

4. To promote the Board of Directors' compliance with its duties and responsibilities in accordance with applicable laws, principles of good corporate governance, and the Company's code of conduct. This includes fostering an ethical corporate culture and good governance practices, such as abstaining from voting on agenda items in which a director has an interest and/or a conflict of interest.

5. To supervise, monitor, and oversee the management of the Company, as well as the performance of the Board of Directors and its sub-committees, to ensure efficiency and the achievement of established objectives.

6. To exercise a casting vote in the event of a tie in voting.

List of board of directors who resigned / vacated their position during the year

List of directors	Position	Date of resignation / termination	Replacement director

List of directors	Position	Date of resignation / termination	Replacement director
<p>1. Mrs. SIRIMA IAMSAKULRAT Gender: Female Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 81,884,151 Shares (14.009264 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p>	<p>24 Apr 2025</p>	<p>Mr. PISES IAMSAKULRAT</p> <p>Appointment date of replacement director : 24 Apr 2025</p>

List of directors	Position	Date of resignation / termination	Replacement director
<p>2. Mr. TEERACHAI PORNSINSIRIRAK</p> <p>Gender: Male</p> <p>Age : 55 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p>	31 Jul 2025	<p>Mr. SUMRID SUMNEING</p> <p>Appointment date of replacement director : 6 Oct 2025</p>

Additional explanation :

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. PICHET SITHI-AMNUAI	Chairman of the board of directors		✓	✓		
2. Mr. WIRAT SUKCHAI	Director	✓				✓
3. Mr. THAMMANOON TRIPETCHR	Director	✓				✓
4. Mr. JAIN CHARNNARONG	Director		✓		✓	✓
5. Mr. PRASERT DEEJONGKIT	Director		✓	✓		
6. Mrs. VALEERATN CHUERBOONCHAI	Director		✓	✓		
7. Mr. PISES IAMSAKULRAT	Director		✓		✓	✓
8. Mr. SUMRID SUMNEING	Director		✓	✓		
Total (persons)		2	6	4	2	4

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Information & Communication Technology	3	37.50
2. Law	2	25.00
3. Marketing	1	12.50
4. Accounting	3	37.50
5. Finance	4	50.00
6. Corporate Social Responsibility	2	25.00
7. Human Resource Management	3	37.50
8. Sustainability	4	50.00
9. Strategic Management	4	50.00
10. Risk Management	5	62.50
11. Internal Control	1	12.50
12. Business Administration	2	25.00

Information about the other directors

The chairman of the board and the highest-ranking executive are from the same person : No

The chairman of the board is an independent director : Yes

The chairman of the board and the highest-ranking executive are from the same family : No

Chairman is a member of the executive board or taskforce : No

The company appoints at least one independent director to determine the agenda of the board of directors' meeting : No

The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the board of directors and the Management : Yes

Methods of balancing power between the board of directors and Management : Others : The authority to approve management operations has been delegated to the management team, within a defined approval framework.

The company clearly defines the roles and responsibilities of the Board of Directors, the Chief Executive Officer, and the management team, and monitors compliance with their assigned duties. These are set out in the company's policies and principles of good corporate governance as follows:

1. The Board of Directors has established a Charter that specifies the duties and responsibilities of the Board and each of its subcommittees, serving as a reference for all directors in performing their roles. The Charter is reviewed regularly, at least annually, including a review of the allocation of roles and responsibilities between the Board, the Chief Executive Officer, and the management team, to ensure alignment with the organization's direction.

2. The Board of Directors understands its scope of duties and delegates management authority most importantly, the authority to approve various transactions to the management team, as specified in the 'Management Approval Authority Matrix.' However, such delegation does not relieve the Board of its responsibilities. The Board continues to monitor and oversee management to ensure that duties are performed as assigned. The roles and responsibilities of the Board, the Chief Executive Officer, and the management team can be outlined as follows:

(1) Matters for which the Board of Directors holds primary responsibility to ensure proper execution include:

- Setting the objectives and key goals of the business.
- Fostering an organizational culture grounded in ethics and serving as a role model for ethical conduct.
- Overseeing the Board's structure and practices to ensure they are appropriate for achieving the business objectives and key goals efficiently.
- Evaluating the performance of the Chief Executive Officer and determining their compensation on an annual basis.
- Establishing a compensation structure that incentivizes employees to perform in alignment with the organization's objectives and key goals.

(2) Matters that the Board of Directors addresses jointly with management refer to issues considered collaboratively by the Board, the Chief Executive Officer, and the management team, where management proposes for the Board's approval and reports to the Board periodically as appropriate. These include:

- Setting and reviewing strategies, objectives, and annual plans.
- Ensuring the adequacy and appropriateness of the risk management and internal control systems.
- Determining operational authorities appropriate to management's responsibilities.
- Establishing frameworks for resource allocation, development, and budgeting, including personnel policies, management and development, and information technology development plans.
- Monitoring and evaluating operational performance.
- Ensuring the reliability of financial and non-financial disclosures.

(3) Matters that the Board of Directors oversees at the policy level and delegates to the Chief Executive Officer and management team as the primary responsible parties include:

- Execution of strategies, policies, and plans approved by the Board. The Board delegates decision-making authority for operational matters to management within the established policy framework. The Board monitors outcomes without interfering in decisions, except when necessary.
- Matters subject to prohibitions, such as the approval of transactions in which a director has an interest, among others.

Reference link for the measures for balancing the power : <https://www.harn.co.th/storage/downloads/corporate-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf>

Page number of the reference link : 8

7.2.3 Information on the roles and duties of the board of directors

1. To establish the vision, policies, code of business conduct, strategies, goals, business plans, annual budget, organizational structure, and key plans of HARN, including consideration of potential risks. This is to ensure that management can effectively implement the defined vision, direction, and strategies, and that the Company operates with transparency and accountability toward stakeholders, society, and the environment.

2. To evaluate the performance of the Chief Executive Officer and determine remuneration in alignment with performance, as well as to ensure that appropriate compensation mechanisms are in place for employees and executives in order to create both short-term and long-term incentives.

3. To ensure that the Company has proper accounting systems, financial reporting, and auditing processes, as well as effective and efficient internal control and internal audit systems. This includes establishing comprehensive risk management guidelines, implementing effective whistleblowing and protection mechanisms, and ensuring that management has efficient systems or processes for risk management, with regular monitoring of performance on a quarterly basis.

4. To oversee and manage related party transactions, and to address any potential conflicts of interest, including reporting such matters to the Board of Directors on a regular basis.

5. To ensure regular review of the appropriateness of, and communication regarding, the Company's corporate governance policies and principles, as well as the Code of Conduct, at least once a year.

6. To oversee that anti-corruption policies and measures are implemented in compliance with applicable laws, and to communicate these policies to the Board of Directors, executives, employees at all levels, and relevant external parties, in order to promote an organizational culture of integrity.

7. To supervise and oversee the management's operations to ensure they are conducted efficiently in accordance with the established policies, plans, and budgets, and to ensure that HARN operates in line with good corporate governance principles.

8. To approve long-term investments, the granting of loans, or other forms of financial support as deemed appropriate.

9. To approve the Succession Plan and ensure that effective processes are in place.

10. To approve and/or provide opinions on related party transactions, acquisitions or disposals of assets, investments, and any operations of HARN and its subsidiaries in accordance with applicable laws, regulations, and relevant rules, except for matters that require approval from the shareholders' meeting as prescribed by law.

11. To appoint the Chief Executive Officer and sub-committees through a nomination process in accordance with applicable laws and regulations, including defining the roles and responsibilities of the Chief Executive Officer and such sub-committees.

In cases where the Board of Directors delegates authority to the Chief Executive Officer or any other person to act on its behalf in any matter, the scope of such delegated authority must be clearly specified and documented in writing or recorded as a Board resolution in the minutes of the meeting.

Such delegation of authority must not grant the power to approve transactions that may involve conflicts of interest with HARN or its subsidiaries, except where such transactions are in compliance with policies and criteria that have already been considered and approved by the Board of Directors.

1. 12. To appoint a Company Secretary who possesses appropriate qualifications and experience in accordance with the Securities and Exchange Act.

Board charter : Yes

The Board of Directors plays a significant role as a representative of shareholders in determining the Company's vision, mission, strategic plans, and budgets for management to implement in order to achieve the Company's business objectives. The Board also supervises the management's operations to ensure that they are conducted in accordance with the assigned policies, with fairness and transparency, and in compliance

with applicable laws, regulations, company policies, and the Code of Business Conduct. Therefore, members of the Board of Directors are appointed by shareholders through a transparent process. Each director must possess the knowledge, expertise, and experience that can benefit the Company, and must devote sufficient time and effort to the performance of their duties. Directors are expected to demonstrate leadership, possess a clear vision, and maintain independence in decision-making. They must ensure that appropriate systems are in place to provide confidence that the Company's activities are conducted legally and ethically. In addition, the Board must remain independent from the Company's management, with a clearly defined separation of roles and responsibilities between the Board of Directors and the management.

Reference link for the board charter : <https://www.harn.co.th/storage/downloads/corporate-governance/charter-board-and-subcommittee/harn-board-of-directors-charter-th.pdf>

Page number of the reference link : 4-17

7.3 Information on subcommittees

The Board of Directors has assigned the Nomination and Remuneration Committee to select qualified directors to serve on sub-committees in place of those whose positions have become vacant, in accordance with the qualifications specified in the Company's Board Charter, and to propose such appointments to the Board of Directors for consideration and approval.

In this regard, the Board of Directors has established four sub-committees, namely the Audit Committee, the Nomination and Remuneration Committee, the Executive Committee, and the Risk Management Committee. These sub-committees are responsible for considering specific matters, reviewing and screening information, and providing recommendations to the Board of Directors for approval, with clearly defined roles and responsibilities.

7.3.1 Information on roles of subcommittees

HARN has established sub-committees to enhance the effectiveness of the Board of Directors. Each sub-committee has clearly defined roles, responsibilities, and authority as outlined in its charter, ensuring focused oversight of key areas.

Audit Committee

Responsible for overseeing the accuracy and reliability of financial reporting, internal control systems, internal audit functions, and risk management processes. It also reviews the independence of the external auditor and ensures compliance with applicable laws and regulations.

Nomination and Remuneration Committee

Responsible for determining the structure, composition, and qualifications of the Board and senior management, as well as establishing fair and appropriate remuneration policies aligned with the Company's performance.

Risk Management Committee (if applicable)

Responsible for establishing risk management policies and frameworks, overseeing key organizational risks, and promoting systematic and continuous risk management practices.

Executive Committee

Responsible for managing matters related to the Company's normal business operations and administration. The Committee is authorized to establish policies, business plans, budgets, and organizational structures, as well as to monitor and evaluate the Company's performance in accordance with the policies set by the Board of Directors.

Each sub-committee meets regularly and reports its performance and key findings to the Board of Directors, enabling effective oversight and informed decision-making. The Company periodically reviews the charters and responsibilities of its sub-committees to ensure alignment with applicable laws, best practices, and the Company's strategic direction.

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls
- Others
 - Consideration of appointment, transfer, or dismissal of the Chief Audit Executive.

Scope of authorities, role, and duties

1. Review the adequacy and effectiveness of internal control systems, risk management processes, and internal audit processes.
2. Consider the independence of the internal audit unit, as well as the appointment, transfer, or termination of the

Head of Internal Audit. Review the annual audit plan, budget, and personnel.

3. Review the company's operations to ensure compliance with the Securities and Exchange Act, the regulations of the Stock Exchange of Thailand, and other laws related to HARN's business.
4. Review compliance with the self-assessment forms and supporting documents related to anti-corruption measures.
5. Review and provide opinions on transactions that may involve fraud or corruption and could impact the company's operations, ensuring they comply with anti-corruption measures, and report regularly to the Board of Directors.
6. Receive complaints and whistleblowing reports, investigate facts, and propose appropriate penalties or corrective actions to the Board of Directors in accordance with the anti-corruption policy.
7. Consider the selection, nomination, appointment, and termination of an independent external auditor for HARN and propose the auditor's remuneration. Review the reliability and accuracy of financial reporting and meet with the external auditor at least once a year without management present.
8. Review related-party transactions or transactions that may involve conflicts of interest to ensure compliance with laws and the regulations of the Stock Exchange of Thailand.
9. Disclose the Audit Committee's annual performance report and the auditor's remuneration in HARN's annual filing/ annual report.
10. Perform other duties as required by law or assigned by the Board of Directors, within the scope of the Audit Committee's responsibilities.
11. Prepare the Audit Committee Charter in accordance with its scope and responsibilities, subject to approval by the Board of Directors, and review its appropriateness at least once a year.
12. Report the results of the Audit Committee's internal audit oversight to the Board of Directors for acknowledgement.

Reference link for the charter

<https://harn.co.th/wp-content/uploads/2026/02/CHARTER-EN.pdf>

Executive Committee

Role

- Others
 - Review and determine policies, business plans, budgets, management structure, and management authority.

Scope of authorities, role, and duties

1. Propose policies, strategies, targets, operation plan, annual budget, establishment of a new business/ dissolution/ merger/ transfer of business, joint venture (with participation in management), prepare financial plan, organizational structure, as well as consider and scrutinize the proposals of the executive, to the Board's for approval.
2. Oversee the HARN's business and follow up operation to comply with the policies, targets and budget tasks as assigned by the Board and regularly report the performance to the Board in meeting.
3. Approve significant investment in budget tasks as assigned by the Board.
4. Approve off-budget investment an amount not more Baht 10 million, to the Board's for approval.
5. Approve loans, acquisition of credit lines of HARN an amount not more Baht 10 million and total amount not more Baht 30 million, in case of must the HARN's assets are used as collateral, to the Board's for approval.
6. Propose payment an interim dividend or annual dividend for the Board's and the shareholders' approval.

7. Assign the power of attorney or delegate specific tasks to other persons, provided that the action complies with the document on the power of attorney or rules, regulations, or directives of the Board or HARN, or both.

The authority and duties of the Executive Committee stated above are invalid for any conflict of interest with HARN in any form resulting from the Executive Committee exercise of the authority. In 2025, no action taken is beyond the scope of such.

8. Perform other tasks as assigned by the Board.

Reference link for the charter

<https://www.harn.co.th/storage/downloads/corporate-governance/charter-board-and-subcommittee/harn-board-of-directors-charter-th.pdf>

Risk Management Committee

Role

- Risk management

Scope of authorities, role, and duties

1. Define and review the risk management policy and guidelines of HARN, in both operational risks and the risk anti-corruption policy, to the Board's for acknowledgment.
2. Define risk management strategies in line with the risk management policy to assess, monitor and control to be at appropriate.
3. Oversee the implementation of the risk management policy tasks as assigned by the Board.
4. Define risk measurement criteria and acceptable risk limit.
5. Define measures to manage risks in alignment with the prevailing circumstances.
6. Review adequacy of the risk management system and compliance in line with the defined policy.
7. Report to the Board on a quarterly, implement and risk status, as well as changes and improvement actions in line with the defined policy and strategy.
8. Oversee a risk management working group as necessary.
9. Support working group in respect of personnel, budget and other resources required, in line with the defined scope.
10. Support risk management, as well as promote the development internal risk management culture.
11. Review and report risk management outcomes to the Board at least once year and disclosed in annual report. For

factors or events with potential significant impacts on HARN or stakeholders, the Board must be notified immediately.

Reference link for the charter

<https://www.harn.co.th/storage/downloads/corporate-governance/charter-board-and-subcommittee/harn-board-of-directors-charter-th.pdf>

the Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

Nomination

1. Review qualification of the Board and Board-Committees consideration due regard for the composition: knowledge, expertise, experience, talents are independent according to the established criteria.
2. Consider qualification of Chief Executive Officer as suitable for HARN's business management, compatible with business strategies, due regard for the composition: education, experience, knowledge, expertise and into consideration important business environment.
3. Select, set process and criteria for nominating directors in accordance with the structure set in 1 and 2 in compliance with HARN's Board Skill Matrix to ensure transparency.
4. Propose directors for Board-Committees duties with due regard for the committees' compositions, qualifications, expertise, and competencies, including Chief Executive Officer. Then propose the Board to consider when their vacancy.
5. Oversee the orientation and provide documents useful for the performance of duties to the newly appointed directors.
6. Prepare and review with HARN's top executive succession plans to enable continued business.
7. Opportunity for minority shareholders to propose names of persons to be nominated as directors.
8. Review a charter at least once a year, assess its own performance outcomes and report the findings to the Board for acknowledgment, disclose its own performance in the annual report, perform other tasks as assigned by the Board.

Nomination

1. Define policy and define the criteria for remuneration to be appropriate with the duties and responsibilities and propose fair, sensible remuneration at monetary and other benefits for the Board and Board-Committees' for the Board's and the shareholders' approval
2. Define criteria for assessing performance outcomes and remuneration for the Chief Executive Officer to the Board's

for approval.

3. Review the Nomination and Remuneration Committees charter at least once a year.

4. Assess its own performance outcomes and report the findings to the Board for acknowledgment, disclose its own performance in the annual report, perform other tasks as assigned by the Board.

Reference link for the charter

<https://www.harn.co.th/storage/downloads/corporate-governance/charter-board-and-subcommittee/harn-board-of-directors-charter-th.pdf>

7.3.2 Information on each subcommittee

List of audit committee

The Audit Committee is appointed by the Board of Directors, selecting members from HARN's independent directors who meet all qualifications prescribed by the Securities and Exchange Act. As of 31 December 2025, the Audit Committee consists of three members, with at least one member possessing sufficient knowledge and experience to review the reliability of the financial statements. The members are as follows:

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mrs. VALEERATN CHUERBOONCHAI^(*)</p> <p>Gender: Female</p> <p>Age : 71 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Original director</p>	15 May 2022	Human Resource Management, Finance, Accounting
<p>2. Mr. PRASERT DEEJONGKIT^(*)</p> <p>Gender: Male</p> <p>Age : 59 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Original director</p>	23 Apr 2021	Law, Finance, Sustainability, Human Resource Management, Accounting
<p>3. Mr. SUMRID SUMNEING^(*)</p> <p>Gender: Male</p> <p>Age : 61 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Newly appointed director to replace the ex-director</p>	6 Oct 2025	Finance, Risk Management, Business Administration, Accounting

Additional explanation :

(*) Directors with expertise in accounting information review

List of audit committee members who resigned / vacated their position during the year

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mr. TEERACHAI PORNSINSIRIRAK Gender: Male Age : 55 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director)	31 Jul 2025	Mr. SUMRID SUMNEING Appointment date of replacement committee member : 6 Oct 2025

Additional explanation :

() Directors with expertise in accounting information review*

List of executive committee members

The Executive Committee is appointed by the Board of Directors and consists of six members, including one non-executive director and five senior executives. The members are as follows:

List of directors	Position	Appointment date of executive committee member
1. Mr. WIRAT SUKCHAI Gender: Male Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	5 Sep 2012

List of directors	Position	Appointment date of executive committee member
<p>2. Mr. JAIN CHARNNARONG</p> <p>Gender: Male</p> <p>Age : 59 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	28 Apr 2017
<p>3. Mr. THAMMANOON TRIPETCHR</p> <p>Gender: Male</p> <p>Age : 58 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	1 Nov 2016
<p>4. Mr. Wisit Wachiralappaitoon</p> <p>Gender: Male</p> <p>Age : 51 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	16 Mar 2016
<p>5. Mrs. Varinkan Teraumranon</p> <p>Gender: Female</p> <p>Age : 60 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	1 Jan 2014

List of directors	Position	Appointment date of executive committee member
<p>6. Mr. Rattanaphan Mukhariwattananon Gender: Male Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>1 Jan 2014</p>

Other Subcommittees

Subcommittee name	Name list	Position
Risk Management Committee	Mr. SUMRID SUMNEING	The chairman of the subcommittee (Independent director)
	Mr. THAMMANOON TRIPETCHR	Member of the subcommittee
	Mr. WIRAT SUKCHAI	Member of the subcommittee
	Mr. Rattanaphan Mukhariwattananon	Member of the subcommittee
	Mr. Wisit Wachiralappaitoon	Member of the subcommittee
	Mr. Prapas Rukpanya	Member of the subcommittee
	Ms. Warangkana Jongnui	Member of the subcommittee
	Mr. Suchat Suwatnodom	Member of the subcommittee
	Mr. Kittiphong Kittimethaveenan	Member of the subcommittee
	Mr. Vachiravit Akaraseranee	Member of the subcommittee
	Mr. Sukit Litikorn	Member of the subcommittee
	Mr. Withoon Thamee	Member of the subcommittee
	Mrs. Varinkan Teraumranon	Member of the subcommittee
	Mr. Surasak Udom	Member of the subcommittee
the Nomination and Remuneration Committee	Mr. PRASERT DEEJONGKIT	The chairman of the subcommittee (Independent director)
	Mrs. VALEERATN CHUERBOONCHAI	Member of the subcommittee (Independent director)
	Mr. JAIN CHARNNARONG	Member of the subcommittee

List of subcommittees who resigned / vacated their position during the year

Subcommittee name	Name list	Position	Termination date	Replacement committee member
Risk Management Committee	1. Mr. TEERACHAI PORNINSIRIRAK	The chairman of the subcommittee (Independent director)	30 Jul 2025	Mr. SUMRID SUMNEING Appointment date of replacement committee member : 6 Oct 2025

7.4 Information on the executives

As of 31 December 2025, there are five senior executives as follows. Their profiles are provided in Part 4, Attachment 1. In this regard, “senior executives” of HARN refer to persons defined under the Securities and Exchange Act (SEC), namely the first four executives next in line from the Chief Executive Officer.

7.4.1 List and positions of the executive

List of the highest-ranking executive and the next four executives

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. WIRAT SUKCHAI Gender: Male Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Chief Marketing Officer: Refrigeration System</p>	<p>5 Sep 2012</p>	<p>Strategic Management, Risk Management, Business Administration, Marketing</p>
<p>2. Mr. THAMMANOON TRIPETCHR Gender: Male Age : 58 years Highest level of education : Bachelor's degree Study field of the highest level of education : Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Chief Executive Officer (The highest-ranking executive)</p>	<p>1 Nov 2016</p>	<p>Strategic Management, Risk Management, Sustainability, Information & Communication Technology, Human Resource Management</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Mr. Rattanaphan Mukhariwattananon</p> <p>Gender: Male</p> <p>Age : 47 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Chief Marketing Officer	1 Jan 2014	Strategic Management, Marketing, Engineering, Business Administration
<p>4. Mr. Wisit Wachiralappaatoon^(*)</p> <p>Gender: Male</p> <p>Age : 51 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : Yes</p> <p>Accounting supervisor : No</p>	Chief Financial Officer and Company Secretary	16 Mar 2016	Accounting, Finance, Law, Risk Management
<p>5. Mrs. Varinkan Teraumranon</p> <p>Gender: Female</p> <p>Age : 60 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Chief Operating Officer	1 Jan 2014	Risk Management, Human Resource Management, Accounting

Additional Explanation :

() Highest responsibility in corporate accounting and finance*

*(**) Accounting supervisor*

*(***) Appointed after the fiscal year end of the reporting year*

Roles and Responsibilities of the Chief Executive Officer (CEO)

Roles and Responsibilities of the Chief Executive Officer (CEO)

As assigned by the Board of Directors, the Chief Executive Officer (CEO) is responsible for executing the approved plans and budgets of the Board with strict adherence, honesty, integrity, and due care, safeguarding the best interests of HARN and its shareholders. The CEO's authority and responsibilities also include the following matters:

1. Leader in define short and long-term business strategies, policies and plans.
2. Oversee the overall operating results to strategic and policy.
3. Support the Board and Board-Committees to corporate governance act as targeted.
4. Oversee employee development projects in line with growth of HARN, as well as maintain corporate image.
5. Monitor, inspect, control and reporting performance outcomes on plan to the Board every quarterly.
6. Ensuring implementation of the Board-approved policies, plans, and budget.
7. Has the authority to hire, appoint, remove, transfer, promote, suspend, or terminate employees; impose disciplinary actions; determine salaries, other remuneration, benefits, awards, salary adjustments, and bonuses in accordance with established regulations.
8. Issue, amend, add, improve or revoke orders, rules, memorandum and work regulations procedure to ensure compliance with the policy and maintain work discipline within the HARN.
9. Perform other tasks as assigned by the Board.
10. Assign the power of attorney or delegate specific tasks to other persons, provided that the action complies with the document on the power of attorney or rules, regulations, or directives of the Board r HARN, or both.

Organization structure diagram of the highest-ranking executive and the next four

executives

Organization structure of the highest-ranking executive and : 31 Dec 2025

the next four executives as of date

Organization structure diagram of the highest-ranking executive and the next four executives from the top executive



Chief Executive Officer and the next four highest-ranking executives



Mr. Thammanoon Tripetchr

Chief Executive Officer /

Chief Marketing Officer: Digital Printing Systems Business Unit



Mr. Wirat Sukchai

Chief Marketing Officer: Refrigeration Systems



Mr. Rattanaphan Mukhariwattananon

Chief Marketing Officer: Fire Protection, Air Conditioning, and Sanitarian Systems Business Unit



Mr. Wisit Wachiralappaatoon

Chief Financial Officer



Mrs. Varinkan Teraumranon

Chief Operating Officer

บริษัท Һาร์น Һีนิ่ง Һิลูชั่นส์ Һ่ากัถ (มหาชน) (สำนักงานใหญ่)
559 ซอยศูนย์วิจัย 4 ถนนพระราม 9 แขวงบางกะปิ เขตห้วยขวาง กรุงเทพฯ 10310
Harn Engineering Solutions Public Company Limited (Head Office)
559 Soi Soonvijai 4, Rama 9 Road, Bangkok, Huaykwang, Bangkok, 10310, Thailand
☎ +66 (0) 2318 9744 📠 +66 (0) 2318 9744 ext. 4000 🌐 www.harn.co.th



Chief Executive Officer and the next four highest-ranking executives

Recruitment and succession planning for senior executives

Recruitment and succession planning for senior executives

1. Recruitment of Senior Executives

The company’s corporate governance policies and principles establish the policies and practices for recruiting senior executives as follows:

1) The company has a policy to recruit the Chief Executive Officer (CEO) by selecting individuals with the appropriate knowledge, skills, and relevant business experience. The selection process is conducted in accordance with the company’s human resources management regulations and must be approved by the Board of Directors or a person authorized by the Board.

2) The Board of Directors assigns the Nomination and Remuneration Committee to consider, select, and appoint individuals to the position of Chief Executive Officer (CEO). The CEO is then authorized to appoint qualified and experienced individuals in the company’s business as executives and employees at various levels.

3) To ensure business continuity in the long term, the Board of Directors requires the Nomination and Remuneration Committee to report on executive development and succession plans at least once a year. The CEO and senior executives must prepare ongoing succession plans to ensure that successors are ready in the event that they are unable to perform their duties.

4) The Board of Directors has established a policy prohibiting senior executives from serving as directors in other listed companies outside the group. If a senior executive intends to serve as a director in another company, prior approval from the Executive Committee is required, except for serving as a director in non-profit charitable organizations. Such positions must not conflict with applicable laws, regulations, or the company's business operations, and executives must not use their position in the company to promote external business interests.

2. Succession Planning for Senior Executives

The Board of Directors oversees the preparation of succession plans and development plans for senior executives, particularly for the position of Chief Executive Officer (CEO). Accordingly, the Board has appointed the Nomination and Remuneration Committee to establish policies for senior executive succession and CEO recruitment. This ensures business continuity and the readiness of personnel for key positions. The criteria and guidelines for the recruitment process are as follows:

- The Nomination and Remuneration Committee establishes the policies for CEO recruitment and the succession of senior executives in key positions, including the Chief Executive Officer, Chief Marketing Officer, Chief Financial Officer, and Chief Operating Officer. The Committee also ensures that these policies are reviewed and that succession planning for senior executives, particularly the CEO, is conducted at least once a year, following clear and transparent criteria and recruitment processes.
- The criteria and qualifications for an individual to succeed to the position of Chief Executive Officer (CEO) are that the person must possess appropriate knowledge, skills, and experience; demonstrate strong leadership and a broad vision; have clear and effective communication skills; foster alignment and engagement within the organization; and must not have any disqualifications under applicable laws.
- The succession process must include the preparation of a recruitment and development plan at least two years in advance, to address emergencies, resignations, or the retirement of senior executives and the Chief Executive Officer (CEO).
- The Chief Executive Officer (CEO) and Chief Operating Officer (COO) jointly oversee the training and development of potential successors by providing training, assigning special projects, and enhancing necessary skills to prepare executives for succession.
- The Chief Executive Officer (CEO) and Chief Operating Officer (COO) are responsible for reporting the succession plans for senior executives and the development progress of individually identified executives suitable for succession to the Nomination and Remuneration Committee at least once a year, and whenever significant changes occur.
- The Nomination and Remuneration Committee nominates qualified candidates to the Board of Directors for appointment as Chief Executive Officer (CEO), and reports on the progress and outcomes of the senior executive succession plans to the Board at least once a year, and whenever significant changes occur.

In addition, HARN emphasizes career development and planning, providing opportunities and supporting the advancement of employees within the organization. This ensures that personnel possess sufficient knowledge, skills, and experience, and promotes career growth through the management of high-potential employees to support organizational growth. The company implements diverse development plans at both group and individual levels, including appropriate succession and development plans for key positions. This prepares the organization to maintain continuity in operations and to accommodate employees approaching retirement.

In 2025, no new appointments were made to the positions of Chief Executive Officer (CEO) or senior executives. The progress and results of the succession plan were reported to the Board of Directors a total of six times. Individual executives were selected, assessed for potential, provided with training, enhanced with necessary skills, and assigned special projects to prepare them for succession into senior executive positions.

Senior Executive Development

Senior Executive Development

The Board of Directors has a policy to promote and support the continuous development of senior executives to enhance the knowledge and skills necessary for effective performance and to keep pace with changes in the business environment, applying this knowledge to drive sustainable organizational growth. In 2025, senior executives participated in training and development programs in the following key areas:

Name - Surname	Training Courses / Seminar Topics
Mr. Thammanoon Tripetchr	Corporate Governance, Business Ethics, and Anti-Corruption Risk Management Personal Data Protection for Employees
Mr. Wirat Sukchai	Corporate Governance, Business Ethics, and Anti-Corruption Risk Management Personal Data Protection for Employees
Mr.Rattanaphan Mukhariwattananon	Corporate Governance, Business Ethics, and Anti-Corruption Risk Management Personal Data Protection for Employees Knowledge of Air Conditioning System Installation Techniques Using Victaulic Groove Coupling
Mr. Wisit Wachiralappaitoon	Corporate Governance, Business Ethics, and Anti-Corruption Risk Management Personal Data Protection for Employees Legal Issues in Contracts and Taxation Business Finance Fundamentals (AISA IDP) Financial Statement Analysis (AISA IDP) Ethics and Professional Standards (AISA IDP)
Mrs. Varinkan Teraumranon	Corporate Governance, Business Ethics, and Anti-Corruption Risk Management Personal Data Protection for Employees ISO 13485:2016 Standard Requirements Medical Device Product Risk Management: ISO 14971:2019 and ISO/TR 24971:2020 Internal Auditor for ISO 13485 Financial Statement Analysis (AISA IDP) Mutual Fund Investment Analysis (AISA IDP) Ethics and Professional Standards (AISA IDP)

7.4.2 Remuneration policy for executive directors and executives

Senior executives of HARN refer to individuals defined under the Securities and Exchange Act and the regulations of the Securities and Exchange Commission (SEC), namely the four highest-ranking executives immediately below the Chief Executive Officer.

The Board of Directors has assigned the Nomination and Remuneration Committee to determine the remuneration of the Chief Executive Officer in accordance with the policy on the nomination and remuneration of the Chief Executive Officer. The remuneration of other senior executives, who rank below the Chief Executive Officer, is determined according to the regulations set by the Chief Executive Officer. Such remuneration is linked to HARN's performance through the establishment of Key Performance Indicators (KPIs) and annual targets based on operational objectives and short- and long-term strategic business goals in financial, social, and environmental dimensions. These indicators cover perspectives under the Balanced Scorecard framework, including operating performance, sales growth, market share, expansion into international markets, employee satisfaction, the development of work systems and business management processes toward continuous excellence, enhancement of competitiveness, and sustainable long-term business operations. This approach aims to achieve sustainable success under transparent criteria while considering relevant risks, the Company's vision and mission, as well as strategies and the continuous creation of added value for shareholders.

In addition, the remuneration management policy aims to ensure competitiveness within relevant industries and to provide confidence that HARN can attract and retain capable and talented employees who can continuously contribute to the Company's performance.

Reference link for remuneration policy for executive : [https://www.harn.co.th/storage/downloads/corporate-directors and executives governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf](https://www.harn.co.th/storage/downloads/corporate-directors%20and%20executives%20governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf)

Page number of the reference link : 22

Does the board of directors or the remuneration : Have
committee have an opinion on the remuneration policy
for executive directors and executives

The remuneration of the Chief Executive Officer (CEO) and senior executives should follow the principles and policies established by the Board of Directors and/or the Nomination and Remuneration Committee, and be in the best interest of the company. Compensation, including salary, bonuses, and incentive rewards, should be at an appropriate level and aligned with performance. If additional duties and responsibilities are assigned, appropriate additional compensation will be provided in accordance with the increased scope of responsibilities. Furthermore, remuneration should be competitive within the same industry to retain high-quality executives, while taking into account the interests of the company and its shareholders.

7.4.3 Remuneration of executive directors and executives

Remuneration of senior executives refers to the benefits paid to executives of HARN and its subsidiaries, including the Chief Executive Officer, Chief Marketing Officer, Chief Operating Officer, and Chief Financial Officer. Such remuneration comprises monetary compensation and related benefits/welfare, as well as other forms of remuneration in accordance with HARN's regulations, similar to director-level positions. These include salary, performance-based bonuses, share-based compensation (EJIP), and other benefits (such as provident fund, life/health insurance, and education support), excluding performance-based incentive rewards. In this regard, "senior executives" of HARN refer to persons defined under the Securities and Exchange Act (SEC), namely the first four executives next in line from the Chief Executive Officer. In 2025, HARN paid remuneration

to Mr. Thammanoon Treepetch, Chief Executive Officer, and senior executives of HARN as defined by the SEC Notification, namely the first four executives next in line from the Chief Executive Officer, as well as senior executives of its subsidiaries, as follows:

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	22,792,645.00	23,301,852.00	21,521,749.00
Total remuneration of executives (baht) ⁽¹⁾	N/A	N/A	N/A

Such monetary remuneration includes salary, bonuses, and other items, namely contributions to the social security fund and the Employee Joint Investment Program (EJIP).

Remark : ⁽¹⁾ Senior executive remuneration is based on consolidated financial statements of HARN.

Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	748,525.00	778,085.00	N/A
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	Yes	Yes	Yes

Other benefits include contributions to the social security fund and the Employee Joint Investment Program (EJIP).

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive : 0.00
directors and executives in the past year

Estimated remuneration of executive directors and : 0.00
executives in the current year

7.5 Information on employees

Information on the company's employees

HARN is committed to an equal opportunity policy, without discrimination based on gender, race, religion, or culture. The company also strives to continuously develop and modernize human resource management processes in line with technological advancements to enhance employee capabilities, while fostering a sense of social responsibility. This approach aims to establish HARN as a sustainable organization, capable of strengthening competitiveness and supporting future growth.

Employees

As of 31 December 2025, HARN and its subsidiaries had a total of 256 employees, with the details as follows:

	2023	2024	2025
Total employees (persons)	244	248	256
Male employees (persons)	143	145	151
Female employees (persons)	101	103	105

Number of employees by position and department

Number of male employees by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	117	116	120
Total number of male employees in management level (Persons)	22	25	27
Total number of male employees in executive level (Persons)	4	4	4

Number of female employees by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	83	86	87
Total number of female employees in management level (Persons)	17	16	17
Total number of female employees in executive level (Persons)	1	1	1

Number of employees categorized by department over the past year

As of 31 December 2025, HARN and its subsidiaries had employees categorized by function as follows:

Department / Line of work / Unit / Business group	Number of employees (persons)
Senior Executives	5
Management line	10
Project Sales Division	40
Fire Protection and Safety Systems Sales Division	27
Petrochemical Sales Division	5
Refrigeration Systems Sales Division	15
Engineering Support Division	8
Digital Printing Systems Sales Division	30
Service Division	33
Specialty Products Sales Division	10
Operations Division	45
Finance Division	28
Total number of employees	256

Significant changes in the number of employees

Significant changes in number of employees over the past : No

3 Years

Information on employee remuneration

HARN has a policy to provide fair and competitive employee compensation that ensures career stability and offers opportunities for advancement in alignment with strategic directions, both short-term and long-term. This is intended to drive performance in accordance with planned targets. Employees receive remuneration in monetary forms, including salary, performance-based bonuses, overtime pay, commissions, incentive rewards, and share-based compensation (EJIP), as well as other benefits/welfare in accordance with HARN's regulations and legal requirements.

Other compensation

HARN places emphasis on providing appropriate welfare benefits and other compensation in addition to base remuneration, performance-based bonuses, commissions, and incentive awards, in order to align with economic conditions, cost of living, and remain competitive with companies in the same industry, as well as being consistent with the Company's operating performance. The details are as follows:

● Health & Wellbeing

1. Annual employee health check-ups and provision of group life insurance and group health insurance for executives and employees, with coverage limits determined based on position and occupational risk level.
2. Provision of physical and mental healthcare support, including medical and dental benefits, employee visitation benefits during illness, funeral assistance for family members, and vaccination programs at special rates.
3. Provision of employee uniforms to facilitate work performance.

● Financial Security

1. Provident Fund to promote long-term savings and enhance employees' financial security after retirement.
2. Employee Joint Investment Program (EJIP), currently implemented as the third phase, covering the period from May 1, 2025 to December 31, 2029, totaling 4 years and 8 months. The program is voluntary and aims to encourage employees' participation in ownership of the Company, as well as to strengthen employees' financial discipline and long-term financial stability.

● Learning & Development

1. Support for expenses related to training and seminars, both domestically and internationally.
2. Educational support for undergraduate and master's degree studies, including language skill development.

● Work & Life Support

1. Allowances necessary for work performance, such as travel expenses, fuel expenses, telephone expenses, and per diem allowances.
2. Welfare benefits to promote employee morale on important occasions, such as marriage benefits, childbirth gifts, and first-home purchase benefits.

Employee remuneration

As of 31 December 2025, the remuneration of employees, excluding the Chief Executive Officer (CEO) and the top four senior executives following the CEO, in accordance with the announcement of the Securities and Exchange Commission (SEC), is as follows:

	2023	2024	2025
Total employee remuneration (baht)	161,141,571.00	170,151,100.00	172,201,980.00
Total male employee remuneration (Baht)	100,219,001.00	101,974,350.00	106,163,197.00
Total female employee remuneration (Baht) (1)	60,922,570.00	68,176,750.00	66,038,783.00

Remark : ⁽¹⁾ Note: Senior executives = 5 persons; employees = 251 persons; total = 256 persons.

Information on provident fund management

The Company promotes long-term savings to support employees' financial security after retirement by establishing a provident fund managed by UOB Asset Management (Thailand) Co., Ltd., in accordance with investment governance disclosure principles and in compliance with the Provident Fund Act B.E. 2542 (1999). The Company also sets employee contribution rates to increase in accordance with years of service as an incentive for long-term growth together with the organization.

In 2025, a total of 238 executives and employees were members of the provident fund out of 256 employees in total, representing 92.96% of all employees. The Company contributed a total of Baht 5,060,762 to the provident fund.

Remuneration	Unit	2025	2024	2023
Total Number of Employees	Persons	256	248	240
Number of Employees Participating in the Provident Fund	Persons	238	225	233
Percentage of Employees Participating in the Provident Fund	%	92.96%	90.73%	97.08%
Amount Contributed by the Company to the Provident Fund	Baht	5,060,762	4,976,433	4,762,463

Note: Including the Chief Executive Officer and senior executives

Provident fund management policy

Provident fund management policy : Yes

HARN encourages employees to develop appropriate financial planning capabilities to support financial security after retirement. Members of the provident fund are allowed to adjust their investment choices in line with their individual risk tolerance up to four times per year and to revise their contribution rates up to twice per year. These measures provide flexibility and allow adjustments in response to current economic conditions, enabling employees to manage their savings effectively and prepare for a better quality of life in the future.

Reference link for provident fund management policy : <https://www.harn.co.th/storage/downloads/corporate-governance/corporate-governance-policy/harn-corporate-governance-policy-th.pdf>

Page number of the reference link : 23

Overview of methods for determining employee and employer contribution Rates

Implementation of Investment Governance Code for : Yes

Institutional Investors ("I Code") by Company's Provident

Fund Committee

Participation in provident fund membership (PVD)

Details of provident fund participation (PVD)

Number of employees eligible to participate in PVD

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	240	248	256
Number of employees joining in PVD (persons)	233	225	238
Total amount of provident fund contributed by the company (%)	97.08	90.73	93.70
Number of PVD members / Total eligible employees (%)	97.08	90.73	92.97

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	4,762,463.00	4,976,433.00	5,060,762.00

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED	Yes	256	256	238	93.70%	92.97%

Policy and guidelines on promoting savings through the provident fund for non-participating employees

Policy and guidelines on promoting savings through the : Providing education or information on selecting provident fund for non-participating employees appropriate investment policies

Providing education or information on selecting appropriate investment policies

7.6 Other significant information

7.6.1 Assigned person

The person assigned with the highest responsibility for accounting and finance of HARN is the Chief Financial Officer. Currently, Mr. Wisit Wachiralappaitoon has been appointed to this position since March 16, 2016. Further details of their profiles are provided in Part 4, Attachment 1

Continuing Professional Development (CPD) Hours of the Chief Financial Officer (CFO) for the Year 2025

Year	Course / Activity Details	Number of CPD Hours			
		Accounting	Ethics / Code of Conduct	Other	Total
2025	Preparation of Working Papers for Substantive Audit	7	0	0	7
2025	Basic Principles of the Code of Ethics for Accounting Professionals	0	1	0	1
2025	Key Issues in Legal Transactions and Tax Implications	0	0	6	6
2025	CFO Annual Conference on Capital Markets	1	0	0	1
2025	Use of the Automated Leadsheet Program (Workshop), Batch 2/68.	6	0	0	6
2025	In-depth exploration of expectations regarding the roles and proper performance of duties of the Audit Committee (AC) and the Chief Audit Executive (CAE).	0	0	3	3
2025	Risk Management: "Governance and Risk Management of AI Usage	0	0	2	2
2025	Digital Asset: Utility Token	0	0	2	2
2025	Seminar on Reviewing (Draft) Auditing Standards for the Audit of Financial Statements of Less Complex Entities.	0	0	2	2
2025	Future Finance: Transforming the CFO Role into a Leader in the Digital Era.	0	0	3	3
2025	TLCA CFO Professional Development Program (TLCA CFO CPD), Session 7/2025 – Topic: Financial Reporting Standards on Sustainability Disclosure, IFRS S1 / IFRS S2.	0	0	2	2
Number of CPD Hours		14	1	6	20

List of persons assigned for accounting oversight

The person assigned with responsibility for supervising the accounting function of HARN is the Accounting Manager. Currently, Ms. Ananya Proyngern has been appointed to this position since December 1, 2016. Ms. Ananya Proyngern possesses the qualifications and meets the requirements of an accountant in accordance with the criteria prescribed by the Department of Business Development.

The person with the highest responsibility for accounting and finance, as well as the person supervising the accounting function of HARN, possess qualifications in accordance with the criteria prescribed by the Securities and Exchange Commission and the Stock Exchange of Thailand. Such qualifications include

appropriate educational background, relevant experience, and completion of continuing professional accounting education of not less than six hours per year. Further details of their profiles are provided in Part 4, Attachment 1

Continuing Professional Development (CPD) Hours of Accounting Supervisors for the Year 2025

Year	Course / Activity Details	Number of CPD Hours			
		Accounting	Ethics / Code of Conduct	Other	Total
2025	Business Analysis through Financial Statements and Ratios	6	1	0	7
2025	Summary of Financial Reporting Standards for Non-Publicly Accountable Entities (NPAEs)	7	0:30	0	7:30
2025	Smart Accounting : Update TFRSs (NPAEs vs PAEs), Forensic Accounting & IT Audit	17	1	0	18
Number of CPD Hours		30	2:30	0	32:30

General information	Email	Telephone number
1. Ms. Ananya Proyngern	ananya.p@harn.co.th	02-318-9744 ต่อ 4090

Summary of Orientation and Refresher Training Programs

Summary of Orientation and Refresher Training Programs

Training programs ^{1/}	Head of Accounting and Finance (CFO)	Person responsible for accounting supervision ^{3/}
Orientation (12 hours)	/	/
Continuing Professional Development in Accounting (Refresh): 6 hours per year ^{2/}	/	/

Note : ^{1/} The number of training hours for the Orientation and Refresh programs complies with the requirements prescribed by the Securities and Exchange Commission (SEC).

^{2/} The Continuing Professional Development in Accounting (Refresh) program undertaken is relevant and beneficial to HARN.

^{3/} The person responsible for accounting supervision is a qualified accountant who meets the qualifications and conditions prescribed under the Notification of the Department of Business Development.

List of the company secretary

The Board of Directors appoints the Company Secretary to be responsible for providing advice to the Board on legal matters, regulations, and the Company's corporate governance principles that the Board must acknowledge and comply with. The Company Secretary also ensures that meetings of the Board of Directors and shareholders' meetings are conducted smoothly, transparently, and in accordance with applicable rules and laws, as well as monitors and coordinates the implementation of resolutions of the Board of Directors and shareholders. In addition, the Company Secretary is responsible for maintaining the Company's important documents as required by law, including the register of directors, notices of Board of Directors' meetings, minutes of Board of Directors' meetings, and the Company's annual report, as well as notices of shareholders' meetings, minutes of shareholders' meetings, and reports of interests submitted by directors and executives.

In accordance with the principles of good corporate governance for listed companies regarding the responsibilities of the Board of Directors, and in compliance with the Securities and Exchange Act B.E. 2535 (as amended), the Board of Directors' Meeting No. 4/2025 held on August 13, 2025 resolved to appoint Mr. Wisit Wachiralappaitoon as the Company Secretary, effective from August 30, 2025.

HARN has established qualifications for the Company Secretary by considering various aspects, such as age, educational background, communication skills, interpersonal skills, and the ability to coordinate both internally and externally with relevant parties. In the event that the Company Secretary vacates the position or is unable to perform duties, the Board of Directors shall appoint a new Company Secretary within 90 (ninety) days from the date of vacancy or inability to perform duties. During such period, the Board of Directors may assign any director to perform the duties temporarily, in accordance with the Securities and Exchange Act B.E. 2535 (as amended). Further details of the profile are provided in Part 4, Attachment 1.

General information	Email	Telephone number
1. Mr. Wisit Wachiralappaitoon	wisit.w@harn.co.th	02-318-9744 ต่อ 4004

List of the head of internal audit or outsourced internal auditor

HARN does not have an in-house internal audit function and therefore engages an external service provider (outsourcing). The Audit Committee has approved the appointment of Ultima Advisory Co., Ltd., which has assigned Ms. Chonlada Teerapatthananon, Managing Director, and Ms. Siripan Tantipanichphan, Senior Internal Audit Manager, to serve as the Heads of Internal Audit of HARN. They have no affiliations with HARN and are responsible for reviewing internal control systems and overseeing operations to ensure that they align with the Company's objectives and comply with international standards. They also provide independent and objective assurance and consulting services to HARN. They report directly to the Audit Committee, with Mr. Wisit Wachiralappaitoon, Chief Financial Officer, who also serves as Secretary to the Audit Committee, acting as the internal coordinator to ensure that HARN maintains adequate and appropriate internal control systems. Details are as follows:

General information	Email	Telephone number
1. Ms. Chonlada Teerapatthananon	Cholada@ultimataxacc.com	-
2. Ms. Siripan Tantipanichphan	siripan@ultimataxacc.com	-

List of the head of the compliance unit

The Chief Operating Officer (COO) is responsible for overseeing compliance functions of HARN by position. The role includes promoting and supporting the governance of business operations, as well as ensuring that the management and employees of HARN and its subsidiaries comply with applicable laws and regulations in all jurisdictions in which HARN has investments.

To ensure that appropriate processes are in place to enforce compliance with applicable laws and regulations, including the clear definition of roles and responsibilities of each department, and to mitigate potential impacts arising from non-compliance which may result in legal penalties or loss of benefits to HARN executives of all departments are responsible for identifying and reviewing relevant laws and regulations applicable to their areas of responsibility. They are also required to establish procedures and operational processes with due consideration to internal controls and appropriate risk management, and to monitor compliance accordingly. The Quality Management function, under the supervision of the Chief Operating Officer (COO), is responsible for overseeing and auditing compliance to ensure that operations are conducted properly in accordance with applicable laws, regulations, and codes of conduct. The results of such compliance activities are reported to the Board of Directors at least once a year. Details of profiles are provided in Appendix 1.

General information	Email	Telephone number
1. Mrs. Varinkan Teeraumranon	varinkan.t@harn.co.th	02-318-9744 ต่อ 4003

7.6.2 Head of investor relations

Does the Company have an appointed head of investor : Yes
relations

List of the head of investor relations

The person assigned to serve as the Investor Relations Officer is Mr. Wirat Sukchai, Chief Executive Officer, effective from November 13, 2014. Investors and the general public may contact HARN's Investor Relations at Tel. 0-2318-9744 ext. 5001, email: wirat.s@harn.co.th, or via the Company's website at www.harn.co.th.

The Investor Relations function serves as the central unit for proactively conducting investor relations activities. Its responsibilities include communicating and providing information, as well as facilitating access to information for shareholders and investors, both institutional and retail, as well as analysts and relevant regulatory authorities. This ensures that investors, analysts, shareholders, and related parties receive sufficient, accurate, complete, transparent, and equitable information, such as the Company's strategies and organizational direction, corporate information, and quarterly financial information.

In 2025, the management had opportunities to meet and provide information to shareholders and investors through the Opportunity Day events organized by Stock Exchange of Thailand on four occasions.

General information	Email	Telephone number
1. Mr. WIRAT SUKCHAI	wirat.s@harn.co.th	-

7.6.3 Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KARIN AUDIT COMPANY LIMITED 72 CAT TELECOM TOWER, FLOOR 24,CHAROEN KRUNG ROAD, BANGRAK, BANGKOK. 10500 THAILAND BANG RAK BANG RAK Bangkok 10500 Telephone +66 2105 4661	1,336,000.00	Types of non-audit service: Other services fees, excluding audit fees, which may be charged based on actual service costs. Details of non-audit service: Fees for observation of product destruction, document verification, per diems, overtime, travel, telephone, and other similar expenses. Amount paid during the fiscal year: 0.00 baht Amount to be paid in the future: 0.00 baht Total non-audit fee: 116,563.00 baht	-

Details of the auditors of the subsidiaries

Audit fee (Baht)	Other service fees
199,267.59	-

7.6.4 Assigned personnel in case of a foreign company

Does the company have any individual assigned to be : No
representatives in Thailand

List of designated individuals as representatives in Thailand

8. Report on key operating results on corporate governance

8.1 Summary of duty performance of the board of directors over the past year

Summary of duty performance of the board of directors over the past year

1. Review CG Policy, Guidelines and System

The Board to oversee, monitor, and promote the business in compliance with the policy and guidelines for HARN. March 24, 2025, the Board acknowledged the outcomes of CG implementation, which embraced the revision of the CG policy, principles, and guidelines of HARN. To ensure suitability for HARN business context, the compared and adapted practices to the criteria, announcements the SEC and SET, and other entities, as follow:

1) Improving the Charter of the Board, to ensure fulfill responsibilities is appropriate.

2) Improving the Sustainable Development policies to in line with HARN's main strategic plan, namely economic, environmental, social, and corporate governance, and based on SEC and SET principles of good corporate governance, sustainably driving the organization, these principles are now more focused and valued.

3) The Corporate Governance Policies and Principles, Code of Conduct, Anti-Corruption Measures, and Risk Management Policy, indeed remained completely up-to-date, suitable, and consistent with various criteria.

2. Review CG Policy, Guidelines and System

HARN complies with its corporate governance policies and principles, Code of Conduct, Anti-Corruption Measures Manual, Risk Management Policy, and Personal Data Protection Policy (PDPA). Continuously communicates and reinforces these guidelines to directors, executives, and employees. The performance in 2025 are as follows:

1. Delivered HARN's Corporate Governance Policy and Code of Conduct to 100% of newly appointed directors. Emphasized compliance with corporate governance and code of conduct in business, such as insider trading, conflicts of interest, and stakeholder engagement, during Board of Directors meetings.

2. Conducted risk assessments covering business operations, legal compliance, financial management, internal controls, IT security, occupational and safety, environmental protection, corporate reputation, and fraud prevention. Reported risk control measures to the Risk Management Committee, Audit Committee, and Board of Directors quarterly. In 2025, no violations related to business ethics, fraud, insider trading, or conflicts of interest were found among HARN's directors, executives, or employees.

3. Integrated corporate governance, business ethics, and anti-corruption awareness into the onboarding program for new employees. 100% of the 52 new employees in 2025 completed the required training and knowledge assessment.

4. Provided ongoing communications on corporate governance, business ethics, anti-corruption, insider trading prevention, conflict of interest management, risk management, cybersecurity threats, and personal data protection to all directors, executives, and employees. Utilized multiple communication channels, including emails, Digital Signage, Intranet, and LINE Official, ensuring 100% coverage.

5. Conducted online training and testing on corporate governance, business ethics, anti-corruption, insider trading prevention, conflict of interest prevention, and risk management. Achieved 100% completion for all 8 board members and 5 senior executives. 216 employees participated, with a 100% completion rate.

Additionally, in 2025, HARN disclosed all material events within regulatory deadlines, ensuring that the trading of HARN securities in the stock market remained liquid, fair, and orderly. As a result, no significant errors or material issues impacted HARN or its shareholders.

Furthermore, in 2025, HARN, its Board, and executives were not subject to any fines, legal accusations, civil proceedings, or any misconduct related to corruption, ethics, or violations of corporate governance standards. No breaches of relevant laws and regulations enforced by regulatory authorities such as the SEC, the SET, or the National Anti-Corruption Commission (NACC) were recorded.

Additionally, HARN fully complied with regulations, **does not** violate or fail to comply with the rules regarding share repurchases, nor does it hinder mutual communication among shareholders or withhold disclosure of shareholder agreements, **nor does** it violate or fail to comply with the rules regarding related party transactions or asset transactions.

Moreover, no independent directors, non-executive directors, or audit committee members resigned due to corporate governance issues. HARN continues to uphold its positive reputation, ensuring that no actions are taken that could harm its credibility or negatively impact the HARN's standing.

3. Compliance with the Good Corporate Governance for Listed Companies (DG Code) 2017

Due to its commitment to various initiatives, in 2025 HARN was assessed with a 5-star "Excellent" rating for corporate governance for the seventh consecutive year and received a perfect score of 100 in the evaluation of the quality of the Annual General Meeting of Shareholders for the eighth consecutive year. In addition, HARN was assessed at the A level for sustainability for the second consecutive year. These results demonstrate the company's continuous commitment to sustainable operations, environmental responsibility, social accountability, and governance in accordance with good corporate governance principles. In addition, since HARN participated in the Jump+ and Corporate Value Up (CVUP) programs, developed a plan on Climate Action, and received an Excellent CG Score, HARN's shares met the criteria set by the Securities and Exchange Commission (SEC) to qualify as stocks in which Thai ESG Funds can invest, effective from March 1, 2026.

8.1.1 Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
1. Mr. THAMMANOON TRIPETCHR	Director (Executive Directors)	1 Nov 2016	Strategic Management, Risk Management, Sustainability, Information & Communication Technology, Human Resource Management
2. Mrs. VALEERATN CHUERBOONCHAI	Director (Non-executive directors, Independent director)	15 May 2022	Human Resource Management, Finance, Accounting

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
1. Mr. PISES IAMSAKULRAT	Director (Non-executive directors)	24 Apr 2025	Strategic Management, Finance, Internal Control, Corporate Social Responsibility, Risk Management
2. Mr. SUMRID SUMNEING	Director (Non-executive directors, Independent director)	6 Oct 2025	Finance, Risk Management, Business Administration, Accounting

Selection of independent directors

Criteria for selecting independent directors

1) Criteria for the Selection of Independent Directors

HARN has established criteria for the selection and appointment process of directors and independent directors in accordance with the Public Limited Companies Act, the Securities and Exchange Act, and other related rules, regulations, announcements, and corporate governance policies. Directors must possess qualifications consistent with the applicable laws and regulatory requirements. The selection considers experience, knowledge, and capabilities that can benefit the Company. Differences in gender, ethnicity, race, nationality, or place of origin are not used as limitations in the qualification criteria. Importance is also placed on independence, potential conflicts of interest, and the overall diversity of skills and expertise within the Board. HARN has prepared a Board Skill Matrix under the director nomination and remuneration policy to support the consideration process, ensuring that the Board has diverse expertise aligned with the Company's business strategy. The Company also reviews and identifies qualified candidates from the professional director database of the Thai Institute of Directors Association (IOD) or other organizations that maintain such information, as well as other channels deemed appropriate by HARN.

HARN requires that independent directors constitute not less than one-third of the total number of directors and must include at least three independent directors. If any director and/or independent director vacates office before the expiration of their term, the Board of Directors may appoint a qualified individual to fill the vacancy. The replacement director shall serve only for the remaining term of the director being replaced.

2) Procedures for the Selection of Directors

1. Minority shareholders are given the opportunity to nominate qualified individuals in accordance with applicable laws and HARN's criteria for consideration as directors of the Company. The invitation for nominations is announced on the Company's website at least 90 days prior to the shareholders' meeting. HARN requires shareholders who wish to nominate a director in advance to collectively hold at least 5 percent of the total voting rights of the Company. The nomination must include educational background and professional experience that are sufficient and beneficial for decision-making.
2. The Nomination and Remuneration Committee reviews the nomination criteria and procedures annually prior to the expiration of directors' terms and proposes them to the Board of Directors. If an existing director is nominated for another term, their past performance as a director will be considered as part of the evaluation. The

Nomination and Remuneration Committee may also appoint external consultants to assist in the director recruitment process.

3. The Nomination and Remuneration Committee selects and proposes qualified candidates in accordance with legal requirements and relevant criteria to serve as directors and/or independent directors to the Board of Directors for consideration before submitting them for approval at the Annual General Meeting of Shareholders. Each director must receive approval votes exceeding half of the total votes of shareholders attending the meeting and eligible to vote, with voting conducted on an individual basis.
4. The shareholders' meeting appoints directors in accordance with the prescribed criteria and procedures.

HARN also provided an opportunity for minority shareholders to nominate qualified individuals for consideration as directors from 1 October 2025 to 31 December 2025. The information was disclosed through the SETLink system of the Stock Exchange of Thailand and announced on the Company's website (www.harn.co.th). After the deadline, no nominations were received from shareholders, and the Company Secretary reported this to the Board of Directors.

3) Qualifications of Independent Directors

The Board of Directors has approved the definition of independent directors in accordance with the criteria of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), as follows:

1. Holding no more than 1 percent of the total voting shares of HARN, including shares held by related persons (as defined under Section 258 of the Securities and Exchange Act).
2. Not being or having been a director involved in management, employee, staff member, salaried advisor, or controlling person of HARN, unless such status has ended for at least two years.
3. Not having a blood relationship or legal relationship through registration with other directors, executives, major shareholders, controlling persons, or individuals who will be nominated as executives or controlling persons of HARN or its subsidiaries.
4. Not having or having had any business relationship with HARN that may interfere with independent judgment, including not being or having been a significant shareholder or controlling person of any entity having a business relationship with HARN, unless such relationship has ended for at least two years.
5. Not being or having been an auditor of HARN and not being a significant shareholder, controlling person, or partner of the audit firm of HARN, unless such relationship has ended for at least two years.
6. Not being or having been a professional service provider, including legal or financial advisors, receiving service fees exceeding 2 million baht per year from HARN, and not being a significant shareholder, controlling person, or partner of such service providers, unless such relationship has ended for at least two years.
7. Not being a director appointed to represent directors of HARN, major shareholders, or shareholders related to major shareholders.
8. Not operating a business of the same nature that significantly competes with HARN or its subsidiaries, or being a significant partner in a partnership, or a director involved in management, employee, staff member, salaried advisor, or shareholder holding more than 1 percent of the total voting shares in another company that operates in the same nature and significantly competes with HARN or its subsidiaries.
9. Not having any other characteristics that would prevent the expression of independent opinions regarding the operations of HARN.

Note: 1/ Including parent companies, subsidiaries, associates, major shareholders, or controlling persons of HARN.

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent : No
directors over the past year

Selection of directors and the highest-ranking executive

1. Nomination Criteria of the Board and Independent Directors

HARN has established criteria for the selection and appointment process of directors and independent directors in accordance with the Public Limited Companies Act, the Securities and Exchange Act, and other related rules, regulations, announcements, and corporate governance policies. Directors must possess qualifications consistent with the applicable laws and regulatory requirements. The selection considers experience, knowledge, and capabilities that can benefit the Company. Differences in gender, ethnicity, race, nationality, or place of origin are not used as limitations in the qualification criteria. Importance is also placed on independence, potential conflicts of interest, and the overall diversity of skills and expertise within the Board. HARN has prepared a Board Skill Matrix under the director nomination and remuneration policy to support the consideration process, ensuring that the Board has diverse expertise aligned with the Company's business strategy. The Company also reviews and identifies qualified candidates from the professional director database of the Thai Institute of Directors Association (IOD) or other organizations that maintain such information, as well as other channels deemed appropriate by HARN.

HARN requires that independent directors constitute not less than one-third of the total number of directors and must include at least three independent directors. If any director and/or independent director vacates office before the expiration of their term, the Board of Directors may appoint a qualified individual to fill the vacancy. The replacement director shall serve only for the remaining term of the director being replaced.

2. Procedures for the Selection of Directors

2.1 Minority shareholders are given the opportunity to nominate qualified individuals in accordance with applicable laws and HARN's criteria for consideration as directors of the Company. The invitation for nominations is announced on the Company's website at least 90 days prior to the shareholders' meeting. HARN requires shareholders who wish to nominate a director in advance to collectively hold at least 5 percent of the total voting rights of the Company. The nomination must include educational background and professional experience that are sufficient and beneficial for decision-making.

2.2 The Nomination and Remuneration Committee reviews the nomination criteria and procedures annually prior to the expiration of directors' terms and proposes them to the Board of Directors. If an existing director is nominated for another term, their past performance as a director will be considered as part of the evaluation. The Nomination and Remuneration Committee may also appoint external consultants to assist in the director recruitment process.

2.3 The Nomination and Remuneration Committee selects and proposes qualified candidates in accordance with legal requirements and relevant criteria to serve as directors and/or independent directors to the Board of Directors for consideration before submitting them for approval at the Annual General Meeting of Shareholders. Each director must receive approval votes exceeding half of the total votes of shareholders attending the meeting and eligible to vote, with voting conducted on an individual basis.

2.4 The shareholders' meeting appoints directors in accordance with the prescribed criteria and procedures.

HARN also provided an opportunity for minority shareholders to nominate qualified individuals for consideration as directors from 1 October 2025 to 31 December 2025. The information was disclosed through the SETLink system of the Stock Exchange of Thailand and announced on the Company's website (www.harn.co.th). After the deadline, no nominations were received from shareholders, and the Company Secretary reported this to the Board of Directors.

3. Nomination the Chief Executive Officer

The Nomination and Remuneration Committee selects candidates for the Chief Executive Officer position from both internal and external sources, based on a non-discriminatory approach that values gender diversity. The selection process considers candidates' knowledge, skills, and specialized expertise essential for business operations and strategic execution, ensuring the organization progresses toward its goals. Candidates must also meet legal eligibility requirements. The recruitment process aligns with the company's CEO selection policy, and the committee nominates qualified candidates for the Board of Directors' approval and appointment as Chief Executive Officer.

Qualifications the Chief Executive Officer

The candidate must possess strong business management expertise and relevant experience in fields related to the company's operations, such as fire protection systems, air conditioning systems, sanitary systems, refrigeration

systems, digital printing systems, and IoT systems. They should demonstrate exceptional leadership qualities, proven experience in leading organizations, and recognition within relevant industries. The individual must uphold integrity, have a broad strategic vision, and excel in communication and fostering alignment within the organization.

Additionally, the candidate without legal prohibitions and must not have any conflicts of interest with HARN. They are prohibited from being a partner or director in any business that competes with or is related to HARN in a manner that may create conflicts of interest. If holding an executive position in another company, it must comply with relevant laws and regulations governing HARN's business operations, except for directorships in nonprofit charitable organizations.

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors : Yes
through the nomination committee

Method for selecting persons to be appointed as the : Yes
highest-ranking executive through the nomination
committee

Number of directors from major shareholders

Number of directors from each group of major : 3
shareholders over the past year (persons)

Rights of minority shareholders on director appointment

HARN promotes shareholder rights beyond the basic entitlements, such as allowing minority shareholders to propose meeting agendas and nominate individuals for election as HARN directors in advance of the meeting. In the 2025 Annual General Meeting, the company provided an opportunity for minority shareholders to submit meeting agenda items and nominate director candidates from October 1 to December 31, 2024. The criteria and procedures for consideration were published on the company's website www.harn.co.th and announced on the Stock Exchange of Thailand's website. However, no shareholders submitted any agenda items or nominations during that period. This was disclosed in the invitation letter to the meeting, and the company secretary reported it to the Board of Directors accordingly.

Method of director appointment : Method whereby each director requires approval
votes more than half of the votes of attending
shareholders and casting votes

Setting qualifications for the selection of directors

1. Qualifications the Directors

The Board must be a leader, have vision, able to monitor and system promote business operations to law and ethics with corporate governance. Control management to ensure the effectiveness of operations, achieving targets and adding value for shareholders, and other stakeholders to align with HARN's business strategy, as qualifications follow:

1. Must not be over 80 years of age, which they may be re-elected for another year on year, taking into knowledge necessary for business. However, must be approved by the Board of Director meeting.
2. The Board must be duly qualified, without the prohibitions stated in the Public Limited Company Act and the securities and exchange law, including not having characteristics indicating lack of suitability as specified in the notification of the Securities and Exchange Commission, must whose name be listed as directors of a company issuing securities according to the Notification of the Capital Market Supervisory.

3. Independent directors must command independence as required by SET's Notification on the qualifications and scope of work of the Audit Committee.
4. Must never been sentenced to imprisonment, except for violations of the law by negligence or a petty offence and never have been expelled, dismissed, or removed from a position because of malfeasance.
5. Must not be a political official, except for holding a directorial position under a provision of law and not hold any position in a political party or be an official of political party
6. Have knowledge and experience be beneficial to the business, honesty, integrity, and ethics and perform duties for the fullest.
7. Representing of shareholders as a whole not representing any group.
8. Limit of 5 listed companies on SET where directors can each serve, without exception.
9. Prohibited conducting business or become a partnership or being director, executive, authorized in other juristic with same business, which the benefit of oneself or another person, unless the Board meeting to the resolution of appoint.

2. Qualifications the independent directors

The Board, approved the definition of the independence of directors, with in line the criteria set by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) as follows;

1. Holding not more than 1% of the total shares with voting rights of HARN^{1/}, which shall be inclusive of the shares held by any related person thereof. ("Person related" shall mean the person under Section 258f the Securities and Exchange Act);
2. Neither being nor having been an executive director, an employee, a staff member, an adviser who receives a regular salary, or a controlling person of HARN^{1/} unless the foregoing status has ended for no less than 2 years;
3. Not being a person related by blood or registration under law of other directors, major shareholder, controlling person or person to be nominated as an executive or a controlling person of HARN^{1/} or its subsidiary company;
4. Neither holding nor having held a business relationship with HARN^{1/}, in a manner which may interfere with his/her independent judgment; and neither being nor having been a substantial shareholder or a controlling person of any person having a business relationship with HARN^{1/}, unless the foregoing relationship has ended for no less than 2 years;
5. either being nor having been an auditor of HARN^{1/}, and not being a substantial shareholder, controlling person or partner of an audit firm which employs auditors of HARN^{1/}, unless the foregoing relationship has ended for no less than 2 years;
6. Neither being nor having been any professional service provider including legal adviser or financial adviser who receives an annual service fee exceeding Baht 2 million from HARN^{1/}, and not being a substantial shareholder, controlling person or partner of the professional service provider, unless the foregoing relationship has ended for no less than 2 years;
7. Not being a director who has been appointed as a representative of a director of HARN, major shareholder, or shareholder related to the major shareholder;
8. Not undertaking any business the nature of which is the same as that of HARN or subsidiary company and which, in any material respect, is competitive with the business of HARN or subsidiary company or not being a substantial partner in the partnership, a director who is involved in management, an employee, a staff member, an adviser who receives a regular salary, or a shareholder holding more than 1% of the total shares with voting rights of a company undertaking any business the nature of which is the same as that of HARN or subsidiary;
9. Not having any characteristics that prohibit the expression of independent opinion towards HARN's business undertakings.

Note: ^{1/} Including company principal, subsidiary, associated, major shareholder, or controlling person of HARN.

Details of qualifications for the selection of directors

Skill and expertise	Skills and expertise
They possess qualifications that comply with applicable laws and the company's regulations, as well as specific qualifications required for the company.	Law, Marketing, Accounting, Finance, Strategic Management

Information on the development of directors

The Board encourages all directors to keep on learning as support for their improved performance. HARN directors underwent training with Thai Institute of Directors Association (IOD) and other leading entities and institutes. The Nomination and Remuneration Committee consider training curricula related and to foster their work knowledge to the Board application to HARN's businesses for sustainable growth. Detail the Board trainings in 2025, as follow:

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. PICHET SITHI-AMNUAI (Chairman of the board of directors, Independent director)	Non-participating	-
2. Mr. WIRAT SUKCHAI (Director)	Participating	Other <ul style="list-style-type: none"> • 2025: Corporate governance, business ethics, and anti-corruption. • 2025: Personal Data Protection Requirements for Employees • 2025: Risk Management

List of directors	Participation in training in the past financial year	History of training participation
3. Mr. THAMMANOON TRIPETCHR (Director)	Participating	Other <ul style="list-style-type: none"> • 2025: Corporate governance, business ethics, and anti-corruption. • 2025: Personal Data Protection Requirements for Employees • 2025: Risk Management
4. Mr. JAIN CHARNNARONG (Director)	Non-participating	-
5. Mr. PRASERT DEEJONGKIT (Director, Independent director)	Participating	Other <ul style="list-style-type: none"> • 2025: Hot Issue for Directors : The Evolving Role of Audit Committee in Fostering Trust and Transparency
6. Mrs. VALEERATN CHUERBOONCHAI (Director, Independent director)	Non-participating	-
7. Mr. PISES IAMSAKULRAT (Director)	Non-participating	-
8. Mr. SUMRID SUMNEING (Director, Independent director)	Participating	Other <ul style="list-style-type: none"> • 2025: Hot Issues for Directors: The Evolving Role of Audit Committee in Fostering Trust and Transparency

Information on the evaluation of duty performance of directors

HARN arranges for performance assessment of the Board and Board-Committee on an annual basis according to the good practices of the Thai Stock Exchange, serve as a framework for reviewing and reviewing structures, qualifications, meetings, roles, and responsibilities. The responsibility of the board of directors and more effective performance development. The assessment is divided into two types:

1. Whole Board and Board-Committee Assessment
2. Individual Board and Board-Committee Assessment

Process of Self-Assessment the Whole Board and Individual

The Board Meeting No. 5/2025 of October 6, 2025, approved the 2025 Board's performance assessment form, which was reviewed and improved to have diverse the roles, duties and responsibilities covered according the Board Charter. The assessment forms were sent to each individual director for assessment and returned to the Secretary Company for analysis, then, raised the assessment results together with comments to the Board for acknowledgment. Recommendations from the assessment shall be used to identify guidelines to develop and enhance performance efficiency.

1. Board of Directors approve and review the evaluation form for accuracy and completeness in accordance to the regulations set by the supervisory authorities.

2. Executives do self-evaluations, as team and individuals to express the opinions about the roles and duties of committee. The freedom, managerial structure, knowledge development and comments on corporate management.

3. The summary and performance evaluation of the board of directors are summarized by the Company Secretary and reported to the Board of Directors.

4. The Company Secretary analyzed the results and additional comments from the board of directors to make a plan to improve and develop.

Criteria for evaluating the duty performance of the board of directors

Criteria for Evaluating the Performance of the Board of Directors as a Whole and Individually

Evaluation Criteria	Performance Measurement Criteria
Board Structure and Qualifications Board Meetings Roles, Duties, and Responsibilities of the Board Other Matters	0 = Needs improvement or no action taken on the matter 1 = Fair or minimal action taken on the matter 2 = Moderate or reasonable action taken on the matter 3 = Good or good level of action taken on the matter 4 = Excellent or outstanding level of action taken on the matter The score is calculated as a percentage of the full score for each category as follows: more than 90% = Excellent, 80–89% = Good, 70–79% = Quite Good, 60–69% = Fair, and below 60% = Needs Improvement.

Evaluation of the duty performance of the board of directors over the past year

Overall, the evaluation results were rated in the levels of “Excellent,” “Good,” and “Quite Good.” Most of the evaluation scores were lower than those in 2024, except for the evaluation results of the Audit Committee, both on an individual and collective basis, which were higher than those in 2024.

Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	87.21	100
	Self-assessment	87.98	100
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	97.59	100
	Self-assessment	95.42	100
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	74.98	100
	Self-assessment	76.85	100
	Cross-assessment (assessment of another director)	None	None
the Nomination and Remuneration Committee	Group assessment	89.42	100
	Self-assessment	87.78	100
	Cross-assessment (assessment of another director)	None	None
Risk Management Committee	Group assessment	76.72	100
	Self-assessment	76.35	100
	Cross-assessment (assessment of another director)	None	None

8.1.2 Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Each year, the Board meetings are scheduled in advance so that the Board can make themselves available to efficiently attend the meeting follow:

1. The Boards and Board-committees determine yearly meeting schedules in advance by November of every year so that the Committees can arrange and be able to attend the meetings. At least 6 meetings must be taken place and

may arrange an additional meeting 1 meeting prior to the Annual General Meeting. Special occasions of meeting may be taken place as seen necessary. However, to pursuit business as usual, in each month, The Executive Committees decisions in accordance whom delegated by the Board of Directors and report the approved topics to the Board.

2. The Company Secretary sends to each director meeting notices, agenda with complete details and rationale, and supplementary documents with enough essential details for decision-making at least 5 business days in advance ahead of each meeting to give them time to study these. Directors consider the agenda through an application to “Google Meet” the process of agenda delivery and the paperwork involved, thus speeding up directors’ work while efficiently providing them with adequate details for decision-making.

Since 2018, for each meeting, the Board has required regular follow-up agenda on the updates of implementation of Board observations and comments to ensure implementation of HARN’s strategies.

3. The Board set a policy that requires no less than one-two (1/2) of the current Board members in attendance to make a quorum. In voting, the minimum quorum of directors is no less than two-thirds (2/3) of all attending directors. However, if the quorum does not comply with this guideline, the discretion of the Chairman will be sought.

4. Chairman of the Board serves as the Chairman of the meeting to proceed with the meeting and allocate sufficient time for each agenda item, encouraging all Directors to openly discusses and express their opinions. Top executives are invited to attend Board meetings to report useful information and allow the Board to see the attitude and practice of top executives, which will be useful for the consider of succession plans.

The Board’s is that for a given agenda item, if any director has potential conflicting interests, who will not attend the meeting and abstain voting on such agenda item. Where the votes cast in descending order are tied, the chairman of the meeting shall have a casting vote. In case the directors disagree with a resolution, they may request the Company Secretary to record the points of their disagreement in the meeting minutes or submit a letter to the Board Chairman to express their disagreement.

5. For each agenda item, the Company Secretary has the duty to prepare the minutes, by the Board-certified minutes, signature of the Chairman of written are filed at head-office 4th floor Rama 9 road, for perusal by the directors and related parties.

In 2025, a total of 6 Board meetings were held in a Hybrid format (both Physical Meeting and E-Meeting), 1 strategic plan meeting included, were also held 2 nonexecutive directors meeting without executives on July 21, 2025 and November 13, 2025, to allow non-executive directors and independent directors to exchange views freely. The chairman of the board of directors conveyed the opinions of the meeting to the management for further deliberation.

Meeting attendance of the board of directors

Number of the board of directors meeting over the past : 6
year (times)

Date of AGM meeting : 24 Apr 2025

EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	Number of Board Meeting			AGM meetings			EGM meetings		
	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)
1. Mr. PICHET SITHI-AMNUAI (Chairman of the board of directors, Independent director)	6	/	6	1	/	1	N/A	/	N/A
2. Mr. WIRAT SUKCHAI (Director)	6	/	6	1	/	1	N/A	/	N/A
3. Mr. THAMMANOON TRIPETCHR (Director)	6	/	6	1	/	1	N/A	/	N/A
4. Mr. JAIN CHARNNARONG (Director)	6	/	6	1	/	1	N/A	/	N/A
5. Mr. PRASERT DEEJONGKIT (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
6. Mrs. VALEERATN CHUERBOONCHAI (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
7. Mr. PISES IAMSAKULRAT (Director)	4	/	4	0	/	0	N/A	/	N/A
8. Mr. SUMRID SUMNEING (Director, Independent director)	2	/	2	0	/	0	N/A	/	N/A
9. Mrs. SIRIMA IAMSAKULRAT (Director)	1	/	2	1	/	1	N/A	/	N/A
10. Mr. TEERACHAI PORNINSIRIRAK (Director, Independent director)	3	/	3	1	/	1	N/A	/	N/A

Summary of the board of directors' meeting attendance rate

List of directors	Board of directors' meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. PICHET SITHI-AMNUAI (Chairman of the board of directors, Independent director)	6/6 (100.00%)	1/1 (100.00%)	N/A
2. Mr. WIRAT SUKCHAI (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
3. Mr. THAMMANOON TRIPETCHR (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
4. Mr. JAIN CHARNNARONG (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
5. Mr. PRASERT DEEJONGKIT (Director, Independent director)	6/6 (100.00%)	1/1 (100.00%)	N/A
6. Mrs. VALEERATN CHUERBOONCHAI (Director, Independent director)	6/6 (100.00%)	1/1 (100.00%)	N/A
7. Mr. PISES IAMSAKULRAT (Director)	4/4 (100.00%)	N/A	N/A
8. Mr. SUMRID SUMNEING (Director, Independent director)	2/2 (100.00%)	N/A	N/A
9. Mrs. SIRIMA IAMSAKULRAT (Director)	1/2 (50.00%)	1/1 (100.00%)	N/A
10. Mr. TEERACHAI PORNSINSIRIRAK (Director, Independent director)	3/3 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	(95.00%)	100.00%	N/A

Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

Occupied with other duties / Engaged in other tasks

Remuneration of the board of directors

Types of remuneration of the board of directors

HARN has established a clear and transparent policy on directors' remuneration, which is appropriately determined in line with the directors' duties and responsibilities and comparable to remuneration levels of directors in companies within the same industry. Such policy also complies with applicable laws and regulations. In determining directors' remuneration, the Nomination and Remuneration Committee reviews the remuneration and considers appropriate rates on an annual basis. The Annual General Meeting of Shareholders

for the year 2025, held on April 24, 2025, resolved to approve directors' remuneration in the form of monthly remuneration and meeting allowances, as appropriate to the scope of duties and responsibilities, effective from May 1, 2025 to April 30, 2026, with details as follows:

Remuneration Components		
Monthly Remuneration for the Board of Directors / Audit Committee / Risk Management Committee / Nomination and Remuneration Committee		
Chairman of the Board of Directors	35,000	(THB/month)
Chairman of Sub-Committees	25,000	(THB/month)
Director / Independent Director	20,000	(THB/month)
Director (one month of work not exceeding four weeks, with no more than 3 working days per week)	10,000	Baht per working day
Meeting Allowance for the Board of Directors / Audit Committee (for directors attending the meeting only)		
Chairman	25,000	Baht per meeting
Director	15,000	Baht per meeting
Meeting Allowance for the Risk Management Committee / Nomination and Remuneration Committee (for directors attending the meeting only)		
Chairman	18,000	Baht per meeting
Director	10,000	Baht per meeting
Board of Directors' Bonus	None	None
Other Benefits	None	None

The above remuneration is in accordance with the Company's policy and the criteria established by the Company as follows:

- The payment of remuneration complies with the Company's Articles of Association, Chapter 4 concerning the Board of Directors, including other relevant factors.
- The annual remuneration payment shall not exceed the amount approved by the shareholders' meeting in the previous year.
- Directors are entitled to receive directors' remuneration and are not employees of the Company receiving regular salaries.
- Directors who hold positions in more than one sub-committee shall receive monthly remuneration only for the position with the highest remuneration.

Remuneration of the board of directors

In 2025, the Board of Directors received monthly remuneration and meeting allowances for the period from 1 May 2025 to 30 April 2026. The monetary compensation paid to each director is presented as follows:

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
1. Mr. PICHET SITHI-AMNUAI (Chairman of the board of directors, Independent director)			570,000.00		0.00
Board of Directors (Chairman of the board of directors)	150,000.00	420,000.00	570,000.00	No	
2. Mr. WIRAT SUKCHAI (Director)			450,000.00		N/A
Board of Directors (Director)	30,000.00	420,000.00	450,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
3. Mr. THAMMANOON TRIPETCHR (Director)			0.00		N/A
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
4. Mr. JAIN CHARNNARONG (Director)			910,000.00		N/A
Board of Directors (Director)	90,000.00	800,000.00	890,000.00	Yes	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
the Nomination and Remuneration Committee (Member of the subcommittee)	20,000.00	0.00	20,000.00	No	
5. Mr. PRASERT DEEJONGKIT (Director, Independent director)			495,000.00		N/A
Board of Directors (Director)	90,000.00	300,000.00	390,000.00	No	
Audit Committee (Member of the audit committee)	75,000.00	0.00	75,000.00	No	
the Nomination and Remuneration Committee (The chairman of the subcommittee)	30,000.00	0.00	30,000.00	No	
6. Mrs. VALEERATN CHUERBOONCHAI (Director, Independent director)			535,000.00		N/A
Board of Directors (Director)	90,000.00	300,000.00	390,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
Audit Committee (Chairman of the audit committee)	125,000.00	0.00	125,000.00	No	
the Nomination and Remuneration Committee (Member of the subcommittee)	20,000.00	0.00	20,000.00	No	
7. Mr. PISES IAMSAKULRAT (Director)			330,000.00		N/A
Board of Directors (Director)	90,000.00	240,000.00	330,000.00	No	
8. Mr. SUMRID SUMNEING (Director, Independent director)			316,000.00		N/A
Board of Directors (Director)	60,000.00	175,000.00	235,000.00	No	
Audit Committee (Member of the audit committee)	45,000.00	0.00	45,000.00	No	
Risk Management Committee (The chairman of the subcommittee)	36,000.00	0.00	36,000.00	No	
9. Mr. Wisit Wachiralappaitoon (Member of the executive committee)			0.00		N/A
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
10. Mrs. Varinkan Teraumranon (Member of the executive committee)			0.00		N/A
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
11. Mr. Rattanaphan Mukhariwattananon (Member of the executive committee)			0.00		N/A
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
12. Mr. Prapas Rukpanya (Member of the subcommittee)			0.00		N/A
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
13. Ms. Warangkana Jongnui (Member of the subcommittee)			0.00		N/A
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
14. Mr. Suchat Suwatnodom (Member of the subcommittee)			0.00		N/A
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
15. Mr. Kittiphong Kittimethaveenan (Member of the subcommittee)			0.00		N/A
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
16. Mr. Vachiravit Akaraseranee (Member of the subcommittee)			0.00		N/A
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
17. Mr. Sukit Litikorn (Member of the subcommittee)			0.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
18. Mr. Withoon Thamee (Member of the subcommittee)			0.00		N/A
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
19. Mr. Surasak Udom (Member of the subcommittee)			0.00		N/A
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
20. Mrs. SIRIMA IAMSAKULRAT (Director)			N/A		N/A
Board of Directors (Director)	N/A	N/A	N/A	No	
21. Mr. TEERACHAI PORNINSIRIRAK (Director, Independent director)			141,000.00		N/A
Board of Directors (Director)	15,000.00	75,000.00	90,000.00	No	
Audit Committee (Member of the audit committee)	15,000.00	0.00	15,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
Risk Management Committee (The chairman of the subcommittee)	36,000.00	0.00	36,000.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	615,000.00	2,730,000.00	3,345,000.00
2. Audit Committee	260,000.00	0.00	260,000.00
3. Executive Committee	0.00	0.00	0.00
4. Risk Management Committee	72,000.00	0.00	72,000.00
5. the Nomination and Remuneration Committee	70,000.00	0.00	70,000.00

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board : 0.00
of directors over the past year
(Baht)

8.1.3 Supervision of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes

companies

Mechanism for overseeing subsidiaries and associated : Yes

companies

Mechanism for overseeing management and taking : The appointment of representatives as directors, responsibility for operations in subsidiaries and associated executives, or controlling persons in proportion to companies approved by the board of directors shareholding, Disclosure of financial condition and operating results, Transactions between the company and related parties, Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

HARN determine policies to govern subsidiaries by setting way of conduct guidelines, internal control, disclosure of financial performance, transactions with connected persons, acquisition or disposition of property, other important, capital increase, capital reduction, and dissolution of subsidiaries, so that their work procedures in conformity according to the law and relevant regulations as a governance tool for companies in which HARN holds shares. All are required to practice and drive toward the same standard across HARN through HARN's representative(s) assigned as directors. This way, HARN commands unity in action, leading to synergy, enhanced capability and strength in competition to in turn lead to joint growth in a transparent and sustainable way.

Below is the scope of executives, which consists of governance principles:

1. Major joint venture is defined as has ratio of the voting shares between 20-50% and invest large amount of sum. In necessary circumstances, the Board must arrange Shareholder's' agreement or other agreement to clarify authority of management and decision, to use for financial statement of HARN according to the standards and timeline
2. Rules, Regulations and Policy, including directives which form part of the governance designed to drive linkages between HARN's policy governance and its successful implementation driven toward a uniform standard throughout by HARN's representatives assigned to serve in these subsidiaries as directors.
3. Steering for management by defining objectives and goals, strategies, and policies, and allocating key resources for objective and goal achievement, including monitoring, assessing, and ensuring performance reporting. Must report implementation updates to the Board.
4. HARN's Quality Management Division is responsible for monitoring and reporting on the effectiveness of internal controls with in subsidiaries to the Chief Executive Officer and Chief Operating Officer, in accordance with the established plan.

The Board of Directors, which supervises the subsidiaries as part of the operation, have a resolution to appoint a representative to take the position of director in Aiyaraharn Company Limited and Mollisa Company Limited ("Subsidiary"). To act in pushing for good corporate governance policies and practices, code of conduct, risk management and anti-corruption measures HARN's are of the same standard, along with setting annual goals and indicators and require monthly meetings between representatives and executives of subsidiaries, reports are submitted to the Board of Directors at every board meeting.

HARN has operations to promote compliance with policies and guidelines for supervising subsidiaries. In 2025, a meeting was held between representatives and management of subsidiaries in order to consider financial status, performance and other important matters which have been already reported to the Board of Directors for acknowledgment. In summary, the Subsidiary has an appropriate and careful internal control process for its business operations. **No** misconduct that violates the conflict-of-interest prevention policy.

8.1.4 The monitoring of compliance with corporate governance policy and guidelines

HARN complies with its corporate governance policies and principles, Code of Conduct, Anti-Corruption Measures Manual, Risk Management Policy, and Personal Data Protection Policy (PDPA). Continuously communicates and reinforces these guidelines to directors, executives, and employees. The performance in 2024 are as follows:

1. Delivered HARN's Corporate Governance Policy and Code of Conduct to 100% of newly appointed directors. Emphasized compliance with corporate governance and code of conduct in business, such as insider trading, conflicts of interest, and stakeholder engagement, during Board of Directors meetings.

2. Conducted risk assessments covering business operations, legal compliance, financial management, internal controls, IT security, occupational and safety, environmental protection, corporate reputation, and fraud prevention. Reported risk control measures to the Risk Management Committee, Audit Committee, and Board of Directors quarterly. In 2025, **no** violations related to business ethics, fraud, insider trading, or conflicts of interest were found among HARN's directors, executives, or employees.

3. Integrated corporate governance, business ethics, and anti-corruption awareness into the onboarding program for new employees. 100% of the 52 new employees in 2025 completed the required training and knowledge assessment.

4. Provided ongoing communications on corporate governance, business ethics, anti-corruption, insider trading prevention, conflict of interest management, risk management, cybersecurity threats, and personal data protection to all directors, executives, and employees. Utilized multiple communication channels, including emails, Digital Signage, Intranet, and LINE Official, ensuring 100% coverage.

5. Conducted online training and testing on corporate governance, business ethics, anti-corruption, insider trading prevention, conflict of interest prevention, and risk management. Achieved 100% completion for all 8 board members and 5 senior executives. 216 employees participated, with a 100% completion rate.

Additionally, in 2025, HARN disclosed all material events within regulatory deadlines, ensuring that the trading of HARN securities in the stock market remained liquid, fair, and orderly. As a result, no significant errors or material issues impacted HARN or its shareholders.

Furthermore, in 2025, HARN, its Board, and executives were not subject to any fines, legal accusations, civil proceedings, or any misconduct related to corruption, ethics, or violations of corporate governance standards. No breaches of relevant laws and regulations enforced by regulatory authorities such as the SEC, the SET, or the National Anti-Corruption Commission (NACC) were recorded.

Additionally, HARN fully complied with regulations, **does not** violate or fail to comply with the rules regarding share repurchases, nor does it hinder mutual communication among shareholders or withhold disclosure of shareholder agreements, **nor does** it violate or fail to comply with the rules regarding related party transactions or asset transactions.

Moreover, no independent directors, non-executive directors, or audit committee members resigned due to corporate governance issues. HARN continues to uphold its positive reputation, ensuring that no actions are taken that could harm its credibility or negatively impact the HARN's standing.

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of : Yes

interest over the past year

1. HARN requires all directors and the top four executives (as defined by the Securities and Exchange Commission of Thailand (SEC)) to submit a report on their interests and a report on conflicts of interest upon their first appointment. They must also report any changes in their interests whenever such changes occur and submit an annual report within February of each year. These reports serve as fundamental information for monitoring potential conflicts of interest by disclosing transactions that may potentially conflict with the interests of HARN. In approving any such transactions, the Company must adhere to the principle that no special conditions or arrangements different from normal business practices are permitted. This serves as part of HARN's internal control process. The Audit Committee is responsible for overseeing and resolving any such conflicts of interest, while the Company Secretary is responsible for maintaining these records for monitoring and governance purposes. In 2025, there were no transactions involving conflicts of interest by directors, the top four executives, or related persons.
2. The Board of Directors has also established a policy regarding conflicts of interest for every Board meeting. At each meeting, the Chairman of the Board or the Company Secretary will inform the meeting and request the cooperation of directors in complying with the policy on conflicts of interest. If any agenda item involves a director who has an interest or potential conflict of interest, such director must abstain from voting or expressing opinions on that matter, and such abstention will be recorded in the meeting minutes.
3. The Audit Committee is responsible for reviewing related-party transactions or transactions that may involve conflicts of interest which could affect HARN's operations, in accordance with applicable laws and the regulations of the Stock Exchange of Thailand, before presenting them to the Board of Directors for approval.

In 2025, all directors and the top four executives submitted reports on their interests and conflicts of interest and acknowledged compliance with HARN's Corporate Governance principles and Code of Business Conduct, achieving a 100 percent completion rate. They also completed and passed the online knowledge assessment through the HARN Academy system on conflict of interest prevention with a 100 percent completion rate. No violations related to conflicts of interest by directors, the top four executives, or related persons were identified.

Number of cases or issues related to conflict of interest

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of inside : Yes

information to seek benefits over the past year

HARN has announced a policy prohibiting directors, executives, and employees in positions with access to internal information from using such information improperly. The policy forbids buying or selling HARN securities during the 30 days prior to the public disclosure of financial statements and until 24 hours after the information has been released to the public. Outside of these periods, trading is permitted as usual.

Directors and the top four executives including their spouses, cohabiting partners, and minor children must notify the Company Secretary at least one day in advance before buying or selling securities. They are also required to file a report on changes in securities holdings with the Securities and Exchange Commission under Section 59 of the Securities and Exchange Act B.E. 2535, as amended, within three business days from the date of purchase, sale, transfer, or receipt of securities. HARN has also established a policy to disclose reports of securities transactions, transfers, or changes in holdings of the top four directors and executives to the Board of Directors at quarterly board meetings, scheduled as regular agenda items in the board calendar. The Company Secretary sends reminders and campaigns to prevent trading during prohibited periods via email to all relevant parties and ensures that internal information is not disclosed to external persons who are not authorized to access it, to prevent misuse of internal information. Furthermore, HARN provides online learning materials through the HARN Academy regarding prevention of insider trading and conflicts of interest, ensuring that all directors, executives, and employees receive regular annual training. In 2025, the company implemented the following measures:

1. The Company Secretary prepared a schedule of prohibited trading periods for HARN securities for the year 2025 and communicated it via email to directors, executives, and employees in positions with access to internal information. The policy prohibits trading HARN securities by the individuals themselves, as well as their spouses and minor children, during the 30 days prior to the public disclosure of financial statements and until 24 hours after the information has been released to the public. Outside of these periods, trading is permitted as usual.

2. Directors and the top four executives who intend to trade HARN securities are required to notify the Company Secretary at least one day in advance. They must also prepare a report on changes in securities holdings and derivative transactions in electronic form through the SEC system within three days from the date of the transaction. The Company Secretary reports these updates to the Board of Directors on a quarterly basis.

In 2025, the directors and the top four executives fully complied with HARN's policies. There were no transactions or transfers of HARN securities, and they completed online training and assessments through the HARN Academy on insider trading prevention, achieving 100% completion. No violations related to the use of undisclosed inside information by the top four executives or any related persons were reported.

Number of cases or issues related to the use of inside information to seek benefits

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the : Yes
past year

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy

To demonstrate its commitment to anti-corruption as a listed company that must build confidence among shareholders and all stakeholder groups, HARN has established governance, monitoring, and evaluation measures as follows:

1. The Board of Directors oversees that HARN has effective mechanisms supporting anti-corruption efforts to ensure that management recognizes the importance of anti-corruption and promotes it as part of the Company's organizational culture.
2. The Audit Committee oversees internal controls related to financial reporting and other processes associated with anti-corruption measures. It also supervises compliance and reviews relevant measures and internal controls to ensure that anti-corruption measures are adequate and effective. The Audit Committee reviews risk assessments and provides recommendations to the Board of Directors.
3. The Audit Committee determines and reviews the anti-corruption policy, provides recommendations, and monitors and evaluates related operations on an annual basis. It also supports risk assessments and reviews anti-corruption measures at the operational level to ensure their adequacy and appropriateness, and reports the results to the Board of Directors on a quarterly basis.
4. Senior management requires corruption risk assessments in operational processes that may give rise to corruption, reviews the appropriateness of processes and measures, sets examples in conduct, and communicates regularly with employees and relevant parties.
5. The Company has developed a Risk & Control Self-Assessment (RCSA) framework to enable various departments to assess corruption risks in operational processes and establish appropriate internal control procedures.
6. The Quality Management Department examines the implementation of anti-corruption measures in operational processes in accordance with the internal quality audit plan and reports the results to the Chief Operating Officer, Chief Financial Officer, and the management review meeting on a monthly basis.
7. Internal auditors review transactions that may present corruption risks and evaluate the effectiveness of the Company's fraud risk management both at the organizational and operational levels. They also report to the Audit Committee and senior management when any transactions that may cause damage to the Company's operations or cases of corruption are identified.

On 24 March 2025, the Board of Directors reviewed the anti-corruption policy and measures and concluded that they remain appropriate and consistent with changes in business operations, regulations, and applicable laws. Details of the anti-corruption policy are available on the Company's website at www.harn.co.th.

Number of cases or issues related to corruption

	2023	2024	2025
Total number of cases or issues related to corruption (cases)	0	0	0

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : Yes

procedures over the past year

1. When the Chairman of the Audit Committee receives a whistleblowing report, or when the Company Secretary, Investor Relations, or any other channel receives complaints or whistleblowing reports from HARN's stakeholders, a preliminary consideration will be conducted to determine the nature of the reported matter. Relevant information will then be collected and presented to the appropriate sub-committee for further consideration. However, in cases involving complaints or whistleblowing reports related to corruption submitted directly to the Chairman of the Audit Committee, such reports will be delivered directly to the Chairman of the Audit Committee, who will personally open and review them.
2. Complaints or suggestions from HARN employees are handled through a process that considers whether the reported matter constitutes misconduct and determines the level of severity of the offense. This process ensures that appropriate and fair disciplinary measures can be applied.
3. HARN has established a process for disciplining directors, executives, and employees who fail to comply with anti-corruption measures. Any actions that violate or do not comply with the Company's policies, whether directly or indirectly, will be subject to disciplinary consideration in accordance with HARN's regulations. The process includes clear procedures for fact-finding, investigation, disciplinary action, and appeals, or legal penalties where applicable. Directors, executives, and employees are required to understand and strictly comply with the anti-corruption policy in all aspects of their work.

In 2025, HARN received no complaints or whistleblowing reports related to corruption and no violations concerning good corporate governance, the Code of Business Conduct, or compliance with applicable laws and regulations. Nevertheless, HARN continues to communicate the principles of corporate governance, the Code of Business Conduct, and the Anti-Corruption Manual to directors, executives, and employees on an ongoing basis to prevent complaints or whistleblowing reports related to such matters.

Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

The monitoring of compliance with other corporate governance policy and guidelines

In 2025, HARN strictly carried out all activities related to good corporate governance to ensure compliance with the principles of good corporate governance, by:

- HARN has never been subject to any regulatory actions or sanctions due to failure to disclose material events within the prescribed timeframe or for disclosures not complying with regulatory requirements.
- There have been no cases of reprimands, fines, or civil actions against HARN due to violations or non-compliance with regulations of any governmental authorities.
- No cases of insider trading or misuse of confidential information for personal gain were identified.
- No violations or non-compliance were found regarding related-party transactions, trading regulations, or breaches of rules for preventing conflicts of interest.
- No complaints were found concerning violations of laws, corruption, or business ethics.
- No complaints were found regarding labor practices or human rights.

- There is no evidence that HARN has violated copyrights or intellectual property rights.
- There are no ongoing disputes or lawsuits with competitors, nor any involvement in business monopolization.

8.2 Report on the results of duty performance of the audit committee in the past year

8.2.1 Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average percentage meeting attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mrs. VALEERATN CHUERBOONCHAI (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2. Mr. PRASERT DEEJONGKIT (Member of the audit committee)	4	/	4	4/4 (100.00%)
3. Mr. SUMRID SUMNEING (Member of the audit committee)	1	/	1	1/1 (100.00%)
4. Mr. TEERACHAI PORNSINSIRIRAK (Member of the audit committee)	4	/	4	4/4 (100.00%)
Average Attendance Rate				100.00%

8.2.2 The results of duty performance of the audit committee

In 2025, the Audit Committee held a total of four meetings, with all members attending every meeting. The Committee held discussions with management, the internal audit function, and the external auditor. In addition, the Audit Committee convened one private meeting with the external auditor without the presence of management, to allow for independent discussions regarding the auditor's performance, opinions, issues identified from the review and audit of financial statements, as well as collaboration with the Audit Committee and the internal audit unit. The Audit Committee reported its performance to the Board of Directors on a quarterly basis. The key highlights of the Audit Committee's duties are summarized as follows:

1. Review of Financial Statements

The Audit Committee reviewed the Company's financial statements, including both separate and consolidated financial information on a quarterly and annual basis. The review covered material audit issues, the adequacy and appropriateness of accounting policies, and the disclosure of other significant information in the auditor's report issued by Karin Audit Co., Ltd. The Committee also considered the reliability of estimates and assumptions requiring management's judgment, as well as significant transactions that may impact the financial statements. In addition, the Committee received explanations from the external auditor and relevant management to ensure that the financial statements are accurate, complete, and reliable, and provide useful information to users. The financial statements were prepared in accordance with financial reporting standards and in compliance with applicable laws and regulations of the Securities and Exchange Commission Thailand and the Stock Exchange of Thailand. The external auditor has reviewed and audited the financial statements and expressed an unqualified opinion.

2. Oversight of Internal Audit Function

The Audit Committee reviewed and approved the annual audit plan, monitored the execution of the plan, and considered audit results. The Committee provided recommendations and followed up on the remediation of significant issues on a quarterly basis. It also assessed the independence of the internal audit function, performed by Ultima Advisory Co., Ltd., to ensure continuous effectiveness and efficiency. The Committee ensured compliance with applicable regulations and policies, and supported the implementation of audit management systems and data analytics tools to enhance internal audit processes. In addition, it promoted the development and enhancement of internal audit quality to achieve professional standards and create sustainable value for the organization. Furthermore, the Committee oversaw the quality assessment of internal audit in accordance with international professional standards to ensure good governance, as well as adequate internal control and internal audit systems.

3. Consideration of Connected Transactions

The Audit Committee reviewed and examined connected transactions, or transactions that may involve conflicts of interest, of HARN and its subsidiaries to ensure compliance with the regulations of the Securities and Exchange Commission Thailand, the Stock Exchange of Thailand, and other applicable laws. The Committee was of the opinion that such transactions were conducted under normal business terms, were fair and reasonable, and were undertaken with due regard to the best interests of the Company and its shareholders. In addition, the disclosure of information to the Stock Exchange was accurate and made within the prescribed timeframe.

4. Review of Compliance with Laws, Good Corporate Governance, Risk Management, and Internal Control

The Audit Committee reviewed the effectiveness and efficiency of good corporate governance practices, and supported and promoted business operations in line with sustainable development principles. It also reviewed compliance with applicable laws and regulations, while emphasizing the importance of monitoring and preparing for new laws that may come into effect and impact HARN. In addition, the Committee assessed the effectiveness of risk management, including risk mitigation measures, and monitored cybersecurity risk management and emerging threats, as well as other key risks. It also emphasized the readiness of personnel to adapt to rapid changes. Furthermore, the Committee monitored the adequacy and appropriateness of corporate governance, risk management, internal control, and compliance across the organization. This included reviewing anti-corruption policies and practices, whistleblowing and complaint-handling mechanisms, and approving the assessment of the adequacy of the internal control system in accordance with the requirements of the Securities and Exchange Commission Thailand. Based on these reviews, the Committee is reasonably assured that HARN has complied with applicable laws and that no material issues or significant deficiencies were identified. The Company has in place appropriate and adequate risk management processes and internal control systems to support its business operations.

5. Proposal for Appointment of External Auditor and Audit Fees for 2025

The Audit Committee considered the selection of the external auditor based on performance, experience, independence, and audit fees, ensuring compliance with the regulations of the Securities and Exchange Commission Thailand. The Committee resolved to propose to the Board of Directors for consideration and to seek approval from the Annual General Meeting of Shareholders for the appointment of the external auditor from Karin Audit Co., Ltd.

6. Evaluation of the Audit Committee's Performance

The Audit Committee reviewed its charter and conducted a performance evaluation of the Committee, both as a whole and on an individual basis, in accordance with the best practices of the Stock Exchange of Thailand. This was to ensure that the Committee operates effectively and achieves its designated objectives. The overall evaluation results, at both the committee and individual levels, were rated as "very good," and the results were reported to the Board of Directors. In addition, guidelines were established to further enhance and improve processes related to corporate governance, risk management, internal control, and compliance oversight of HARN.

HARN, its directors, and executives have not violated or failed to comply with regulations relating to share repurchases, the obstruction of shareholder communication, the non-disclosure of shareholder agreements, or rules governing connected transactions or asset acquisitions/disposals. In summary, the Audit Committee has performed its

duties and responsibilities as stipulated in its charter, exercising diverse expertise, due care, prudence, and sufficient independence. The Committee has also provided opinions and recommendations for the equitable benefit of all stakeholders. The Audit Committee is of the opinion that HARN and its subsidiaries place importance on efficient and effective operations. The financial statements are properly prepared, presenting complete, accurate, and reliable material information in accordance with accounting standards and financial reporting standards. Adequate disclosure has been made regarding connected transactions that may give rise to conflicts of interest. Furthermore, the Company has established appropriate and adequate internal control systems, risk management processes, good corporate governance practices, and anti-corruption measures. The Company has also complied with applicable laws, regulations, rules, and obligations relevant to its business operations, and maintains an effective and efficient internal audit function.

8.3 Summary of the results of duty performance of subcommittees

8.3.1 - 8.3.2 Meeting attendance and the results of duty performance of subcommittees

Meeting attendance Executive Committee

Throughout 2025, the Executive Committee held a total of 12 meetings, all of which were attended by every Executive Committee member. The Committee fully performed its duties as prescribed in the Executive Committee Charter and as assigned by the Board of Directors, and regularly reported its performance to the Board of Directors. The details of meeting attendance are as follows:

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance Executive Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. WIRAT SUKCHAI (The chairman of the executive committee)	12	/	12	12 / 12 (100.00%)
2. Mr. JAIN CHARNNARONG (Member of the executive committee)	12	/	12	12 / 12 (100.00%)
3. Mr. THAMMANOON TRIPETCHR (Member of the executive committee)	12	/	12	12 / 12 (100.00%)
4. Mr. Wisit Wachiralappaitoon (Member of the executive committee)	12	/	12	12 / 12 (100.00%)
5. Mrs. Varinkan Teraumranon (Member of the executive committee)	12	/	12	12 / 12 (100.00%)
6. Mr. Rattanaphan Mukhariwattananon (Member of the executive committee)	12	/	12	12 / 12 (100.00%)
Average Meeting Attendance Rate				100.00%

The results of duty performance of Executive Committee

1. Formulation and Review of Vision, Mission, Strategy, and Business Plans of HARN and Its Subsidiaries

The Executive Committee formulated and reviewed the vision, mission, strategies, and business plans of HARN across each business line and its subsidiaries on a monthly basis. Follow-up meetings were held regularly, and such plans were communicated to executives and employees at all levels to ensure alignment with the established objectives, taking into account internal and external factors, as well as acceptable opportunities and risks. Progress on strategic plans was reported to the Board of Directors on a quarterly basis.

2. Review and Monitoring of Operating Performance

The Executive Committee reviewed and monitored the operating performance of HARN across each business unit and its subsidiaries on a monthly basis, including the progress of various projects and the utilization of budgets approved by the Board of Directors. Recommendations were provided to enhance operational effectiveness and efficiency, and performance results were reported to the Board of Directors on a quarterly basis.

3. Consideration and Approval of Annual Budget and Investment Plans

The Executive Committee reviewed and approved the annual budget and investment plans of HARN, including investment projects relating to information technology system development, computer equipment upgrades, fire protection system improvements, innovation initiatives, and other significant business matters that support sustainable business operations and reflect environmental, social, and governance (ESG) considerations, prior to submission to the Board of Directors for approval.

4. Consideration and Approval of Dividend Payment for the Year 2024

The Executive Committee reviewed and approved the proposed dividend payment at the rate of Baht 0.12 per share, derived from the net profit of the Company's operating results for the year 2024 based on the separate financial statements, for submission to the Board of Directors and the shareholders' meeting for consideration.

5. Determination and Review of Organizational Structure, Management, and Human Resources Policies

The Executive Committee reviewed the organizational structure, management framework, and human resources policies, including criteria for recruitment, training, development, performance evaluation, transfers, termination, salary adjustments, annual bonuses, and other employee benefits for the year 2025 applicable to employees and managerial-level personnel and above, excluding the Chief Executive Officer.

6. Oversight of Compliance with Good Corporate Governance Principles

The Executive Committee supervised and monitored the implementation of good corporate governance practices of HARN and its subsidiaries to ensure compliance with international standards and regulatory requirements, including the organization of the Annual General Meeting of Shareholders, disclosure of material information in a complete, accurate, and timely manner in accordance with regulatory requirements, and monitoring the handling of complaints in line with the Company's whistleblowing policy and procedures.

7. Oversight of Organizational Culture Development

The Executive Committee provided recommendations and guidance on innovation management to ensure that the Company's innovation development processes are comprehensive and effective. The management of innovation and technology was carried out in a systematic manner to enhance innovation performance in alignment with HARN's strategies and core objectives, optimize resource utilization, and generate tangible outcomes that can be further developed into business opportunities, thereby supporting HARN's transformation into an innovation-driven organization and fostering sustainable growth.

8. Consideration of Sustainable Development

The Executive Committee placed importance on climate change issues and approved the annual sustainability development plan, covering performance evaluation, development initiatives, and the promotion of sustainability culture and communication. The Committee also provided recommendations and monitored

progress in accordance with the established plans, while fostering sustainability awareness among directors, executives, and employees through communication and related activities.

9. Review of the Executive Committee Charter and Performance Evaluation

The Executive Committee reviewed its Charter to ensure that its duties and responsibilities remain complete, appropriate, and consistent with current circumstances. It also conducted the annual performance evaluation for 2025, both collectively and individually, in accordance with its Charter and the best practices of the Stock Exchange of Thailand. The overall and individual evaluation results were rated at a good level and were reported to the Board of Directors. The Committee intends to use the evaluation results as a guideline for further improvement of its performance.

Meeting attendance Risk Management Committee

Meeting Risk Management Committee (times) : 4

List of Directors	Meeting attendance Risk Management Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. SUMRID SUMNEING (The chairman of the subcommittee, Independent director)	1	/	1	1 / 1 (100.00%)
2. Mr. THAMMANOON TRIPETCHR (Member of the subcommittee)	4	/	4	4 / 4 (100.00%)
3. Mr. WIRAT SUKCHAI (Member of the subcommittee)	4	/	4	4 / 4 (100.00%)
4. Mr. Rattanaphan Mukhariwattananon (Member of the subcommittee)	4	/	4	4 / 4 (100.00%)
5. Mr. Wisit Wachiralappaitoon (Member of the subcommittee)	4	/	4	4 / 4 (100.00%)
6. Mr. Prapas Rukpanya (Member of the subcommittee)	4	/	4	4 / 4 (100.00%)
7. Ms. Warangkana Jongnui (Member of the subcommittee)	4	/	4	4 / 4 (100.00%)
Average Meeting Attendance Rate				96.67%

List of Directors	Meeting attendance Risk Management Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
8. Mr. Suchat Suwatnodom (Member of the subcommittee)	4	/	4	4 / 4 (100.00%)
9. Mr. Kittiphong Kittimethaveenan (Member of the subcommittee)	4	/	4	4 / 4 (100.00%)
10. Mr. Vachiravit Akaraseranee (Member of the subcommittee)	3	/	4	3 / 4 (75.00%)
11. Mr. Sukit Litikorn (Member of the subcommittee)	4	/	4	4 / 4 (100.00%)
12. Mr. Withoon Thamee (Member of the subcommittee)	3	/	4	3 / 4 (75.00%)
13. Mrs. Varinkan Teraumranon (Member of the subcommittee)	4	/	4	4 / 4 (100.00%)
14. Mr. Surasak Udom (Member of the subcommittee)	2	/	2	2 / 2 (100.00%)
15. Mr. TEERACHAI PORNSINSIRIRAK (The chairman of the subcommittee, Independent director)	3	/	3	3 / 3 (100.00%)
Average Meeting Attendance Rate				96.67%

The results of duty performance of Risk Management Committee

The Risk Management Committee comprises individuals with knowledge, capabilities, experience, and expertise in various fields, as well as an understanding of the company's business operations. The Committee supports the Board of Directors in accordance with good corporate governance principles to ensure that the organization's risk management is effective and efficient in achieving business objectives, while also enhancing confidence and credibility among investors and stakeholders of HARN. Ms. Varinkan Teraumranon serves as the Secretary of the Risk Management Committee.

In 2025, the Risk Management Committee performed its duties in accordance with corporate governance principles and the Risk Management Committee Charter to ensure that HARN's risk management is effective

and supports the achievement of business objectives in alignment with the company's vision and strategic direction. This aims to mitigate the impact of uncertainties in the business environment amid evolving and increasingly complex risk factors, arising from both internal and external sources, as well as global economic volatility. The Company's risk management system is designed to address risks in all dimensions, thereby enhancing confidence and credibility among HARN's shareholders and stakeholders.

A summary of the key performance of the Risk Management Committee is as follows:

1. Review of Risk Management Policy

The Committee reviewed the risk management policy and acceptable risk levels to ensure that the framework and processes comprehensively cover key risk areas in both the short and long term. This includes emerging risks that may impact future business operations, as well as risks related to fraud and corruption. The policy is aligned with the Company's strategic direction and evolving business environment, with appropriate flexibility in implementation. Key risk areas include strategic and business risks, operational risks, financial risks, and external factors, among others, to ensure the mitigation of uncertainties in the business environment.

2. Review of Risk Control Reports

The Committee reviewed key risk indicators (KRIs) for monitoring and early warning purposes, as well as indicators used to assess the effectiveness of risk management. It provided recommendations to management to enhance risk management practices by reviewing and improving risk management plans to align with the Company's strategy, changing business environment, and emerging risk factors. The Committee also ensured that performance is regularly reported and monitored on an ongoing basis, with implementation communicated throughout the organization to enable timely and effective risk management.

3. Oversight of Risk Management to Mitigate Business Impact

The Committee monitored significant global developments and emerging risks that may affect HARN's business operations. Proactive measures were implemented, focusing on risk management and the development of risk management plans at all organizational levels to reduce the likelihood of risk events. In addition, responsive measures were established to mitigate impacts should risks materialize, ensuring that they do not adversely affect the Company's objectives. This ensures that HARN's risk management processes are appropriate and can be effectively implemented.

4. Oversight of Risk Management with Consideration for Environmental, Social, and Governance (ESG) Factors

The Committee emphasized sustainable operational processes covering environmental, social, and governance (ESG) aspects, and promoted their implementation across all functions. It monitored the effectiveness of risk management practices to ensure that HARN operates in line with its sustainable development approach, aligned with the Company's strategic direction and stakeholders' expectations, and capable of delivering effective and efficient outcomes in the future.

5. Review and Provide Recommendations on Future Investments

The Committee places importance on investment governance by rigorously considering risk management issues and approaches. It promotes information sharing, and conducts thorough analysis, review, and due diligence of investment processes to ensure they are prudent, efficient, and aligned with the evolving global business environment.

6. Monitoring of Enterprise Risk Management

The Committee oversees, monitors, and reviews plans, and provides recommendations on enterprise risk management, including measures and key performance indicators (KPIs) for risk management effectiveness for 2025, as well as key projects on a quarterly basis. This is to ensure that risks are managed effectively and appropriately within acceptable levels, in alignment with the Company's risk management policy and anti-corruption measures manual. The Committee also reports risk management performance to the Board of Directors on a quarterly basis. Amid market volatility, the Board has emphasized close monitoring of credit risk, particularly overdue receivables, with continuous follow-up to ensure effective risk management.

7. Review of the Charter and Performance Evaluation of the Risk Management Committee

The Committee reviewed the Risk Management Committee Charter to ensure that its duties remain flexible and appropriate to the current environment. It also conducted an annual performance evaluation for 2025, both as a whole and on an individual basis, in accordance with the Charter and the best practice guidelines of the Stock Exchange of Thailand. The overall and individual evaluation results were rated at a ‘very good’ level, and the results were reported to the Board of Directors.

The Risk Management Committee concluded that, in 2025, HARN has managed enterprise risks comprehensively across all risk categories in accordance with its risk management policy. This covers strategic, operational, financial, compliance, social, and environmental risks, as well as continuously emerging risks, in alignment with the evolving business environment. The Committee has held regular meetings to monitor and manage risk issues adequately, enabling timely and effective consideration of significant and urgent risks. This ensures that HARN’s risk management is sufficient, effective, and appropriate, with risks maintained at acceptable levels, thereby supporting the achievement of business objectives and the creation of sustainable long-term value under a challenging environment.

Meeting attendance the Nomination and Remuneration Committee

Meeting the Nomination and Remuneration Committee : 2

(times)

List of Directors	Meeting attendance the Nomination and Remuneration Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. PRASERT DEEJONGKIT (The chairman of the subcommittee, Independent director)	2	/	2	2 / 2 (100.00%)
2. Mrs. VALEERATN CHUERBOONCHAI (Member of the subcommittee, Independent director)	2	/	2	2 / 2 (100.00%)
3. Mr. JAIN CHARNNARONG (Member of the subcommittee)	2	/	2	2 / 2 (100.00%)
Average Meeting Attendance Rate				100.00%

The results of duty performance of the Nomination and Remuneration Committee

In 2025, the Nomination and Remuneration Committee executed duties assigned by the Board of Directors, considered, screened, and gave opinions on various issues before presenting to the Board of Directors with caution, prudence, transparency, and fairness as specified in the charter completely in line with the operational strategy. Realize the best interests of the stakeholders, held a total of 2 meetings all of the Nomination and Remuneration Committee members attended every meeting.

The performance highlights of the Nomination and Remuneration Committee as follows:

Recruitment Duties

Proceeded Strictly conduct recruitment and selection of qualified persons to be appointed as Board of Directors in accordance with the screening process and criteria specified in the policies and principles of corporate governance and code of conducts was carefully, from qualifications diversity as required from the Board Skill Matrix which includes gender and age, and does not allow race, nationality, or origin to become limitation in the selection, for nominate qualified persons to the Board of Directors and/or the shareholders' meeting as required by law.

In this regard, the list of professional directors in the Thai Institute of Directors Association (IOD) was used to assist in the selection of suitable persons, to this end, considered the composition and qualifications of the Board, both overall and individually, to match the size, type, complexity, and diversity of businesses, as well as personal independence as required by applicable laws and HARN's criteria. The activities are described below:

1) Nomination and Selection of Directors to Replace Those Retiring by Rotation

The Committee reviewed the criteria and processes for the nomination and appointment of directors to ensure completeness, appropriateness, and compliance with applicable laws, regulations, and best practices in director nomination and selection. In 2025, the Committee nominated and selected qualified individuals to serve as directors in place of those retiring by rotation, for submission to the Board of Directors and subsequently to the shareholders' meeting for approval. Two directors were nominated for reappointment for another term: Ms. Waleerat Chueboonchai (Independent Director) and Mr. Thammanoon Treepetch (Director). All nominated candidates possess qualifications in accordance with relevant regulations and are suitable for HARN's business. The nominated independent director meets all legal and regulatory requirements for independence, is able to express opinions independently, and has no conflict of interest with HARN. The Board of Directors and the 2025 Annual General Meeting of Shareholders approved the appointments as proposed by the Nomination and Remuneration Committee.

2) Orientation for New Directors

In the event of a new director appointment, the director will be provided with a Director's Handbook containing key rules, regulations, and articles of association, as well as information about the Company, its business nature and policies, corporate governance policies, business ethics, and other relevant information. In 2025, one new director, Mr. Sumrid Sumneing, attended the orientation program on 28 October 2025.

3) Review of Board Skill Matrix

The Board reviewed the Board Skill Matrix, which outlines the knowledge, expertise, and diversity of skills, to ensure alignment with good corporate governance principles. In addition, an annual assessment of the Board of Directors' specialized knowledge and expertise for 2025 was conducted to evaluate and ensure that the Board possesses appropriate competencies in both governance and strategic aspects, in alignment with the Company's business context.

4) Review of Succession Planning

A succession plan has been established for key positions, particularly the Chief Executive Officer (CEO). Progress on performance against targets is reported to the Board of Directors on a quarterly basis. In 2025, the Company identified qualified internal candidates and focused on developing their leadership capabilities to align with changes and support future business directions.

5) Review of Development Plans for Directors and Senior Executives

The Company reviewed training programs related to knowledge and capability development, good corporate governance, climate change, and directors' duties organized by the Thai Institute of Directors Association. These programs aim to enhance directors' knowledge and capabilities, enabling them to perform their duties more effectively. In addition, development programs for senior executives, including the Chief Executive Officer (CEO), were considered to further enhance their knowledge and support the efficient operations of HARN.

6) Providing Opportunities for Minority Shareholders to Propose Agenda Items and Director Candidates

The Company encouraged and supported minority shareholders to propose agenda items and nominate qualified candidates for director positions for consideration at the 2026 Annual General Meeting of Shareholders, during the

period from 1 October to 31 December 2025. The criteria were published on the Company's website and announced through the Stock Exchange of Thailand website. However, no shareholders submitted nominations for consideration in the director selection process.

Performance of Duties in Remuneration Consideration

The Nomination and Remuneration Committee considered the remuneration of the Board of Directors and sub-committees in accordance with the established criteria, taking into account the Company's performance, business complexity, the Board's performance, roles and responsibilities, as well as benchmarking against companies in the same industry with comparable size. The key actions were as follows:

1) Determination of Directors' Remuneration and Payment Criteria

The Committee reviewed and proposed the remuneration framework and payment criteria for the Board of Directors and sub-committees for approval by the 2025 Annual General Meeting of Shareholders. Based on benchmarking with leading companies in similar industries, it was found that the existing structure of fixed remuneration and meeting allowances was lower than those of listed companies in the same industry and of comparable size. Therefore, an increase in the remuneration rates for the Board of Directors and sub-committees for 2025 was proposed and subsequently approved by the 2025 Annual General Meeting of Shareholders.

2) Review of Performance Evaluation Criteria and Determination of the Chief Executive Officer's Remuneration

The Committee approved the remuneration of the Chief Executive Officer for 2025, taking into consideration the 2024 performance results in accordance with the guidelines of the Stock Exchange of Thailand. In addition, the Committee approved the performance evaluation criteria for the Chief Executive Officer for 2025 and proposed them to the Board of Directors for approval under clear, transparent, and fair principles. The performance evaluation criteria consist of two components: Key Performance Indicators (KPI), with a weighting of 70%, and Annual Performance Indicators (API), with a weighting of 30%.

Other Duties in Accordance with the Charter

1) Review of the Nomination Policy and Directors' Remuneration

The Committee reviewed the criteria and procedures for the nomination of directors, as well as the remuneration structure of the Board of Directors, including remuneration principles and continuous development support. The policy remains comprehensive, sufficient, and appropriate, with no issues requiring further revision.

2) Review of the Nomination Policy and Remuneration of the Chief Executive Officer

The Committee reviewed the criteria and procedures for the nomination, remuneration structure, and annual performance evaluation of the Chief Executive Officer to ensure alignment with the Company's strategic direction and to maximize benefits for HARN. The policy remains in accordance with the established principles and guidelines, with no issues requiring further revision.

3) Review of the Succession Policy for Senior Executives

The Committee reviewed the criteria for recruiting suitable candidates from both internal and external sources, including qualifications, procedures, and the succession process, in order to mitigate risks or impacts arising from a lack of management continuity. The policy remains appropriate and transparent, with no issues requiring further revision.

4) Review of the Charter, Meetings, and Performance Evaluation of the Nomination and Remuneration Committee

The Committee reviewed its charter to ensure that it is comprehensive, appropriate, and sufficient, in alignment with good corporate governance principles and current practices. In addition, the Committee conducted its annual performance evaluation for 2025, both at the committee and individual levels, in accordance with its charter and the best practices of the Stock Exchange of Thailand. The meeting schedule for 2026 was also established in advance to facilitate the monitoring, consideration, and reporting of relevant matters to the Board of Directors. The overall evaluation results, both at the committee and individual levels, were rated at a "very good" level, and the results were duly reported to the Board of Directors.

The Nomination and Remuneration Committee has exercised its knowledge, competence, due care, and independence in providing opinions and recommendations for the overall benefit of HARN and in the best interests of

its shareholders. The Committee has also fulfilled its duty in overseeing that the Board operates under a good corporate governance framework in compliance with applicable laws and regulations. In 2025, there were no material errors that could have affected HARN or its shareholders. Additionally, no independent directors or non-executive directors resigned due to corporate governance issues of HARN. The Company has also avoided any practices that could negatively impact its reputation.

9. Internal control and related party transactions

9.1 Internal control

HARN recognizes the importance of an internal control system in accordance with the international framework established by the Committee of Sponsoring Organizations of the Treadway Commission (COSO), in order to achieve the objectives of risk management and internal control. This includes ensuring efficient and effective operations, enhancing the reliability of financial and other reports, and ensuring compliance with applicable laws, regulations, and requirements in line with the guidelines of the Stock Exchange of Thailand and the Securities and Exchange Commission Thailand. The Board of Directors has therefore assigned the Audit Committee to review the results of the internal control assessment. An outsourced internal auditor has been engaged to monitor and review the adequacy of the internal control system on a quarterly basis. In this regard, Mr. Visit Vachiralapaitoon, Chief Financial Officer and Secretary of the Audit Committee, is responsible for coordinating such activities within the Company.

Summary of the opinion of the board of directors regarding the internal control of the company

The Board of Directors meeting No.1/2026 held on February 26, 2026, the Board reviewed the company's internal control assessment, which had already been considered by the Audit Committee. The internal control assessment covers five components: organizational control, risk assessment, control activities, information and communication systems, and monitoring. The Board expressed the view that the company's internal control system is adequate and appropriate for business operations. In addition, there are processes in place to monitor and oversee the operations of subsidiaries, ensuring that business activities are conducted under a sound internal control system, with appropriate measures to prevent transactions that could create conflicts of interest.

9.1.1 Adequacy and appropriateness of the company's internal control system

Company's internal control system : The Committee of Sponsoring Organizations of the Treadway Commission (COSO)

The Committee of Sponsoring Organizations of the Treadway Commission (COSO)

In 2025, the Board of Directors reviewed the results of the assessment of the adequacy of the internal control system, based on the evaluation form prescribed by the Securities and Exchange Commission Thailand, as well as the risk management performance in accordance with the operational plan on a quarterly basis. The assessment was prepared by the internal auditor and reviewed by the Audit Committee, which concluded that HARN has adequate and appropriate internal control and risk management systems to support the achievement of its business objectives. The Company has also continuously improved its operational processes to strengthen internal controls in line with the five components of the COSO framework. The summary is as follows:

1. Control Environment

HARN has established a strong internal control environment that is appropriate and sufficient to ensure effective and efficient business operations, under the principles of good corporate governance and business ethics. Management promotes and supports an organizational culture that emphasizes integrity and ethical conduct, acting as role models, and has implemented effective management practices in various areas as follows:

1. The Company has established written policies and principles on corporate governance, business ethics, and anti-corruption to serve as a framework for the Board of Directors, management, and employees to follow in their operations. As a result, HARN has received an 'Excellent' (5-star) corporate governance rating for Thai listed companies from the Thai Institute of Directors Association, which is the highest level, for seven consecutive years.

2. The Company requires directors and the top four executives to report any conflicts of interest annually within February. It also emphasizes a code of conduct regarding the giving or receiving of gifts, assets, or any other benefits, to ensure that executives and employees act in accordance with established principles and guidelines. In addition, the Company monitors compliance with the Personal Data Protection Act, which has been in effect since 1 June 2022.
3. The Company promotes awareness and understanding of business ethics among executives and employees through internal training programs and employee orientation. Communication on good corporate governance is conducted via email, intranet, digital signage, and LINE Official Account. In addition, information on corporate governance and business ethics is published on the Company's website www.harn.co.th to ensure that related parties such as business partners, joint venture partners, and company representatives are informed and conduct business ethically. In 2025, knowledge dissemination and assessments were conducted through the HARN Academy e-learning system for directors, executives, and employees to enhance their awareness of roles and responsibilities in an ethical and professional manner.
4. The Board of Directors operates independently from management, with roles and responsibilities that include reviewing and approving key strategies and policies, as well as financial objectives, risks, business plans, and budgets. In addition, the Board oversees operations to ensure compliance with applicable laws and supervises management to ensure that business activities are carried out effectively and efficiently in accordance with the established policies and strategic plans.
5. The Company has established a structured personnel development plan to enhance employees' knowledge and capabilities, covering recruitment, development, and retention in an appropriate manner. Key position succession plans have been put in place, along with a fair performance management system that reflects employees' ability to achieve Key Performance Indicators (KPIs). In addition, long-term recruitment strategies have been defined to support evolving business needs.

2. Risk Assessment

HARN places importance on enterprise-wide risk management to ensure confidence in achieving both short-term and long-term objectives. The Company has established a Risk Management Committee, appointed by the Board of Directors, comprising independent directors and senior executives. The Committee is responsible for overseeing risk management at the enterprise, functional, and operational levels, including subsidiaries, to ensure that risks are managed appropriately and effectively in line with the Company's objectives. The results of risk management are reported to the Board of Directors on a quarterly basis.

HARN has established a comprehensive risk management plan that covers risk assessment, analysis, and review, ensuring alignment with the Company's strategic and business plans in accordance with its objectives and goals. The plan takes into account both internal and external factors relevant to current and future business operations, including emerging risks and potential fraud and corruption risks. In addition, the Company has defined its risk appetite (control level) and established Key Risk Indicators (KRIs) to support effective monitoring and reporting of performance at both the operational and organizational levels, ensuring alignment with the set objectives.

In addition, in 2025, the Company conducted risk assessments and developed a Business Continuity Plan (BCP) for cybersecurity. Each year, process owners are required to assess changes in environmental factors that may impact internal controls, in order to establish improvement plans and enhance controls to ensure they remain appropriate and up to date.

3. Control Activities

HARN has established effective and efficient control activities to mitigate risks to an acceptable level. The key control measures are as follows:

1. The Company has established internal control policies, operating procedures, manuals, and clearly defined workflows, including an authorization matrix to specify approval limits and levels of authority. These controls cover areas such as budgeting, human resource management, procurement and purchasing, contract execution, accounting and finance, as well as asset disposal.

2. The Company has implemented internal control measures based on sound control principles, such as segregation of duties, authorization, review, and proper documentation, to ensure that operations are efficient and effective, reports are reliable, and compliance with applicable laws and regulations is maintained.

In 2025, HARN monitored the implementation of control plans within the established timelines to ensure the adequacy and appropriateness of its internal control system.

3. The Company has implemented internal control measures to regularly monitor transactions of the Board of Directors and executives. Directors and executives are required to notify the Company Secretary of their intention to trade HARN securities, including those of related persons, at least one business day in advance. They are also required to report any changes in their securities holdings to the Securities and Exchange Commission Thailand within three business days.

4. The Company has strengthened its IT controls by establishing clear policies for the use of various information technologies, including an IT development policy and plan, as well as a cybersecurity framework. The ICT department is responsible for setting direction, policies, and driving digital management to ensure operational efficiency. The Company has also enhanced its data center to improve operational continuity and support future growth. In addition, annual business continuity plan (BCP) drills are conducted, focusing on information security and IT systems, to ensure preparedness against cyber threats and emergency situations.

5. To ensure that HARN's operations are aligned in the same direction, key matters are jointly considered and decided upon, with regular monitoring of the performance of subsidiaries and associates. The Company has appointed representatives to serve as directors in subsidiaries and associated companies, enabling HARN to participate in policy formulation, stay informed, and consistently monitor performance based on key performance indicators.

4. Information and Communication Systems

HARN places importance on information and communication systems that support operations, management processes, and financial reporting in a systematic manner. These systems facilitate decision-making by the Board of Directors and management, and support the effectiveness and efficiency of internal controls. The Company has established appropriate policies and plans for the development of information and communication technology.

In 2025, HARN established effective operational communication channels to ensure that employees receive information promptly, completely, and accurately. Clear responsibilities were assigned for each internal communication channel, including the intranet, email, LINE Official Account, and digital signage. In addition, important information is communicated appropriately to support the Board of Directors' consideration. Meeting materials are provided to the Board at least five business days in advance of each meeting.

For external communication, the Company ensures that information is accurate, sufficient, and up to date through its website and Facebook page. HARN has also transitioned its performance briefings to an online format, enabling external stakeholders to access key information more conveniently and promptly for investment decision-making. In addition, HARN has established formal whistleblowing and complaint-handling measures, covering the receipt of complaints, fact-finding investigations, and conclusion of cases. Clear reporting channels have been defined, along with protection measures for whistleblowers and related parties, to encourage employees and external parties to report or provide information regarding legal violations, misconduct, fraud, or any actions involving improper or unlawful benefits.

5. Monitoring System

HARN requires executives at all levels to be responsible for supervising and reviewing internal operations within their respective units to ensure efficiency and compliance with policies, rules, and procedures. The Company maintains a robust internal control system and places importance on managing occupational health and safety, as well as environmental aspects, including energy management and social responsibility. These measures are regularly reviewed

to ensure compliance with relevant requirements and to help prevent and reduce losses related to employee health and safety.

HARN regularly monitors internal controls at both the organizational and operational levels each year. Management conducts assessments using the Securities and Exchange Commission (SEC) internal control adequacy evaluation form. In the event of changes to work procedures or processes during the year, management reviews and updates operational procedures and control measures to ensure they remain current. Additionally, internal controls are implemented to monitor compliance with established conditions on a monthly basis, with reports consistently provided to process owners and management meetings to ensure all parties recognize the importance of adhering to work processes and internal controls. Internal auditors also prepare an annual audit plan, taking into account key risks, changes or increases in processes and systems, and requests from management and the Audit Committee, in order to review the adequacy and appropriateness of internal controls for each activity.

9.1.2 Deficiencies related to the internal control system

	2023	2024	2025
Total number of deficiencies related to the internal control system (cases)	0	0	0

9.1.3 Opinions of the audit committee and auditor's observations on internal control

Does the audit committee have opinions on internal control different from the board of directors' opinions? : No

Does the auditor have any observations on the company's internal control? : No

9.1.4 Opinions of the audit committee on the position of the head of the internal audit unit

Head of the internal audit unit : Outsourced service

The Audit Committee did not express any views differing from those of the Board of Directors. For further details, please refer to Attachment 6: Report from the Audit Committee. In addition, Krin Audit Co., Ltd., the company's auditor, did not provide any additional comments regarding the company's internal control system for the year 2025.

9.1.5 Appointment, discharge, and transfer of the head of the internal audit unit

Does the appointment, discharge, and transfer of the head of the internal audit unit require the audit committee approval? : Yes

According to the Audit Committee Charter, the Audit Committee is responsible for reviewing whether the company has an appropriate and effective internal control system and internal audit system. It also assesses the independence of the internal audit unit, approves the appointment, transfer, or dismissal of the head of the internal audit unit or any other unit responsible for internal auditing, and reviews the scope of work, the annual audit plan, budget, and personnel to ensure they are appropriate, aligned with the scope of work, and sufficient to support the responsibilities of the Audit Committee.

9.2 Related party transactions

Related party transactions

Does the company have any related party transactions? : Yes

Link to related party transactions : <https://www.harn.co.th/th/corporate-governance/corporate-policy>

9.2.1 - 9.2.2 Names of the group of persons who may have a conflict of interest, nature of relationship, and information on related party transactions

As of December 31, 2025, HARN has relationships with various companies through shareholdings and/or common directors. Related party transactions with persons who may have conflicts of interest are determined based on market prices or in accordance with the terms and conditions agreed upon in contractual arrangements between the Company and those entities. Where no comparable market prices are available, such relationships and related transactions are presented on a comparable basis, with details as follows:

Persons/entities with potential conflicts

Name of person or entity/type of business	Nature of relationship	Information as of date
Harn Vietnam Co., Ltd. Distribution of Printing Equipment	A direct subsidiary wholly owned by HARN 100% shareholding.	31 Dec 2025
IYARA HARN CO., LTD. (“IYARA HARN”) Manufacturing, trading, installation, services, and development of IoT products and solutions.	1. Common Shareholders with HARN 1.1 Mr. Jain Channarong (younger brother of Mrs. Sirima Iamsakulrat) holds 11.80% of the shares in HARN and 0.005% of the paid-up capital of Iyara Harn. 2. Common Directors with HARN 2.1 Mr. Jain Channarong 2.2 Mr. Thammanoon Treepetch	31 Dec 2025

Name of person or entity/type of business	Nature of relationship	Information as of date
PHRABORIBAL CO., LTD. (“PHRABORIBAL”) Rental of assets, including warehouse space.	<ol style="list-style-type: none"> 1. Common Shareholders with HARN <ol style="list-style-type: none"> 1.1 Mrs. Sirima lamsakulrat holds 14.01% of the shares in HARN and 99.99% of the paid-up capital of Phraboriban. 1.2 Mr. Jain Channarong (younger brother of Mrs. Sirima lamsakulrat) holds 11.80% of the shares in HARN and 0.00001% of the paid-up capital of Phraboriban. 2. Common Director with HARN <ol style="list-style-type: none"> 2.1 Mr. Jain Channarong 	31 Dec 2025
MR. JAIN CHANNARONG -	Mr. Jain Channarong is the younger brother of Mrs. Sirima lamsakulrat and serves as a director of the Company. Mr. Jain Channarong holds 11.80% of the shares in HARN.	31 Dec 2025
JAINNOPSIRI CO., LTD. Investment, development, and management of real estate, land, and buildings, including purchase, sale, and auction.	<ol style="list-style-type: none"> 1. There are common shareholders with HARN as follows: <ol style="list-style-type: none"> 1.1 Mrs. Sirima lamsakulrat holds 14.01% of the shares in HARN and 50% of the paid-up capital of Jennopsiri. 1.2 Mr. Jain Channarong (younger brother of Mrs. Sirima lamsakulrat) holds 11.79% of the shares in HARN and 50% of the paid-up capital of Jennopsiri. 2. There are common directors with HARN as follows: <ol style="list-style-type: none"> 2.1 Mr. Jain Channarong 	31 Dec 2025
TAWIPASURA CO., LTD. Investment, development, and management of real estate, land, and buildings, including purchase, sale, and auction.	<ol style="list-style-type: none"> 1. There are common shareholders with HARN as follows: <ol style="list-style-type: none"> 1.1 Mrs. Sirima lamsakulrat holds 14.01% of the shares in HARN and 50% of the paid-up capital of Thawiphasura. 1.2 Mr. Jain Channarong (younger brother of Mrs. Sirima lamsakulrat) holds 11.79% of the shares in HARN and 49.99% of the paid-up capital of Tawipasura. 2. There are common directors with HARN as follows: <ol style="list-style-type: none"> 2.1 Mr. Jain Channarong 	31 Dec 2025

Name of person or entity/type of business	Nature of relationship	Information as of date
IYARA FUNDS CO., LTD. Provision of software design and development, information technology, and computer services.	There is a common director with Iyara Harn Co., Ltd., namely Mr. Prasertsak Dechudom.	31 Dec 2025
Mollisa Co., Ltd. Manufacture and distribution of medical devices.	A subsidiary of HARN, in which HARN holds 100% of the shares. 1. Common shareholders with HARN are as follows: 1.1 Mr. Jain Channarong (younger brother of Mrs. Sirima Iamsakulrat) holds 11.80% of the shares in HARN and holds 1 share in Mollisa Co., Ltd., representing 0.003% of Mollisa's paid-up capital. 1.2 Mr. Thammanoon Tripetch holds 4.12% of the shares in HARN and holds 1 share in Mollisa Co., Ltd., representing 0.003% of Mollisa's paid-up capital. 2. Common Directors with HARN 2.1 Mr. Jain Channarong 2.2 Mr. Thammanoon Treepetch 2.3 Mr. Wirat Sukchai	31 Dec 2025
Harn Engineering Co., Ltd. Lease of assets, including office space and warehouse facilities.	1. Common Shareholders with HARN 1.1 Mrs. Sirima Iamsakulrat holds 14.01% of the shares in HARN and 33.32% of the paid-up capital of Harn Engineering. 1.2 Mr. Jain Channarong (younger brother of Mrs. Sirima Iamsakulrat) holds 11.80% of the shares in HARN and 33.32% of the paid-up capital of Harn Engineering. 1.3 Miss Nopporn Channarong (younger sister of Mrs. Sirima Iamsakulrat) holds 4.50% of the shares in HARN and 33.32% of the paid-up capital of Harn Engineering. 2. Common Director with HARN 2.1 Mr. Jain Channarong	31 Dec 2025
Mr. Wisit Wachiralappaitoon -	Mr. Wisit Wachiralappaitoon serves as the Chief Financial Officer (CFO) of HARN.	31 Dec 2025

Name of person or entity/type of business	Nature of relationship	Information as of date
Mr. Sathit Wanitchaikij -	Mr. Sathit Wanitchaikij is an executive and holds 15.00% of the shares in Iyara Harn Co., Ltd., .	31 Dec 2025
TPI Polene Public Company Limited Manufacturer and distributor of cement products, clinker, and ready-mixed concrete.	There is a common director with Harn Engineering Solutions Public Company Limited, namely Mr. Piset Iamsakulrat.	31 Dec 2025
Lampang Food Products Co., Ltd. Manufacture and export of processed food products (canned and pouched vegetables and fruits).	There is a common director with Harn Engineering Solutions Public Company Limited, namely Mr. Piset Iamsakulrat.	31 Dec 2025
Chiang Saen Food Products Co., Ltd. Manufacture and distribution of processed vegetable and fruit products.	There is a common director with Harn Engineering Solutions Public Company Limited, namely Mr. Piset Iamsakulrat	31 Dec 2025

Rationale for Entering into Related Party Transactions

Reasonableness of entering into related party transactions

For the year 2025, HARN and its subsidiaries engaged in significant business transactions with subsidiaries and related parties. Such transactions are considered necessary and reasonable, as they are conducted in the

ordinary course of business and/or support HARN's normal business operations. These related party transactions are conducted at market prices or at fair values comparable to those applied in transactions with external parties. The Audit Committee has reviewed such transactions and is of the opinion that they are necessary, reasonable, fairly priced, and in the best interests of HARN. Details are as follows:

Details of related-party transactions between HARN and its subsidiaries and persons and entities that may have conflicts of interest occurring in 2025

Persons who may have conflicts of interest	Nature of the transaction	Year 2025 (Unit: Baht)	Necessity and reasonableness of the transaction
1. Harn Vietnam Co., Ltd. (the "Subsidiaries")	1.1 Intercompany loan transactions - Long-term loans - Accrued interest receivable - Interest income	6,284,300 297,127 372,156	On March 12, 2020, the Company entered into a short-term loan agreement with Harn Vietnam in the amount of USD 200,000, bearing interest at a rate of 6.15% per annum, with a repayment period of within one year. Subsequently, on March 11, 2022, upon the maturity of the agreement, HARN revised the loan terms by extending the loan period granted to the subsidiary to five years, with the agreement expiring on March 11, 2026, and bearing interest at a rate of 5.85% per annum.

<p>2. Iyaraharn Co., Ltd. (the “Subsidiaries”)</p>	<p>2.1 Purchase of goods</p> <ul style="list-style-type: none"> - Purchase of goods and services - Advance payment - Trade payables <p>2.2 Intercompany loan transactions</p> <ul style="list-style-type: none"> - Short-term loans - Accrued interest receivable - Interest income <p>2.3 Office space rental provided by HARN</p> <ul style="list-style-type: none"> - Office rental income - Office service income - Utilities income - Rental security deposits - Service agreement security deposits - Accrued utilities income <p>2.4 Administrative, human resources, and accounting services in accordance with financial reporting standards provided by HARN</p> <ul style="list-style-type: none"> - Shared service income 	<p>458,885</p> <p>576</p> <p>44,532</p> <p>5,850,000</p> <p>101,938</p> <p>337,608</p> <p>205,920</p> <p>137,280</p> <p>38,510</p> <p>51,480</p> <p>34,320</p> <p>2,252</p> <p>300,000</p>	<p>HARN purchases goods and services from Iyaraharn. The pricing is determined in accordance with the Company’s pricing policy. Such transactions are presented in the consolidated financial statements.</p> <p><u>Loans</u></p> <p>As of December 31, 2025, HARN granted short-term loans to Iyaraharn in the form of 6-month promissory notes, bearing interest at rates of 6.4925%–6.8050 per annum, referenced to the MLR rates of four major commercial banks.</p> <p><u>Office Lease and Service Agreement</u></p> <p>HARN agreed to lease office space located at Room 211, 2nd Floor, No. 559, Soi Soonvijai 4, Rama 9 Road, Bang Kapi Subdistrict, Huai Khwang District, Bangkok, with a total area of 52 square meters. The lease term is from November 1, 2024 to October 31, 2027. The monthly rental and service fees are Baht 17,160 and Baht 11,440, respectively. Security deposits for the lease agreement and the service agreement amount to Baht 51,480 and Baht 34,320, respectively.</p> <p><u>Service Agreement</u> HARN agreed to provide services relating to personnel recruitment, payroll preparation and employee benefits administration, submission of filings in accordance with the regulations of the Social Security Office, and coordination with relevant government authorities on human resources matters. In addition, HARN provides accounting services, including bookkeeping and preparation of financial statements in compliance with financial reporting standards and the requirements of the Revenue Code, as well as the submission of tax filings, including value-added tax, withholding tax, and corporate income tax returns. The service fee is Baht 25,000 per month.</p>
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<p>3. Mollisa Co., Ltd. (the “Subsidiary”)</p>	<p>3.1 Sale of goods by HARN to Mollisa - Sale of goods</p> <p>3.2 Office space rental provided by HARN</p> <ul style="list-style-type: none"> - Office rental income - Office service income - Utilities income - Rental security deposits - Service agreement security deposits - Accrued utilities income <p>3.3 Administrative, human resources, and accounting services in accordance with financial reporting standards provided by HARN</p> <ul style="list-style-type: none"> - Shared service income 	<p>3,600</p> <p>133,235</p> <p>88,823</p> <p>3,128</p> <p>41,580</p> <p>27,720</p> <p>371</p> <p>516,000</p>	<p>HARN sells goods to Mollisa. The pricing is determined in accordance with the Company’s pricing policy. Such transactions are presented in the consolidated financial statements.</p> <p><u>Office Lease and Service Agreement</u></p> <p>HARN agreed to lease office space located at Room 209, 2nd Floor, No. 559, Soi Soonvijai 4, Rama 9 Road, Bang Kapi Subdistrict, Huai Khwang District, Bangkok, with a total area of 42 square meters. The monthly rental fee and service fee are Baht 13,860 and Baht 9,240, respectively. The lease term is from February 13, 2025 to February 12, 2028. On the agreement date, the lessee paid a rental security deposit of Baht 41,580 and a service agreement security deposit of Baht 27,720. In addition, the lessee is required to pay electricity charges based on actual consumption at a rate of Baht 7.50 per unit, excluding value-added tax, and water charges at a rate of Baht 20 per unit, excluding value-added tax.</p> <p><u>Service Agreement</u></p> <p>HARN agreed to provide accounting services, including bookkeeping and preparation of financial statements in compliance with financial reporting standards and the relevant requirements of the Revenue Code, as well as the submission of tax filings, including value-added tax, withholding tax, and corporate income tax returns. The service fee is Baht 86,000 per month.</p>
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<p>4. Phra Boriban Co., Ltd. (the “Related Company”)</p>	<p>4.1 Warehouse lease by HARN from Phra Boriban</p> <ul style="list-style-type: none"> - Building rental security deposit - Lease liabilities - Accrued building related expenses 	<p style="text-align: right;">150,000 2,896,221 2,524</p>	<p><u>Warehouse Building Lease Agreement</u> HARN agreed to lease warehouse space for use as storage, assembly, and maintenance facilities for printers and related equipment, with a total area of 305.55 square meters. The monthly rental fee is Baht 60,895 for the period from May 1, 2024 to April 30, 2027. A rental security deposit of Baht 150,000 was paid. The lessee has the option to renew the lease for an additional three years. In this regard, HARN is responsible for arranging property insurance.</p> <p><u>Pricing policy</u> : Market price, with the rental rate comparable to those of similar properties in nearby areas.</p> <p><u>Future transaction outlook</u> : The transaction is expected to continue on an ongoing basis in accordance with the office building lease agreement.</p> <p><u>Audit Committee’s opinion</u> : The transaction involves the lease of warehouse space, which is necessary for the Company’s business operations. The rental rate is considered reasonable, as it is comparable to the rental rates of similar properties in nearby areas.</p>
<p>5. Mr. Jain Channarong</p>	<p style="text-align: center;">– No transaction –</p>		
<p>6. Mr. Wisit Wachiralappaitoon</p>	<p>6.1 Sale of a passenger vehicle by HARN, as it was a position-designated vehicle</p> <ul style="list-style-type: none"> - Gain on disposal of fixed assets 	<p style="text-align: right;">146,187</p>	<p>As the position-designated vehicle of Wisit Vachiralapaitoon had been in use for seven years as of June 2, 2025, with a remaining book value of Baht 268,000, the management approved the sale of such vehicle to Mr. Wisit Vachiralapaitoon at a price of Baht 444,250 (inclusive of value-added tax). The selling price was referenced from the average prices of comparable used vehicles from three websites and the reference price issued by the Department of Land Transport.</p>
<p>7. Jennopsiri Co., Ltd. (the “Related Company”)</p>	<p>7.1 Office lease by HARN from Jennopsiri</p> <ul style="list-style-type: none"> - Building rental security deposit - Lease liabilities 	<p style="text-align: right;">2,000,000 96,246,732 682,437</p>	

- Building-related expenses

7.2 Office space rental provided
by HARN

- Office service income

99,900

Office Building Lease Agreement HARN agreed to lease office premises located at No. 559, Soi Soonvijai 4, Rama 9 Road, Bang Kapi Subdistrict, Huai Khwang District, Bangkok, with a total net leasable area of 4,375.20 square meters. The monthly rental fee is Baht 942,942 for the period from May 1, 2024 to April 30, 2027. The lessor has undertaken to grant the lessee an option to renew the lease for an additional seven years (resulting in a total lease and renewal period of 10 years).

The rental rate is lower than the market rates for comparable office spaces in nearby areas, which are approximately Baht 500–550 per square meter per month. A rental security deposit of Baht 2,000,000 was paid in accordance with the lease agreement.

In this regard, HARN is responsible for the payment of land and building tax, building maintenance expenses, and property insurance.

Pricing policy: As mutually agreed, with reference to the independent financial advisor's report and the resolution of the 2024 shareholders' meeting.

Future transaction outlook : The transaction is expected to continue on an ongoing basis in accordance with the office building lease agreement.

Audit Committee's opinion : The transaction involves the lease of office space, which is necessary for HARN's business operations and serves as the Company's office premises. The rental rate is considered reasonable, as it is comparable to the rental rates of similar properties in nearby areas.

Office Building Lease Agreement

			<p>HARN leased office space located at No. 559, Soi Soonvijai 4, Rama 9 Road, Bang Kapi Subdistrict, Huai Khwang District, Bangkok, with a total area of 13.5 square meters at a rental rate of Baht 550 per square meter per month, equivalent to Baht 6,750 per month, effective from May 1, 2021. The rental rate was subsequently adjusted to Baht 7,425 per month for the period from January 2024 to April 2025. The lease agreement was later renewed at a rental rate of Baht 8,775 per month for the period from May 1, 2025 to April 30, 2028. The rental rate is comparable to the market rates for similar office spaces in nearby areas.</p>
8. Thaviphasura Co., Ltd. (the “Related Company”)	8.1 Accrued utilities income 8.2 Electricity income 8.3 Water income	3,088 31,538 14,800	<p>HARN charges electricity and water expenses to Thaviphasura Co., Ltd. for utilities consumed within the warehouse area owned by Thaviphasura Co., Ltd. at the rates of Baht 7.5 per unit and Baht 20 per unit (excluding value-added tax), respectively, which may be subject to adjustment in line with future increases in costs.</p>
9. Aiyarafun Co., Ltd. (the “Related Company”)	9.1 Loan received by Iyaraharn from Airafunds - Short-term loans - Accrued interest payable - Interest expenses 9.2 Service charges by Iyaraharn to Aiyarafun - Service income	250,000 19,110 7,500 75,367	<p>Iyaraharn Co., Ltd. (a subsidiary of HARN) obtained a short-term loan in the form of a promissory note from Aiyarafun Co., Ltd. with a tenor of three months in the amount of Baht 250,000, bearing interest at a rate of 3% per annum (referenced to the commercial bank interest rate at MRR-3% per annum). The loan is unsecured. Transactions related to this short-term loan are presented in the consolidated financial statements. Iyaraharn Co., Ltd. charges service fees to Aiyarafun Co., Ltd. in respect of certain projects that were not transferred to Iyaraharn Co., Ltd.</p>

10. Mr. Sathit Vanichchaikij (the “Related Person”)	10.1 Loan received by Iyaraharn - Short-term loans - Accrued interest payable - Interest expenses	370,000 14,036 6,640	Iyaraharn Co., Ltd. (a subsidiary of HARN) obtained short-term loans in the form of promissory notes from Sathit Vanichchaikij with a tenor of one year. In 2023, the loan amount was Baht 200,000, bearing interest at a rate of 2% per annum, and in 2024, an additional loan of Baht 170,000 was obtained, also bearing interest at a rate of 2% per annum. These loans are unsecured. Transactions related to these short-term loans are presented in the consolidated financial statements.
11. TPI Polene Public Company Limited (the “Related Company”)	11.1 Sale of goods by HARN - Sales revenue	95,400	HARN sells goods to the Related Company. The pricing is determined in accordance with the Company’s pricing policy. Such transactions are presented in the consolidated financial statements.
12. Lampang Food Products Company Limited (the “Related Company”)	12.1 Sale of goods by HARN - Trade receivables - Sales revenue	97,081 398,300	HARN sells goods to the Related Company. The pricing is determined in accordance with the Company’s pricing policy. Such transactions are presented in the consolidated financial statements.
13. Chiang Saen Food Products Company Limited (the “Related Company”)	13.1 Sale of goods by HARN - Sales revenue	4,740	HARN sells goods to the Related Company. The pricing is determined in accordance with the Company’s pricing policy. Such transactions are presented in the consolidated financial statements.

Shareholders and/or investors may review historical information for comparison over the past three years in the Company’s annual reports available on the Company’s website.

Opinion of the Independent Directors

The Independent Directors have no opinion differing from that of the Board of Directors.

Details of related party transactions

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
Harn Vietnam Co., Ltd.			
Transaction 1	0.00	0.00	6,953,583.00
<u>Nature of transaction</u>			
Intercompany loans			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p><u>Details</u></p> <ul style="list-style-type: none"> - Long-term loan - Accrued interest receivable - Interest income <p><u>Necessity/reasonableness</u></p> <p>On March 12, 2020, the Company entered into a short-term loan agreement with HARN Vietnam in the amount of USD 200,000, bearing interest at a rate of 6.15% per annum, with repayment due within one year. Subsequently, on March 11, 2025, upon the maturity of the agreement, HARN revised the loan terms by extending the loan period to five years for its subsidiary. The agreement will expire on March 11, 2029, with interest charged at a rate of 5.85% per annum.</p> <p><u>Audit committee's opinion</u></p> <p>The transaction is considered reasonable.</p>			
IYARA HARN CO., LTD. (“IYARA HARN”)			
<p>Transaction 1</p> <p><u>Nature of transaction</u></p> <ol style="list-style-type: none"> 1. Purchase of goods 2. Intercompany loans 3. Office space rental provided by HARN 4. Provision of administrative, human resources, and accounting services in accordance with financial reporting standards by HARN <p><u>Details</u></p>	0.00	0.00	7,563,301.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<ul style="list-style-type: none"> 1. Purchase of goods <ul style="list-style-type: none"> - Purchase of goods and services - Advance payment - Trade payables 2. Intercompany loan transactions <ul style="list-style-type: none"> - Short-term loans - Accrued interest receivable - Interest income 3. Office space rental provided by HARN <ul style="list-style-type: none"> - Office rental income - Office service income - Utilities income - Rental security deposits - Service agreement security deposits - Accrued utilities income 4. Administrative, human resources, and accounting services in accordance with financial reporting standards provided by HARN <ul style="list-style-type: none"> - Shared service income 			
<u>Necessity/reasonableness</u>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>HARN purchases goods and services from Iyaraharn. The pricing is determined in accordance with the Company's pricing policy. Such transactions are presented in the consolidated financial statements.</p> <p>Loans</p> <p>As of December 31, 2025, HARN granted short-term loans to Iyaraharn in the form of 6-month promissory notes, bearing interest at rates of 6.4925%–6.8050 per annum, referenced to the MLR rates of four major commercial banks.</p> <p>Office Lease and Service Agreement</p> <p>HARN agreed to lease office space located at Room 211, 2nd Floor, No. 559, Soi Soonvijai 4, Rama 9 Road, Bang Kapi Subdistrict, Huai Khwang District, Bangkok, with a total area of 52 square meters. The lease term is from November 1, 2024 to October 31, 2027. The monthly rental and service fees are Baht 17,160 and Baht 11,440, respectively. Security deposits for the lease agreement and the service agreement amount to Baht 51,480 and Baht 34,320, respectively.</p> <p>Service Agreement</p> <p>HARN agreed to provide services relating to personnel recruitment, payroll preparation and employee benefits administration, submission of filings in accordance with the regulations of the Social Security Office, and coordination with relevant government authorities on human resources matters. In addition, HARN provides accounting services, including bookkeeping and preparation of financial statements in compliance with financial reporting standards and the requirements of the Revenue Code, as well as the submission of tax filings, including value-added tax, withholding tax, and corporate income tax returns. The service fee is Baht 25,000 per month.</p> <p><u>Audit committee's opinion</u></p> <p>The transaction is considered reasonable.</p>			
Mollisa Co., Ltd.			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>HARN sells goods to Mollisa. The pricing is determined in accordance with the Company's pricing policy. Such transactions are presented in the consolidated financial statements.</p> <p><u>Office Lease and Service Agreement</u></p> <p>HARN agreed to lease office space located at Room 209, 2nd Floor, No. 559, Soi Soonvijai 4, Rama 9 Road, Bang Kapi Subdistrict, Huai Khwang District, Bangkok, with a total area of 42 square meters. The monthly rental fee and service fee are Baht 13,860 and Baht 9,240, respectively. The lease term is from February 13, 2025 to February 12, 2028. On the agreement date, the lessee paid a rental security deposit of Baht 41,580 and a service agreement security deposit of Baht 27,720. In addition, the lessee is required to pay electricity charges based on actual consumption at a rate of Baht 7.50 per unit, excluding value-added tax, and water charges at a rate of Baht 20 per unit, excluding value-added tax.</p> <p><u>Service Agreement</u></p> <p>HARN agreed to provide accounting services, including bookkeeping and preparation of financial statements in compliance with financial reporting standards and the relevant requirements of the Revenue Code, as well as the submission of tax filings, including value-added tax, withholding tax, and corporate income tax returns. The service fee is Baht 86,000 per month.</p> <p><u>Audit committee's opinion</u></p> <p>The transaction is considered reasonable.</p>			
PHRABORIBAL CO., LTD. ("PHRABORIBAL")			
<p>Transaction 1</p> <p><u>Nature of transaction</u></p> <p>1. Warehouse lease by HARN from Phra Boriban</p> <p><u>Details</u></p>	0.00	0.00	3,048,745.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>1. Warehouse lease by HARN from Phra Boriban</p> <ul style="list-style-type: none"> - Building rental security deposit - Lease liabilities - Accrued building related expenses <p><u>Necessity/reasonableness</u></p> <p>Warehouse Building Lease Agreement HARN agreed to lease warehouse space for use as storage, assembly, and maintenance facilities for printers and related equipment, with a total area of 305.55 square meters. The monthly rental fee is Baht 60,895 for the period from May 1, 2024 to April 30, 2027. A rental security deposit of Baht 150,000 was paid. The lessee has the option to renew the lease for an additional three years.</p> <p>In this regard, HARN is responsible for arranging property insurance.</p> <p>Pricing policy: Market price, with the rental rate comparable to those of similar properties in nearby areas.</p> <p>Future transaction outlook : The transaction is expected to continue on an ongoing basis in accordance with the office building lease agreement.</p> <p><u>Audit committee's opinion</u></p> <p>The transaction involves the lease of warehouse space, which is necessary for the Company's business operations. The rental rate is considered reasonable, as it is comparable to the rental rates of similar properties in nearby areas.</p>			
Mr. Wisit Wachiralappaitoon			
<p>Transaction 1</p> <p><u>Nature of transaction</u></p> <p>1. Sale of a passenger vehicle by HARN, as it was a position-designated vehicle</p> <p><u>Details</u></p>	0.00	0.00	146,187.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>1 Sale of a passenger vehicle by HARN, as it was a position-designated vehicle</p> <ul style="list-style-type: none"> - Gain on disposal of fixed assets <p><u>Necessity/reasonableness</u></p> <p>As the position-designated vehicle of Wisit Vachiralapaithoon had been in use for seven years as of June 2, 2025, with a remaining book value of Baht 268,000, the management approved the sale of such vehicle to Mr. Wisit Vachiralapaithoon at a price of Baht 444,250 (inclusive of value-added tax). The selling price was referenced from the average prices of comparable used vehicles from three websites and the reference price issued by the Department of Land Transport.</p> <p><u>Audit committee's opinion</u></p> <p>The transaction is considered reasonable.</p>			
JAINNOPSIRI CO., LTD.			
<p>Transaction 1</p> <p>0.00</p> <p><u>Nature of transaction</u></p> <ol style="list-style-type: none"> 1. Office lease by HARN from Jennopsiri 2. Office space rental provided by HARN <p><u>Details</u></p> <ol style="list-style-type: none"> 1 Office lease by HARN from Jennopsiri <ul style="list-style-type: none"> - Building rental security deposit - Lease liabilities - Building-related expenses 2. Office space rental provided by HARN <ul style="list-style-type: none"> - Office service income <p><u>Necessity/reasonableness</u></p>	0.00	0.00	99,029,069.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>Office Building Lease Agreement</p> <p>HARN agreed to lease office premises located at No. 559, Soi Soonvijai 4, Rama 9 Road, Bang Kapi Subdistrict, Huai Khwang District, Bangkok, with a total net leasable area of 4,375.20 square meters. The monthly rental fee is Baht 942,942 for the period from May 1, 2024 to April 30, 2027. The lessor has undertaken to grant the lessee an option to renew the lease for an additional seven years (resulting in a total lease and renewal period of 10 years).</p> <p>The rental rate is lower than the market rates for comparable office spaces in nearby areas, which are approximately Baht 500–550 per square meter per month. A rental security deposit of Baht 2,000,000 was paid in accordance with the lease agreement. In this regard, HARN is responsible for the payment of land and building tax, building maintenance expenses, and property insurance.</p> <p>Pricing policy: As mutually agreed, with reference to the independent financial advisor’s report and the resolution of the 2024 shareholders’ meeting.</p> <p>Future transaction outlook : The transaction is expected to continue on an ongoing basis in accordance with the office building lease agreement.</p> <p>Office Building Lease Agreement</p> <p>HARN leased office space located at No. 559, Soi Soonvijai 4, Rama 9 Road, Bang Kapi Subdistrict, Huai Khwang District, Bangkok, with a total area of 13.5 square meters at a rental rate of Baht 550 per square meter per month, equivalent to Baht 6,750 per month, effective from May 1, 2021. The rental rate was subsequently adjusted to Baht 7,425 per month for the period from January 2024 to April 2025.</p> <p>The lease agreement was later renewed at a rental rate of Baht 8,775 per month for the period from May 1, 2025 to April 30, 2028. The rental rate is comparable to the market rates for similar office spaces in nearby areas.</p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p><u>Audit committee's opinion</u></p> <p>The transaction involves the lease of office space, which is necessary for HARN's business operations and serves as the Company's office premises. The rental rate is considered reasonable, as it is comparable to the rental rates of similar properties in nearby areas.</p>			
TAWIPASURA CO., LTD.			
<p>Transaction 1</p> <p>0.00</p> <p>0.00</p> <p>49,426.00</p> <p><u>Nature of transaction</u></p> <ol style="list-style-type: none"> 1. Accrued utilities income 2. Electricity income 3. Water income <p><u>Details</u></p> <ol style="list-style-type: none"> 1. Accrued utilities income 2. Electricity income 3. Water income <p><u>Necessity/reasonableness</u></p> <p>HARN charges electricity and water expenses to Thaviphasura Co., Ltd. for utilities consumed within the warehouse area owned by Thaviphasura Co., Ltd. at the rates of Baht 7.5 per unit and Baht 20 per unit (excluding value-added tax), respectively, which may be subject to adjustment in line with future increases in costs.</p> <p><u>Audit committee's opinion</u></p> <p>The transaction is considered reasonable.</p>			
IYARA FUNDS CO., LTD.			
<p>Transaction 1</p> <p>0.00</p> <p>0.00</p> <p>351,977.00</p> <p><u>Nature of transaction</u></p> <ol style="list-style-type: none"> 1. Loan received by Iyaraharn from Airafunds 2. Service charges by Iyaraharn to Aiyarafun <p><u>Details</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>1. Loan received by Iyaraharn from Airafunds</p> <ul style="list-style-type: none"> - Short-term loans - Accrued interest payable - Interest expenses <p>2. Service charges by Iyaraharn to Aiyarafun</p> <ul style="list-style-type: none"> - Service income <p><u>Necessity/reasonableness</u></p> <p>Iyaraharn Co., Ltd. (a subsidiary of HARN) obtained a short-term loan in the form of a promissory note from Aiyarafun Co., Ltd. with a tenor of three months in the amount of Baht 250,000, bearing interest at a rate of 3% per annum (referenced to the commercial bank interest rate at MRR-3% per annum). The loan is unsecured. Transactions related to this short-term loan are presented in the consolidated financial statements.</p> <p>Iyaraharn Co., Ltd. charges service fees to Aiyarafun Co., Ltd. in respect of certain projects that were not transferred to Iyaraharn Co., Ltd.</p> <p><u>Audit committee's opinion</u></p> <p>The transaction is considered reasonable.</p>			
Mr. Sathit Wanitchaikij			
<p>Transaction 1</p> <p>0.00</p> <p><u>Nature of transaction</u></p> <p>1. Loan received by Iyaraharn</p> <p><u>Details</u></p> <p>1. Loan received by Iyaraharn</p> <ul style="list-style-type: none"> - Short-term loans - Accrued interest payable - Interest expenses <p><u>Necessity/reasonableness</u></p>	0.00	0.00	390,676.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>Iyaraharn Co., Ltd. (a subsidiary of HARN) obtained short-term loans in the form of promissory notes from Sathit Vanichchaikij with a tenor of one year. In 2023, the loan amount was Baht 200,000, bearing interest at a rate of 2% per annum, and in 2024, an additional loan of Baht 170,000 was obtained, also bearing interest at a rate of 2% per annum. These loans are unsecured. Transactions related to these short-term loans are presented in the consolidated financial statements.</p> <p><u>Audit committee's opinion</u></p> <p>The transaction is considered reasonable.</p>			
TPI Polene Public Company Limited			
<p>Transaction 1</p> <p>0.00</p> <p>0.00</p> <p>95,400.00</p> <p><u>Nature of transaction</u></p> <p>1. Sale of goods by HARN</p> <p><u>Details</u></p> <p>1. Sale of goods by HARN - Sales revenue</p> <p><u>Necessity/reasonableness</u></p> <p>HARN sells goods to the Related Company. The pricing is determined in accordance with the Company's pricing policy. Such transactions are presented in the consolidated financial statements.</p> <p><u>Audit committee's opinion</u></p> <p>The transaction is considered reasonable.</p>			
Lampang Food Products Co., Ltd.			
<p>Transaction 1</p> <p>0.00</p> <p>0.00</p> <p>495,381.00</p> <p><u>Nature of transaction</u></p> <p>1. Sale of goods by HARN</p> <p><u>Details</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>1. Sale of goods by HARN</p> <ul style="list-style-type: none"> - Trade receivables - Sales revenue <p><u>Necessity/reasonableness</u></p> <p>HARN sells goods to the Related Company. The pricing is determined in accordance with the Company's pricing policy. Such transactions are presented in the consolidated financial statements.</p> <p><u>Audit committee's opinion</u></p> <p>The transaction is considered reasonable.</p>			
Chiang Saen Food Products Co., Ltd.			
<p>Transaction 1</p> <p><u>Nature of transaction</u></p> <p>1. Sale of goods by HARN</p> <p><u>Details</u></p> <p>1. Sale of goods by HARN</p> <ul style="list-style-type: none"> - Sales revenue <p><u>Necessity/reasonableness</u></p> <p>HARN sells goods to the Related Company. The pricing is determined in accordance with the Company's pricing policy. Such transactions are presented in the consolidated financial statements.</p> <p><u>Audit committee's opinion</u></p> <p>The transaction is considered reasonable.</p>	0.00	0.00	4,740.00

9.2.3 Policy and future trends of related party transactions and the compliance with the obligations specified in the prospectus of the company

Measures and procedures for approving related party transactions or connected transactions

At the Board of Directors Meeting No. 3/2014 held on 15 May 2014, a resolution was passed to establish policies and procedures for approving related-party transactions between HARN and persons who may have conflicts of interest, vested interests, or potential conflicts of interest in the future, such as major shareholders, directors, executives, controlling persons, connected persons, or related persons. HARN shall comply with the Securities and Exchange Act, as well as the rules, regulations, notifications, orders, and

requirements issued by the Securities and Exchange Commission (SEC), the Capital Market Supervisory Board, and the Stock Exchange of Thailand (SET) concerning such transactions. The Company also complies with the disclosure requirements for related-party transactions in accordance with accounting standards and financial reporting standards prescribed by the Federation of Accounting Professions under the Royal Patronage of His Majesty the King. Persons who may have conflicts of interest or vested interests in such transactions are not allowed to participate in the consideration or vote on the approval of those transactions.

In cases where the law requires approval of related-party transactions by the Board of Directors or the shareholders' meeting, HARN will arrange for the Audit Committee to attend the meeting to review and provide opinions regarding the necessity and reasonableness of such transactions.

In this regard, related-party transactions conducted under normal commercial terms, as well as those not conducted under normal commercial terms or other transactions, shall be carried out in accordance with the following principles:

1) Transactions Conducted Under Normal Commercial Terms

Transactions conducted under normal commercial terms between HARN and persons who may have conflicts of interest, vested interests, or potential conflicts of interest in the future are carried out within a framework established by HARN. Such a framework has been reviewed and approved primarily by the Audit Committee and subsequently approved by the Board of Directors. When such transactions occur, HARN's management is authorized to approve the transactions, provided that they are conducted under commercial terms equivalent to those that prudent persons would apply with general counterparties in the same circumstances. The transactions must be conducted on an arm's length basis, without influence arising from the individual's position as a director, executive, or related person. In addition, the transactions must be part of HARN's ordinary course of business or transactions commonly undertaken by companies operating in the same industry to support their normal business operations. The pricing and conditions must be fair and must not result in the transfer of benefits, including the following commercial terms:

1. Prices and conditions that HARN provides to or receives from general counterparties.
2. Prices and conditions that related parties provide to general counterparties.
3. Prices and conditions that HARN can demonstrate are comparable to those offered by companies conducting similar businesses to general counterparties.

In the event that any transaction conducted under arm's length commercial terms as mentioned above occurs, the management of HARN shall be responsible for considering and approving such transactions. After approval by management, a summary report of the related-party transaction will be prepared and submitted to the Board of Directors for acknowledgment. If the Audit Committee or the Board of Directors finds that any transaction has not been conducted in accordance with the established policies, the Audit Committee and the Board of Directors will jointly take appropriate actions to resolve the matter.

2) Transactions Not Conducted Under Normal Commercial Terms or Other Transactions

Transactions not conducted under normal commercial terms or other transactions between HARN and persons who may have conflicts of interest, vested interests, or potential conflicts of interest in the future must be submitted to the Audit Committee for consideration. The Audit Committee will review and provide opinions regarding the necessity and appropriateness of entering into such transactions, including the appropriateness of pricing and transaction conditions. Comparisons with prices offered to external parties or prevailing market prices will also be conducted before the matter is proposed to the Board of Directors and/or the shareholders' meeting (as the case may be) for approval. In cases where the Audit Committee does not possess sufficient expertise to consider such related-party transactions, HARN will appoint an independent expert or the Company's auditor to provide opinions on the transactions. These opinions will be used to

support the decision-making process of the Audit Committee, the Board of Directors, and/or the shareholders' meeting (as applicable). Persons who may have conflicts of interest or vested interests in such transactions are not permitted to participate in the consideration or vote on the approval of those related-party transactions.

Future trends in related party transactions

Future related party transactions will continue to be conducted in the normal course of business and in support of the Company's ordinary business operations, such as the lease of office space for use as the Company's office premises and the lease of warehouse buildings, including claims relating to employee benefit obligations as previously arranged. There are no unusual transactions and no transfer of benefits between HARN and its subsidiaries. The pricing policy for transactions between HARN and related parties is determined based on normal business pricing, consistent with the pricing applied to other unrelated persons or entities. The Audit Committee reviews and provides opinions on related party transactions that are conducted in the normal course of business or in support of normal business operations on a quarterly basis.

Any related party transactions that may occur in the future shall be conducted in compliance with the securities and exchange laws, as well as the rules, regulations, notifications, orders, or requirements of the Capital Market Supervisory Board and the Stock Exchange of Thailand. This includes compliance with the disclosure requirements for related party transactions of HARN or its subsidiaries in accordance with accounting standards and financial reporting standards prescribed by the Federation of Accounting Professions (Thailand).

9.2.4 Information on appraised assets and appraisal price in conjunction with the execution of related party transactions

The criteria used to determine the rental value are based on the market comparison approach, while the criteria used to determine the value of buildings are based on the cost approach, with reference to property appraisal reports, as follows:

Appraisal Report No. 1: The rental rate for warehouse buildings is THB 200 per square meter, and the rental rate for office buildings is THB 500 per square meter. This appraisal was conducted by CPM Capital Co., Ltd., as detailed in Property Appraisal Report No. A66GEN2662 dated January 23, 2024.

Appraisal Report No. 2: The rental rate for warehouse buildings is THB 200 per square meter, and the rental rate for office buildings is THB 550 per square meter. This appraisal was conducted by Bangkok Appraisal Co., Ltd., as detailed in Property Appraisal Report No. BKK-B-67-002 dated February 2, 2024, and No. BKK-B-67-003 dated January 30, 2024.

Both appraisers are property appraisal companies in the capital market approved by the Securities and Exchange Commission, in accordance with the SEC Notification No. SorChor. 24/2012 regarding the approval of property appraisal companies and lead appraisers for capital market transactions.

Can be referred in attachment 4: assets for business undertaking and details of asset appraisal

Part 3 Financial Statement

Board of Directors' Responsibility Statement for the Financial Report

Statement of the Board of Directors' Responsibility for the Financial Statements

The Board of Directors is responsible for the financial statements of Harn Engineering Solutions Public Company Limited (“HARN”) and its subsidiaries, as well as financial information prepared in accordance with Thai Accounting Standards and Thai Financial Reporting Standards under the Accounting Act B.E. 2543 (2000), including interpretations and accounting practices issued by the Federation of Accounting Professions under the Royal Patronage of His Majesty the King, and the regulations of the Securities and Exchange Commission regarding the preparation and presentation of financial reports under the Securities and Exchange Act. The financial statements are prepared using appropriate accounting policies applied consistently and in compliance with financial reporting standards, with careful, prudent, and reasonable judgment exercised in their preparation. Adequate disclosures of significant information have also been included in the notes to the financial statements to ensure transparency and provide benefits to shareholders and general investors.

The Board of Directors has established and maintained good corporate governance practices, as well as effective risk management and internal control systems, to provide reasonable assurance that accounting records are accurate, complete, timely, and sufficient to safeguard the Company's assets, and to prevent material fraud and irregularities.

The Board of Directors has appointed the Audit Committee, comprising independent directors, to oversee and review the reliability and accuracy of the financial reports, as well as the adequacy of the internal control system, risk management, and internal audit functions. The Audit Committee's opinion on these matters is presented in the Audit Committee's Report included in this Annual Registration Statement/Annual Report (Form 56-1 One Report).

The Board of Directors is of the opinion that HARN's internal control and internal audit systems, as a whole, are at a satisfactory level and provide reasonable assurance that the financial statements of Harn Engineering Solutions Public Company Limited and its subsidiaries for the year ended December 31, 2025 present fairly, in all material respects, the financial position, operating results, and cash flows in accordance with financial reporting standards. The financial statements have been audited in accordance with auditing standards, and the auditor has expressed an unqualified opinion in the independent auditor's report as presented in this Annual Registration Statement/Annual Report (Form 56-1 One Report).

– Signed –

Mr. Pichet Sthi-amnual
(Chairman of the Board of Directors)

– Signed –

Mr. Thammanoon Tripetchr
(Chief Executive Officer)

Auditor's Report

INDEPENDENT AUDITOR'S REPORT

To The Shareholders of Harn Engineering Solutions Public Company Limited

Opinion

I have audited the consolidated financial statements of Harn Engineering Solutions Public Company Limited and its subsidiaries (“the Group”), and the separate financial statement of Harn Engineering Solutions Public Company Limited (“the Company”) which comprise the consolidated and separate statements of financial position as at December 31, 2025, the consolidated and separate statements of total comprehensive income, changes in shareholders’ equity and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the consolidated and separate financial statements referred the consolidated and separate statements of financial position of Harn Engineering Solutions Public Company Limited and its subsidiaries as at December 31, 2025, and the consolidated and separate of financial performance and the consolidated and separate cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the Auditor’s responsibilities for the audit of the consolidated and separate financial statements in my report. I am independent of the Group and the Company in accordance with the Code of Ethics for Professional Accountants including Independence Standards issued by the Federation of Accounting Professions (“Code of Ethics for Professional Accountants”) as relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion. 

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Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in my audit of the consolidated financial statements and separate financial statements of the current period. These matters were addressed in the context of my audit of the consolidated financial statements and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Key audit matter and how audit procedures respond to this matter are described below.

1. Revenue from sales and service

The Group and the Company had revenue from sales and service derived from six main business segments which are fire protection products and projects, sanitary and air-conditioning systems, refrigeration system, digital printing system, building-IoT solutions and products of medical 3D printing systems for the year ended December 31, 2025 amounting to Baht 1,181.10 million and Baht 1,172.02 million, respectively, which have different terms and pricing conditions. The estimate of a performance obligation under the project agreement has an effect on the revenue that the Group and the Company recognized over time, which it has to recognize by the measuring progress towards complete satisfaction of a performance obligation as at December 31, 2025. I have identified that accuracy and completeness of revenue recognition from sales and service carries significant risk and requires special attention in the audit. The Group and the Company had disclosed its accounting policy of revenue from sales and service recognition and detail of revenue from sales and service in the notes to the financial statement No. 4.16 and 26, respectively.

My audit approach on such matter includes understanding the revenue recognition process and internal control related to the revenue recognition, reviewing the design and implementation of the internal control procedures for such matter, performing the operating effectiveness testing over the internal control procedures around revenue recognition process, and performing substantive testing which consists of examining terms and conditions of the sales and services agreements and examining the related supporting documents of those revenues, examining the supporting documents for the revenue from sales and services transactions that occurred during the year and near the end of the accounting period, examining credit notes issued after the end of the accounting period, and performing analytical review and test of detail relating to the revenue from sales and services. *Sign*

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2. Goodwill

The Group and the Company had goodwill of Baht 315.97 million and Baht 315.97 million or 17.56% and 17.56% of total assets as at December 31, 2025, respectively, which is the goodwill arising from the acquisition and transfer of the entire business, which is the cold storage devices segment and digital printing system segment. The Group and the Company have to test goodwill for impairment annually in accordance with the Thai Financial Reporting Standards. The test of impairment is significant to the audit as the amount has materiality to the financial statements. In addition, the procedure of impairment testing by the management is complex and requires using considerable judgment as well as relying on assumptions, especially the estimates of future cash flows to be received and paid that are expected to generate from the continuing operation of the cash generating unit, and the use of appropriate discount rate in order to discount future cash flow which can change according to the economic conditions and market conditions in the future. The Group and the Company have disclosed goodwill in the notes to the financial statements No. 4.10 which describes the accounting policies and No.15 which describes the amount and key assumptions that may affect the impairment in the future.

In my audit approach, I have considered the reasonableness of the assumptions and methods used by the management in calculating the estimates of future cash flows to be received and paid that are expected to be generated by auditing the supporting evidence which presents the best estimate of the management, especially on the revenue forecast and gross profit and profit from operation of the business segments of the Company, the use of appropriate discount rate to discount future cash flow, as well as testing the calculation of the recovery amount. In addition, I have paid attention on the adequacy of the information disclosure relating to the assumptions which are most sensitive that may affect the testing result of impairment and has significant effect on the measurement of recovery amount of goodwill.

Other Matter

The consolidated and separate financial statements of Harn Engineering Solutions Public Company Limited and its subsidiaries for the year ended December 31, 2024, presented for comparative purpose, were audited by another auditor who expressed an unqualified opinion on those statements on February 27, 2025.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report but does not include the financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I will not express any form of assurance conclusion thereon. *SP*

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In connection with my audit of the financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance in order for those charged with governance to correct the misstatement.

Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate, Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements and separate financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements and separate financial statements, management is responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group and the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's and the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated and Separate, Financial Statements

My objectives are to obtain reasonable assurance about whether the consolidated financial statements and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements and separate financial statements. 

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated financial statements and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated financial statements and separate financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements and separate financial statements, including the disclosures, and whether the consolidated financial statements and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion. *Signature*

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I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated financial statements and separate financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible for the audit resulting in this independent auditor's report.



Mr. Supoj Mahantachaisakul

Certified Public Accountant (Thailand) No. 12794

Karin Audit Company Limited,

Bangkok

February 26, 2026

Financial Statements

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2025

		(Unit : Thousand Baht)			
		Consolidated financial statements		Separate financial statements	
Assets	Note	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Assets					
Current assets					
Cash and cash equivalents	6	439,835	293,471	429,902	286,610
Trade and other current receivables	7	204,748	321,355	204,584	321,260
Current contract assets	8	33,931	17,238	33,931	17,238
Short - term loans to related parties	5	-	-	6,284	-
Inventories	9	302,998	323,139	303,269	322,026
Other current financial assets	10	97,093	115,644	97,093	115,644
Current tax assets		59	45	-	-
Other current assets		1,239	604	1,200	508
Total current assets		1,079,903	1,071,496	1,076,263	1,063,286
Non - current assets					
Investment in subsidiaries	11	-	-	5,010	2,357
Trade and other non-current receivables	7	5,513	2,760	5,513	2,760
Long - term loans to related parties	5	-	-	-	6,766
Investment property	12	164,322	165,802	164,322	165,802
Property, plant and equipment	13	97,512	100,605	97,122	100,500
Right - of - use assets	14	76,945	86,930	76,945	86,930
Goodwill	15	315,971	315,971	315,971	315,971
Intangible assets	16	6,855	7,688	6,457	7,688
Deferred tax assets	17	22,177	19,002	21,869	18,633
Other non - current assets		30,611	29,494	30,266	29,085
Total non - current assets		719,906	728,252	723,475	736,492
Total assets		1,799,809	1,799,748	1,799,738	1,799,778

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENT OF FINANCIAL POSITION (CONT.)

AS AT DECEMBER 31, 2025

		(Unit : Thousand Baht)			
		Consolidated financial statements		Separate financial statements	
Note		December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Liabilities and Shareholders' equity					
Current liabilities					
Bank overdrafts and short – term loans from					
	financial institutions	18	250	-	-
	Trade and other current payables	19	225,154	229,018	223,590
	Current portion of lease liabilities	20	9,269	8,952	9,269
	Short - term borrowings from related persons or parties	5	620	620	-
	Corporate income tax payable		10,743	15,515	10,579
	Other current provisions		1,506	1,756	1,390
	Other current liabilities		3,540	1,128	3,533
	Total current liabilities		251,082	256,989	248,361
Non - current liabilities					
	Lease liabilities	20	90,610	99,546	90,610
	Non - current provisions for employee benefit	21	39,760	36,906	39,287
	Other non - current liabilities		29,567	28,304	29,722
	Total non - current liabilities		159,937	164,756	159,619
	Total liabilities		411,019	421,745	407,980
Shareholders' equity					
Share capital					
Authorized share capital					
	584,500,000 ordinary shares of Baht 0.50 each		292,250	292,250	292,250
Issued and paid-up share capital					
	584,500,000 ordinary shares of Baht 0.50 each		292,250	292,250	292,250
	Share premium on ordinary shares		776,417	776,417	776,417
	Surplus on share-based payment transaction		-	1,341	-
Retained earnings					
	Appropriated for legal reserve	23	29,225	29,225	29,225
	Unappropriated		294,417	280,661	293,866
	Total other components of shareholders' equity		(1,336)	(572)	-
	Shareholders' equity of the parent company		1,390,973	1,379,322	1,391,758
	Non - controlling interests		(2,183)	(1,319)	-
	Total shareholders' equity		1,388,790	1,378,003	1,391,758
	Total liabilities and shareholders' equity		1,799,809	1,799,748	1,799,738

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENTS OF TOTAL COMPREHENSIVE INCOME

FOR THE YEAR ENDED DECEMBER 31, 2025

(Unit : Thousand Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Revenues					
Revenues from sales		996,979	1,071,585	991,146	1,065,123
Services revenue		184,116	167,458	180,877	166,133
Other income		29,496	32,416	31,041	33,420
Total revenues		1,210,591	1,271,459	1,203,064	1,264,676
Expenses					
Cost of sales		673,339	750,931	669,679	746,950
Cost of services		165,454	141,053	163,065	140,340
Distribution cost		115,786	114,901	114,477	113,161
Administrative expenses		134,782	129,773	132,990	128,108
Other expenses		26	1,000	26	1,000
Total expenses		1,089,387	1,137,658	1,080,237	1,129,559
Profit (loss) from operating activities		121,204	133,801	122,827	135,117
Financial costs		3,373	2,758	3,359	2,744
Expected credit loss		14,512	968	16,551	4,080
Loss from impairment of goodwill		-	18,701	-	18,701
Loss from impairment of investment	11	-	-	347	-
Profit (loss) before income tax expense		103,319	111,374	102,570	109,592
Tax expense (income)	17.2	20,287	24,859	20,065	25,019
Profit (loss) for the year		83,032	86,515	82,505	84,573
Other comprehensive income (expense)					
Components of other comprehensive income that will be reclassified to profit or loss:					
Exchange differences on translating financial statement		(764)	(359)	-	-
Other comprehensive income (expense) for the year, net of tax		(764)	(359)	-	-
Total comprehensive income (expense) for the year		82,268	86,156	82,505	84,573

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENTS OF TOTAL COMPREHENSIVE INCOME (CONT.)

FOR THE YEAR ENDED DECEMBER 31, 2025

(Unit : Thousand Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Profit (loss) attributable to					
Owners of parent		83,896	87,598	82,505	84,573
Non - controlling interests		(864)	(1,083)	-	-
		<u>83,032</u>	<u>86,515</u>	<u>82,505</u>	<u>84,573</u>
Total comprehensive income (expense) attributable to					
Owners of parent		83,132	87,239	82,505	84,573
Non - controlling interests		(864)	(1,083)	-	-
		<u>82,268</u>	<u>86,156</u>	<u>82,505</u>	<u>84,573</u>
Basic earnings (loss) per share					
Profit attributable to owners of the parent (Baht : Share)	28	<u>0.14</u>	<u>0.15</u>	<u>0.14</u>	<u>0.14</u>
Weighted average number of common shares (Thousand Share)		<u>584,500</u>	<u>584,500</u>	<u>584,500</u>	<u>584,500</u>

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY

FOR THE YEAR ENDED DECEMBER 31, 2025

(Unit : Thousand Baht)

Consolidated financial statements											
Equity attributable to owners of the parent											
	Note	Other surpluses (deficits)		Retained earnings (loss)		Other components of shareholders' equity		Total equity		Total	
		Issued and paid share capital	Share premium	Share – based payment transaction	Appropriated legal reserve	Unappropriated	Exchange differences on translating financial statements	Profit and loss from actuarial estimates	attributable to owners of the company		Non-controlling interest
Balance as at January 1, 2024		292,250	776,417	5,000	29,225	280,738	(213)	-	1,383,417	(236)	1,383,181
Changes in shareholders' equity for the year 2024 :											
Dividend	24	-	-	-	-	(87,675)	-	-	(87,675)	-	(87,675)
Employee joint investment program expenses		-	-	2,196	-	-	-	-	2,196	-	2,196
Treasury shares		-	-	(5,855)	-	-	-	-	(5,855)	-	(5,855)
Total comprehensive income (expense) for the year		-	-	-	-	87,598	(359)	-	87,239	(1,083)	86,156
Balance as at December 31, 2024		292,250	776,417	1,341	29,225	280,661	(572)	-	1,379,322	(1,319)	1,378,003
Changes in shareholders' equity for the year 2025 :											
Dividend	24	-	-	-	-	(70,140)	-	-	(70,140)	-	(70,140)
Employee joint investment program expenses		-	-	617	-	-	-	-	617	-	617
Treasury shares		-	-	(1,958)	-	-	-	-	(1,958)	-	(1,958)
Total comprehensive income (expense) for the year		-	-	-	-	83,896	(764)	-	83,132	(864)	82,268
Balance as at December 31, 2025		292,250	776,417	-	29,225	294,417	(1,336)	-	1,390,973	(2,183)	1,388,790

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY

FOR THE YEAR ENDED DECEMBER 31, 2025

(Unit : Thousand Baht)

	Separate financial statements						Total
	Note	Other surpluses (deficits)			Retained earnings		
		Issued and paid share capital	Share premium	Share – based payment transaction	Surplus on		
					Appropriated legal reserve	Unappropriated	
Balance as at January 1, 2024		292,250	776,417	5,000	29,225	284,603	1,387,495
Changes in shareholders' equity for the year 2024 :							
Dividend	24	-	-	-	-	(87,675)	(87,675)
Employee joint investment program expenses		-	-	2,196	-	-	2,196
Treasury shares		-	-	(5,855)	-	-	(5,855)
Total comprehensive income (expense) for the year		-	-	-	-	84,573	84,573
Balance as at December 31, 2024		292,250	776,417	1,341	29,225	281,501	1,380,734
Changes in shareholders' equity for the year 2025 :							
Dividend	24	-	-	-	-	(70,140)	(70,140)
Employee joint investment program expenses		-	-	617	-	-	617
Treasury shares		-	-	(1,958)	-	-	(1,958)
Total comprehensive income (expense) for the year		-	-	-	-	82,505	82,505
Balance as at December 31, 2025		292,250	776,417	-	29,225	293,866	1,391,758

Notes to the financial statements form an integral part of these financial statements

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2025

(Unit : Thousand Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
CASH FLOWS FROM OPERATING ACTIVITIES					
Profit (loss) before income tax expense		103,319	111,374	102,570	109,592
Adjusted to reconcile profit (loss) before income tax expense to net cash provided (paid)					
Expected credit losses (reversal)		14,512	968	16,551	4,080
Loss from impairment of goodwill		-	18,701	-	18,701
Loss from impairment of investments in subsidiary		-	-	347	-
Depreciation and amortization		27,604	28,520	27,512	28,481
Loss on devaluation of inventories (reversal)		(5,784)	3,788	(5,669)	3,685
(Profit) Loss on disposals of equipment		145	1,086	145	1,086
Unrealized (gain) loss on exchange rate		744	471	1,225	521
Unrealized (gain) loss on revaluation of other current financial assets		(1,597)	(21)	(1,597)	(21)
Interest income		(4,373)	(3,561)	(5,071)	(4,134)
Dividend income		(4,053)	(3,694)	(4,053)	(3,694)
Other current provisions		(251)	27	(271)	88
Employee's benefit expenses		3,976	3,470	3,960	3,349
Employee Joint Investment Program expenses		617	2,196	617	2,196
Finance cost		3,373	2,758	3,359	2,744
Profit from operations before changes in assets and operating liabilities		138,232	166,083	139,625	166,674
Assets from operating (increase) decrease					
Trade and other receivables		99,804	(26,604)	99,758	(26,524)
Contract assets		(16,782)	5,511	(16,782)	5,513
Inventories		22,860	(14,266)	21,216	(13,996)
Other assets		(1,707)	(168)	(1,872)	(150)
Liabilities from operating increase (decrease)					
Trade and other current payables		(5,735)	16,695	(4,970)	16,034
Other liabilities		3,674	551	3,832	540
Net cash provided by (used in) operating		240,346	147,802	240,807	148,091
Paid to provisions for employee benefits		(1,122)	(600)	(1,122)	(600)
Paid to employee joint investment program expenses		(1,957)	(5,855)	(1,957)	(5,855)
Income tax paid		(28,296)	(24,165)	(28,218)	(24,122)
Net cash provided by (used in) operating activities		208,971	117,182	209,510	117,514

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENT OF CASH FLOWS (CONT.)

FOR THE YEAR ENDED DECEMBER 31, 2025

(Unit : Thousand Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
CASH FLOWS FROM INVESTING ACTIVITIES					
Cash paid for investments in subsidiary		-	-	(3,000)	-
Cash paid for investments in other financial assets		(70,641)	(64,443)	(70,641)	(64,443)
Cash received from sale of other financial assets		92,069	-	92,069	-
Cash paid to provide short - term loans to related companies		-	-	(2,300)	(2,550)
Cash paid to purchase equipment		(7,925)	(4,404)	(7,550)	(4,375)
Cash received from disposal of equipment		939	154	939	154
Cash paid to purchase intangible assets		(1,085)	(1,346)	(1,085)	(1,346)
Interest received		3,120	2,595	3,799	3,124
Dividend received		4,053	3,694	4,053	3,694
Net cash provided by (used in) investing activities		20,530	(63,750)	16,284	(65,742)
CASH FLOWS FROM FINANCING ACTIVITIES					
<i>Cash received from bank overdrafts and short – term loans from financial institution</i>		250	-	-	-
<i>Cash received from borrowings from related companies and related persons</i>		-	170	-	-
<i>Cash paid from lease liabilities</i>		(9,003)	(9,624)	(9,003)	(9,624)
Interest expense		(3,359)	(2,744)	(3,359)	(2,744)
Dividend expense		(70,140)	(87,613)	(70,140)	(87,613)
Net cash provided by (used in) financing activities		(82,252)	(99,811)	(82,502)	(99,981)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS					
		147,249	(46,379)	143,292	(48,209)
Cash and cash equivalents at beginning of year	6	293,471	340,190	286,610	334,819
Effect of translation adjustment on foreign currency financial statements		(885)	(340)	-	-
CASH AND CASH EQUIVALENTS END OF YEAR	6	439,835	293,471	429,902	286,610
Addition cash flow disclosures :					
Non - cash transaction					
Liabilities incurred from acquisition of equipment and intangible assets					
Liabilities incurred from acquisition of equipment and intangible assets - beginning of year					
		274	672	274	672
Inventories transferred to equipment		(3,230)	(3,450)	(3,230)	(3,450)
fixed assets transferred to expenses		(7)	-	(7)	-
<u>Add</u> Purchases of equipment and intangible assets		12,937	8,802	12,937	8,773
<u>Less</u> Cash payments		(9,414)	(5,750)	(9,414)	(5,721)
Liabilities incurred from acquisition of fixed assets and intangible assets - ending of year		560	274	560	274
Right - of - use asset transferred to investment property		-	-	-	-

Notes to the Financial Statements

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2025

1. GENERAL INFORMATION

Harn Engineering Solutions Public Company Limited (“the Company”) was registered as a juristic person incorporated in Thailand according to the Civil and Commercial Code on May 9, 2001, and was transformed into a Public Limited Company on May 22, 2014, The registered office at 559 Soi Soovvijai 4, Rama 9 Road, Bangkok, Huaykwang, Bangkok. The principal business is involved in wholesaling, retailing, and repairing, renting, leasing and installation services of fire protection system and fire suppression agent including equipment and fire extinguishing chemicals, trading cold storage devices, trading, repairing and renting of printing equipment. And subsidiaries operate the main business related to the selling of printing equipment, provide Smart Building Business Solution or Smart Building and wholesale of pharmaceutical and medical goods.

2. BASIS FOR THE PREPARATION OF FINANCIAL STATEMENTS

2.1 Statement of compliance

The financial statements are prepared in accordance with Thai Financial Reporting Standards (“TFRS”) including related interpretations and guidelines promulgated by the Federation of Accounting Professions (FAP); applicable rules and regulations of the Thai Securities and Exchange Commission. The financial statements issued for Thai reporting purposes are prepared in the Thai language. This English translation of the financial statements has been prepared for the convenience of readers not conversant with the Thai language.

2.2 Basis of measurement

The financial statements have been prepared on the historical cost basis (except where otherwise disclosed in the accounting policies).

2.3 Functional and presentation currency

The financial statements are prepared and presented in Thai Baht. All financial information presented in Thai Baht has been rounded to the nearest thousand or million unless otherwise stated.

2.4 Significant accounting judgment and estimates

The preparation of financial statements in conformity with TFRS at times requires management to make subjective judgments and estimates regarding matters that are inherently uncertain. These judgments and estimates affect reported amounts and disclosures and actual results could differ.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized with the different method immediately.

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2025

2.5 Basis for the preparation of consolidated financial statements

- a) The consolidated financial statements have included the financial statements of Harn Engineering Solutions Public Company Limited (“the Company”) and its subsidiaries (“the Subsidiaries”) (collectively as “the Group”) as follows;

Company name	Type of business	Country of establishment	Percentage of shareholding	
			2025	2024
			%	%
Harn Vietnam Co., Ltd.	Printing equipment	Vietnam	100	100
Aiyaraharn Co., Ltd.	Building-Solutions	Thailand	65	65
Mollisa Co.,Ltd.	Wholesale of pharmaceutical and medical goods	Thailand	100	-

- b) The Company is deemed to have control over an investee or subsidiary if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.
- c) The financial statements of the subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases.
- d) The financial statements of the subsidiaries are prepared using the same significant accounting policies as the Company.
- e) Material balances and transactions between the Group have been eliminated from the consolidated financial statements.
- f) Non-controlling interests represent the portion of profit or loss and net assets of the subsidiaries that are not held by the Company. They are presented separately in consolidated profit or loss and shareholders' equity in the consolidated statement of financial position.

2.6 The Company prepared separate financial statements by presenting investments in subsidiaries under the cost method.

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2025

3. SIGNIFICANT ACCOUNTING POLICIES

3.1 Financial reporting standards that became effective in the current year

During the year, the Group has adopted the revised financial reporting standards and interpretations which are effective for fiscal years beginning on or after January 1, 2025. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Group's financial statements.

3.2 Financial reporting standards that became effective for fiscal years beginning on or after January 1, 2026

The Federation of Accounting Professions issued a number of revised financial reporting standards, which are effective for fiscal years beginning on or after January 1, 2026. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and, for some standards, providing temporary reliefs or temporary exemptions for users.

The adoption of these financial reporting standards does not have any significant impact on the Group's financial statements.

4. SIGNIFICANT ACCOUNTING POLICIES

4.1 Business combinations

The Group apply the acquisition method for all business combinations except for the business combination under common control.

The Group' control are achieved when the Company (1) has power over the investee (2) is exposed, or has rights, to variable returns from its involvement with the investee and (3) has the ability to exercise power over the investee causing an impact on the amount of return of the investor; When conditions or situations indicate that One of the above controls has changed. The Company will reconsider its control over the controlled entity.

Goodwill is measured as the fair value of the consideration transferred including the recognized amount of any non-controlling interest in the acquiree, less the net recognized amount (fair value) of the identifiable assets acquired and liabilities assumed, all measured as of the acquisition date. Consideration transferred includes the fair values of the assets transferred, liabilities incurred by the Group to the previous owners of the acquiree, and equity interests issued by the Group. Consideration transferred also includes the fair value of any contingent consideration and share-based payment awards of the acquiree that are replaced mandatorily in the business combination.

Contingent liability of the acquiree is assumed in a business combination only if such a liability represents a present obligation and arises from a past event, and its fair value can be measured reliably.

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The Group measure any non-controlling interest at its proportionate interest in the identifiable net assets of the acquiree.

Transaction costs that the Group incur in connection with a business combination, such as legal fees, and other professional and consulting fees are expensed as incurred.

4.2 Foreign currencies

Transactions in foreign currencies are translated to Thai Baht at the foreign exchange rates ruling at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to Thai Baht at the foreign exchange rates ruling at that date. Foreign exchange differences arising on translation are recognized as profit or loss in statement of profit or loss and other comprehensive income.

Non-monetary assets and liabilities measured at cost in foreign currencies are translated to Thai Baht using the foreign exchange rates ruling at the dates of the transactions.

4.3 Financial instruments

4.3.1 Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be subsequently measured at amortized cost, fair value through other comprehensive income, or fair value through profit or loss. The classification of financial assets at initial recognition is driven by the Group' business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Equity instruments can be classified and cannot be changed by two types of measurement which are measuring fair value through profit or loss or measuring fair value through other comprehensive income that without recycling to profit or loss.

The initial recognition of financial assets that are not measured at fair value through profit or loss with fair value plus or deduct transaction cost directly related to the acquisition or issuance. Financial assets that are measured at fair value through profit or loss, transaction costs are recognized as expense in profit or loss.

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Subsequent measurement of debt instruments by 3 methods depend on the classification of debt instruments.

- 1) Financial assets measured at amortized cost when financial assets are held to receive cash flow under the agreement and condition of the agreement of the financial assets that generate cash flow to pay the principal and interest from the principal balance on the specified date only. Such financial assets have to be calculated using the effective rate and are subject to impairment assessment. Profit or loss arising from derecognized, modified or impaired will be recognized in profit or loss.
- 2) Financial assets measured at fair value through other comprehensive income when financial assets are held to receive cash flow under the agreement and to sell financial assets and the agreement condition of financial assets generating cash flow that only pays the principal and interest from the principal balance on the specified date. The change of value of financial assets is recognized through other comprehensive income except loss on impairment and interest income and gain and loss on exchange rate are recognized as profit or loss upon recognized of financial assets. Earning or deficit previously recognized in other comprehensive income has to be reclassified into profit or loss. Such financial asset has to be calculated using the effective interest rate same as financial assets measured at amortized cost.
- 3) Financial assets measured at fair value through profit or loss when financial assets that do not meet the criteria for amortized cost or financial assets measured at fair value through other comprehensive income will be presented in the statement of financial position at fair value by recognizing the net change of fair value in profit or loss.

Subsequent valuation of equity instruments must present equity instruments using the fair value and record profit/loss from change in fair value through profit or loss or other comprehensive income depending on equity instruments classification.

4.3.2 Classification and valuation of financial liabilities

The Group are recognized initially of financial liabilities at fair value net of transaction costs and classified as financial liabilities as financial liabilities subsequently measured at amortized cost using the effective rate. The amortized cost is calculated taking into account fees or costs that are an integral part of the effective rate. Amortization by the effective rate is presented as part of financial costs in profit or loss.

4.3.3 Derecognition of financial instruments

Financial assets will be derecognized from the account when the right to receive cash flow of such asset has ended or when the right to receive cash flow of the assets is transferred including upon the transfer of all risk and consideration of that asset or transfer of internal control in that asset although there is no transfer or maintaining of nearly all risk and consideration of such asset.

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Financial liabilities will be derecognized from the account when the obligation of such liabilities has been complied, the obligation is cancelled or the obligation has ended. In case existing financial liabilities are changed to new liabilities from one single lender with considerably different requirements or there is a significant amendment in the requirements of existing liabilities, these are considered as recognition old liabilities and recognizing new liabilities by recognizing the difference of such carrying value under profit or loss.

4.3.4 Impairment of financial assets

Expected credit loss for financial assets measured at amortized cost or debt instrument financial asset measured at fair value through other comprehensive income and assets arising from credit facility obligation and financial guarantee agreement are assessed without having to wait for the credit event to occur first. The Group use the general approach in considering the allowance for loss on impairment. For trade receivables, the Group apply a simplified approach in calculating ECLs. The Group recognize a loss based on lifetime ECLs at each reporting date. It is based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

4.3.5 Offset of financial instruments

Financial assets and liabilities will be offset and presented at net balance in the statement of financial position in the case legally enforced in offsetting the recognized amount. The Company and its subsidiaries intend to pay the net balance or intends to receive assets and settle payment of liabilities at the same time.

4.3.6 Derivatives and hedging activities

Derivatives are initially recognized at fair value on the date a derivative contract is entered into and are subsequently remeasured to their fair value at the end of each reporting period. The accounting for subsequent changes in fair value depends on whether the derivative is designated as a hedging instrument in hedge accounting, and if so, the nature of the item being hedged. The Group designate certain derivatives as either:

- Hedges of the fair value of recognised assets or liabilities or unrecognized firm commitments (fair value hedges); or
- Hedges of a particular risk associated with the cash flows of recognized assets and liabilities and highly probable forecast transactions (cash flow hedges).

Derivatives that is not applied hedge accounting is classified as an asset or liability when the remaining maturity of the hedged item is more than 12 months; it is classified as a current asset or liability when the remaining maturity of the hedged item is less than 12 months.

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Certain derivative instruments do not qualify for hedge accounting. Changes in the fair value of any derivative instrument that does not qualify for hedge accounting are recognised immediately in profit or loss and are included in other gains (losses).

4.3.7 Derivative financial instruments

Derivative financial instruments are used to manage exposure to foreign exchange, interest rate and product price risks arising from operational, financing and investment activities.

The Group entered into forward foreign exchange contracts in asset and liability management activities to control exposure to fluctuations in foreign exchange rates.

Gains and losses on forward foreign exchange contracts designated as hedges of existing assets and liabilities without using hedge accounting are recognized as income or expense in the statement of profit or loss.

Amounts to be paid and received are offset in the statement of financial position and included in assets or liabilities category in the statement of financial position.

The Group have no policy to speculate in or engage in the trading of any derivative financial instruments.

4.4 Cash and cash equivalents

Cash and cash equivalents are cash on hand, cash at banks and bank deposits with a maturity date less than 3 months excluded deposits at bank used as collateral and short-term investments with high liquidity.

4.5 Trade and other current receivables / current contract assets

Trade and other current receivables / current contract assets are recognized initially at the amount of consideration that is unconditional unless they contain significant financing components, when they are recognized at its present value.

Trade and other current receivables / current contract assets are stated at the amount expected to be collectible, The Group apply the TFRS 9 simplified approach to measuring expected credit losses which uses a simplified approach, which requires expected lifetime losses to be recognised from initial recognition of the receivables. To measure the expected credit losses, trade receivables have been grouped based on the days past due. The expected loss rates are based on the payment profiles and the corresponding historical credit losses which are adjusted to reflect the current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

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The Group have identified the GDP, the unemployment rate and the consumer price index of the countries in which it sells its goods and services to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors. The impairment losses are recognised in profit or loss within administrative expenses.

4.6 Inventories

Inventories are valued at the lower of cost or net realizable value.

Cost of inventories is calculated by weighted average method which comprises all costs of purchases, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. In the case of manufactured inventories, cost includes an appropriate share of overhead based on normal operating capacity.

Net realizable value is the estimated selling price in the ordinary course of business less the costs to make the sale.

An allowance is made for all deteriorated, damaged, obsolete and slow-moving inventories.

4.7 Investments in subsidiaries

Subsidiaries is a company in which the Company has the power to control the financial and operating policies generally accompanying a shareholding of more than one-half of the voting rights.

Investment in subsidiaries is stated at cost net from allowance on impairment (if any). Loss on impairment of investment will be recognized as loss in the statement of comprehensive income.

4.8 Investment property

Investment property is stated at cost less accumulated depreciation and allowance on impairment (if any).

Depreciation is charged as an expense to the statement of profit or loss and other comprehensive income on a straight-line basis over the estimated useful lives of each property. The estimated useful lives are as follows:

	Years
Factory building	40
Building improvements	5-10
Tool and equipment	5

Depreciation is included in determining income and no depreciation is provided for construction in progress.

4.9 Property, plant and equipment

Recognition and measurement

Land is states at cost, plant and equipment are stated at cost less accumulated depreciation and allowance on decline in value (if any).

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labor, any other costs directly attributable to bringing the assets to a working condition for their intended use as part of that property, plant and equipment.

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When parts of an item of plant and equipment have different useful lives, they are accounted for as separate items (major components) of equipment.

Gains or losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property plant and equipment, and are recognized net within other income or other expense in the statement of profit or loss and other comprehensive income.

Subsequent costs

The cost of replacing a part of an item of property plant and equipment are recognized in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced part is derecognized. The costs of the day-to-day servicing of equipment are recognized as an expense in statement of profit or loss and other comprehensive income as incurred.

Depreciation

Depreciation is calculated based on the depreciable amount of plant and equipment, which are the cost of an asset, or other amount substituted for cost, less its residual value.

Depreciation is charged as an expense to the statement of profit or loss and other comprehensive income on a straight-line basis over the estimated useful lives of each property. The estimated useful lives are as follows:

	Years
Factory building	40
Building improvements	5 - 20
Tool and equipment	2 - 7
Furniture and office equipment	2 - 5
Vehicles	5 - 7
Assets for rental and demonstration	5

Depreciation is included in determining income and no depreciation is provided for construction in progress.

Depreciation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

4.10 Goodwill

Goodwill that arises upon the acquisition of subsidiaries is included in intangible assets. The measurement of goodwill at initial recognition is described. Subsequent to the initial recognition, goodwill is measured at cost less impairment loss. The Group assess an impairment of goodwill annually, without consideration of indication that such goodwill may be impaired.

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4.11 Intangible asset

Other intangible assets

Other intangible asset, which are acquired by the Group and have finite useful lives, are stated at cost less accumulated amortization and allowance for impairment (if any).

Amortization

Amortization is recognized as an expense in the statement of profit or loss and other comprehensive income on a straight-line basis over the estimated useful lives of intangible asset, other than goodwill, from the date that they are available for use as follows:

	Years
Computer software	5 - 10
Customer relationship	7

Amortization methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

4.12 Impairment of assets

The carrying amounts of the Group's assets are reviewed at each the reporting period date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. For goodwill and customer relationship, the recoverable amount is estimated each year at the same time.

An impairment loss is recognized whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. The impairment loss is recognized as expense in the statements of profit or loss and other comprehensive income unless it reverses a previous revaluation credited to equity and subsequently occurs impairment, in which case it is charged to statement of other comprehensive income.

Calculation of recoverable amount

The recoverable amount is the greater of the assets' fair value less cost to sell or value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

Reversals of impairment

An impairment loss in respect of financial assets is reversed if subsequent increase in recoverable amount and the recoverable amount can be related objectively to an event after the impairment loss was recognized as an expense in the statement of profit or loss and other comprehensive income.

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An impairment loss in respect of goodwill is not reversed. Impairment losses recognized in prior periods in respect of other non-financial assets are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, as if no impairment loss had been recognized.

4.13 Share - based payment

The fair value of the shares as at grant date to the management and employees is recognized as employee expense along with the increase in shareholder's equity throughout the period that employee is able to access the rights without restriction. The amount recognized is expense to be adjusted to reflect the rights to purchase shares under the term of service that is not the term of equity market.

4.14 Leases

At inception of a contract, the Group assess whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group assess the lease term for the non-cancellable period as stipulated in lease contract or the remaining period of active leases at the date of initial application together with any period covered by an option to extend the lease if it is reasonably certain to be exercised or any periods covered by an option to terminate the lease if it is reasonably certain not to be exercise by considering the effect of changes in technology and/ or the other circumstance relating to the extension of the lease term.

Right - of - use assets - as a lessee

Right-of-use assets are recognized at the commencement date of the lease. Right-of-use assets are stated at cost, less any accumulated depreciation and impairment losses (if any), and adjusted for any remeasurement of lease liabilities (if any). The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, and lease payments made at or before the commencement date, less any lease incentives received.

The cost of right-of-use assets also includes an estimate of costs to be incurred by the lessee in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease.

Right-of-use assets are calculated by reference to their costs on a straight-line basis over the shorter of the lease term and the estimated useful lives for each of right-of-use assets.

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Lease liabilities

At the commencement date of the lease, lease liabilities are stated at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable (if any) and amount expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects Group exercising the option to terminate.

In calculating the present value of lease payments, the Group use its incremental borrowing rate, which is determined by referring to the government bond yield adjusted with risk premium depending on the lease term, at the lease commencement date if the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of the interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

The Group apply the short-term lease recognition exemption to its short-term leases (those leases that have a lease term of 12 months or less from the commencement date and not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases that are considered of low value. Lease payments on short-term and leases of low-value assets are recognized as expense in profit and loss on a straight-line basis over the lease term.

4.15 Employee benefits

Short-term benefits

The Group recognize salaries, wages, bonus and social security contribution as expenses when incurred.

Post-employment benefits - defined contribution plan

The Company operates a provident fund that is a defined contribution plan. The assets of which are held in a separate trust fund. The provident fund is funded by payments from employees and the Company. Contributions to the provident fund and obligations under the contribution plan are charged as an expense to the statement of comprehensive income in the period to which they relate.

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Post-employment benefits - defined benefit plan

The employee benefits liabilities for severance payment as the labor law is recognized as an expense over the employee's service period. It is calculated by estimating the amount of future benefit earned by employees in return for service provided to the Group in the current and future periods, with such benefit being discounted to determine the present value. The reference point for setting the discount rate is the yield rate of government bonds as at the reporting date. The calculation is performed by actuarial technique using the Projected Unit Credit Method. When the employee benefits are improved, the portion of the increased benefit relating to past service by employees is recognized in the statement of profit or loss and other comprehensive income on a straight-line basis over the average period until the benefits become vested.

When the actuarial assumptions are changed, the Group recognizes all actuarial gains (losses) immediately in other comprehensive income.

Employee Joint Investment Program (EJIP)

The Company has established an Employee Joint Investment Program (EJIP), which consists of monthly contributions from participating employees and matching contributions from the Company. Details of the program are disclosed in Note 22. The Company recognizes its contributions to the program as expenses when incurred.

4.16 Revenues

Revenue from sale of goods

Revenue from sale of goods is recognized at the point in time when control of the asset is transferred to the customer, generally on delivery of the goods. Revenue is measured at the amount of the consideration received or receivable, excluding value added tax, of goods supplied after deducting returns and discounts. For sale with warranties to assure that the goods comply with agree-upon specifications, the Company recognized the warranty as provisions, contingent liabilities and contingent assets. The service-type warranties provided customers with a service in addition to the assurance that the product complies with agree-upon specifications is recognized as revenue over the period in which the service is provided.

Revenue from services

Revenue from project services is recognized over time in accordance with the measuring progress towards complete satisfaction of a performance obligation, based on the costs incurred to the satisfaction of a performance obligation relative to the total expected costs to the satisfaction of that performance obligation. In some circumstances.

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The Group may not be able to reasonably measure the outcome of a performance obligation, but the Group expect to recover the costs incurred in satisfying the performance obligation. In those circumstances, the Group shall recognize revenue only to the extent of costs incurred until such time that it can reasonably measure the outcome of the performance obligation.

Revenue from providing maintenance service is recognized over time when services have been rendered considering the straight-line method over the term of the contracts.

Revenue from other service is recognized when services have been rendered.

The recognized revenue which is not yet due per the contracts has been presented as “Accrued service income /Unbilled receivables” in the statement of financial position, which is classified as trade receivables when the Company has right to receive without condition such as upon completion of services and acceptance by the customer.

Revenue from rental

Revenue from rental is recognized over time on a straight-line method over the term of the contracts.

Deferred revenue

The obligation to transfer goods or service to a customer for which the Group have received consideration or an amount of consideration is due from the customer is presented as “Deferred revenue” in the statement of financial position, which is classified as other payables under trade and other current payable. Deferred revenue will be recognized as revenue when the Company completely perform the obligation stated in the contract.

Interest income and other income

Interest income is recognized in the statements of profit or loss and other comprehensive income on an accrual basis, based on the effective rate method. Other income is recognized on an accrual basis.

4.17 Expenses

Expenses are recognized in the statement of profit or loss and other comprehensive income on an accrual basis.

4.18 Borrowing costs

Finance costs comprise interest expense on borrowings and contingent consideration.

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognized in statement of profit or loss and other comprehensive income using the effective interest method.

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4.19 Income tax

Income tax expense for the year comprises current and deferred tax.

Current and deferred tax are recognized as income or expense in the statements of profit or loss and other comprehensive income except to the extent that they relate to a business combination, or items recognized directly in shareholders' equity or in other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted and any adjustment to tax payable in respect of previous years.

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognized for the following temporary differences: the initial recognition of goodwill; the initial recognition of assets or liabilities in a transaction in the consolidated financial statement that is not a business combination and that affects neither accounting nor taxable profit or loss; and differences relating to investments in subsidiaries and jointly controlled entities to the extent that it is probable that they will not reverse in the foreseeable future.

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date.

In determining the amount of current and deferred tax, the Company takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. The Group believe that its accruals for tax liabilities are adequate for all open tax years based on its assessment of many factors, including interpretations of tax law and prior experience. This assessment relies on estimates and assumptions and may involve a series of judgements about future events. New information may become available that causes the Group to change its judgement regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact tax expense in the period that such a determination is made.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax assets and liabilities, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realized simultaneously.

A deferred tax asset is recognized to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilized. Deferred tax assets are reviewed at the end of reporting period date and reduced to the extent that it is no longer probable that the related tax benefit will be realized.

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4.20 Basic earnings per share

The calculations of basic earnings per share for the year were based on the profit for the year attributable to equity holders divided by the weighted average number of ordinary shares held by outsiders outstanding during the year. The calculations of diluted earnings per share for the year were based on the weighted average number of ordinary shares on the assumption that all dilutive potential ordinary shares have been converted to ordinary shares.

4.21 Fair value measurements

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group take into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in the financial statements is determined on such a basis.

In addition, fair value measurements are categorized into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2 inputs are inputs, other than quoted prices included within Level 1, which are observable for the asset or liability, either directly or indirectly.

Level 3 inputs are unobservable inputs for the asset or liability.

4.22 Use of management's critical judgements in applying accounting policies

Use of management's critical judgements an applying accounting policy

The preparation of financial statements in conformity with generally accepted accounting principles requires the Group are management to exercise judgments in order to determine the accounting policies, estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the end of reporting period and the reported amounts of revenue and expense during the reporting period. Although these estimates are based on management's reasonable consideration of current events, actual results may differ from these estimates.

Critical judgments in applying accounting policies are as follows:

Impairment

The Group shall assess the assets balance at the statement of financial position whether there is any indication that an asset may be impaired. If any such indication exists, the Group shall estimate the recoverable amount of the asset.

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Allowance for expected credit losses

In determining an allowance for expected credit losses, the management needs to make judgement and estimates the expected credit loss based on the payment profiles and the corresponding historical credit losses which are adjusted to reflect the current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables such as GDP, the unemployment rate and the consumer price index.

Allowance for declining in value of inventory

The determination of allowance for declining in the value of inventory, requires management to make judgements and estimates of the loss expected to occur. The allowance for decline in net realizable value is estimated based on the selling price expected in the ordinary course of business less selling expense. The provision for obsolete slow-moving and deteriorated inventory, is estimated based on the approximate useful life of each type of inventory. The allowance for diminution in value of inventory as determined is compared with the original balance in the books of account and the increase or decrease in the allowance for diminution in value of inventory will be recognized as cost of sales and service in profit or loss.

Estimated construction project costs

The Group estimates costs of construction projects based on details of the construction work, taking into account the volume and value of construction materials to be used in the project, labor costs and other miscellaneous costs to be incurred to completion of service, taking into account the direction of the movement in these costs. Estimates are reviewed regularly or whenever actual costs differ significantly from the figures used in the original estimates.

Provision for losses on project services contract

Management applies judgement in estimating the loss they expect to be realized on each installation, based on estimates of anticipated costs that take into account the progress of the project and actual costs incurred to date, together with fluctuations in costs of installation materials, labor and the current situation.

Provision for penalty from delay delivery

The Group have provision incurred from delay delivery. The management applies judgement in estimating the penalty based on contract rate and the period of delay project work. The Group have recorded provision for penalty from delayed delivery in the financial statements. However, actual results could differ from the estimates.

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Determining the lease term of contracts with renewal and termination options

The Group determine the lease term as the non-cancellable term of the lease, together with any period covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised. The management is required to use judgment in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease, considering all relevant factors that create an economic incentive to exercise either the renewal or termination. After the commencement date, the Group reassess the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate.

Investment property and Depreciation

In determining depreciation of investment property, the management is required to make estimates of the useful lives and residual values of the investment property and to review the useful lives and residual values when there are any changes.

In addition, the management is required to review investment property for impairment on a periodical basis and record the impairment loss when it is determined that the recoverable amount is lower than the carrying amount. This requires judgement regarding forecast of future revenues and expenses relating to the assets subject to the review. In determining the fair value disclosure of investment property, the management used the income approach supported by current and previous valuations by an independent appraiser.

Property, plant and equipment and right – of – use assets/Depreciation

In determining depreciation of plant and equipment and right-of-use assets, the management is required to make estimates of the useful lives and residual values of the plant and equipment and to review the estimated useful lives and residual values when there are any changes. In addition, the management is required to review property, plant and equipment and right-of-use assets, for impairment on a periodical basis and record the impairment loss when it is determined that the recoverable amount is lower than the carrying amount. This requires judgement regarding forecast of future revenues and expenses relating to the assets subject to the review.

Intangible assets

In recording the initial recognition and measurement of intangible assets as at the acquired date and subsequent impairment testing, the management is required to make estimates of cash flows to be generated by the asset or the cash generating units and to choose a suitable discount rate in order to calculate the present value of those cash flows.

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

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Employee benefit obligations

The present value of the employee benefit obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions, including the discount rate. Any changes in these assumptions will have an impact on the carrying amount of such obligations.

The Group determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the employee benefit obligations. In determining the appropriate discount rate, the Group are considering the market yield of government bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating the terms of the related obligations. Additional information is disclosed in Note 21.

Deferred tax assets

Deferred tax assets are recognized for deductible temporary differences and unused tax losses to the extent that it is probable that taxable profit will be available against which the temporary differences and losses can be utilized. Significant management judgement is required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and level of estimated future taxable profits.

Estimating the incremental borrowing rate

The Group cannot readily determine the interest rate implicit of the lease. Therefore, the market rate of the Group are used to discount lease liabilities. The incremental borrowing rate is the rate of interest that the Group would have to pay for necessary borrowing to acquire the assets, or assets with close value to right-of-use assets in similar economic environment, borrowing period and borrowing security.

Important sources of information regarding estimation uncertainty.

Fair value measurements and valuation processes

In estimating the fair value of an asset or liability, the Company and its subsidiaries use market-observable data to the extent it is available. Where Level 1 inputs are not available, The Group engage qualified external values to perform the valuation to establish the appropriate valuation techniques and inputs to the model.

Information about valuation techniques and inputs used in determining the fair value of various assets and liabilities are disclosed in Note 30.

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

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5. RELATED PARTY TRANSACTIONS

The Group has significant business transactions with related parties and companies as summarized below. These transactions are business transactions in accordance with commercial terms and criteria as agreed between the Group of companies and related persons and companies, which are in accordance with the normal course of business, as follows:

Company/Person name	Country/		Relationship
	Nationality	Related	
Harn Vietnam Co., Ltd.	Vietnam	Subsidiary	Major shareholder
Aiyaraharn Co., Ltd.	Thailand	Subsidiary	Major shareholder
Mollisa Co.,Ltd.	Thailand	Subsidiary	Major shareholder
Harn Engineering Co., Ltd.	Thailand	Related company	Directorships and/or common shareholders
Phraboriban Co., Ltd.	Thailand	Related company	Directorships and/or common shareholders
Tawipasura Co., Ltd.	Thailand	Related company	Directorships and/or common shareholders
Nutrix Plc.	Thailand	Related company	Directorships and/or common shareholders
Phumtharin co., Ltd.	Thailand	Related company	Directorships and/or common shareholders
Jannopsiri Co., Ltd.	Thailand	Related company	Directorships and/or common shareholders
Aiyarafun Co., Ltd.	Thailand	Related company	Directorships and/or common shareholders of subsidiary
Lampang Food Products Co., Ltd.	Thailand	Related company	Directorships and/or common shareholders
TPI Polene Public Co., Ltd.	Thailand	Related company	Directorships and/or common shareholders
Chiang Saen Food Products Co., Ltd.	Thailand	Related company	Directorships and/or common shareholders
Mr. Jain Charnnarong	Thai	Related person	Shareholder and close member of the director's family
Mrs. Sirima Iamsakulrat	Thai	Related person	Shareholder and close member of the director's family
Mr. Prasertsak Detudom	Thai	Related person	Directorships and/or common shareholders of subsidiary
Mr. Sathit Wanitchaikit	Thai	Related person	Directorships and/or common shareholders of subsidiary
Key management personnel	Thai	Related person	Authorized person and responsible in management

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

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Basis of measurement for intercompany revenues and expenses

	Pricing Policy
Revenues from sales	Market price
Services Revenue	Contractually agreed prices
Purchase of goods	Market price
Purchase and sale of equipment and intangible asset	Contractually agreed prices
Installation expenses	Market price
Other income	Contractually agreed prices
Rental and service expenses	Contractually agreed prices
Compensation to management	As approved by director and / or shareholder
Interest income	Contract price
Interest expenses	Contract price

Significant agreements with related parties. The Group entered into office building rental agreement as follows:

	As at December 31, 2025 and 2024		
	Lessor	Period	Rate per month (Baht)
Office rental agreement	Related company	10 years	942,942
	Related company	3 years	60,895

Transactions with related parties and related persons are presented in the statements of comprehensive income for the years ended December 31, 2025 and 2024 are as follows:

	(Unit : Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Revenues from sales				
Subsidiaries	-	-	4	567
Related companies	498	3	498	3
Services Revenue				
Related companies	75	-	-	-
Other income				
Subsidiaries	-	-	2,133	1,245
Related companies	146	139	146	139
Related person	146	-	146	-
	292	139	2,425	1,384

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	(Unit : Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Cost of sales				
Subsidiaries	-	-	459	1,356
Administrative expenses				
Related company	685	694	685	694
Interest Expense				
Related companies	8	8	-	-
Related person	7	7	-	-
	<u>15</u>	<u>15</u>	<u>-</u>	<u>-</u>
Expenses related to right - of-use assets				
Related companies	14,293	13,680	14,293	13,680

Compensation for directors and key executives

Executive compensation is a benefit paid to a company's executives. Consisting of monetary compensation including: Salary and related benefits including benefits in other forms. In this regard, the company's executives refer to persons specified in accordance with the law on securities and exchange. The executive compensation for the years ended December 31, 2025 and 2024 are as follows:

	(Unit : Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Director	3,250	3,300	3,250	3,300
Key management personnel				
Short – term benefits	20,649	22,365	19,076	20,805
Long – term benefits	1,681	1,715	1,588	1,623
	<u>25,580</u>	<u>27,380</u>	<u>23,914</u>	<u>25,728</u>

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

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Balances with the related parties as at December 31, 2025 and 2024 consisted of:

	(Unit : Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Trade and other current receivables				
Subsidiaries	-	-	402	544
Allowance for expected credit losses	-	-	(105)	(225)
Related companies	100	4	100	4
	100	4	397	323
Building rental security deposit				
Related companies	2,150	2,150	2,150	2,150
Short – term loans to related parties				
Subsidiaries				
Beginning balance	-	-	3,550	1,000
Increased	-	-	2,300	2,550
Decreased	-	-	-	-
	-	-	5,850	3,550
Allowance for expected credit losses	-	-	(5,850)	(3,550)
Ending balance	-	-	-	-

As of December 31, 2025 and 2024, short-term loans from promissory notes 24 and 16 promissory notes, respectively, with a maturity of 6 months, accruing interest at the rate of 6.4925 - 6.8050% (based on MLR interest rates of 4 major commercial banks) which are due for repayment between January and June 2026.

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

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(Unit : Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Long – term loans to related parties				
Subsidiaries				
Beginning balance	-	-	6,766	6,812
Increased (decreased)	-	-	-	-
Difference from financial statement conversion	-	-	(482)	(46)
	-	-	6,284	6,766
<u>Less Current portion</u>	-	-	(6,284)	-
Ending balance	-	-	-	6,766

As of December 31, 2025 and 2024, a long-term loans amount of USD 200,000 and the interest rate has been charged at 5.85% per annum, is due on March 11, 2026.

(Unit : Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Trade and other current payables				
Subsidiary	-	-	44	84
Related companies	109	12	90	-
Related person	14	7	-	-
	123	19	134	84
Lease liabilities				
Related companies	99,143	107,881	99,143	107,881
Lease deposit for building				
Subsidiary	-	-	155	86

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES**NOTES TO THE FINANCIAL STATEMENTS****DECEMBER 31, 2025****Short - term borrowings from related person and parties**

Movements of short - term borrowings from related person and parties for the year ended December 31, 2025 are as follows:

(Unit : Thousand Baht)

	Consolidated financial statements			
	As at January			As at December
	1, 2025	Increase	(Decrease)	31, 2025
Related companies	250	-	-	250
Related person	370	-	-	370
	620	-	-	620

As of December 31, 2025 and 2024, short - term borrowings are promissory notes from related companies with a term of 3 months, accruing interest at the rate of 3% per annum (referring to the interest rate of commercial banks, MRR-3 percent per annum), and are due for repayment. On March 4, 2026, the said loan was an unsecured borrowings. and promissory notes 6 promissory notes from related persons. The interest rate is 2% per annum and the repayment date from February 22 to December 23, 2026, respectively. The borrowings is an unsecured loan.

6. CASH AND CASH EQUIVALENT

As of December 31, 2025 and 2024, consisting of:

(Unit : Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	December 31,	December 31,	December 31,	December 31,
	2025	2024	2025	2024
Cash on hand	40	60	10	30
Deposit at bank – saving	412,392	269,079	402,750	262,248
Deposit at bank – current	22,927	24,233	22,666	24,233
In-transit deposits	4,476	99	4,476	99
Total cash and cash equivalents	439,835	293,471	429,902	286,610

Deposit at bank – saving bears interest at floating interest rates which are set by banks.

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

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7. TRADE AND OTHER CURRENT RECEIVABLES

As of December 31, 2025 and 2024, consisting of:

	(Unit : Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Trade receivables				
Trade receivables - related companies	97	-	97	-
Trade receivables - other companies	197,201	298,724	196,951	298,534
<u>Less</u> Allowance for expected credit losses	(21,296)	(8,524)	(21,295)	(8,521)
Net	176,002	290,200	175,753	290,013
Other current receivables				
Other receivables - subsidiaries	-	-	402	544
Other receivables - related companies	3	4	3	4
Other receivables	6,737	1,930	6,673	1,929
Accrued retentions	9,441	12,409	9,069	12,037
Deposit	238	406	238	406
Prepaid expenses	5,398	5,445	5,250	5,361
Accrued income	2,591	1,322	2,590	1,322
Total other current receivables	24,408	21,516	24,225	21,603
<u>Less</u> Allowance for expected credit losses	(1,053)	(267)	(785)	(262)
Net	23,355	21,249	23,440	21,341
Lease receivables				
Lease receivables - printing devices	10,909	12,670	10,909	12,670
<u>Less</u> Allowance for expected credit losses	(5)	(4)	(5)	(4)
	10,904	12,666	10,904	12,666
<u>Less</u> Due between over 1 year	(5,513)	(2,760)	(5,513)	(2,760)
Net	5,391	9,906	5,391	9,906
Total trade and other current receivables - net	204,748	321,355	204,584	321,260

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NOTES TO THE FINANCIAL STATEMENTS

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Trade receivables are classified by aging as follows:

	(Unit : Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	December 31,	December 31,	December 31,	December 31,
	2025	2024	2025	2024
Current	115,447	181,457	115,257	181,457
Overdue				
Less than 3 months	54,502	91,812	54,442	91,622
Over 3 months up to 6 months	3,044	14,111	3,044	14,111
Over 6 months up to 12 months	5,248	6,254	5,248	6,254
Over 12 months	19,057	5,090	19,057	5,090
Total	197,298	298,724	197,048	298,534
<u>Less</u> Allowance for expected credit losses	(21,296)	(8,524)	(21,295)	(8,521)
Trade receivables - net	<u>176,002</u>	<u>290,200</u>	<u>175,753</u>	<u>290,013</u>

The minimum lease payments and present value of minimum lease payments which receivable will be paid under the lease agreements are as follows:

	(Unit : Thousand Baht)			
	Consolidated / Separate financial statements			
	December 31, 2025		December 31, 2024	
	Minimum lease payments	Present value of minimum lease payments	Minimum lease payments	Present value of minimum lease payments
Collection period				
Within 1 year	8,657	5,391	14,301	9,903
Over 1 year but less than 5 years	10,734	5,513	3,980	2,763
	19,391	10,904	18,281	12,666
<u>Less</u> Deferred financial interest	(8,487)	-	(5,615)	-
	<u>10,904</u>	<u>10,904</u>	<u>12,666</u>	<u>12,666</u>

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Movements of allowance for expected credit losses for the years ended December 31, 2025 and 2024 are as follows:

(Unit : Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Balance as at January 1,	8,795	10,249	8,787	10,216
Increase (Reversal) during the year	13,559	(1,454)	13,298	(1,429)
Balance as at December 31,	22,354	8,795	22,085	8,787

8. CURRENT CONTRACT ASSETS

As of December 31, 2025 and 2024, consisting of:

(Unit : Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Current contract assets	34,844	18,061	34,074	17,291
<u>Less</u> Allowance for expected credit losses	(913)	(823)	(143)	(53)
Net	33,931	17,238	33,931	17,238

Movements of allowance for expected credit losses of current contract assets for the years ended December 31, 2025 and 2024 are as follows:

(Unit : Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Balance as at January 1,	823	377	53	70
Increase (Reversal) during the year	90	446	90	(17)
Balance as at December 31,	913	823	143	53

Current contract assets are recognized from the revenue of fire protection system installation services in office buildings, residential buildings, factory buildings, power plants, and petrochemical industrial plants. The duration of the operations ranges from 6 months to 3 years, based on the progress of the work according to the contract. For invoicing to collect service fees as per the agreement or contract, most fire protection system installation contracts require an advance deposit before starting the work. The remaining amount is gradually invoiced in installments according to the progress of the work. However, issuing billing installments may depend on the customer's work acceptance process and milestone requirements, such as upon completion of the installation of the pump and firewater pipes or upon completion of the installation and testing of the automatic fire protection system.

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9. INVENTORIES

As of December 31, 2025 and 2024, consisting of:

	(Unit : Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Finished goods	280,376	314,031	280,790	313,252
Goods in transit	52,552	44,283	52,150	44,114
Work in process	13	552	-	-
	<u>332,941</u>	<u>358,866</u>	<u>332,940</u>	<u>357,366</u>
<u>Less</u> Allowance for loss on devaluation of inventories	<u>(29,943)</u>	<u>(35,727)</u>	<u>(29,671)</u>	<u>(35,340)</u>
Net	<u>302,998</u>	<u>323,139</u>	<u>303,269</u>	<u>322,026</u>

Movements of allowances for obsolete of inventories for the years ended December 31, 2025 and 2024 are as follows:

	(Unit : Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Balance as at January 1,	35,727	31,940	35,340	31,656
Increase (reversal) during the year	(5,784)	3,794	(5,669)	3,684
Exchange differences on translating financial statement	-	(7)	-	-
Balance as at December 31,	<u>29,943</u>	<u>35,727</u>	<u>29,671</u>	<u>35,340</u>

Allowance for the value of inventories is shown in cost of goods sold. in the income statement.

10. OTHER CURRENT FINANCIAL ASSETS

As of December 31, 2025 and 2024, consisting of:

	(Unit : Thousand Baht)	
	Consolidated / Separate financial statements	
	December 31, 2025	December 31, 2024
Investments in securities (mutual funds) are measured at fair value through profit or loss.	56,720	55,170
Investments in securities (bonds) are measured at fair value through profit or loss.	16,996	37,878
Fixed deposit	<u>23,377</u>	<u>22,596</u>

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

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Total	97,093	115,644
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Movements of other current financial assets are consisted of:

	(Unit : Thousand Baht)	
	Consolidated / Separate financial statements	
Net book value as at January 1, 2025		115,644
Purchased additionally during the year		70,641
Disposal during the year		(92,069)
Interest during the year		1,280
Changes in the fair value of investments		1,597
Net book value as at December 31, 2025		97,093

The fair value of securities investments (mutual funds) is quoted in an active market for the same asset, which is Level 1 and 2

For the years ended December 31, 2025 and 2024, the Company earned dividend income from other current financial assets amounting to Baht 4.05 million and Baht 3.69 million, respectively.

11. INVESTMENT IN SUBSIDIARIES

Investments in subsidiaries in the entity's separate financial statements, which are presented using the cost method, as at December 31, 2025 and 2024 are as follows:

		(Unit : Thousand Baht)					
Subsidiaries	Paid-up capital	Percentage of shareholding (%)		Cost method		Dividend income	
		2025	2024	2025	2024	2025	2024
Harn Vietnam Co., Ltd.	Vietnamese Dong 800 million	100	100	1,057	1,057	-	-
Aiyaraharn Co., Ltd.	Baht 2 million	65	65	1,300	1,300	-	-
Mollisa Co.,Ltd.	Baht 3 million	100	-	3,000	-	-	-
Total				5,357	2,357	-	-
<u>Less Allowance for impairment</u>							
	of investments			(347)	-	-	-
Investments in subsidiaries - net				5,010	2,357	-	-

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

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New subsidiary

Subsidiary	Nature of business	Percentage of shareholding	Registered capital	Par value	Amount
		(%)	(Shares)	(Baht/Share)	(Baht)
Mollisa Co., Ltd.	Wholesale of pharmaceutical and medical goods	100	30,000	100	3,000,000

Movements of investments in subsidiaries for the year ended December 31, 2025 are as follows:

	(Unit : Thousand Baht)
	Separate financial statements
Net book value as at January 1, 2025	2,357
Purchased additionally during the year	3,000
Allowance for impairment of investments in subsidiaries	(347)
Net book value as at December 31, 2025	<u>5,010</u>

12. INVESTMENT PROPERTY

Movements for the years ended December 31, 2025 and 2024 are as follows:

	(Unit : Thousand Baht)			
	Consolidated / Separate financial statements			
	Balance	Transactions during the year		Balance
	January 1,	Transfer in		December 31,
	2025	Additions	(Decrease)	(out)
				2025
<u>Cost</u>				
Land	135,287	-	-	-
Factory building	38,867	-	-	924
Building improvements	1,010	-	-	-
Tool and equipment	350	-	-	-
Total	<u>175,514</u>	<u>-</u>	<u>-</u>	<u>924</u>
<u>Accumulated depreciation</u>				
Factory building	(8,752)	(2,021)	-	(275)
Building improvements	(610)	(108)	-	-
Tool and equipment	(350)	-	-	-
Total	<u>(9,712)</u>	<u>(2,129)</u>	<u>-</u>	<u>(275)</u>
Investment property-net	<u>165,802</u>			<u>164,322</u>

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(Unit : Thousand Baht)

	Consolidated / Separate financial statements			
	Balance	Transactions during the year		Balance
	January 1, 2024	Additions	(Decrease)	December 31, 2024
<u>Cost</u>				
Land	135,287	-	-	135,287
Factory building	33,858	-	-	38,867
Building improvements	1,010	-	-	1,010
Tool and equipment	350	-	-	350
Total	170,505	-	-	175,514
<u>Accumulated depreciation</u>				
Factory building	(6,806)	(484)	-	(8,752)
Building improvements	(503)	(107)	-	(610)
Tool and equipment	(350)	-	-	(350)
Total	(7,659)	(591)	-	(9,712)
Investment property-net	162,846			165,802

(Unit : Thousand Baht)

	Consolidate financial statements		Separate financial statements	
	2025	2024	2025	2024
	Depreciation for the year			
Administrative expenses	2,129	591	2,129	591

During the year 2025 there was a change in the building lease agreement. Therefore, the Company transferred the right of use assets under the building lease agreement to additional investment property at a cost of Baht 0.92 million.

The Company was appraised by the independent appraisers by applying the market price approach for land and the replacement cost approach for building and its construction in the valuation in according to the report, had its fair value in the amount of Baht 169.58 million. According to the report dated December 8, 2023 and January 17, 2024. Moreover, The Company conducts appraisal by evaluating discounted cash flow model for the right-of-use assets, thus the fair value is Baht 28.22 million.

The Group has investment property rental income for the years ending December 31, 2025 and 2024 in the amount of Baht 8.30 million and Baht 7.60 million, respectively (only the company, the amount is Baht 8.91 million and Baht 7.97 million, respectively) and recognize as operating expenses amounting to Baht 2.90 million and Baht 2.76 million,

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DECEMBER 31, 2025

respectively (for the Company amounting to Baht 2.86 million and Baht 2.71 million, respectively) that were recognized in the statement of comprehensive income.

13. PROPERTY, PLANT AND EQUIPMENT

Movements for the years ended December 31, 2025 and 2024 are as follows:

	(Unit : Thousand Baht)			
	Consolidated financial statements			
	Balance as at	Transactions during the year		Balance as at
	January 1, 2025	Increase	(Decrease)	December 31, 2025
			Transfer in (Out)	
<u>Cost</u>				
Land	37,359	-	-	37,359
Buildings and structures	36,326	-	-	36,326
Tool and equipment	10,048	1,557	(797)	10,851
Furniture and office equipment	53,759	2,835	(543)	57,242
Vehicles	17,989	2,500	(3,607)	16,882
Assets for rent and demonstration	30,883	3,305	(4,457)	29,886
Assets in progress	467	931	-	9
Total	186,831	11,128	(9,404)	188,555
<u>Accumulated depreciation</u>				
Building and structures	(5,513)	(908)	-	(6,421)
Tool and equipment	(8,003)	(1,097)	693	(8,407)
Furniture and office equipment	(36,764)	(7,067)	532	(43,299)
Vehicles	(11,116)	(1,219)	2,857	(9,478)
Assets for rental and demonstration	(24,830)	(2,827)	4,219	(23,438)
Total	(86,226)	(13,118)	8,301	(91,043)
Property, plant and equipment - net	100,605			97,512

	(Unit : Thousand Baht)			
	Consolidated financial statements			
	Balance as at	Transactions during the year		Balance as at
	January 1, 2024	Increase	(Decrease)	December 31, 2024
			Transfer in (out)	
<u>Cost</u>				
Land	37,359	-	-	37,359
Buildings and structures	36,326	-	-	36,326
Tool and equipment	9,741	356	(49)	10,048
Furniture and office equipment	48,610	1,642	(778)	53,759
Vehicles	18,635	704	(1,350)	17,989

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(Unit : Thousand Baht)

	Consolidated financial statements				
	Balance as at	Transactions during the year			Balance as at
	January 1, 2024	Increase	(Decrease)	Transfer in	December 31, 2024
Assets for rent and demonstration	30,242	3,512	(2,958)	87	30,883
Assets in progress	3,059	1,780	-	(4,372)	467
Total	183,972	7,994	(5,135)	-	186,831
<u>Accumulated depreciation</u>					
Building and structures	(4,605)	(908)	-	-	(5,513)
Tool and equipment	(6,881)	(1,163)	41	-	(8,003)
Furniture and office equipment	(30,493)	(6,737)	466	-	(36,764)
Vehicles	(11,026)	(1,340)	1,250	-	(11,116)
Assets for rental and demonstration	(25,069)	(2,609)	2,848	-	(24,830)
Total	(78,074)	(12,757)	4,605	-	(86,226)
Property, plant and equipment - net	105,898				100,605

(Unit : Thousand Baht)

	Separate financial statements				
	Balance as at	Transactions during the year			Balance as at
	January 1, 2025	Increase	(Decrease)	Transfer in (out)	December 31, 2025
<u>Cost</u>					
Land	37,359	-	-	-	37,359
Buildings and structures	36,326	-	-	-	36,326
Tool and equipment	10,047	1,553	(797)	43	10,846
Furniture and office equipment	53,540	2,464	(543)	1,191	56,652
Vehicles	17,989	2,500	(3,607)	-	16,882
Assets for rent and demonstration	30,883	3,305	(4,457)	155	29,886
Assets in progress	467	931	-	(1,389)	9
Total	186,611	10,753	(9,404)	-	187,960
<u>Accumulated depreciation</u>					
Building and structures	(5,513)	(908)	-	-	(6,421)
Tool and equipment	(8,003)	(1,096)	693	-	(8,406)
Furniture and office equipment	(36,649)	(6,978)	532	-	(43,095)
Vehicles	(11,116)	(1,219)	2,857	-	(9,478)
Assets for rental and demonstration	(24,830)	(2,827)	4,219	-	(23,438)
Total	(86,111)	(13,028)	8,301	-	(90,838)

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Property, plant and equipment-net	<u>100,500</u>	<u>97,122</u>
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(Unit : Thousand Baht)

	Separate financial statements				Balance as at December 31, 2024
	Balance as at January 1, 2024	Transactions during the year		Transfer in (out)	
		Increase	(Decrease)		
	2024	Increase	(Decrease)	(out)	
<u>Cost</u>					
Land	37,359	-	-	-	37,359
Buildings and structures	36,326	-	-	-	36,326
Tool and equipment	9,741	355	(49)	-	10,047
Furniture and office equipment	48,419	1,614	(778)	4,285	53,540
Vehicles	18,635	704	(1,350)	-	17,989
Assets for rent and demonstration	30,242	3,512	(2,958)	87	30,883
Assets in progress	3,059	1,780	-	(4,372)	467
Total	<u>183,781</u>	<u>7,965</u>	<u>(5,135)</u>	<u>-</u>	<u>186,611</u>
<u>Accumulated depreciation</u>					
Building and structures	(4,605)	(908)	-	-	(5,513)
Tool and equipment	(6,881)	(1,163)	41	-	(8,003)
Furniture and office equipment	(30,416)	(6,699)	466	-	(36,649)
Vehicles	(11,026)	(1,340)	1,250	-	(11,116)
Assets for rental and demonstration	(25,069)	(2,609)	2,848	-	(24,830)
Total	<u>(77,997)</u>	<u>(12,719)</u>	<u>4,605</u>	<u>-</u>	<u>(86,111)</u>
Property, plant and equipment-net	<u>105,784</u>				<u>100,500</u>

(Unit : Thousand Baht)

	Consolidate financial statements		Separate financial statements	
	2025	2024	2025	2024
Depreciation for the years				
- Cost of rendering of services	3,533	3,699	3,532	3,698
- Distribution cost and administrative expenses	9,585	9,058	9,496	9,021
	<u>13,118</u>	<u>12,757</u>	<u>13,028</u>	<u>12,719</u>

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14. RIGHT - OF - USE ASSETS

Movements for the years ended December 31, 2025 and 2024 are as follows:

(Unit : Thousand Baht)

	Consolidated / Separate financial statements				Balance as at December 31, 2025
	Balance as at January 1, 2025	Transactions during the year		Transfer in/(out)	
		Increase	(Decrease)		
<u>Cost</u>					
Building	124,448	-	-	(924)	123,524
Equipment	1,133	384	(443)	-	1,074
Total	125,581	384	(443)	(924)	124,598
<u>Accumulated depreciation</u>					
Building	(38,106)	(9,447)	-	275	(47,278)
Equipment	(545)	(273)	443	-	(375)
Total	(38,651)	(9,720)	443	275	(47,653)
Right-of-use assets - net	86,930				76,945

(Unit : Thousand Baht)

	Consolidated / Separate financial statements				Balance as at December 31, 2024
	Balance as at January 1, 2024	Transactions during the year		Transfer in/(out)	
		Increase	in/(out)	Classification	
<u>Cost</u>					
Building	92,314	37,143	-	(5,009)	124,448
Equipment	1,200	475	(542)	-	1,133
Total	93,514	37,618	(542)	(5,009)	125,581
<u>Accumulated depreciation</u>					
Building	(28,615)	(10,953)	-	1,462	(38,106)
Equipment	(790)	(297)	542	-	(545)
Total	(29,405)	(11,250)	542	1,462	(38,651)
Right-of-use assets - net	64,109				86,930

The Group lease several assets including office building which lease term 10 years, warehouse which lease term 3 years and equipment of which lease term 4 years.

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES**NOTES TO THE FINANCIAL STATEMENTS****DECEMBER 31, 2025****15. GOODWILL**

As at December 31, 2025 and 2024, consisting of:

	(Unit : Thousand Baht)	
	Consolidated / Separate financial statements	
	December 31, 2025	December 31, 2024
Goodwill	334,672	334,672
<u>Less</u> Allowance for impairment of goodwill	(18,701)	(18,701)
Total	<u>315,971</u>	<u>315,971</u>

On November 29, 2016, Chillmatch Co., Ltd. and Q II S Co., Ltd. were transferred their entire business into the Company by issuing capital increase shares for Baht 675.36 million to exchange for the identifiable net assets of both companies for Baht 340.69 million, resulting in a goodwill of Baht 334.67 million.

Impairment testing of cash-generating assets with goodwill

For the purposes of impairment testing, goodwill is allocated to a cash-generating unit or group of cash-generating units, which shall be the smallest level within the entity used in assessing goodwill, for the purposes of internal management of the entity as follows:

	(Unit : Thousand Baht)	
	Consolidated / Separate financial statements	
	December 31, 2025	December 31, 2024
Cash-generating assets unit 1 - Refrigeration system	181,365	181,365
Cash-generating assets unit 2 - Digital printing system	134,606	134,606
Total	<u>315,971</u>	<u>315,971</u>

During the year ended December 31, 2024 the Company's management has tested for impairment of goodwill by preparing forecasted financial information in assessing the value of the Refrigeration System and Digital Printing System. In assessing the Value in Use, the present value of future free cash flow or DCF expected to be received in each year from the financial forecast 5 years (from January 1, 2025 to December 31, 2029) with discounted rate obtained from the calculation of the weighted average cost of capital: WACC of the business unit. Management believes that no impairment of goodwill has occurred for the Digital Printing System business unit, but the impairment of the Cooling System business unit occurred as of December 31, 2024, in the amount of Baht 18.70 million.

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

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During the year ended December 31, 2025 the Company has tested for impairment of goodwill by hiring an independent appraiser in assessing the value of the Refrigeration System and Digital Printing System dated December 24, 2025. In assessing the Value in Use, the present value of future free cash flow or DCF expected to be received in each year from the financial forecast 5 years (from January 1, 2026 to December 31, 2030) with discounted rate obtained from the calculation of the weighted average cost of capital : WACC of the business unit. After consideration, believed that goodwill is not impaired.

The key assumptions used in estimating the value in use are as follows:

Key assumption	Value		Approach used to determine the value
	2025	2024	
Discount rate	5.92% (Weighted Average Cost of Capital: WACC)	5.81% (Weighted Average Cost of Capital: WACC)	The discount rate which is a pre-tax rate that reflects the specific risk of the particular business unit
Terminal Value Growth Rate	1%	0%	Appropriate estimated rate

Sensitivity analysis

The recoverable amount of refrigeration system and digital printing system cash-generating units (CGUs) exceeded their carrying amounts by approximately Baht 6.85 million and Baht 579.86 million, respectively. Management has considered that there are reasonable grounds to believe that changes in key assumptions could occur which would result in the carrying amounts exceeding their recoverable amounts. The following table shows the amount by which each key assumption must change to cause the recoverable amount to equal the carrying amount:

	Consolidated / Separate financial statements
	2025
	(Percentage)
- Refrigeration system	
- Discount rate	6.12
- Digital printing system	
- Discount rate	28.04

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

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16. INTANGIBLE ASSET

Movements for the years ended December 31, 2025 and 2024 are as follows:

(Unit : Thousand Baht)

	Consolidated financial statements				
	Balance as at	Transactions during the year			Balance as at
	January 1, 2025	Increase	(Decrease)	Transfer In (out)	December 31, 2025
<u>Cost</u>					
Software licenses	45,226	1,805	-	-	47,031
Total	45,226	1,805	-	-	47,031
<u>Accumulated amortization</u>					
Software licenses	(37,538)	(2,638)	-	-	(40,176)
Total	(37,538)	(2,638)	-	-	(40,176)
Intangible asset-net	7,688				6,855

(Unit : Thousand Baht)

	Consolidated financial statements				
	Balance as at	Transactions during the year			Balance as at
	January 1, 2024	Increase	(Decrease)	Transfer In (out)	December 31, 2024
<u>Cost</u>					
Software licenses	45,873	808	(1,455)	-	45,226
Total	45,873	808	(1,455)	-	45,226
<u>Accumulated amortization</u>					
Software licenses	(34,362)	(3,921)	745	-	(37,538)
Total	(34,362)	(3,921)	745	-	(37,538)
Intangible asset-net	11,511				7,688

(Unit : Thousand Baht)

	Separate financial statements				
	Balance as at	Transactions during the year			Balance as at
	January 1, 2025	Increase	(Decrease)	Transfer In (out)	December 31, 2025
<u>Cost</u>					
Software licenses	45,226	1,405	-	-	46,631

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Total	45,226	1,405	-	-	46,631
<u>Accumulated amortization</u>					
Software licenses	(37,538)	(2,636)	-	-	(40,174)
Total	(37,538)	(2,636)	-	-	(40,174)
Intangible asset-net	7,688				6,457

(Unit : Thousand Baht)

	Separate financial statements				Balance as at December 31, 2024
	Balance as at January 1, 2024	Transactions during the year			
		Increase	(Decrease)	Transfer In (out)	
<u>Cost</u>					
Software licenses	45,873	808	(1,455)	-	45,226
Total	45,873	808	(1,455)	-	45,226
<u>Accumulated amortization</u>					
Software licenses	(34,362)	(3,921)	745	-	(37,538)
Total	(34,362)	(3,921)	745	-	(37,538)
Intangible asset-net	11,511				7,688

(Unit : Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	Depreciation for the years			
- Cost of rendering of services		186	183	186
- Distribution cost and administrative expenses		2,452	3,738	2,450
		2,638	3,921	2,636

17. INCOME TAX

17.1 Deferred tax assets and liabilities

As at December 31, 2025 and 2024 consist of:

	(Unit : Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Deferred tax assets	21,960	19,007	21,652	18,638
Deferred tax liabilities	217	(5)	217	(5)
Deferred tax assets (liabilities)	22,177	19,002	21,869	18,633

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Movements of deferred tax assets (liabilities) that occurred during the year are as follows:

(Unit : Thousand Baht)

	Consolidated financial statements				Balance as at December 31, 2025
	Balance as at January 1, 2025	Income (expenses) during the year			
		In profit or loss	In other comprehensive income	Exchange difference on translating financial statements	
Deferred tax assets:					
Allowance for expected credit losses	1,923	2,604	-	-	4,527
Allowance for devaluation of inventories	7,146	(1,158)	-	-	5,988
Allowance for impairment of investment	805	563	-	-	1,368
Lease agreements	1,573	451	-	-	2,024
Provisions for employee benefit	7,381	570	-	-	7,951
Derivatives liabilities	(225)	265	-	-	40
Equipment disposal	136	(74)	-	-	62
Employee joint investment program expenses	268	(268)	-	-	-
Total	19,007	2,953	-	-	21,960
Deferred tax liabilities:					
Unrealized gain (loss) on measuring investments	5	(5)	-	-	-
Finance lease assets	(10)	227	-	-	217
Total	(5)	222	-	-	217
Deferred tax assets (liabilities) - net	<u>19,002</u>				<u>22,177</u>
Deferred tax income (expenses) - net		<u>3,175</u>	<u>-</u>	<u>-</u>	

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(Unit : Thousand Baht)

	Consolidated financial statements				Balance as at December 31, 2024
	Balance as at January 1, 2024	Income (expenses) during the year			
		In profit or loss	In other comprehensive income	Exchange difference on translating financial statements	
Deferred tax assets:					
Allowance for expected credit losses	2,125	(202)	-	-	1,923
Allowance for devaluation of inventories	6,388	760	-	(2)	7,146
Allowance for impairment of investment	49	756	-	-	805
Lease agreements	1,248	325	-	-	1,573
Provisions for employee benefit	6,533	848	-	-	7,381
Derivatives liabilities	19	(244)	-	-	(225)
Equipment disposal	-	136	-	-	136
Employee joint investment program expenses	1,000	(732)	-	-	268
Total	17,362	1,647	-	(2)	19,007
Deferred tax liabilities:					
Unrealized gain (loss) on measuring investments	(14)	19	-	-	5
Finance lease assets	(39)	29	-	-	(10)
Total	(53)	48	-	-	(5)
Deferred tax assets (liabilities) - net	17,309				19,002
Deferred tax income (expenses) - net		1,695	-	(2)	

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(Unit : Thousand Baht)

	Separate financial statements			Balance as at December 31, 2025
	Balance as at January 1, 2025	Income (expenses) during the year		
		In profit or loss	In other comprehensive income	
Deferred tax assets:				
Allowance for expected credit losses	1,724	2,575	-	4,299
Allowance for devaluation of inventories	7,068	(1,134)	-	5,934
Allowance for impairment of investment	804	563	-	1,367
Allowance for impairment of investment in subsidiary	-	69	-	69
Lease agreements	1,573	451	-	2,024
Provisions for employee benefit	7,290	567	-	7,857
Derivatives liabilities	(225)	265	-	40
Equipment disposal	136	(74)	-	62
Employee joint investment program expenses	268	(268)	-	-
Total	18,638	3,014	-	21,652
Deferred tax liabilities:				
Unrealized gain (loss) on measuring investments	5	(5)	-	-
Finance lease assets	(10)	227	-	217
Total	(5)	222	-	217
Deferred tax assets (liabilities) - net	<u>18,633</u>			<u>21,869</u>
Deferred tax income (expenses) - net		<u>3,236</u>	<u>-</u>	

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(Unit : Thousand Baht)

	Separate financial statements			Balance as at December 31, 2024
	Balance as at January 1, 2024	Income (expenses) during the year		
		In profit or loss	In other comprehensive income	
Deferred tax assets:				
Allowance for expected credit losses	2,058	(334)	-	1,724
Allowance for devaluation of inventories	6,331	737	-	7,068
Allowance for impairment of investment	49	755	-	804
Lease agreements	1,248	325	-	1,573
Provisions for employee benefit	6,466	824	-	7,290
Derivatives liabilities	19	(244)	-	(225)
Equipment disposal	-	136	-	136
Employee joint investment program expenses	1,000	(732)	-	268
Total	17,171	1,467	-	18,638
Deferred tax liabilities:				
Unrealized gain (loss) on measuring investments	(14)	19	-	5
Finance lease assets	(39)	29	-	(10)
Total	(53)	48	-	(5)
Deferred tax assets (liabilities) - net	17,118			18,633
Deferred tax income (expenses) - net		1,515	-	

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17.2 Income tax recognized in profit or loss

Income tax expenses for the years ended December 31, 2025 and 2024 as follows:

	(Unit : Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Income tax expense shown in profit or loss :				
Current tax expense:				
Tax expense (income) for the year	23,464	26,554	23,301	26,534
Deferred tax				
Deferred tax expenses (income) from arising temporary differences and reversing temporary differences.	(3,177)	(1,695)	(3,236)	(1,515)
Total	20,287	24,859	20,065	25,019
Income taxes related to components of other comprehensive income:				
Deferred tax expense (income) related to gain (loss) from remeasurement of employee benefits.	-	-	-	-
	20,287	24,859	20,065	25,019

The reconciliation between the income tax expense amount and the product of accounting profit multiplied by the applicable tax rate is as follows:

	(Unit : Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Accounting profit before income tax expenses for the year	103,319	111,374	102,570	109,592
The applicable tax rate (%)	20%	20%	20%	20%
Tax expenses (income) is calculated according to the applicable tax rate.	20,664	22,275	20,514	21,918
Reconciliation items:				
Tax implications of expenses that are not deductible in calculation of taxable profits				
- Expenses that are not allowed to be treated	91	3,381	149	3,570

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(Unit : Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
as expenses in calculating taxable profits				
Expenses that are considered taxable				
expenses have increased	(598)	(469)	(598)	(469)
Other	130	(328)	-	-
Total reconciliation items	(377)	2,584	(449)	3,101
Total tax expenses (income)	20,287	24,859	20,065	25,019

The reconciliation between the average effective tax rate and the final applied tax rate is as follows:

	Consolidated financial statements			
	2025		2024	
	Tax amount (Thousand baht)	Tax rate %	Tax amount (Thousand baht)	Tax rate %
Accounting profit before income tax expenses for the year	103,319		111,374	
Income tax expense according to the applicable tax rate	20,664	20.00	22,275	20.00
Reconciliation items	(377)	(0.36)	2,584	2.32
Income tax expense based on the average effective tax rate	20,287	19.64	24,859	22.32

	Separate financial statements			
	2025		2024	
	Tax amount (Thousand baht)	Tax rate %	Tax amount (Thousand baht)	Tax rate %
Accounting profit before income tax expenses for the year	102,570		109,592	
Income tax expense according to the applicable tax rate	20,514	20.00	21,918	20.00
Reconciliation items	(449)	(0.44)	3,101	2.83
Income tax expense based on the average effective tax rate	20,065	19.56	25,019	22.83

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18. BANK OVERDRAFTS AND SHORT-TERM LOANS FROM FINANCIAL INSTITUTIONS

(Unit : Thousand Baht)

	Interest rate		Consolidated financial		Separate financial	
	(% per annum)		statements		statements	
	2025	2024	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Short-term loans from financial institutions and promissory notes	3.70	-	250	-	-	-
Total			250	-	-	-

The Group has credit facilities for letters of credit, trust receipts, and promissory notes from financial institutions amounting to Baht 90 million, which are unsecured. On November 21, 2025, the Company entered into an amendment to the credit facility agreement to include its subsidiary as a co-borrower, and these facilities are guaranteed by related persons.

As at December 31, 2025, the Group has unutilized credit facilities for letters of credit, trust receipts, and promissory notes amounting to Baht 119.75 million (2024: Baht 120 million).

19. TRADE AND OTHER CURRENT PAYABLES

As of December 31, 2025 and 2024, consisting of:

(Unit : Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Trade payables				
Trade payables - subsidiaries	-	-	44	84
Trade payables - other companies	131,178	136,206	131,003	135,669
Total trade payables	131,178	136,206	131,047	135,753
Other current payables				
Accrued commission expenses	12,830	15,507	12,830	15,507
Accrued bonus	12,554	15,524	12,509	15,416
Advance from customers for goods and services	38,673	31,598	38,076	30,874
Other accrued expenses	7,670	8,331	7,526	8,202
Other accrued expenses – related person and company	33	19	-	-
Account payable - Revenue department	3,677	5,661	3,505	5,508
Other deposit	403	252	403	252

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	(Unit : Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Other payables - related companies	90	-	90	-
Other	18,046	15,920	17,604	15,920
Total other current payables	93,976	92,812	92,543	91,679
Total trade and other current payables	<u>225,154</u>	<u>229,018</u>	<u>223,590</u>	<u>227,432</u>

20. LEASE LIABILITIES

The movement of lease liabilities for the years ended December 31, 2025 and 2024 are as follows:

	(Unit : Thousand Baht)	
	Consolidated / Separate financial statements	
	2025	2024
Balance as at January 1,	108,498	80,504
Addition	384	37,618
Interest expenses recognized during the year	3,359	2,744
Payments	<u>(12,362)</u>	<u>(12,368)</u>
Balance as at December 31,	99,879	108,498
<u>Less</u> current portion	<u>(9,269)</u>	<u>(8,952)</u>
Lease liabilities - net of current portion	<u>90,610</u>	<u>99,546</u>

The Group has obligations to be paid minimum rental under lease as follows:

	(Unit : Thousand Baht)	
	Consolidated / Separate financial statements	
	2025	2024
Within 1 year	12,328	12,296
More than 1 year but not more than 5 years	54,225	52,219
More than 5 years	<u>47,464</u>	<u>61,423</u>
	114,017	125,938
<u>Less</u> future interest expense on the lease contract.	<u>(14,138)</u>	<u>(17,440)</u>
Present value of lease liabilities	<u>99,879</u>	<u>108,498</u>

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Expenses for the years ended December 31, 2025 and 2024 related to leases recognized in profit or loss are as follows:

	(Unit : Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Depreciation of right-of-use assets	9,720	11,250	9,720	11,250
Interest expense on lease liabilities	3,359	2,744	3,359	2,744
Leases of low-value assets	174	144	160	123
Total	13,253	14,138	13,239	14,117

For the years ended December 31, 2025 and 2024, the Group had rental income from investment property in the amount of Baht 12.54 million and Baht 12.51 million respectively (for the Company's amounting to Baht 12.52 million and Baht 12.49 million, respectively) and also had non-cash additions to right-of-use assets and lease liabilities of Baht 0.38 million and Baht 37.62 million, respectively (for the Company's amounting to Baht 0.38 million and Baht 37.62 million, respectively).

21. NON - CURRENT PROVISIONS FOR EMPLOYEE BENEFIT

Movements of non-current provisions for employee benefit for the years ended December 31, 2025 and 2024 were as follows:

	(Unit : Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Beginning balance defined benefit obligations	36,906	34,036	36,449	33,700
Current service costs and interest	3,976	3,470	3,960	3,349
Benefits paid by the plan	(1,122)	(600)	(1,122)	(600)
Ending balance defined benefit obligations	39,760	36,906	39,287	36,449

Expenses recognized in the statement of comprehensive income for the years ended December 31, 2025 and 2024 are as follows:

	(Unit : Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Current service costs				
Cost of service	384	425	453	386
Distribution cost	674	710	674	710
Administrative expenses	1,974	1,300	1,889	1,218
Interest on obligation	944	1,035	944	1,035

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3,976	3,470	3,960	3,349
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Important assumptions in the actuarial estimates used in calculating employee benefit liabilities are as follows:

	Consolidated financial statements		Separate financial statements	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Discount rate	2.99 - 3.19	2.99 - 3.19	2.99 - 3.19	2.99 - 3.19
Salary increase rate	4.00	4.00	4.00	4.00
Employee turnover rate	4.78 - 22.92	4.78 - 22.92	4.78 - 22.92	4.78 - 22.92
Mortality rate	105.00% of Thai Mortality Ordinary Table 2017			

Assumptions regarding future mortality rates are based on publicly available statistical data and mortality tables.

The results of sensitivity analysis for significant assumptions that affect the present value of the employee benefit obligations as at December 31, 2025 and 2024 are summarized below:

(Unit : Thousand Baht)

	Changes in the present value of employee benefit obligations increase (decrease)			
	Consolidated financial statements		Separate financial statements	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Discount rate				
Discount rate – reduced 1 %	2,930	2,915	2,930	2,915
Discount rate – increased 1 %	(2,515)	(2,498)	(2,515)	(2,498)
Salary increase rate				
Discount rate – reduced 1 %	(2,539)	(2,380)	(2,539)	(2,380)
Discount rate – increased 1 %	2,948	2,741	2,948	2,741
Turnover rate				
Discount rate – reduced 20% of the main assumptions	4,097	3,749	4,097	3,749
Discount rate – increased 20% of the main assumptions	(3,421)	(3,165)	(3,421)	(3,165)

The above sensitivity analysis may not reflect actual changes in employee benefit obligations. This is because it is difficult to make changes to assumptions that occur separately from other assumptions that may be related.

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Maturity analysis of future benefit amounts before discounting as of December 31, 2025 and 2024 is as follows:

	(Unit : Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Within 1 year	10,822	11,060	10,822	11,060
More than 1 year, not more than 5 years	9,263	9,313	9,263	9,313
More than 5 years	69,851	71,006	69,851	71,006
	<u>89,936</u>	<u>91,379</u>	<u>89,936</u>	<u>91,379</u>

22. THE EMPLOYEE JOINT INVESTMENT PROGRAM

On February 27 2025, the Board of Directors' Meeting of the Company approved the establishment of the Employee Joint Investment Program (EJIP) with the following details:

Participating Company	HARN ENGINEERING SOLUTIONS PUBLIC Co.Ltd.
Program Duration	From May 1 2025 to December 31 2029, totaling 4 years and 8 months.
Eligible Employees	Permanent employees with at least 1 year of service, or executives at the director level or higher, on a voluntary basis.
Program Management	Employees'/managers' contribution to the program is at the rate of 5% of monthly salary. Executives at the director level and chief officers are required to contribute 10% of their monthly salary to the program. The Chief Executive Officer is required to contribute 15% of his/her monthly salary to the program. The Company is required to make a matching contribution equal to 100% of the amount contributed by the participating employees or executives.
Schedule of Share Purchases	Monthly
Holding period	Shares cannot be sold until they reach 8 months of age. After 1 year and 8 months, 25% of the accumulated shares become eligible for sale. After 2 years and 8 months, 50% of the accumulated shares become eligible for sale. After 3 years and 8 months, 75% of the accumulated shares become eligible for sale. After 4 years and 8 months, all accumulated shares become eligible for sale.
Rights and Benefits	PHILLIP SECURITIES (THAILAND) PUBLIC Co.Ltd.

During the year 2025, the Company contributed an amount of 3.57 million baht to the plan.

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23. LEGAL RESERVE

According to the Public Companies Act B.E. 2535, under provision of section 116, the Company is required to set aside a statutory reserve of at least 5 percent of its net profit after deducting accumulated deficit brought forward (if any) until the reserve reaches 10 percent of the registered share capital. The statutory reserve could not be used for dividend payment.

24. DIVIDEND PAYMENT

Dividends declared for the years ended December 31, 2025 and 2024 consisted of:

<u>Dividend</u>	<u>Approved by</u>	<u>Dividends Announced (Million Baht)</u>	<u>Dividend per share (Baht)</u>	<u>Dividend Date</u>
<u>For the year 2025</u>				
Dividends for 2024	Annual General Meeting of Shareholders On April 24, 2025	70.14	0.12	May 23, 2025
<u>For the year 2024</u>				
Dividends for 2023	Annual General Meeting of Shareholders On April 29, 2024	87.68	0.15	May 17, 2024

25. PROVIDENT FUND

The Company and its employees jointly registered a provident fund scheme under the Provident Fund Act B.E. 2530. The Fund is contributed to by both the employees and the Company. The Fund is managed by an asset management company. This Fund is registered under the conditions of Ministry of Finance and the Fund is managed by the approved fund manager.

For the years ended December 31, 2025 and 2024, the Group paid contributions to provident fund and recognized as expenses amounting to Baht 5.06 million and Baht 4.92 million, respectively (The Company's amounting to Baht 5.06 million and Baht 4.92 million, respectively).

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

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26. OPERATING SEGMENT

Segment information is presented in respect of the business segments. The primary format in segment information report is based on the management and internal reporting structure.

The accounting policy for operating segments is in accordance with the accounting policy described in Note 4.

The Company and its subsidiaries comprise the following main business segments:

Segment 1 Fire Protection Products and Project

Segment 2 Sanitary and Air-Conditioning System

Segment 3 Refrigeration System

Segment 4 Digital Printing System

Segment 5 Building-IoT Solutions

Segment 6 Products of Medical 3D Printing Systems

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Operating segments are classified by business type in the statements of total comprehensive income for the years ended December 31, 2025 and 2024 are as follows:

(Unit : Thousand Baht)

	Consolidated financial statements														
	2025							2024							
	Segment 1	Segment 2	Segment 3	Segment 4	Segment 5	Segment 6	Elimination of inter-segment	Total	Segment 1	Segment 2	Segment 3	Segment 4	Segment 5	Elimination of inter-segment	Total
Operations Segment															
Revenues from sales	401,889	53,763	205,021	336,308	388	-	(390)	996,979	464,814	64,690	219,136	322,932	778	(765)	1,071,585
Revenues from services	147,367	-	-	33,510	3,311	-	(72)	184,116	131,181	-	-	34,932	1,368	(23)	167,458
Total revenues	<u>549,256</u>	<u>53,763</u>	<u>205,021</u>	<u>369,818</u>	<u>3,699</u>	<u>-</u>	<u>(462)</u>	<u>1,181,095</u>	<u>595,995</u>	<u>64,690</u>	<u>219,136</u>	<u>357,864</u>	<u>2,146</u>	<u>(788)</u>	<u>1,239,043</u>
Gross profit	<u>144,389</u>	<u>12,820</u>	<u>45,349</u>	<u>138,860</u>	<u>1,014</u>	<u>-</u>	<u>(130)</u>	<u>342,302</u>	<u>159,867</u>	<u>15,336</u>	<u>38,436</u>	<u>132,828</u>	<u>879</u>	<u>(287)</u>	<u>347,059</u>
Profit (loss) before income tax expense								<u>103,319</u>							<u>111,374</u>
Timing of revenue recognition.															
At a point in time	401,889	53,763	205,021	336,308	388	-	(390)	996,979	464,814	64,690	219,136	322,932	778	(765)	1,071,585
Over a period of time	147,367	-	-	33,510	3,311	-	(72)	184,116	131,181	-	-	34,932	1,368	(23)	167,458
Total revenues	<u>549,256</u>	<u>53,763</u>	<u>205,021</u>	<u>369,818</u>	<u>3,699</u>	<u>-</u>	<u>(462)</u>	<u>1,181,095</u>	<u>595,995</u>	<u>64,690</u>	<u>219,136</u>	<u>357,864</u>	<u>2,146</u>	<u>(788)</u>	<u>1,239,043</u>

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

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Operating segment by business in the statement of financial position as at December 31, 2025 and 2024 were as follows:

(Unit : Thousand Baht)

	Consolidated financial statements														
	As at December 31, 2025							As at December 31, 2024							
	Segment 1	Segment 2	Segment 3	Segment 4	Segment 5	Segment 6	Elimination of inter-segment	Total	Segment 1	Segment 2	Segment 3	Segment 4	Segment 5	Elimination of inter-segment	Total
Assets for reportable segments															
Trade receivables	112,022	15,182	27,328	42,516	295	-	(45)	197,298	178,756	20,993	49,089	49,696	274	(84)	298,724
Inventories	162,749	9,026	69,434	62,060	142	-	(413)	302,998	170,589	5,851	77,364	68,732	890	(287)	323,139
Goodwill	-	-	181,365	134,606	-	-	-	315,971	-	-	181,365	134,606	-	-	315,971
Total assets for reportable segments	274,771	24,208	278,127	239,182	437	-	(458)	816,267	349,345	26,844	307,818	253,034	1,164	(371)	937,834
Assets under common use															
- Investment property								164,322							165,802
- Property, plant and equipment								97,512							100,605
- Right - of - use assets								76,945							86,930
- Intangible assets								6,855							7,688
- Others								637,908							500,889
Total Asset								1,799,809							1,799,748
Total liabilities								411,019							421,745

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

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Information about the geographic area

For the years ended December 31, 2025 and 2024 consisted of:

	(Unit : Thousand Baht)	
	Consolidated financial statements	
	2025	2024
<u>Revenue from the operating segments</u>		
Thailand	1,175,259	1,232,594
Abroad	5,836	6,449
Total	<u>1,181,095</u>	<u>1,239,043</u>

Information about major customers

During the years ended December 31, 2025 and 2024, the Company had no revenue from sales and service income from any single external customer that accounted for 10 percent or more of total revenue.

27. EXPENSE BY NATURE

Expenses by nature of the significant expenses for the years ended December 31, 2025 and 2024 consisted of:

	(Unit : Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Purchases of finished goods	637,390	765,516	634,160	761,922
Other changes in finished goods and work in process	20,141	(7,035)	18,757	(6,861)
Employee expenses	205,719	200,708	203,100	197,710
Office rental and service expenses	527	540	492	491
Depreciation and amortization	27,604	28,520	27,512	28,481
Others	212,518	169,080	213,114	170,596

28. BASIC EARNINGS (LOSS) PER SHARE

Basic earnings (loss) per share is calculated by dividing the profit for the years ended December 31, 2025 and 2024 by the weighted average number of ordinary shares in issue during the years. Are as follows:

	(Unit : Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Profit (loss) for the years of parent company	83,896	87,598	82,505	84,573
Weighted average number of ordinary shares (Thousand Share)	<u>584,500</u>	<u>584,500</u>	<u>584,500</u>	<u>584,500</u>
Earnings (Loss) per share (basic) (Baht : Share)	<u>0.14</u>	<u>0.15</u>	<u>0.14</u>	<u>0.14</u>

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

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29. COMMITMENTS AND CONTINGENT LIABILITIES

29.1 Guarantees

The Group has letters of guarantee issued by banks and other companies on behalf of the Company and its subsidiaries, which relates to certain operational obligations in the normal course of business of the Company remaining as follows:

	(Unit : Million Baht)			
	Consolidated financial statements		Separate financial statements	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Warranty for products and work according to contract for system installation work	41.96	27.02	41.96	27.02

29.2 Credit lines from financial institutions

As at December 31, 2025 and 2024 as follows:

	Consolidated / Separate financial statements			
	Credit limit (Million Baht)		Based on interest rate (Percentage per year)	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Overdraft	9	9	MOR, MOR-0.50	MOR, MOR- 0.50
Letter of Credit/Trust			MLR-1, MMR	MLR-1, MMR
Receipt/Promissory notes	120	120		
letter of guarantee	74	74	1.00-2.00%	1.00-1.25%
Foreign currency forward contracts	410	410	-	-
Total	613	613		
Foreign currency forward contracts (Millions of US Dollars)	7	7		

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29.3 Commitments regarding the purchase of goods and service:

The Group have commitments regarding the purchase of goods and services according to memorandum of understanding and contracts for the purchase of goods and services with various companies. The prices and various trading conditions are as specified in the said memorandum and contract. and has an average period of not more than 12 months as follows:

	Consolidated financial statements		Separate financial statements	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Baht	52,433,032	39,779,638	52,433,032	39,779,638
Foreign currency				
United States Dollar	2,037,793	1,652,706	2,037,793	1,652,706
Euro	1,299,325	1,031,769	1,299,325	1,031,769
Pound Sterling	535,697	503,140	535,697	503,140
Yen	467,900	4,500,000	467,900	4,500,000
Vietnamese Dong	10,767	-	10,767	-

29.4 Capital expenditure commitments

As at December 31, 2025 and 2024 ,the Company has capital expenditure obligations in the amount of Baht 0.32 million and 0.05 million baht, respectively.

30. FAIR VALUE MEASUREMENT

The Company and its subsidiaries uses the market approach to measure its assets and liabilities that are required to be measured at fair value by relevant TFRS, except that the cost approach or income approach is used when there is no active market or when a quoted market price is not available.

30.1 Fair value hierarchy

In applying the above-mentioned valuation techniques, the Company and its subsidiaries endeavors to use relevant observable inputs as much as possible. TFRS 13 Fair Value Measurement establishes a fair value hierarchy categorizing such inputs into three levels as follows:

Level 1 - Use of quoted market prices in an observable active market for such assets or liabilities

Level 2 - Use of other observable inputs for such assets or liabilities, whether directly or indirectly

Level 3 - Use of unobservable inputs such as estimates of future cash flows.

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As at December 31, 2025 and 2024, the Group had the following financial assets and liabilities that were measured at fair value on which the fair value hierarchy is classified as follows :

	(Unit : Thousand Baht)							
	Consolidated / Separate financial statements							
	Level 1		Level 2		Level 3		Total	
	2025	2024	2025	2024	2025	2024	2025	2024
Financial assets (liabilities) measured at fair value								
Investments in								
securities	51,170	48,773	5,550	6,397	-	-	56,720	55,170
Foreign currency								
forward contracts	(810)	(1,904)	-	-	-	-	(810)	(1,904)

During the year, there were no transfers within the fair value hierarchy.

Fair valuation techniques and inputs to Level 2 fair valuation

The fair value of investments in investment units that are not listed on the Stock Exchange of Thailand is determined by using the net asset value per unit as announced by the fund managers.

The fair value of derivatives has been determined by using a discounted future cash flow model and a valuation model technique. Most of the inputs used for the valuation are observable in the relevant market, such as spot rates of foreign currencies, forward rate of the respective currencies, and interest rate yield curves.

Certain financial assets and financial liabilities is measured at fair value

The following table gives information about how the fair values of these financial assets and financial liabilities are measured at fair value on fair value hierarchy as at December 31, 2025 and 2024.

	(Unit : Thousand Baht)			
	Consolidated / Separate financial statements			
	Fair value as at December 31,		Fair value	Valuation techniques and key inputs for fair value measurement
2025	2024	Hierarchy		
Financial assets (liabilities)				
1. Foreign currency forward contracts	(810)	(1,904)	Level 2	Discounted cash flow The estimated future cash flows is from foreign currency exchange rates (from observable forward exchange rates at the end of the reporting period) and contract forward rates, discounted at a rate that reflects the credit risk of various counterparties.

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These financial assets and financial liabilities are presented as a part of other current assets and other current liabilities in the statement of financial position.

Valuation technique for financial instruments not measured at fair value of the Company and its subsidiaries are as follows:

Cash and cash equivalents, trade and other current receivables, current portion of financial lease receivable had carrying values approximate their fair values due to the relatively short-term maturity of these financial instruments.

Trade and other current payables, short-term provisions and other current liabilities - the carrying amounts stated in the reporting date of these financial liabilities approximate their fair values because of the short-term period to maturity of these financial instruments.

31. FINANCIAL INSTRUMENTS

31.1 Financial risk management policies

The Group are exposed to normal business risks from changes in interest rates and currency exchange rates and from non-performance of contractual obligations by counterparties. The Group do not hold or use derivative financial instruments for speculative or trading purposes.

Risk management is integral to the whole business of the Group. The Company and its subsidiaries have a system of controls in place to create an acceptable balance between the cost of risks occurring and the cost of managing the risks. The management continually monitors the Group are risk management process to ensure that an appropriate balance between risk and control is achieved.

31.2 Capital management

The Board of Directors' policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Board monitors the return on capital, which the Group define as result from operating activities divided by total shareholders' equity, and also monitors the level of dividends to ordinary shareholders.

31.3 Foreign currency risk

The Group are exposed to foreign currency risk relating to purchases which are denominated in foreign currencies. The Group primarily utilize forward foreign exchange contracts with maturities of less than one year to hedge such financial assets and liabilities denominated in foreign currencies. The forward foreign exchange contracts entered into at the reporting date also relate to anticipated purchases, denominated in foreign currencies, for the subsequent period.

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As at December 31, 2025 and 2024, the Company and its subsidiaries have financial liabilities in foreign currencies as follows;

	Foreign Currencies			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Not hedged				
United States Dollar	4,800	851,830	4,800	843,433
Euro	-	67,730	-	67,730
Pound Sterling	-	167,074	-	167,074
Yen	-	45,850	-	45,850

31.4 Derivatives

Derivatives are forward foreign exchange contracts used for economic hedging purposes and not as speculative investments. However, derivatives do not meet the hedge accounting criteria, therefore they are classified as ‘held for trading’ for accounting purposes and are accounted for at fair value through profit or loss. They are presented as current assets or liabilities to the extent they are expected to be realized within 12 months after the end of the reporting period.

As at December 31, 2025 and 2024, the Company had gain (loss) from changes in fair value of derivatives in the amount of Baht (0.81) million and Baht (1.90) million, respectively.

31.5 Gain (loss) from exchange rates

For the years ended December 31, 2025 and 2024, the aggregate net foreign exchange gains (losses) recognized in profit or loss are as follows:

	(Unit : Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Unrealized gain (loss) on exchange rates	(744)	(475)	(1,225)	(521)
Gain (loss) on exchange rates				
- Sales	1,828	3,740	1,829	3,770
Total net gain (loss) on exchange rate recognized in profit before income tax	1,084	3,265	602	3,249

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31.6 Credit risk

Credit risk is the potential financial loss resulting from the failure of a customer or a counterparty to settle its financial and contractual obligations to the Company as and when they fall due.

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Credit evaluations are performed on all customers requiring credit over a certain amount. At the reporting date, there were no significant concentrations of credit risk. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position. However, due to the large number of parties comprising the Company and its subsidiaries are customer base, management does not anticipate material losses from its debt collection.

31.7 Liquidity risk

The Company and its subsidiaries monitor its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Company's and its subsidiaries's operations and to mitigate the effects of fluctuations in cash flows.

31.8 Classification and measurement of financial asset and financial liabilities

(Unit : Thousand Baht)

	Consolidated financial statements					
	As at December 31, 2025			As at December 31, 2024		
	FVPL	Amortized cost	Total	FVPL	Amortized cost	Total
Financial assets						
Cash and cash equivalents	-	439,835	439,835	-	293,471	293,471
Trade and other current receivables	-	204,748	204,748	-	321,355	321,355
Current contract assets	-	33,931	33,931	-	17,238	17,238
Other non-current financial assets	97,093	-	97,093	115,644	-	115,644
Trade and other non-current receivables	-	5,513	5,513	-	2,760	2,760
Other non-current assets	-	30,611	30,611	-	29,494	29,494
	<u>97,093</u>	<u>714,638</u>	<u>811,731</u>	<u>115,644</u>	<u>664,318</u>	<u>779,962</u>

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2025

(Unit : Thousand Baht)

	Consolidated financial statements					
	As at December 31, 2025			As at December 31, 2024		
	FVPL	Amortized cost	Total	FVPL	Amortized cost	Total
Financial liabilities						
Bank overdrafts and short – term loans from financial institutions	-	250	250	-	-	-
Trade and other current payables	-	225,154	225,154	-	229,018	229,018
Current portion for lease liabilities	-	9,269	9,269	-	8,952	8,952
Short-term loan from related party	-	620	620	-	620	620
Lease liabilities	-	90,610	90,610	-	99,546	99,546
Other non-current liabilities	-	29,567	29,567	-	28,304	28,304
	-	355,470	355,470	-	366,440	366,440

(Unit : Thousand Baht)

	Separate financial statements					
	As at December 31, 2025			As at December 31, 2024		
	FVPL	Amortized cost	Total	FVPL	Amortized cost	Total
Financial assets						
Cash and cash equivalents	-	429,902	429,902	-	286,610	286,610
Trade and other current receivables	-	204,584	204,584	-	321,260	321,260
Current contract assets	-	33,931	33,931	-	17,238	17,238
Short - term loans to related company	-	6,284	6,284	-	-	-
Other current financial assets	97,093	-	97,093	115,644	-	115,644
Trade and other non-current receivables	-	5,513	5,513	-	2,760	2,760
Other non-current assets	-	30,266	30,266	-	29,085	29,085
	97,093	710,480	807,573	115,644	656,953	772,597

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2025

(Unit : Thousand Baht)

	Separate financial statements					
	As at December 31, 2025			As at December 31, 2024		
	Amortized			Amortized		
	FVPL	cost	Total	FVPL	cost	Total
Financial liabilities						
Trade and other current payables	-	223,590	223,590	-	227,432	227,432
Current portion for lease liabilities	-	9,269	9,269	-	8,952	8,952
Lease liabilities	-	90,610	90,610	-	99,546	99,546
Other non-current liabilities	-	29,722	29,722	-	28,390	28,390
	-	353,191	353,191	-	364,320	364,320

32. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

Changes in the liabilities arising from financing activities for the years ended December 31, 2025 and 2024 are as follows:

(Unit : Thousand Baht)

	Consolidated / Separate financial statements			
	Balance as at January 1, 2025	Cash flows Increase (decrease)*	Non-cash transaction Increase	Balance as at December 31, 2025
Lease liabilities	108,498	(12,362)	3,743	99,879
Total	108,498	(12,362)	3,743	99,879

(Unit : Thousand Baht)

	Consolidated / Separate financial statements			
	Balance as at January 1, 2024	Cash flows Increase (decrease)*	Non-cash transaction Increase	Balance as at December 31, 2024
Lease liabilities	80,504	(12,368)	40,362	108,498
Total	80,504	(12,368)	40,362	108,498

* Financing cash flows included net proceed and repayment cash transactions in the statements of cash flows.

HARN ENGINEERING SOLUTIONS PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2025

33. CAPITAL MANAGEMENT

The objective of managing the equity capital of the group of companies is to maintain the ability to operate continuously, generate returns for the shareholders of the group, and benefit other stakeholders. Management has formulated various strategies to support the group's business operations to enhance efficiency, improve financial performance, and strengthen the financial position. This includes establishing dividend payment policies and managing capital to maintain an appropriate capital structure and financing costs.

34. EVENT AFTER THE REPORTING PERIOD

34.1 According to the company's board of directors' Meeting No. 1/2026 on February 26, 2026. The Board of Directors approved the establishment of a wholly owned subsidiary with a registered capital of 1 million baht. The subsidiary's primary business objectives are to engage in planning, promotion, exploration, development, project investment, cooperation, research and development, and consultancy services, as well as businesses related to carbon dioxide and the reduction of carbon dioxide or other greenhouse gas emissions. The Company expects to complete the registration of this subsidiary within the second quarter of 2026.

34.2 According to the company's board of directors' Meeting No. 1/2026 on February 26, 2026. The Board of Directors resolved to approve the payment of a dividend at the rate of Baht 0.12 per share for 584,500,000 issued and paid-up shares, totaling Baht 70.14 million, which will be presented to the next general shareholders' meeting for consideration and approval of the dividend.

35. RECLASSIFICATION

Certain amounts in the 2024 financial statements have been reclassified to conform to the current year's classification but with no effect to previously reported net income or shareholder's equity.

36. APPROVAL OF FINANCIAL STATEMENTS

These financial statements were authorized for issue by the Board of Directors of the Company on February 26, 2026.

Attachment

Back up attachment

Attachment 1 : Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary, and the representative for contact and coordination in case of a foreign company

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1227/2025/1774827363012.pdf>



Attachment 2 : Details of the directors of subsidiaries

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1227/2025/1774571596115.pdf>



Attachment 3 : Details of the Heads of the Internal Audit and Compliance Units

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1227/2025/1774571596837.pdf>



Attachment 4 : Assets for business undertaking and details of asset appraisal

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1227/2025/1774571596110.pdf>



Attachment 5 : Unabridged policy and guidelines on corporate governance and unabridged code of business conduct prepared by the Company

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1227/2025/1774571596528.pdf>



Attachment 6 : Report of the Audit Committee

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1227/2025/1774827363008.pdf>

