

(F53-4)

Capital Increase Report Form
NR Instant Produce Public Company Limited
13 March 2026

We, NR Instant Produce Public Company Limited, hereby report the resolution of the Board of Directors' meeting No. 1/2026, dated 13 March 2026, relating to the capital increase and allotment of capital increase shares as follows:

1. Capital Increase / Capital Decrease:

The Board of Directors' Meeting No. 1/2026 resolved to propose to the 2026 Annual General Meeting of Shareholders to consider and approve the decrease and increase of the Company's registered capital, as follows:

- The decrease of the Company's registered capital from the existing registered capital of 2,126,485,936 Baht to 1,976,379,551 Baht, by canceling 150,106,385 unissued ordinary shares at a par value of 1.00 Baht per share.
- The increase of the Company's registered capital under a General Mandate from 1,976,379,551 Baht to 2,126,762,278 Baht, by issuing 150,382,727 new ordinary shares at a par value of 1.00 Baht per share.

Type of capital increase	Type of securities	Number of shares	Par value (THB/share)	Total (THB)
<input type="checkbox"/> Specifying the purpose of utilizing the capital	Ordinary shares Preferred shares	-None-
<input checked="" type="checkbox"/> General Mandate	Ordinary shares Preferred shares	Not more than 150,382,727- None-	1.00	Not more than 150,382,727

2. Allotment of capital increase shares:

● **Specifying the purpose of utilizing the capital**

Allotted to	Number of shares	Ratio (old : new)	Selling price (THB/share)	Subscription and payment period	Remark
- None-

● **General Mandate**

Allotted to	Type of securities	Number of shares	Percentage of paid-up capital ^{1/}	Remark
Private Placement	Ordinary shares	Not more than 150,382,727	10	

^{1/} Percentage of paid-up capital on the date that the Board of Directors resolved with the approval to increase capital under General Mandate

Note

The allocation of the newly issued ordinary shares shall be offered to the specific persons by way of a private placement under the general mandate shall not be the related persons of the Company as specified in the Notification of the Capital Market Supervisory Board No. TorChor. 21/ 2551 Re: Rules on Connected Transactions and the Notification of the Board of Governors of the Stock Exchange of Thailand Re: Disclosure of Information and Other Acts of Listed Companies Concerning the Connected Transactions B.E. 2546 The newly issued ordinary shares can be issued and offering in entirety or in portions and offering at once or occasionally from time to time. The allocation of the newly issued ordinary shares to the specific persons by way of the private placement shall not be offered at a low price according to the Notification of the Capital Market Supervisory Board No. Tor Jor. 72/2558 Re: Approval for Listed Companies to Offer Newly Issued Shares through Private Placement (as amended),

In this regards, the Board of Directors shall be authorized to have the powers to consider on determination, and/or amend, and/or change any condition and details of any matters related to this matter under the relevant regulations. The authorization shall include without limitation to the followings:

- 1) To consider on the allocation and offer the newly issued ordinary shares at once or occasionally from time to time including proceed with any necessary matters and related to offering the newly issued ordinary shares e.g. set the record date, objective of the issuance and offering of such ordinary shares, specify offering price, subscription period, ratio for allotment, allotment method and the payment process, searching of investors in private placement etc. including change of subscription period, payment and receive payment of such newly issued ordinary shares, determine any conditions and details regarding allocation of newly issued ordinary shares which include without limitation to considering on determination of ratio of purchase for offering the newly issued ordinary shares to the existing shareholders, specify offering price, subscription period, the purchase, the payment process, allotment method and determine any conditions and details which related to the allocation of the newly issued ordinary shares as deemed appropriate.
- 2) To sign applications, notice, instrument or other documents in relation with the capital increase and the allocation of the Company's newly issued ordinary shares, including certifying relevant documents, communicate, file and/or accept documents with any competent authorities and/or agencies and to list the new common shares on the Stock Exchange of Thailand.
- 3) To carry out any other necessary actions relating to and/or associating with the capital increase and the allocation of the newly issued ordinary shares of the Company, to be in accordance with the laws and/or any related regulations.

In addition, the aforesaid allocation under the general mandate must be completed by the next date of the Annual General Meeting of Shareholders or within 30 April 2027, whichever date is earlier.

3. Schedule for a shareholders' meeting to approve the capital increase / allotment of capital increase shares

The Annual General Meeting of Shareholders for the year 2026 will be held on Tuesday 28 April 2026, 2.00 P.M. via electronic meeting. The Board of Directors' Meeting has set the record date for specifying the list of the shareholders who have the rights to attend the Annual General Meeting of Shareholder on 30 March 2026.

4. Seeking approval of the capital increase / share allotment from related government agency, and approval conditions (if any)

- The approval from 2026 Annual General Meeting of Shareholders on 28 April 2026.
- The Company is required to register the decrease/increase of registered and paid-up capital and the amendment of its Memorandum of Association with the Department of Business Development, Ministry of Commerce.
- The Company is required to obtain an approval from the Stock Exchange of Thailand for the listing of such newly issued ordinary shares on the Stock Exchange of Thailand.

5. Objectives of the capital increase and plans for utilizing the increased capital

- For investment or in other businesses and/or companies, including but not limited to investments in ordinary shares or assets, etc.
- To be used for future expansion of the Company in related businesses or to support the Company's existing business.
- To enhance liquidity flexibility of the Company
- To repay debentures and loans from financial institutions.

6. Benefits that the Company will receive from the capital increase / share allotment:

The capital increase will provide the Company with liquidity flexibility in order for future expansion of the Company in related businesses or to support the Company's existing business providing the Company with better growth and increasing the Company's competitiveness in the long run.

7. Benefits that the shareholders will receive from the capital increase / share allotment:

- The Company has a policy to pay dividends to shareholders at least 30% of their net profit after deducting legal reserves and other types of reserve (if any). However, dividend payment is subject to further changes and also depends on the Company's performance, financial position, operating results, liquidity, cash flow, necessity on working capital, investment plan, business expansion in the future, market conditions, appropriateness and other factors relating to the Company's operation and management,
- The subscribers of the Company's newly issued ordinary shares in this offering will be entitled to receive dividends declared by the Company upon the registration of their names as shareholders of the Company.
- The Company will use the capital increase under the general mandate for investment in business and/or other companies and/or future expansion of the Company with the aim of providing the Company with better growth and increasing the Company's competitiveness in the long run in order to enhance returns for shareholders.

8. Other details necessary for shareholders' decision making in the approval of the capital increase / share allotment:

-None-

9. Time schedule of action in case the Board of Directors passes a resolution with the approval of the capital increase or allotment of new shares:

No.	Procedures of the capital increase	Date/Month/Year
1	The Board of Directors' Meeting No. 1/2026	13 March 2026
2	The date to determine shareholders entitled to attend the Annual General Meeting (Record Date)	30 March 2026
3	2026 Annual General Meeting of Shareholders	28 April 2026
4	The Registration of resolution on capital increase at Ministry of Commerce	Within 14 days after AGM approved

No.	Procedures of the capital increase	Date/Month/Year
5	Date to allot the newly issued ordinary shares under the general mandate to a specific investor (Private Placement)	Within the date that the Company holds the next annual general meeting or within the date that the next annual general meeting is required to be set-up by law, whichever is the earlier

We hereby certify that the information contained in this report form is correct and complete in all respects.

Signed Authorized director

(Mr. Dan Pathomvanich)

Signed Authorized director

(Miss Penhurai Chaichatchaval)