Food for Regenerations Delights
Sustain Our World Through Food

2024
SUSTAINABILITY REPORT
NR INSTANT PRODUCE PUBLIC COMPANY LIMITED

Content
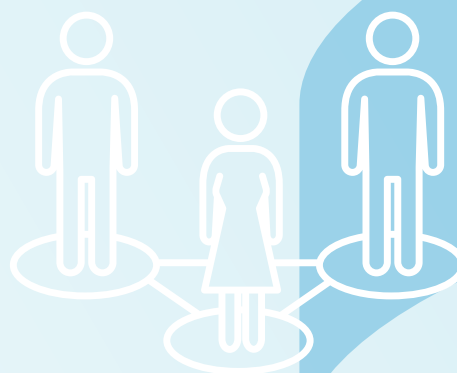
Message from the Chairman and the Chief Executive Officer

Dear shareholders and all stakeholders,

The year 2024 marked a period of considerable challenges for NR Instant Produce Public Company Limited. These stemmed from internal financial volatility as well as ongoing global economic uncertainties, including trade tensions between China and the United States and the U.S. government's import tariff policies. Such external factors posed potential risks that could significantly impact the Company's operations.

In response, the Company seized this period as an opportunity to reassess its strategic direction and enhance internal processes. This was aimed at laying a solid foundation capable of supporting long-term sustainable growth. The Company continued to pursue its strategic roadmap, placing strong emphasis on organic growth by reinforcing its core businesses, particularly in ethnic food—through proprietary branded products, the introduction of new products, and expanded production capacity via a new sauce manufacturing facility. Additionally, the Company made strategic investments downstream in the value chain by establishing Asian product retail outlets in the United Kingdom. These serve as efficient distribution channels for the Company's and its partners' brands.

Dr. Dhas Udomdhammabhakdi
Chairman of the Board of Directors

Simultaneously, the Company undertook a restructuring of its asset portfolio, divesting non-core investments and assets. The proceeds were used to bolster financial liquidity, support core business expansion, and reduce overall financial burdens—key components for establishing a stable platform for future growth.

Moreover, **the Company remains committed to responsible business practices in alignment with ESG (Environmental, Social, and Governance) principles. This includes minimizing environmental impact, enhancing the well-being of employees and communities, and strengthening governance at all organizational levels.** The Company maintains a clear stance against all forms of corruption, fostering a culture of transparency, good corporate governance, and ethical conduct to build trust with all stakeholders.

The Board of Directors firmly believes that with a balanced strategy that harmonizes business growth and social responsibility, the Company will regain its path to sustainable profitability and emerge more resilient in the face of future uncertainties.

On behalf of the Board of Directors, we extend our sincere gratitude to our shareholders, business partners, customers, employees, and all stakeholders for their continued trust and support. The Company remains steadfast in its commitment to good corporate governance, social and environmental responsibility, and economic advancement, with the ultimate goal of delivering long-term sustainable value to all stakeholders.

Mr.Dan Pathomvanich
Chief Executive Officer
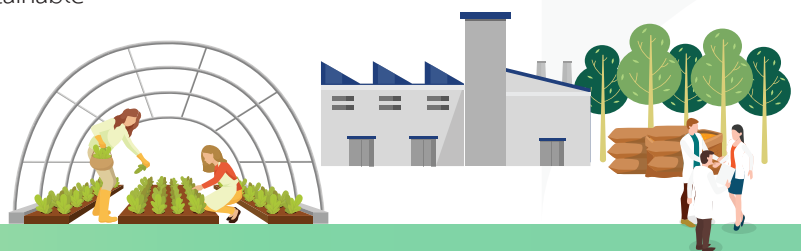
Corporate Sustainability Strategy

NRF

FOOD FOR GENERATIONS, Delight and Sustain Our world through food

Vision   " **To be leader** in delivering enjoyable and sustainable food experiences."

Mission

Build a food system for the long term.

Continuously deliver shared value through quality food.

Enriching the lives of our stakeholders.

Elements of Sustainability

Social	Environmental	Governance and Economic
People	**Planet**	**Performance**
• Dedicated to focusing on people both inside and outside the organization. • Committed to upholding the human rights principles of employees and personnel. • Playing a role in the development of the communities surrounding the factories and supporting Thai farmers to grow sustainably and with good hygiene. • Producing quality products and services to ensure the highest satisfaction for customers and consumers.	• Focused on conserving the global environment by shifting operational practices to create environmentally friendly products. • Managing risks that may impact the environment. • Developing technological and innovative production methods to ensure sustainable social and environmental responsibility.	• Aiming to operate efficiently in order to provide returns to stakeholders. • Creating long-term value for the organization, with a focus on people and the environment. • Committed to continuous and fair development of quality products and services.

Key Sustainability Targets

100% of employees with high cybersecurity risk receive awareness training

Water intensity not to exceed **11.12** m³/ tonne of product

Electricity intensity not to exceed **235** kWh / tonne of product

Achieve **Carbon Neutrality**

Increase waste utilization to over **50%** of total waste generated

0 work-related fatalities from employees and contractors

Maintain certify of BRCGS Food Safety Issue 9 at **Grade A**

0 cases of significant human rights violations

Customer satisfaction score **> 95%**

Lost Time Injury Frequency Rate (LTIFR) not to exceed **3.16** Cases / 1,000,000 work hours

0 cases of customer privacy or personal data breaches

Average training hours **>10** Hours / Persons / year

NRF Value Chain

NRF's business operations are divided into 5 key activities,
each of which is closely linked to various stakeholder groups:

Stakeholders

8. Government Agencies

1. Employees

7. Mass Media

2. Investors

6. Farmers

3. Customers and Consumers

5. Suppliers and Business Partners

4. Community

1. Procurement

- Source agricultural raw materials from traceable origins to ensure customer health and safety, as well as environmental protection
- Integrate ESG requirements into the company's Supplier Code of Conduct

2. Production

- Maintain high-quality and internationally certified production processes
- Minimize loss and waste at every stage of production
- Improve energy efficiency and adopt clean energy to reduce GHG emissions

3. Transportation and Distribution

Preserve, deliver, and distribute products with the highest quality standards to both domestic and international customers

4. Marketing and Sales

Deliver products to consumers through a variety of channels, including online (e-commerce) and offline (retail and wholesale) platforms

5. Customer Relationship Management

- Analyze and address customer satisfaction with tailored approaches according to customer types and distribution channels
- Foster strong customer relationships and manage complaints to support continuous improvement and development

NRF Value Chain

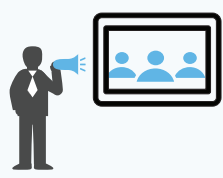|		1	2	3	4	5
		Procurement	Production	Transportation and Distribution	Marketing and Sales	Customer Relationship Management
1	Employees	✔	✔	✔	✔	✔
2	Investors				✔	
3	Customers and Consumers	✔	✔	✔	✔	✔
4	Community	✔	✔	✔	✔	
5	Suppliers and Business Partners	✔	✔	✔	✔	✔
6	Farmers				✔	
7	Mass Media				✔	
8	Government Agencies	✔	✔	✔	✔	
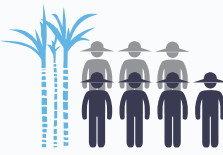
Stakeholder Engagement

Stakeholders	Communication Channels	Stakeholder Expectations	Company Response
Internal stakeholders			
Employee	• E-mail • Internal meetings • Employee satisfaction surveys • Complaints channels	• Fair compensation and adequate resources to perform duties • Equal recognition and treatment of all employees	• Provide fair and competitive compensation and benefits • Conduct annual performance evaluations to ensure fairness for both employees and the organization • Share updates and important information via email and information boards • Holds regular town hall meetings
External Stakeholders			
Investor group (Shareholders, Investors, Analysts, Creditors, Credit Rating Agencies)	• 56-1 One Report • Annual General Meeting (AGM) • Extraordinary Annual General Meeting (EGM) • Analyst meetings • Opportunity Day presented by The Stock Exchange of Thailand (SET) • Roadshow for investors • Quarterly Management Discussion and Analysis (MD&A) and Investor Relations News. • Corporate website, email, telephone, social media platforms (Facebook and Instagram)	• Transparent and verifiable business operations • Stable and sustainable operations with social and environmental responsibility • Return on investment • Risk Management • Business growth and profitability	• Strengthen shareholder confidence by disclosing truthful, transparent, and verifiable information • Organize AGM/EGM for shareholders • Commit to sustainable business operations • Disclose 56-1 One Report and SD Report to communicate with investors group continuously

Stakeholders	Communication Channels	Stakeholder Expectations	Company Response
Customers and Consumers	• Call center • Corporate website, email, telephone, social media platforms (Facebook and Instagram) • Channels for suggestions and complaints • Corporate Social Responsibility (CSR) initiatives • Customer satisfaction surveys	• High product quality • Diverse product offerings • Efficient logistics • Operations that uphold social and environmental responsibility, considering climate change impacts	• Open for customer feedback and complaints • Conduct an annual customer satisfaction survey • Analyze survey results and hold strategic planning meetings to address customer needs • Commit to sustainable business operations • Disclose 56-1 One Report and SD Report
Community	• Call center • Corporate website, email, telephone, social media platforms (Facebook and Instagram) • Channels for suggestions and complaints • CSR initiatives	• Protection from environmental impacts • Responsible management of community resources • Support and initiatives that benefit the community	• Implementation of measures to minimize environmental and social impacts on the community • Organize and participate in community support activities • Conduct an annual community expectations and satisfaction survey • Collaborate with local communities to support various initiatives and activities
Suppliers and Business Partners	• Meetings and cooperation contract signings • Corporate website, email, telephone, social media platforms (Facebook and Instagram) • Channels for suggestions and complaints • Onsite audits • ESG self-assessment questionnaires	• Compliance with various quality assurance and standardized operational requirements • Transparent, fair, and verifiable business • Operations to support long-term partnerships • Clear procurement policies and regulations	• Maintain high-quality standards for products and services while developing new projects to meet future business needs • Ensure transparent, fair, and ethical procurement practices, including clear supplier selection and evaluation processes, and a supplier code of conduct • Support supplier development and provide guidance on sustainable procurement practices

Stakeholders	Communication Channels	Stakeholder Expectations	Company Response
Farmers	• Corporate website, email, telephone, social media platforms (Facebook and Instagram) • Channels for suggestions and complaints	• Fair and ethical business practices • Opportunities for knowledge exchange on agricultural techniques and best practices • Access to funding and financial support	• Ensure transparent, fair, and ethical procurement practices, including clear supplier selection and evaluation processes, and a supplier code of conduct • Support supplier development and provide guidance on sustainable procurement practices
Media Press	• Press releases on the Company's activities, projects, and operations • Press conferences • Executive interviews • Corporate website, email, telephone, social media platforms (Facebook and Instagram) • Press events and activities • Direct contact with the corporate communications department	• Accurate, transparent, reliable, and verifiable information • Prompt response to inquiries and timely provision of information • Accessible to executives or spokespersons for interviews and opinions • Collaboration and support in news reporting • A well-structured crisis communication plan and readiness for media engagement • Regular updates on corporate developments	• Provide fact-based public relations and communications to build trust with the media • Maintain a dedicated media relations department to facilitate efficient communication • Implement a crisis communication plan to manage critical news situations effectively • Organize press engagement activities to strengthen relationships with media representatives • Develop a structured response plan outlining procedures for handling negative or emergency news • Actively manage corporate news through social media channels • Prepare media kits, including data, photos, videos, and background materials, to support accurate and complete news coverage

Stakeholders	Communication Channels	Stakeholder Expectations	Company Response
Government Agencies	• Meetings with government agencies on various issues and cases • Submission of performance and operational reports to relevant government bodies • Direct communication with government officials to foster mutual understanding of expectations • Regular participation in government-led activities and projects • Attendance at policy briefings and governance-related meetings • Channels for suggestions and complaints	• Full compliance with laws and regulations in all operations • Transparent business practices that adhere to legal requirements at every stage • Commitment to corporate governance and sustainable development within the framework of appropriate risk management • Support for government initiatives related to sustainable development and climate change	• Ensure strict compliance with all applicable laws and regulations • Maintain open communication with government agencies to align with their expectations and regulatory requirements • Actively participate in government initiatives, projects, and collaborative activities

Materiality Identification

The Company has established a systematic process for identifying and prioritizing material topics in line with the GRI Standards, as outlined below:

Identifying Potential Material Topics

01

Assessment of Impacts

02

03 Prioritization and Approval

Approval and Continuous Review

04

Identifying Potential Material Topics

1

The Sustainability Department identifies potentially material topics from both internal and external sources. These include global trends such as climate change, sustainable energy use, and cybersecurity; applicable national and international laws, regulations, and standards; the United Nations Sustainable Development Goals (UN SDGs); and industry-specific issues relevant to sectors such as food and beverage, e-commerce, technology, and agriculture. In addition, stakeholder feedback is collected from employees, suppliers, investors, customers, communities, and regulators through questionnaires and interviews to ensure their concerns and expectations are considered.

Assessment of Impacts

2

The Company assesses the "actual" and "potential" impacts associated with each identified topic. This evaluation considers the nature of the impact—whether positive or negative, internal or external to the organization—the scope of the impact across the Company's operations, supply chain, customers, or communities, as well as the severity, likelihood, and duration of the impact. The assessment is conducted by the Sustainability Working Group and relevant management levels, with a focus on how each topic relates to the Company's overall strategy, risks, and opportunities.

Prioritization and Approval

3

Following the impact assessment, the Company prioritizes sustainability topics by evaluating their significance to stakeholder decision-making and the degree of their impact on the business. Topics that are determined to be material are submitted to the Corporate Governance and Sustainability Committee (CGSC) for review and approval. Once approved, these material topics are publicly disclosed in the Company's Sustainability Report to ensure transparency and accountability.

Approval and Continuous Review

4

The Company regularly reviews its materiality assessment process to ensure its continued relevance and effectiveness. This review takes place at least once a year, or whenever significant changes occur, such as strategic shifts, regulatory developments, or major events like business expansion or natural disasters.

Materiality Matrix

Materiality Matrix — Y-axis: Impact on Stakeholders (Low to High); X-axis: Impact on NRF (Low to High). Plotted points numbered 1–14.
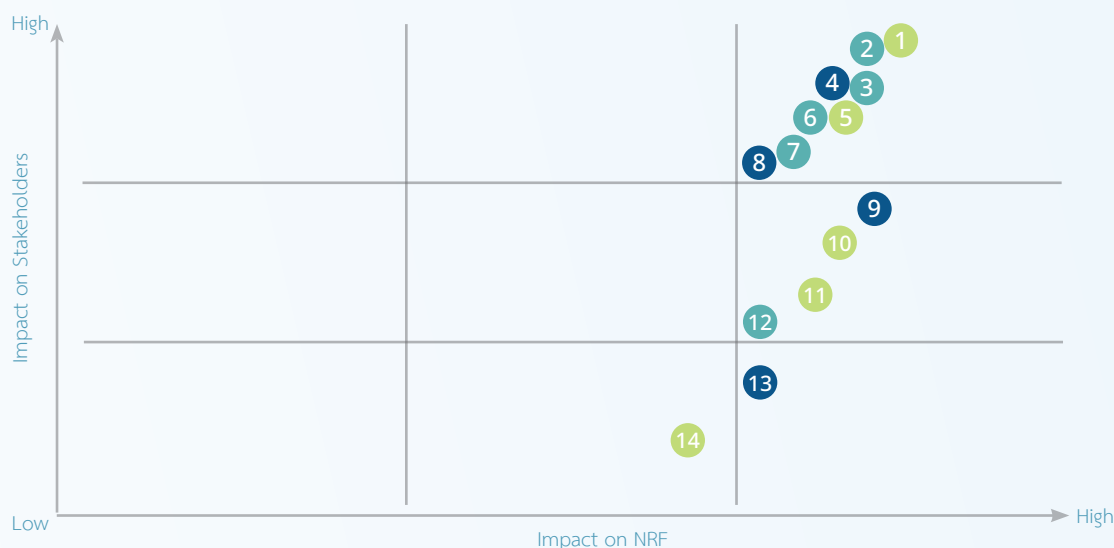
Material Topics

Level of importance	Relevant Issues	Level of Impact		Dimension	SDGs
		On Stakeholders	On Company		
1	Resource Efficiency Management	High	High	Environmental	
2	Responsibility to Customer (Customer welfare)	High	High	Social	
3	Human Rights and Labor Practices	High	High	Social	
4	Anti-Corruption and Business Ethics	High	High	Governance and Economic	
5	Climate Change Management	High	High	Environmental	
6	Community Engagement, Conflict Resolution, and Cultivating Local Support	High	High	Social	
7	Occupational Health and Safety	High	High	Social	
8	Data Privacy & Cybersecurity	High	High	Governance and Economic	
9	Product Quality and Safety	Medium	High	Governance and Economic	
10	Waste Management	Medium	High	Environmental	
11	Water Management	Medium	High	Environmental	
12	Human Capital Development	Medium	High	Social	
13	Technology Development and Innovation	Low	High	Governance and Economic	
14	Biodiversity	Low	Medium	Environmental	

NRF Business Overview

NR Instant Produce Public Company Limited (NRF) operates as an integrated producer, supplier, and distributor of diverse food products to meet evolving consumer needs. The Company's portfolio includes sauces, seasoning mixes, condiments, cooking ingredients, ready-to-eat meals, and instant beverages in both powdered and liquid forms. In addition, NRF develops plant-based protein products, including vegetarian foods free from eggs and dairy, with a strong focus on developing innovative products that promote health and sustainability. The Company also produces high-quality pet food. To strengthen direct access to global consumers, NRF has expanded into the retail sector in the United Kingdom. These initiatives reaffirm NRF's commitment to becoming a comprehensive "Food for the Future" producer.

1

Ethnic/Specialty Food

- OEM and private label manufacturing
- Ethnic and specialty food products under NRF and its subsidiaries' brands

2

Direct to Consumer (DTC)

- Products sold through e-commerce platforms, omni-channel, and Asian supermarkets

3

Climate-Resilience Food

- Plant-based foods and sauces

Locations Of Business Operations

Thailand

4 Manufacturing Facilities (NRF and Subsidiaries)

- 3 Ready-to-Eat Food Factories
- 1 Pet Food Factory

1 Corporate Office (Bangkok)

United Kingdom

2 Asian Stores

- 1 Supermarket
- 1 Cash and Carry store

Sustainability Recognitions

Sustainability Awards

1 "UN Women 2024 Thailand WEPs Awards" 1st Runner up in the Transparency and Reporting category

2 "Global Brand Awards 2024" Most Innovative Sustainable Food Producer category

3 2024 Climate Action Leading Organization (CALO) Award

4 Sustainability Disclosure Recognition Award

ESG Certifications

Certification of Carbon Footprint Organization (CFO) from the Thailand Greenhouse Gas Management Organization (Public Organization) : TGO

Certified for organizational and eventbased carbon neutrality by TGO

Memberships

Member of the Thai Private Sector Collective Action Against Corruption (CAC)

Member of UN Global Compact Network Thailand (UNGCNT)

Member of Thailand Carbon Neutral Network (TCNN)

ESG Assessments

The Company received a rating of **AA** in the SET ESG Ratings from the Stock Exchange of Thailand.

The Company received **5-Star** or **"Excellence"** level in the Corporate Governance Report of Thai Listed Companies (CGR) from the IOD

The Company received a **5 coins** rating on the Annual General Meeting checklist from the Thai Investors Association.

NRF and SDGs

1 NO POVERTY

Delivered **1,500** pieces of clothing and supplies to vulnerable groups through collaboration with a network of foundations.

2 ZERO HUNGER

Provided **7,388** meals to support vulnerable groups and those in need with equal access to food through the 4th year of the 'Food for Future Generations' project.

3 GOOD HEALTH AND WELL-BEING

- Committed to developing high-quality products that meet both national and international standards, in order to deliver safe food and promote good health for our customers.
- **1,971** individuals from communities and vulnerable groups gained access to safe, nutritious food.

4 QUALITY EDUCATION

- Organized activities to promote learning outside the classroom and delivered essential supplies to students in local schools.
- Contributed to the education and well-being of the visually impaired by donating more than **300** discarded calendars, which were used to create Braille educational resources.

5 GENDER EQUALITY

Gender employment ratio (male : female)

0.38 : 0.62

- Respecting the gender expression rights of our employees, promoting equal opportunities for all to demonstrate their potential and abilities at work.

6 CLEAN WATER AND SANITATION

- Establish clean drinking water points for employees.
- Treat wastewater through the system before releasing to natural water sources.
- Meet the communities surrounding the factory to survey the impact of water usage from Company's operations.

7 AFFORDABLE AND CLEAN ENERGY

21%

Percentage of electricity usage from renewable energy (Solar Rooftop)

8 DECENT WORK AND ECONOMIC GROWTH
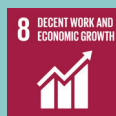
- The Company ensures the protection of labor rights for all, regardless of nationality, and places high importance on providing a safe and secure working environment.
- Provide fair job placement and wages to all workers, including men, women, and individuals with disabilities, while upholding the concept of equal value for equal work.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

- Invested in the research and development of carbon sequestration technology from agricultural waste reduction with global organizations in the United States and leading universities in Thailand.
- Study business innovation technology.
- Research and develop plant-based alternative protein foods.
- Set up plant-based alternative protein food factory in Thailand under NRPT Joint Venture Company.
- Expand the production capacity of the Company's main factory.
- Development animal feed production to respond to an expanding customer base.

10 REDUCED INEQUALITIES

- Employed **9** people with disabilities.
- Promote equal employment opportunities by adhering to the principle of non-discrimination, ensuring equality for all regardless of age, gender, disability, race, ethnicity, religion, economic status, or other factors.
- Implemented a Diversity, Equity, and Inclusion (DE&I) Management Policy to ensure the company operates without discrimination.

11 SUSTAINABLE CITIES AND COMMUNITIES

- **15,000** disaster victims received access to food and water. Donations of food, essential items, and monetary funds were made to flood victims requiring immediate support. In addition, cleaning supplies were distributed to help alleviate suffering and aid in the restoration of homes post-flood.
- Prepare and maintain the cleanliness of the shuttle buses for factory workers to facilitate employee travel.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

- Systematically and properly dispose of hazardous waste.
- Improve production processes to reduce waste and food loss.
- Efficiently managed food waste from the production process by transforming it into fertilizer for distribution to a network of farmers, in collaboration with the Agricultural community enterprise and farmers. This initiative successfully reduced waste by **6,176** kilograms before it reached landfill disposal.

13 CLIMATE ACTION
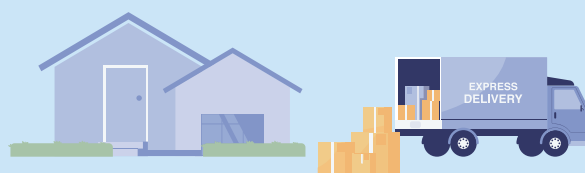
- Mr. Dan Pathomvanich, CEO, was elected as Chairman of the Implementation & Engagement Subcommittee and a member of the Carbon Market Subcommittee of the Thailand Carbon Neutral Network (TCNN), with responsibilities including supporting, promoting, and preparing members for climate change action, and engaging in TCNN activities.
- Established 350 Corporation to advance the Climate Action business through research and development of Carbon Removal technology from the reduction of waste from agricultural activities.
- Organizing activities to separate PET bottles to produce PPE sets with more than **580** PPE sets produced in collaboration with Phyathai Hospital.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

- Certified as member of the Thai Private Sector Collective Action Against Corruption.
- Establish Anti-Corruption policies and guidelines.
- Establish mechanism for receiving and acting upon fraud complaints (Whistleblowing Policy)
- Organize training on security policies for information systems and personal data protection policies (PDPA) for related employees.
- Implemented a Human Rights Policy to ensure business operations are free from human rights violations for all stakeholders throughout the value chain, promoting fairness, non-discrimination, and sustainable development.

Governance and Economic Dimension

Sustainability Governance

Anti-Corruption and Business Ethics

Customer Relationship Management

Supply Chain Management

Product Quality and Safety

Data Privacy & Cybersecurity

Sustainability Governance

Corporate Governance Structure

The Company adheres to the principles of Good Corporate Governance by promoting transparency, accountability, and stakeholder engagement at all levels. The Board of Directors has established business practices that align with applicable laws, relevant regulations, and Environmental, Social, and Governance (ESG) standards. These principles form the foundation for creating long-term sustainable value for the Company and its stakeholders.

Board Type and Board Diversity

▶ One-Tier System

37.5%
Executive Director — **3** persons

37.5%
Independent Director — **3** persons

25.0%
Non-executive Director — **2** persons
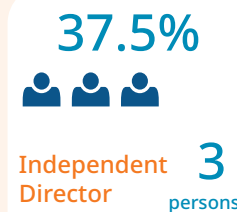
The average tenure is 6 years.

▶ Gender

87.5%
7 persons

12.5%
1 persons
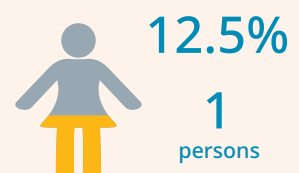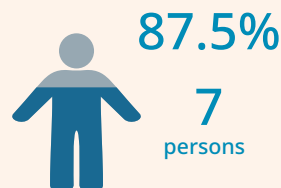
Composition and Components of Sub-Committees

Audit Committee

| Independent Directors | 3 persons |

A director with knowledge and experience in reviewing the reliability of financial statements and was appointed to the position of Chairman.

Corporate Governance and Sustainability Committee

| Independent Directors | 2 persons |
| Executive Directors | 2 persons |

An independent director acting as the chairman.

Nomination and Remuneration Committee

| Independent Directors | 2 persons |

Investment Committee

Independent Directors	2 persons
Executive Directors	2 persons
Non-executive Directors	1 persons

An independent director acting as the chairman.

Risk Management Committee

| Independent Directors | 1 persons |
| Executive Directors | 3 persons |

An independent director acting as the chairman.

Executive Committee

| Executive Directors | 3 persons |

Board Skills Matrix

BOD's Skills	Dr.Dhas Udomdhammabhakdi	Mr. Udomkarn Udomsab	Mr. Tai-Chuan Lin	Mr. Chew Hai Chiene Hester Arthur	Mr. Sun Tan	Mr. Dan Pathomvanich	Ms. Penhurai Chaichatchaval	Mr. Teerapong Lorratchawee	Total
1. Knowledge and experience in the company's business	✔	✔	✔	✔	✔	✔	✔	✔	8
2. Accounting and Finance	✔	✔	✔		✔	✔	✔	✔	7
3. Marketing Strategy	✔			✔	✔	✔		✔	5
4. Organizational and human resource management	✔	✔		✔				✔	4
5. Business Laws	✔						✔	✔	3
6. Food Technology				✔	✔	✔		✔	4
7. Information technology / digital technology						✔	✔	✔	3
8. Investment and business development	✔	✔	✔	✔	✔	✔	✔		7
9. Good corporate governance	✔	✔					✔	✔	4
10. Engineering					✔				1
11. Risk management	✔	✔					✔	✔	4
12. Regulations of the Stock Exchange, SEC and related	✔	✔					✔		3

Corporate Governance and Sustainability Committee

The Board of Directors has appointed the Corporate Governance and Sustainability Committee (CGSC) to support the Board's oversight of Environmental, Social, and Governance (ESG) matters.
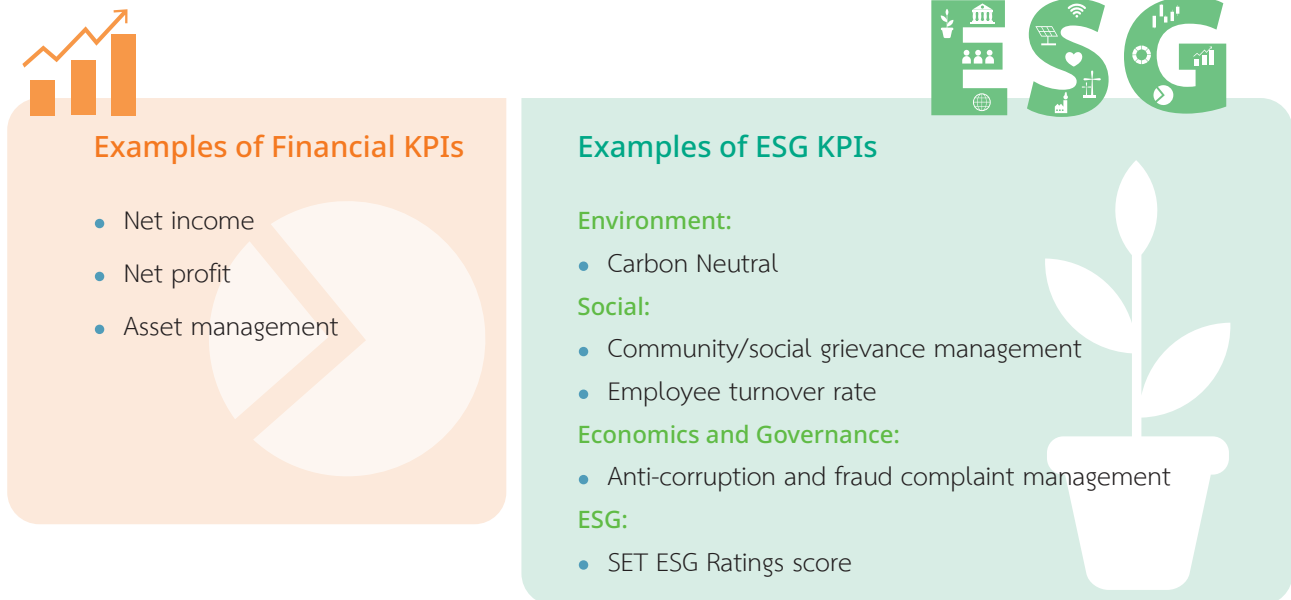
The CGSC is primarily responsible for establishing the framework, policies, and guidelines for the organization's sustainability efforts; monitoring and overseeing performance in alignment with set plans and targets; promoting good governance; and fostering proactive oversight across all aspects of the Company's operations. The CGSC plays a vital role in driving the Company to conduct its business responsibly and transparently, with balanced consideration for the impact on all stakeholder groups.
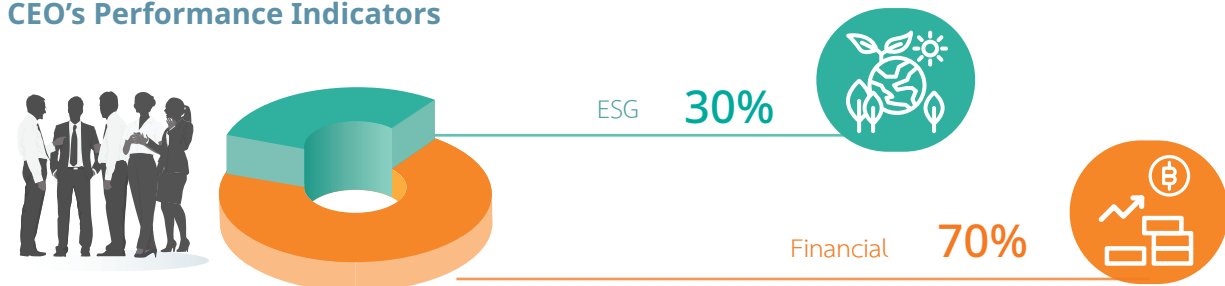
Board of Directors
Bi-annual report
Corporate Governance and Sustainability Committee (CGSC)
Bi-annual report
Executive Committee
Monthly report
Sustainability department
Sustainability Working Team

Corporate Governance and Sustainability Committee Charter

Performance Evaluation of the CEO and Senior Management on Sustainability

To effectively oversee sustainability performance and ensure progress in line with the organization's sustainability roadmap, the Board of Directors has established performance metrics for the Chief Executive Officer (CEO). These metrics encompass both financial and ESG considerations.

Furthermore, the CEO's metrics are aligned with the performance metrics of senior executives, and these metrics and cascaded down to operational-level employees, to ensure that all levels of the organization contribute to advancing strategic sustainability goals and fostering a truly sustainable corporate culture.

Examples of Financial KPIs

- Net income
- Net profit
- Asset management

Examples of ESG KPIs

Environment:
- Carbon Neutral

Social:
- Community/social grievance management
- Employee turnover rate

Economics and Governance:
- Anti-corruption and fraud complaint management

ESG:
- SET ESG Ratings score

CEO's Performance Indicators

ESG **30%**

Financial **70%**

Risk and Crisis Management

The Company firmly believes that effective risk management, implemented under the Enterprise Risk Management (ERM) framework, is a key mechanism for enhancing the likelihood of achieving organizational objectives-whether in terms of efficiency, effectiveness, or delivering meaningful stakeholder satisfaction.

The ability to anticipate, prevent, and control risks arising from uncertainty is a critical factor influencing the organization's long-term success. Accordingly, the Company places strong emphasis on establishing clear policies, governance structures, and systematic risk and crisis management processes. These efforts are designed to enable the Company to respond effectively to problems, obstacles, or unforeseen events, while also promoting organizational resilience and ensuring business continuity under all circumstances.

Progress in 2024

Conduct risks training for employees.

Conduct a risk management workshop for employees to equip them with the knowledge and motivation to identify and mitigate potential risks associated with their daily task.

Evaluate events that may be affected by both internal and external factors through analytical tools such as PESTEL.

Implement a risk identification and evaluation process, including strategic risk, operational risk, legal and regulatory compliance risk, and financial risk.

Assess the emerging risk with the risk-related owner.

Follow up on risk management with the risk owner every quarter.

Report risk management progress to the Risk Management Committee every quarter.
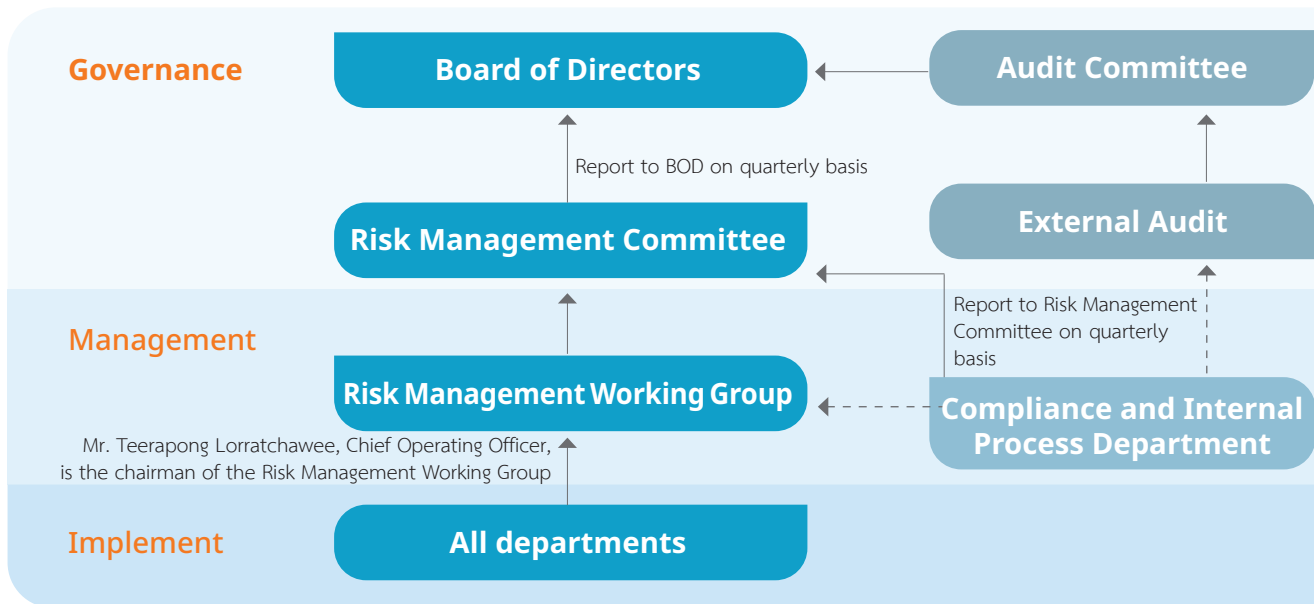
Present key achievements in risk management to the Board of Directors for their review and acknowledgement.

Risk Management Framework

The Company has established a comprehensive risk management strategy encompassing both a robust risk management policy and a consistent framework applied throughout the organization (Enterprise Risk Management: ERM). This ERM framework covers all potential risks, aiming to effectively prevent and avoid any that may cause organizational harm. As a foundation for managing these risks, the Company has adopted the COS ERM 2017 framework, recognized as a leading principle in organizational risk management. Recognizing that successful risk management hinges on everyone's involvement within the organization, the Company has implemented guidelines based on international standards set by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). These guidelines equip directors, executives, and employees at all levels with the necessary tools to manage risk to an acceptable level and ensure the effectiveness of the overall risk management strategy.

Risk Management Structure

Governance

Board of Directors ← **Audit Committee**

Report to BOD on quarterly basis

Risk Management Committee ← **External Audit**

Management

Report to Risk Management Committee on quarterly basis

Risk Management Working Group ⇠ **Compliance and Internal Process Department**

Mr. Teerapong Lorratchawee, Chief Operating Officer, is the chairman of the Risk Management Working Group

Implement

All departments

Remark

————— Reporting line

– – – – – – – Coordinating and Exchanging Information

Roles, Duties and Responsibilities

Board of Directors

In charge of setting the Company's vision, policy, and direction of operations, as well as its overall strategy, which serves as the foundation for an appropriate risk management framework.

Risk Management Committee

In charge of overseeing the implementation of the risk management framework, ensuring it aligns with established policies. This committee also supports risk management efforts throughout the organization by following up on the progress of the risk management plan and key risk indicators. Additionally, they play a critical role in determining the need for additional risk management measures to ensure their appropriateness.

Risk Management Working Group and Compliance and Internal Process Department

In charge of evaluating the adequacy of the risk management plan and track its implementation progress with the Risk Management Committee. Notably, the Company has designated the Compliance and Internal Process Department as an independent entity, separate from units directly involved in risk regeneration.

All departments

In charge of identifying significant risks that could impact organizational goals. They are also responsible for managing such risks to an acceptable level. This includes monitoring and overseeing operational risks for which they are designated as the "Risk Owner".

Risk Management Process

The risk management process is a systematic approach used by organizations to identify, evaluate, and control potential threats that may impact their operations. This comprehensive process consists of several key steps:

1. **Analyzes Business Context**

    - Identify potential risks from both internal and external factors.
    - Use techniques such as brainstorming, situation analysis and interview.

2. **Defines Risk Appetite**

    - Identify risk appetite to create, maintain and promote awareness of the value of risk management.

3. **Formulates Business Objective**

    - Set business objectives or goals to link to internal company practices in order to achieve the strategic plan.
    - Distribute objectives to each level throughout the Company.

4. **Identifies Risk**

    - Understand the causes of risks.
    - Specify the type of risk along with management guidelines.

5. **Risk Assessment**

    - Analyze and evaluate risks according to their likelihood and impact.
    - Prioritize risks to make management decisions.

6. **Risk Mitigation**

    - Develop a risk mitigation plan that considers various options such as avoidance, reduction, transfer value, or acceptance.
    - Set measure and guideline.

7. **Risk Monitoring**

    - Continuously monitor the risks.
    - Communicate information about risks and management to the internal and external stakeholders.
    - Report on the status of risks and their impacts.

Key Activities in 2024

ESG DNA Program: Building a Responsible and Sustainable Organization

The Company place great importance on developing employee potential by fostering knowledge and understanding of Environmental, Social, and Governance (ESG) principles. The aim is to embed sustainability thinking as part of the organization's DNA. To support this goal, the Company joined hands with the Stock Exchange of Thailand (SET) to provide e-learning courses under the "ESG DNA: Sustainability Knowledge Series for All Staff" initiative. Employees were required to complete two training modules:

- **ESG 101: Introduction to Sustainability**
  This course provides an overview of sustainable business development and aims to inspire participants to actively drive ESG within the organization.
- **P01: Preliminary to Corporate Sustainability**
  This course focuses on the integration of sustainability principles into systematic organizational management.

Training Program on Risk Management, Anti-Corruption, and Code of Conduct

The Company is committed to promoting a corporate culture grounded in good governance, transparency, and ethical business practices—core elements of sustainable growth. To this end, the Company organized training programs on risk management, anti-corruption, and code of business conduct for employees at all levels. The training was delivered through both online and in-person sessions to ensure broad accessibility.

The objectives of the training were to:

- Enhance knowledge and understanding of risk assessment, analysis, and management
- Minimize the likelihood of damage or negative impacts to the organization
- Preventing corruption and strengthening transparency in operations
- The Company also plans to continuously develop these training programs to promote proactive risk management and foster a strong, sustainable corporate culture over the long term.

Project Outcomes

- A total of **88 employees** completed the ESG DNA training courses.

Project Outcomes

- A total of **45 participants,** including directors, senior executives, supervisors, and operational-level staff, completed the training.

Anti-Corruption and Business Ethics

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Risks and Opportunities

The Company recognizes the importance of conducting business with transparency and integrity, free from corruption. This forms a fundamental basis for achieving sustainable business goals in alignment with good governance principles, Thai Private Sector Collective Action Against Corruption (CAC) guidelines, and government-endorsed policies. The Company understands that a systematic approach to managing ethical and corruption-related risks not only reduces the likelihood of incidents that could damage its reputation or assets, but also builds stakeholder trust and fosters long-term relationships with investors, business partners, customers, and other key stakeholders. Upholding business ethics in tandem with anti-corruption efforts serves as a mechanism for improving operational efficiency and is a critical driver for responsible and sustainable long-term business conduct.

Performance Overview 2024

	2024 Performance	2024 Target
Total number of confirmed incidents of corruption or bribery	0 ✓	0
• Cases pending resolution	0	-
• Cases resolved	0	-
Maintained certification under the Thai Private Sector Collective Action Against Corruption (CAC)	✓	✓
Continued submission of the UN Global Compact Communication on Progress (CoP)	✓	✓

Types of Complaints/ Suspicions	Total Complaints Received via Whistleblowing Channels	Complaints Confirmed as Valid	Complaints Under Investigation	Disciplinary Punishment Measures			
				Verbal Warning	Written Warning	Work Suspension	Termination
Conflicts of Interest	0	0	0	0	0	0	0
Insider Trading	0	0	0	0	0	0	0
Corruption, Bribery, Fraud, and Money Laundering	0	0	0	0	0	0	0
Violation of Rules or Inappropriate Behavior	0	0	0	0	0	0	0
Personal Data Breach	0	0	0	0	0	0	0
Human Rights Violation	0	0	0	0	0	0	0

Management Approach

The Company places great importance on conducting business ethically, transparently, and in accordance with the principles of good corporate governance. The governance framework has been enhanced to cover key sustainability issues, including respect for human rights, the promotion of equality, and non-discrimination, as well as proactive risk management and strict protection of personal data. These approaches not only help mitigate risks or potential negative impacts on stakeholders but also play a vital role in strengthening confidence, trust, and engagement between the Company and its stakeholders, leading to the creation of shared value and sustainable growth.

Anti-Fraud and Corruption Governance Structure

The Company has defined the following responsibilities regarding anti-fraud and corruption:

1) The Board of Directors is responsible for establishing an anti-fraud and corruption policy and overseeing the implementation of effective anti-corruption measures.
2) The Audit Committee is responsible for overseeing compliance with the company's anti-corruption policies and procedures, reviewing the company's internal control and internal audit systems to ensure they align with these policies and procedures, and reporting to the Board of Directors.
3) The Risk Management Committee is responsible for assessing risks and risk management measures related to fraud and corruption, and reporting to the Board of Directors.
4) The Corporate Governance and Sustainability Committee is responsible for overseeing, setting policies, and providing guidance on corporate governance, anti-corruption measures, business ethics, business ethics, and Codes of Conduct. The committee reports directly to the Board of Director.
5) The Chief Executive Officer and executives are responsible for establishing guidelines for anti-corruption and bribery, reviewing policies, assessing risks, developing effective mitigating strategies, providing recommendations for policy improvement, and presenting these findings to relevant subcommittees.

Anti-Farud and Corruption Practices

The Company is firmly committed to transparency and ethical business practices, with a strong emphasis on preventing and combating corruption, which serves as a key mechanism of good corporate governance. This commitment helps build trust and accountability with all stakeholders. To uphold this principle, the Company has established clear Anti-Fraud and Corruption Policies and Guidelines, which complement its Code of Conduct and apply to the Board of Directors, executives, and employees across all functions. In addition, the Company communicates these guidelines to business partners, suppliers, contractors, and other stakeholders to ensure alignment in conducting business based on shared ethics and responsibility. In 2024, the Company implemented the following anti-corruption initiatives:

- The Company signed the Declaration of Intent of the Thai Private Sector Collective Action Against Corruption (CAC) in 2021 and was evaluated and certified by the CAC on December 31, 2022.
- The Company has joined the United Nations Global Compact (UNGC) and continues to submission of the UN Global Compact Communication on Progress (CoP), reaffirming its commitment to the 10 Principles of the UNGC. These principles cover 4 areas: human rights, labor standards, the environment, and anti-corruption.

- The Company is actively involved in raising awareness and advocating for solutions to corruption through public communication and collaborative efforts. It encourages business suppliers and partners to join the CAC network to fight against corruption, bribery, and corruption related unethical practices.
- The Company has established a "No Gift Policy" as a proactive measure to prevent corruption at its source. This policy requires directors, executives, and employees to refrain from giving or receiving gifts or other benefits during festivals or on other occasions, thereby mitigating potential conflicts of interest and preventing unfair business practices.

Corruption Risk Management

The Company conducts an annual corruption risk assessment as part of its comprehensive risk management process. This assessment evaluates corruption risks across all key business processes and units, considering both the potential impact and likelihood of occurrence. Based on this evaluation, the Company establishes key control measures and mitigation plans for significant risks, assigning clear ownership for their implementation. To further strengthen its anti-corruption efforts.

The Company has established a Risk Management Working Group comprised of representatives from various departments. This group is tasked with supporting the implementation of practices that align with company policies and regulations, including assessing corruption risks, monitoring the Company's performance in managing these risks, and regularly reporting findings to the Risk Management Committee.

Anti-Fraud and Corruption Policy

Code of Conduct

Corruption Risk Assessment Process

The Company regularly conducts corruption risk assessments using a Risk-Based Approach, covering high-risk activities such as procurement, finance, sales, interactions with government agencies, and other activities vulnerable to corruption. The assessment is based on information from internal audits, evaluations by the CAC, and actual past complaints to enable in-depth analysis. The results help the Company clearly identify risk areas and activities that may lead to corruption, along with establishing preventive and control measures according to the level of risk, such as

- High-risk activities: Implementing enhanced control measures such as multi-level audits, segregation of duties, executive oversight, and IT system monitoring.
- Medium to low-risk activities: Implement standard control measures supported by continuous monitoring and periodic risk reviews.

Corruption Risk Management Process

The Company manages corruption risks in line with CAC guidelines and the standards of the Stock Exchange of Thailand. It is committed to fostering a culture of zero tolerance for corruption in all forms through the following key measures:

- Continuously communicating and building understanding of the anti-corruption policy among employees and all relevant stakeholders.
- Establish whistleblowing channels and promptly conducting investigations whenever irregularities are detected.
- Reporting risk and management approaches to the Risk Management Committee on a quarterly basis.
- Monitoring and continuously improving risk control measures to ensure alignment with actual circumstances.

Performance in 2024

- Zero cases of corruption within the organization were identified that affected business operations.
- Whistleblowing reports and complaints received through established channels were investigated and closed appropriately, with no cases determined to be policy-related corruption.
- Employees in risk-related functions received comprehensive anti-corruption training in accordance with the Company's requirements.
- Control measures were reviewed and improved, particularly in high-risk areas, to ensure greater stringency.
- The Company maintained its membership in the CAC and regularly reported progress to both the CAC and the Risk Management Committee.

These actions have helped mitigate corruption risks, strengthen transparency, and build the trust of shareholders, customers, business partners, government agencies, and society, while supporting the Company's commitment to conducting business sustainably in accordance with corporate governance principles.

Whistleblowing and Grievance Mechanism

The Company has established channels and mechanisms for reporting concerns, receiving complaints, and addressing allegations of corruption, including bribery, discrimination, harassment, abuse, illegal acts, or violations of the Company's Code of Conduct. The whistleblowing policy includes measures to protect and ensure fairness for whistleblowers and is subject to an annual review.

Whistleblowing Policy

Internal Channels

Complaint boxes
in 2 locations within the Company premises
1) In front of the cafeteria
2) In front of the heating control room
   (Boiler Control Zone)

(The Audit Committee, the CEO, or an authorized representative is authorized to open the box)

External Channels

E-mail
to the Chairman of the Audit Committee:
   AuditCommittee@nrinstant.com
or to the CEO:
   ceo@nrinstant.com

NRF's website,
under the "Whistleblowing Form"

Send a sealed letter to the Chairman of the Audit Committee or the Chief Executive Office
To: NR Instant Produce Public Company Limited
518/5 Maneeya Center Buidlng, 6th Floor,
Ploenchit Road, Lumphini Subdistrict,
Pathumwan District, Bangkok 10330.

Whistleblowing Handling Process

The complainant disclosed the information through the Company's reporting channels.

Complaint registration

Reviewed the preliminary information, summarize the information and report to the Audit Committee or Chief Executive Officer.

Conduct a throughout investigation by establishing the Investigation Committee.

The Investigation Committee will conduct a thorough investigation and provide a comprehensive report to the Audit Committee or CEO, outlining the finding, corrective measure, preventing actions, and recommended penalties.

Reporting the investigation results to the whistleblower.

Reporting the investigation results to the Board of Directors.

The Company ensures strict confidentiality and protection for individuals who report information, provide tips, or file complaints, as well as those who cooperate in internal investigations. The identity of such individuals—including names, addresses, photographs, or any other personally identifiable information—will not be disclosed. All information will be kept confidential, with due regard to the safety and potential risks to the reporter or cooperating party.

In 2024, the Company did not receive any reports or complaints related to business ethics, corruption, or fraud involving any directors, executives, or employees.

Customer Relationship Management

Risks and Opportunities

Customers satisfaction with products and services is a critical factor for organizational performance, particularly in today's volatile market characterized by imbalanced demand and supply for certain goods. This market turbulence coincides with a global trend shift towards more sustainable consumers behavior and heightened trade competition, which may undermine the Company's ability to retain its core customer base if not properly addressed. Nevertheless, most customers continue to seek high-quality products and services that are affordable, easily accessible, and delivered on time. In response, the Company prioritizes building strong customer relationships by implementing Customer Relationship Management (CRM) practices tailored to each customer segment, as well as ensuring effective handling of potential complaints. The primary objective of these efforts is to refine marketing strategies, cultivate a customer-centric organizational culture, and strengthen customer engagement—ultimately supporting long-term business continuity.

Performance Overview 2024

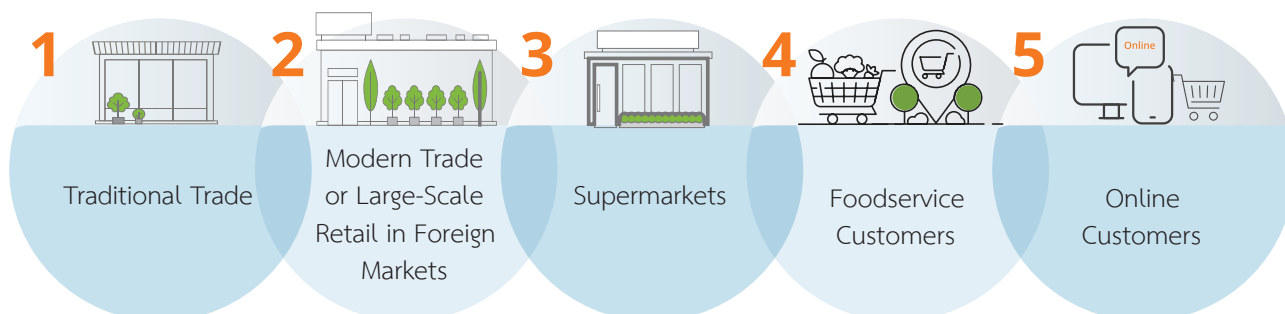|	2024 Performance	2024 Target	2030 Target
Customer Satisfaction Score	97.98% ✓	≥95%	≥95%
Breaches of customer privacy and loss of customer data (cases)	0 ✓	0	0

Management Approach

With over 30 years of industry experience, NR Instant Produce Public Company Limited (NRF) offers more than 3,000 SKUs across 500 recipes under over 200 customer brands. These products are delivered in a wide variety of packaging formats through highly flexible production lines that accommodate both small and large-scale volumes—ranging from long-term OEM/ODM contracts to one-time production runs.

The Company places strong emphasis on continuous customer relationship management, aiming to build long-term satisfaction, trust, and loyalty—especially in today's increasingly competitive landscape. Voice of Customer is regarded as a key input for supporting strategic decisions across sales, product development, and the selection of high-quality offerings that truly meet customer needs.

Customer engagement is considered one of the Company's core drivers of sustainable growth. Ongoing support from customers in more than 25 countries reflects the trust placed in NRF's quality, products, and services. As such, the Company is committed to strengthening its CRM system to enhance competitiveness and deliver long-term value for all stakeholders.

NRF's Customer

Given the Company's diverse product portfolio and distribution channels, it targets five key customer segments.

1 Traditional Trade

2 Modern Trade or Large-Scale Retail in Foreign Markets

3 Supermarkets

4 Foodservice Customers

5 Online Customers

Customer Relationship Management Framework

Comprehensive data analysis is conducted by actively listening to the voice of the customer. This includes gathering information on customer satisfaction, comments, and suggestions. These valuable insights are then strategically utilized to refine existing products and services, develop new offerings, and well define clear strategized, goals within CRM framework.

Set strategies, goals, and customer relationship management plans in order to maintain relationships with existing customers and build new customer bases.

Fostering engagement with customers through various forms of action to listen to their needs and exchange product information. Including creating channels to receive suggestions and complaints from customers in order to improve the efficiency of operations.

Building Long-Term Customer Relationships

The Company places importance on building strong relationships with customers by consistently listening to their feedback, including satisfaction, suggestions for improvement based on expectations, and complaints, through various communication channels. Customer satisfaction data and feedback are used as a basis for continuous process improvement. Relevant comments are forwarded to responsible departments for appropriate action to ensure that the Company can effectively and promptly meet customer expectations.
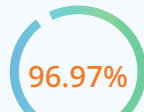
The Company conducts an annual customer satisfaction survey and analyses the results to develop continuous improvement and development plans. The survey covers key areas including delivery, quality, price, packaging, service, and communication.

In 2024, the Company achieved 100% coverage in its customer satisfaction survey. The results are summarized as follows:
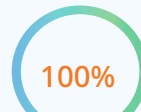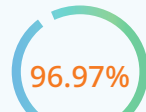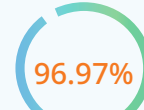
Average Customer Satisfaction Score

97.98%

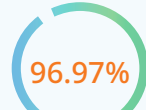|		
96.97%	**100%**	**96.97%**
Delivery	Quality	Price
96.97%	**100%**	**96.97%**
Packaging	Service	Communication

Customer Relationship Management Plan

The Company places importance on building and maintaining positive relationships with its customers. Feedback, expectations, and data from customer satisfaction surveys, along with customer interaction reports, are systematically reviewed to identify key issues and prioritize actions. These issues are assessed based on their impact on customer satisfaction and the Company's ability to effectively respond.

Topics	Company's Approach	Monitoring / Evaluation
Delivery	• Review and monitor the production plan to ensure on-time product delivery	• Implement a yearly customer satisfaction survey.
Quality	• Securing high-quality raw materials at competitive prices that comply with relevant industry standard.	
Price	• Continuous monitoring of raw material and packaging information to anticipate fluctuations and adjust advance order plans accordingly. • Price adjustments, is unavoidable circumstances, are communicated to customers at least 3 months in advance to allow informed decision-making.	• Monitor customer complaints/ product returns.
Packaging	• The Company develops modern and improved packaging options, presenting them to customers as potential alternatives based on their needs.	
Service	• A dedicated schedule ensures prompt delivery of product samples or documents requested by customer. All communication considers the customer's need for accurate and timely responses, meeting or exceeding their specified deadlines.	
Communication	• Every party involved holds responsibility for verifying and updating information to maintain its accuracy and readily meet customer requests.	

Ethical Marketing and Brand Communication Policy

As part of its commitment to responsible and ethical marketing and advertising of food products, the Company has established a clearer Ethical Marketing and Brand Communications Policy. The Policy provides guidance to ensure brand communications comply with applicable laws and regulations, with due regard for consumers' rights and the security of their personal data. The Policy is grounded in principles of truthful, accurate, clear, and transparent communication, including product labeling that discloses all details required by law. In addition, the Company focuses on the appropriate use of digital marketing channels and carefully reviews marketing and advertising content to avoid gender bias while promoting diversity, equity, and inclusion for all genders.

Customer Data Privacy

The Company places strong emphasis on safeguarding customers' personal data through regular audits and system reviews to ensure compliance with stringent security standards. In line with the Company's Good Corporate Governance Policy and Code of Conduct, clear and comprehensive guidelines are in place to protect the confidentiality of customer information, including personal data, feedback, and complaints.

The Company has implemented a comprehensive Personal Data Protection Policy in compliance with the Personal Data Protection Act B.E. 2562 (2019) (PDPA) and other applicable laws and regulations. This includes implementing technological and administrative measures such as data encryption, access controls, logging of processing activities, and entering into Data Processing Agreements (DPAs) with external data processors to ensure secure and transparent data management. A dedicated Data Protection Officer (DPO) has been appointed, and accessible channels are in place for data subjects to exercise their legal rights or submit inquiries regarding their personal data.

Data Privacy Performance in 2024

- Number of customer privacy breaches: 0
- Number of customer data leakage: 0
- Number of complaints from customers, regulators, or external parties regarding personal data: 0
- Number of substantiated complaints concerning breaches of privacy or loss of personal data: 0

Key Activities in 2024

PDPA Awareness Program

The Company conducts training programs to enhance awareness and deepen understanding of the Personal Data Protection Act (PDPA) among relevant employees.
The primary objective is to ensure that all participants are informed of the key provisions of the PDPA, as well as the rights and responsibilities related to personal data protection. By understanding these aspects, employees can identify potential risks arising from non-compliance and take appropriate actions to ensure full compliance with applicable regulations. In addition, the training fosters an organizational culture that prioritizes personal data protection, ensuring that the Company's operations remain transparent, trustworthy, and in compliance with applicable laws and regulations, thereby reinforcing stakeholder confidence.

Project Outcomes

69 employees

from all departments participated in the training and successfully passed the post-test.

Supply Chain Management

Risks and Opportunities

The food industry is increasingly facing challenges stemming from climate change, geopolitical uncertainties, and rising expectations from consumers and investors for greater transparency and accountability throughout the supply chain. Operating solely with a focus on economic efficiency—without considering social and environmental dimensions—can pose significant risks, including human rights violations, raw material shortages, and a loss of stakeholder trust. In response, the Company is committed to advancing responsible supply chain management by integrating sustainability principles into every stage of our operations. This includes careful supplier selection, capacity building, long-term collaboration, and the clear establishment of environmental, social, governance (ESG), and human rights standards. Such an approach not only mitigates cost-related and operational disruption risks but also opens access to new markets that value sustainable products and supply chains. It enhances trust among customers and business partners while strengthening the Company's long-term competitive advantage. The Company continues to foster partnerships with suppliers and allies to grow together on a foundation of sustainability, with the aim of generating positive impact across the economy, society, and the environment.

Performance Overview 2024

	2024 Performance	2024 Target
Percentage of Critical Tier 1 suppliers assessed for ESG risks (ESG self-assessment)	100% ✓	100%
Percentage of new suppliers screened using the Company's sustainability criteria	100% ✓	100%
Percentage of Critical Tier 1 suppliers that signed the Supplier Code of Conduct acknowledgement	100% ✓	100%

Management Approach

The Company places great importance on strengthening supply chain resilience through stable and collaborative partnerships with business allies, in order to collectively address the impacts of economic, social, and environmental factors. The Company's approach to supply chain sustainability encompasses key issues such as environmental management, occupational health and safety, promotion of social and environmental responsibility, respect for human rights, and adherence to business ethics. These principles are integrated into the supplier selection process, ESG risk assessments, and ongoing supplier capacity development to promote long-term sustainable operations and ensure that all suppliers meet standards aligned with the Company's sustainability principles.

In addition, the Company has established clear operational guidelines for its suppliers and business partners through the implementation of a Supplier Code of Conduct. This Code serves as a framework for conducting business in compliance with legal requirements, international standards, and the Company's Code of Conduct. It forms the foundation for promoting shared responsibility and fostering sustainable growth throughout the supply chain.

Supply Chain Management Strategy

The Company operates as a Vertically Integrated Sustainable Food Producer, integrating sustainable supply chain management into every stage of its business—from upstream to downstream. This includes sourcing raw materials from sustainable origins (such as direct farms and farm networks), processing and producing a variety of food products (including ethnic foods, plant-based products, functional foods, and pet food) through innovation and efficient manufacturing facilities, as well as product development, marketing, sales, and distribution across diverse channels both online and offline (omni-channel).

The Company's goal is to create a long-term sustainable food system that delivers shared value to all stakeholders—by enhancing quality of life, restoring natural resources, reducing environmental impact, and strengthening global consumer connections. These efforts contribute to realizing the Company's vision of becoming a global leader in sustainable food production.

Supplier Code of Conduct

Vertically Integrated Sustainable Food Production Strategy
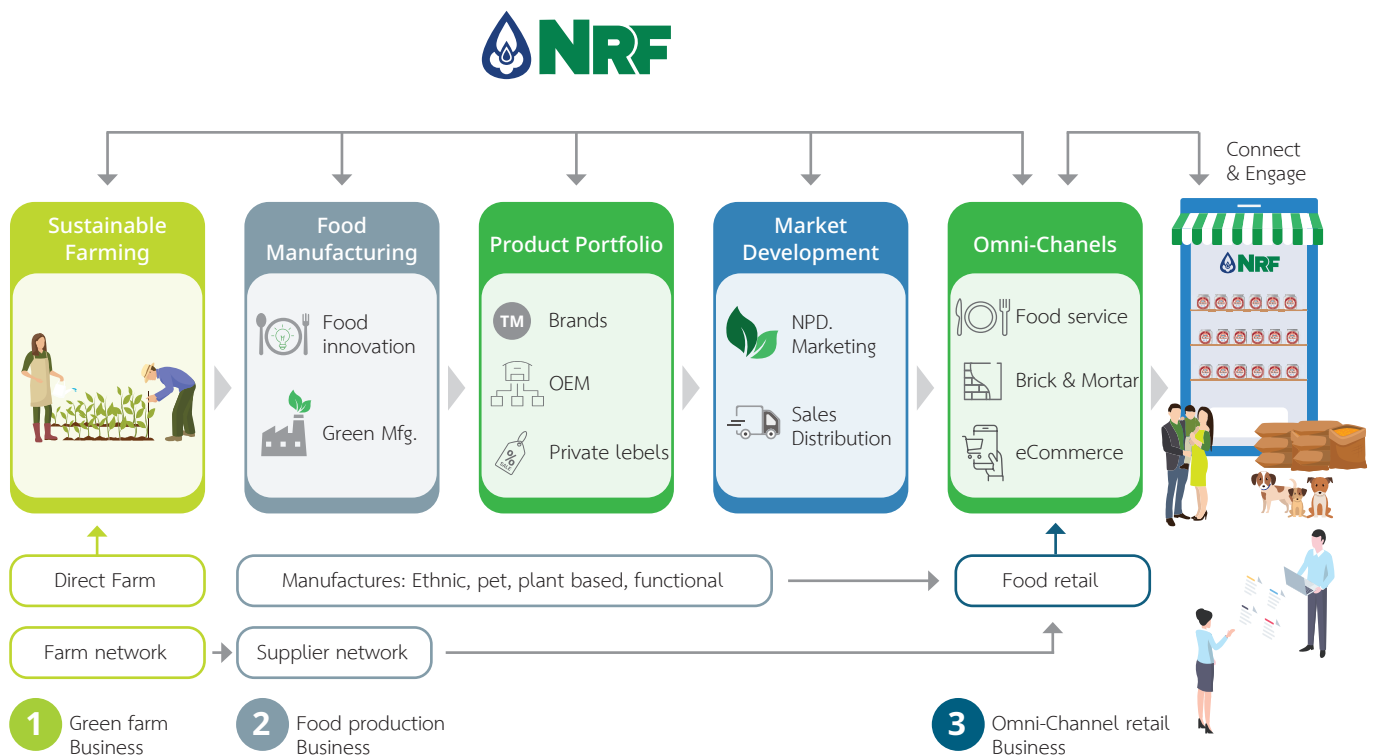
Supply Chain Governance Structure

The Company places importance on every stage of its production processes and other related operations. It promotes good business practices under the framework of sustainable supply chain management, ensuring that all stakeholders—ranging from executives to employees—take part in upholding shared responsibility alongside business partners. This collaborative effort within the supply chain is aimed at delivering maximum benefit to all stakeholder groups. To support this, the Company has established the following supply chain governance structure:

Chief Operating Officer

Supply Chain Management Working Group

Internal Audit team for supply chain

Puchasing department / other departments in the supply chain that contact with suppliers involved in the production of products until deliver to customers

Suppliers Identification

The Company has established a process to identify and categorize its suppliers based on the purchased value and their strategic importance. The criteria for identifying key suppliers are as follows:
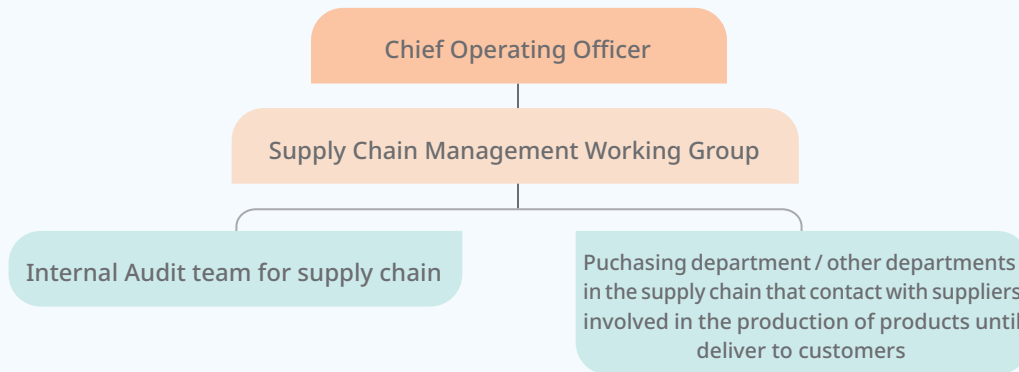
486
Tier 1 Suppliers

39
Critical Tier 1 Suppliers

Critical Non-Tier 1 Suppliers

Critical Tier 1 Suppliers Selection Criteria

- Key suppliers that directly provide goods, materials, or services to the Company; and
- Suppliers whose cumulative purchasing value accounts for 80% or more of the total procurement value; and/or
- Suppliers considered irreplaceable due to the criticality or uniqueness of their products or services.

Critical Non-Tier 1 Suppliers Selection Criteria

- Key suppliers that provide goods, materials, or services indirectly through Tier 1 suppliers; and/or
- Key strategic suppliers in the upstream supply chain whose products or services are essential due to their criticality, uniqueness, or limited availability.

Number of Critical Tier 1 suppliers (suppliers)	Number of Critical Tier 1 suppliers that signed the Supplier Code of Conduct acknowledgement (suppliers)	2024 Performance (%)	2024 Target (%)
39	39	100% ✓	100%

Number of new suppliers (suppliers)	Number of new suppliers screened using the Company's sustainability criteria (suppliers)	2024 Performance (%)	2024 Target (%)
86	86	100% ✓	100%

Supplier Screening and Risk Assessment Process

1) New Suppliers

The Company has established criteria for considering and evaluating new suppliers. These criteria focus on the quality and safety of the products or services offered, the commitment to Environmental, Social and Corporate Governance (ESG) factors, and the ability to deliver products or services efficiently. The steps for consideration are as follows:

New Supplier	Approved Vendor
To assess new suppliers, completing a Supplier Self-Assessment form is mandatory. This form evaluates 4 aspects: 1. Environment 2. Social 3. Governance 4. Product or Service In parallel, suppliers are required to submit product samples for quality testing and evaluation. This collaborative process involves the Purchasing Department, Research and Development Department, and any relevant departments.	As part of the registration process for becoming a new supplier in the Company's Approved Vendor List, suppliers who meet the selection criteria are required to sign an acknowledgement of the Supplier Code of Conduct. This is to serve as a guideline for conducting business in partnership with the Company.

2) Existing Suppliers

The Company has established criteria for assessing the risks of existing suppliers based on product or service quality and safety, performance, operational performance, and evaluations related to environmental, social, and governance (ESG) aspects. This also includes alignment with the Supplier Code of Conduct. The Procurement Department is responsible for conducting risk analysis and evaluating suppliers based on five key components:

1. Business operation model
2. Quality standard certifications
3. Operational performance
4. Sourcing flexibility
5. Environmental, social, and governance (ESG) performance

ESG Risk Assessment Process for Suppliers

The Company conducts annual ESG risk assessments for critical Tier 1 suppliers to review their compliance with the Supplier Code of Conduct and sustainability-related issues. Suppliers identified as having high-risk concerns are required to undergo a proactive ESG assessment (Comprehensive Assessment). The ESG risk assessment process consists of the following steps:

- The Procurement Department distributes the Self-Declaration Form to critical Tier 1 suppliers with a frequency of once per year.
- The Procurement Department distributes the Supplier Self-Assessment Form to Tier 1 suppliers with a frequency of once every three years.

ESG Assessment Criteria for Suppliers

Economic and Corporate Governance Dimensions	**Social Dimension**	**Environment Dimension**
• Managemnet of risks affecing business operaitons • Emergency response plan • Transparent and verifiable annual report or financial status • Fair competition • Anti-corruption measures • Respect for customers' intellectual property • Business innovation	• Human Rights • Force labor and Child labor Practices • Diversity, Equity and Inclusion • Compensation and Wellfare • Occupation Health, and Safety • Corporate Social Responsibility	• Environmental Compliance • Greenhouse Gas Emissions • Water Management • Waste and Pollution Managment

- Risk Assessment Criteria
  - Assessment result Level **A** (Low Risk) = Score ≥80%
  - Assessment result Level **B** (Medium Risk) = Score 50 – 79%
  - Assessment result Level **C** (High Risk) = Score <50%

Suppliers who receive a Level C assessment result or are considered high-risk must undergo an onsite audit at their sites, conducted by the Company's assessment team or 3-party audit appointed by the Company.

Risk Assessment Results of Critical Tier 1 Suppliers

Risk Level	Number of Critical Suppliers (suppliers)	Percentage (%)
Low Risk	32	82.05
Medium Risk	7	17.95
High Risk	0	0
Total	39*	100

*In 2024, ESG risk assessments were conducted for 8% of all suppliers.

Credit Terms Practice for Suppliers

The Company is committed to fair and equitable treatment of our suppliers. To support the financial health of our suppliers, we have established flexible credit terms, determined on a case-by-case basis. These terms consider the nature of the goods or services provided, the specific agreement with each supplier, and other relevant factors. The established credit terms range from 7 to 60 days, with an actual **average payment of 62 days in 2024.**

Product Quality and Safety

Risks and Opportunities

Operating in the food industry, the Company faces risks associated with evolving and stringent food safety regulations across various countries. These changes can encompass laws, import-export standards, and specific demands from key clients. Failure to comply or adapt swiftly could lead to reputational damage, product rejections, or even recalls, directly undermining consumer and supplier trust.

The Company is committed to maintaining international food safety standards and certifications, including BRCGS, IFS, HACCP, and HALAL. These certifications represent a significant opportunity for the Company to expand its market reach to major customers both domestically and internationally. They also enable the Company to develop products that cater to health-conscious consumers and create differentiation in the highly competitive food industry. Investments in research and development of new products, adoption of advanced production technologies, and the implementation of efficient traceability systems further strengthen long-term customer confidence and support sustainable business growth.

Performance Overview 2024

Certification of Standards	2024 Performance	2024 Target
BRCGS (Brand Reputation through Compliance Global Standards)	Grade A+ ✓	Grade A
IFS (International Featured Standards)	Certified - Higher Level ✓	Certified - Higher Level
GMP (Good Manufacturing Practice)	Certified ✓	Certified
HACCP (Hazard Analysis Critical Control Point)	Certified ✓	Certified
HALAL	Certified ✓	Certified

Management Approach

To respond to the diverse needs of global customers, the Company places great importance on maintaining production quality throughout every production process. Clear policies, objectives, and guidelines have been established to ensure the production of high-quality, safe products that meet the expectations of consumers in each country, as well as complying with legal requirements and international food safety standards. The Company fosters an organizational culture of safety and quality through regular employee training and rigorous monitoring at every stage from raw materials, production, packaging, to logistics, and by fostering new innovations to elevate quality, reduce costs, and increase competitiveness.

Upholding World-Class Standards in Manufacturing

Committed to delivering clean, safe, and consistently high-quality food, the Company diligently monitors regulations, requirements, and trade measures across various nations. This is achieved through active coordination with government agencies, and both local and international suppliers.

In 2024, the Company successfully maintained its international food safety certifications, including BRCGS (Brand Reputation through Compliance Global Standards), IFS (International Featured Standards), HACCP (Hazard Analysis and Critical Control Point), GMP (Good Manufacturing Practice), and HALAL. These standards cover critical control points systems, risk management that may affect consumer safety, and systematic quality management, ensuring the Company's products can be confidently exported to highly strict markets such as the European Union, the United States, and Oceania.

Employees in
**research and development
(R&D) positions 15 Persons**

Raw Material Control and GMOs

The Company recognizes consumer concerns regarding the use of genetically modified (GMO) raw materials and has therefore strictly implemented a "No GMO Raw Material" policy. This policy incorporates a comprehensive traceability system, covering everything from pre-production quality checks of raw materials to their storage and transportation. This ensures that all products are high-quality, safe, and maintain the Company's consistent taste. This demonstrates the Company's commitment to delivering safe, transparent, traceable products, respecting consumer choice.

Certification of Ethical Business Operation Standards

The Company operates with ethics, transparency, and social responsibility as core management principles. It undergoes Sedex SMETA (Sedex Members Ethical Trade Audit) assessments, an international ethical standard widely used by human and labor rights-focused businesses.

The Company's continuous SMETA certification for over 10 years demonstrates its commitment to labor welfare across the supply chain, covering:

- Respect for labor rights and fair employment
- Safe and suitable working environment
- Combating child labor and forced labor
- Conducting business with transparency and social accountability

This certification not only fosters confidence among suppliers and stakeholders but also underscores the Company's dedication to being an organization driven by ethical principles and supporting sustainable development at an international level.

SMETA | Sedex
SMETA the Sedex Members Ethical Trade Audit

SMETA 2024 Assessment Result:

Comply with standard

Fostering a Culture of Food Safety

The Company has formed a working group for food safety culture management, drawing members from diverse departments such as Operation, Process Improvement, Procurement, Human Resources, and Safety. This group is responsible for defining guidelines and strategies to cultivate a comprehensive food safety culture across the organization, and for developing both short-term and long-term operational plans to achieve this goal. Furthermore, the working group has established shared organizational values emphasizing the importance of food safety and communicates these through various internal company channels, as well as designing diverse activities to promote and instill a food safety culture so that all employees are aware and adopt it as a practice within the organization.

Health & Nutrition Information Facts on Product Labelling

The Company strives to develop nutritionally valuable products to truly provide healthy food options for consumers. It emphasizes continuous new product development and ensures product information is displayed accurately, completely, and transparently.

The Company creates nutrition labels in accordance with legal and relevant standards, detailing essential information such as:

- Nutrition Information
- List of ingredients
- Food allergen
- Other essential health-related information

This is to help consumers make appropriate food choices based on their own nutritional needs, and to confidently compare nutritional values between products to select healthier options.

Cultivating a Culture of Innovation

To enhance operational efficiency and maintain product quality at set standards, the Company promotes a culture of internal innovation for continuous improvement of production processes. This is achieved through the in-house innovation project, known as KAIZEN, which provides opportunities for employees at all levels to propose ideas, share knowledge, and collaboratively develop work processes creatively. In 2024, over 170 accumulated projects were submitted, including notable ones such as:

1. Improvement of Product Packaging Process to Reduce Product Damage

In the process of packaging canned products, especially during the canning process, problems with damaged cans often arise during production, leading to a large number of defects and delayed production times.

Improvement Guidelines
- Adjust the initial canning step to be more consistent and stable.
- Establish work standards for the packaging process.
- Inspect and filter cans before they enter production.

Results
- Reduced the number of damaged cans by up to **60.59% per packaging round**.
- Reduced costs from defects by over **6,400 Baht/month**.
- **Increased production efficiency** and reduced working time in the packaging process.

2. Reducing the Cooling Time of Products to Increase Efficiency and Save Energy

Bottle products that have undergone the packaging process require a cooling time of 12 hours to allow the temperature to drop to standard levels before entering the next process. This leads to time constraints, efficiency issues, and high electricity costs.

Improvement Guidelines
- Improve the process of arranging products within the cooling tunnel by adjusting product placement to facilitate smooth air circulation, allowing for more thorough and faster cooling.

Results
- **Reduced cooling time** from 12 hours to only 8 hours.
- Reduced electricity costs for the cooling process by over **34,500 Baht per year.**
- **Product quality and safety** standards are fully preserved.
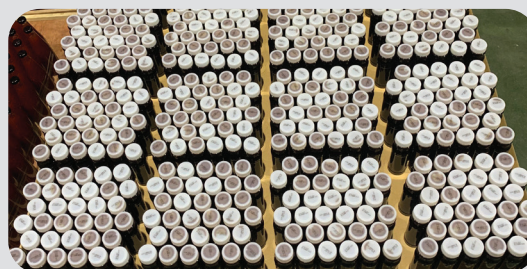
Data Privacy and Cybersecurity

Risks and Opportunities

The Company recognizes the importance of data privacy and cybersecurity, which must be managed effectively. As reliance on information systems and digital technologies continues to grow across business operations, the Company's exposure to cyber risks also increases. These risks include data breaches, unauthorized access, data theft, and malware attacks, which can compromise the integrity and availability of sensitive information such as trade secrets, customer and supplier data, and financial records. Such incidents have the potential to disrupt supply chains, damage the Company's reputation, and erode trust among customers and stakeholders. To address these risks, the Company has implemented and enforced robust cybersecurity policies, internal controls, regular system monitoring and audits, and ongoing employee training programs to strengthen awareness and preparedness. At the same time, the Company sees opportunities to strengthen its cybersecurity posture by building stakeholder confidence. This includes aligning its operations with applicable laws and regulations such as Thailand's Personal Data Protection Act (PDPA) which enhances competitiveness and prepares the Company for international expansion. These actions support the Company's sustainable, long-term growth.

Performance Overview 2024

	2024 Performance	2024 Target
Employees with a high cybersecurity risk who have received awareness training (%)	100 ✓	100
Number of data security breaches (cases)	0 ✓	0
Number of complaints regarding breaches of customer privacy (cases)	0 ✓	0
• From external parties	0	-
• From regulatory authorities	0	-
Number of incidents of customer data leakage or loss (cases)	0 ✓	0

Management Approach

The Company recognizes the importance of information security for all stakeholders, particularly employees, customers, suppliers, and other parties directly or indirectly involved with the Company. To manage data-related risks, the Company has announced and implemented an IT Security & Cybersecurity Policy and Personal Data Protection Policy as operational guidelines and control measures to ensure effective data management. In addition, the Company has developed an IT emergency response plan, which is regularly tested to ensure personnel readiness. Test results are used to improve the plan to enable timely and effective responses to current situations.

From an operational perspective, the Company has adopted the Information Technology Infrastructure Library (ITIL) framework as a guideline for managing information technology operations. This framework supports efficient and systematic business operations, enabling continuous monitoring and improvement of services to appropriately meet customer needs. Furthermore, the Company plans to implement Information Technology General Controls (ITGC) to enhance the reliability, flexibility, and security of its information security management systems, ensuring readiness to support future business expansion.

IT Security & Cybersecurity Policy

Personal Data Protection Policy

Cybersecurity and Personal Data Protection Governance Structure

The Company places strong emphasis on establishing and maintaining a robust governance framework for cybersecurity, IT security, and personal data protection. This framework defines clear roles and responsibilities and provide the necessary oversight and support to ensure that Company operations align with business strategies and comply with applicable regulations.

Governance
- Board of Directors
- Risk Management Committee
- Executive Committee

Management
- Chief Executive Officer
- Chief Operating Officer

Implement
- IT Department
  - IT Security & Cybersecurity team
- Personal Data Protection Committee (PDPC)
  - PDP Working Team
  - Data Protection Officer (DPO)
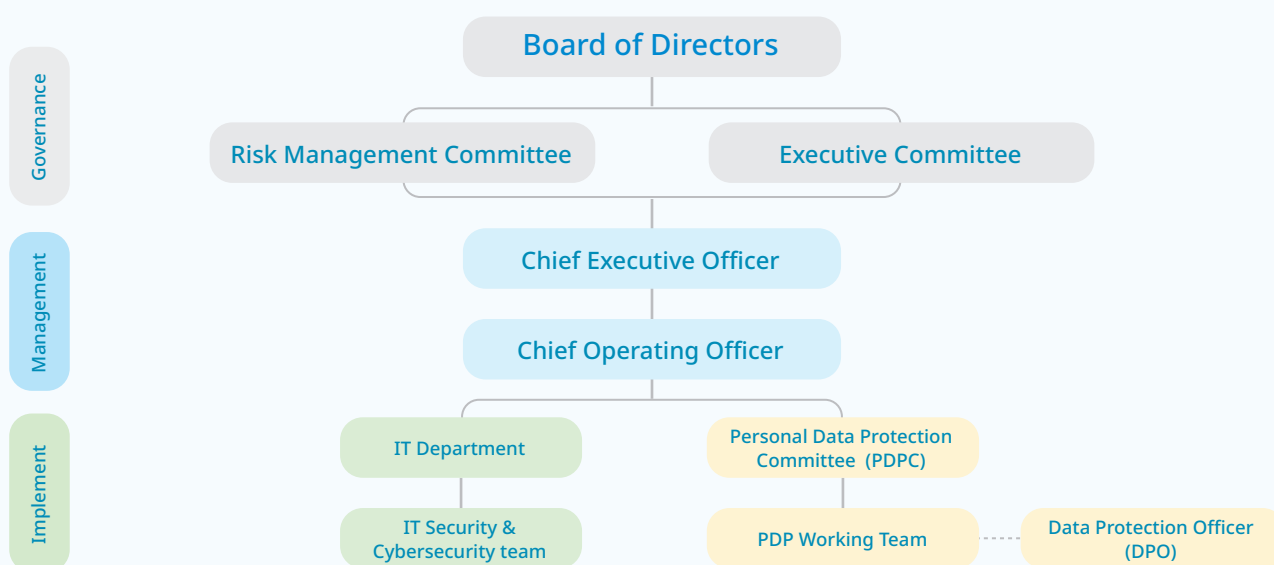
Measures to Prevent IT Security and Personal Data Breaches

1	2	3	4
• Establish IT security & cybersecurity policy • Establish a personal data protection policy • Establish Procedures for managing IT security and personal data breaches	• Establish a Personal Data Protection Working Team that is responsible for setting plans ans operating procedures, including evaluating the performance of the Company to comply with the Personal Data Protection Act (PDPA)	• Practive plans to deal with threats from cyber attacks and recovery for information systems in the Company • Regulary reviewing and evaluating information security plans and demonstrate their commitment to data protection and regulatory compliance	• Enchance cybersecurity awareness and preparation for all employees, including knowledge of the PDPA, in accordance with Company Gudelines

Reporting Channels for IT Security and Personal Data Breaches

The Company has established dedicated channels for reporting IT Security and personal data breached, as well as for submitting inquiries or exercising rights regarding the collection, use, and disclosure of personal data, as follows:

1)	Data Controller	NR Instant Produce Public Company Limited 99/1 Village No.4, Khaerai Subdistrict, Krathum Baen District, Samut Sakhon Province 74110 Telephone 034-849576-80 Fax 034-849586
2)	Data Protection Officer: DPO	Contact channel: dpo@nrinstant.com

Key Activities in 2024

Cybersecurity Phishing Test Project

As the Company relies heavily on information systems for its operations, including inter-organizational and individuals communications via email, there have been cases of fraud in various forms, such as email phishing scams or requests for access to information. The IT department has therefore developed a phishing email Test Plan to ensure that personnel are prepared and confident in the security of data cybersecurity. This is done by simulating phishing emails that request access to email or other data that is linked to that email (User and Password Email). This could allow hackers to access and damage the network system, making it unusable on the information system or even using email as a toll to defraud others.

To strengthen employee response to cyberattacks, mitigate potential impacts, and foster trust among customers, shareholders, and other stakeholders, the Company implemented phishing simulations using Microsoft 365 Defender as a cybersecurity testing tool. In 2024, two test plans were conducted, with the following results:

Test Plan Forms	Risk Level		
	High	Medium	Low
1) Phishing attempts involving quizzes or surveys designed to collect personal information with the promise of cash prizes.	5.38%	65.59%	25.81%
2) Phishing scams that mislead recipients into believing a payment is overdue, prompting them to click a link to verify information.	0%	100%	22.22%

Based on the results of testing, it was found that there is an increase in the number of email users who are at high risk when the matter relates to themselves or their own interests. In this regard, the Information Department required all high-risk users to undergo testing during August–September 2024 to raise awareness of the characteristics, patterns, and dangers of cyberattack in the form of phishing email.

Project Outcomes

100%

of employees identify as being at high risk
for cybersecurity threats have completed training.

IT Disaster Recovery Plan (DRP) Test Project

The Company recognizes the importance of information systems for business operations. Guided by the Board's risk assessment and the need for an integrated management approach, the Information Department initiated the Disaster Recovery Plan (DRP) Test Project in 2024. The primary objective was to evaluate the effectiveness of the Business Continuity Plan (BCP) in safeguarding the security and continuity of IT-dependent activities. The exercise simulated a cyber-crisis scenario involving ransomware—a type of malware that encrypts and blocks access to critical data and can propagate across networked devices—creating the potential to disrupt core information systems. This test not only enabled the Information Department to assess readiness to handle such scenarios but also prepared personnel by strengthening their understanding of operating procedures and incorporated the findings to update the plan so that it remains current and capable of delivering a timely and effective response to emergencies.

Project Outcomes

100%

of targeted employees responsible for information technology system management from NRF and its subsidiaries have completed the training.

Environmental Dimension

Climate Change Management

Resource Efficiency

Waste and FLW Management

Climate Change Management

12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION

Risks and Opportunities

Global warming and climate change represent challenging and complex environmental issues. The World Economic Forum 2024 report highlights that extreme weather events, biodiversity loss, and pollution severely affect the economy, society, and environment, especially in agriculture, the food industry, and water resources. These are current risks, linked to social issues like inequality and food security. The Company is acutely aware of these risks, implementing proactive management of climate change impacts, including considerations for carbon taxation, increased production costs, business strategy, and corporate image, while strengthening operational capabilities. Concurrently, the Company identifies opportunities to develop technology and innovation to enhance energy efficiency, reduce greenhouse gas emissions, and boost competitiveness in environmentally and sustainably focused markets.

GHG emissions intensity[1]
(Scope 1&2)
(tCO_2e/tonne of product)
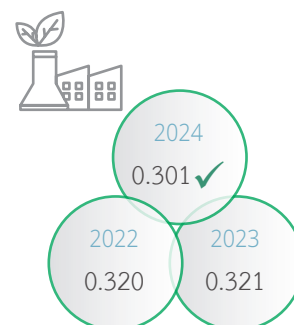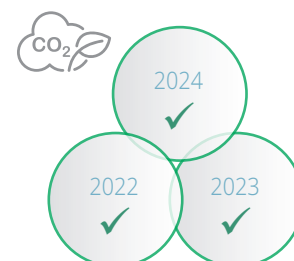
2024
0.301 ✓

2022
0.320

2023
0.321

Achieved Carbon Neutrality[2]

2024 ✓

2022 ✓

2023 ✓

Performance Overview 2024

	2024 Performance	2024 Target	2030 Target
GHG emissions intensity[1] (Scope 1&2) (tCO_2e/tonne of product)	0.301 ✓	<0.320	-
Achieved Carbon Neutrality[2]	✓	✓	✓

[1] The scope of data includes only NR Instant Produce Public Company Limited.

[2] Receive Carbon Neutral Organization certifications from TGO for 4 Consecutive years, starting in 2021.

Management Approach

1.   Strategy

The Company has established a sustainability strategy, proactively addressing climate change impacts through mitigation and adaptation. This aligns with environmental laws and stakeholder requirements, supporting sustainable business.

The Company promotes environmental innovation, such as enhancing energy efficiency, reducing GHG emissions, and developing eco-friendly projects, while continuously assessing climate-related impacts and risk trends to ensure compliance and mitigate long-term risks.

2.   Risk Management

The Company has undertaken a climate change risk assessment, classifying risks into two types: Transition Risks and Physical Risks. Each risk type is linked to potential financial impacts on the Company.

- **Transition Risks**

Climate-Related Risks	Details	Potential Financial Impacts
Policy and Legal	• Trends in carbon tax increases per unit of GHG emissions • Stricter reporting and verification requirements for GHG emissions data	• Increase operating costs due to carbon tax payments or the purchase of carbon credit • Additional expenses for implementing reporting processes and data verification
Technology	• Rapid changes in low-carbon technologies • The need to upgrade production technology to be more environmentally friendly	• Capital expenditures (CAPEX) for new equipment or technology • Costs for staff training and production line modifications
Market Conditions	• Increasing of demand for environmentally friendly products • Competition from peers who can adapt more quickly	• Reduced revenue if products fail to meet evolving market demands • Higher production costs due to changes in raw material prices driven by sustainability standards
Reputation	• High expectations from stakeholders regarding sustainability • Public disclosure of sustainability information	• Reduced revenue due to loss of customer and partner confidence • Decreased access to capital from investors or financial institutions

- **Physical Risks**

Climate-Related Risks	Details	Potential Financial Impacts
Acute	Increased severity of extreme weather events, such as flash floods, severe storms, and heatwaves	• Reduced revenue and increased operating costs due to impacts on the workforce • Premature write-off of existing assets
Chronic	Long-term changes in climate patterns, such as rising average temperatures and sea-level rise	• Increased operating costs to adapt business operations to changing conditions • Higher capital expenditures for climateresilient infrastructure and equipment

3. Metrics & Targets

The Company collects and verifies GHG emissions data for Scope 1, 2, and 3 in accordance with the GHG Protocol. The Company has set GHG reduction targets aligned with the Nationally Determined Contribution (NDC) and the Net Zero standard of the TGO.

NRF Net Zero Roadmap

Base Year 15,133 tCO$_2$e	18,136 tCO$_2$e	Reduce GHG by 16%	Carbon Neutral Target	Net Zero GHG Emissions Target
2021	2024	2028	2030	2050

Chart — GHG emissions (tCO$_2$e) by year:

	2022	2023	2024
Total	15,661	15,364	18,136
Scope 3	10,743	10,082	12.744
Scope 2	1,571	1,702	1,701
Scope 1	3,347	3,580	3,691
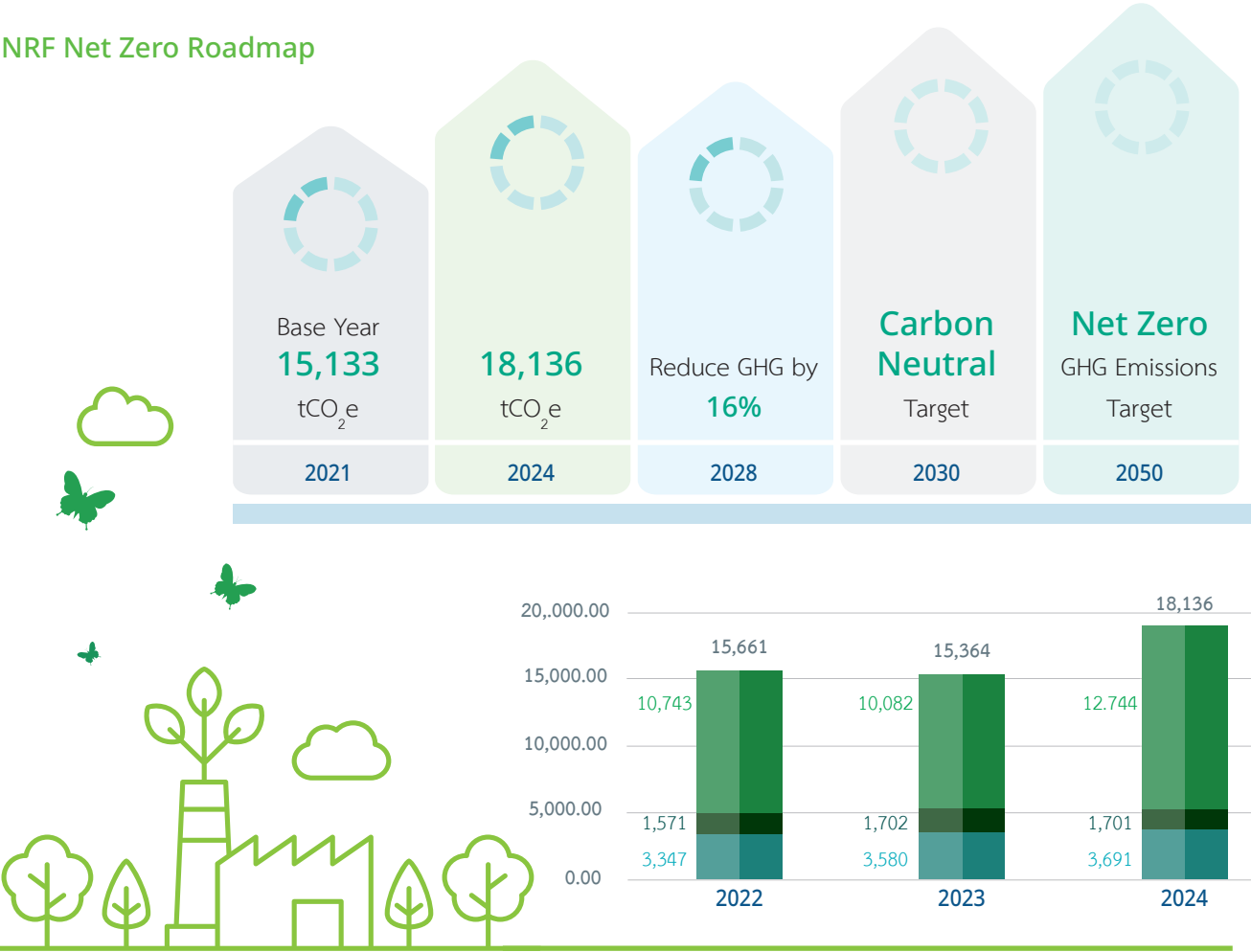
Proportion of Scope 1-3 GHG Emissions

- 20% Direct GHG emissions (Scope 1)
- 10% Indirect GHG emissions (Scope 2)
- 70% Other indirect GHG emissions (Scope 3)
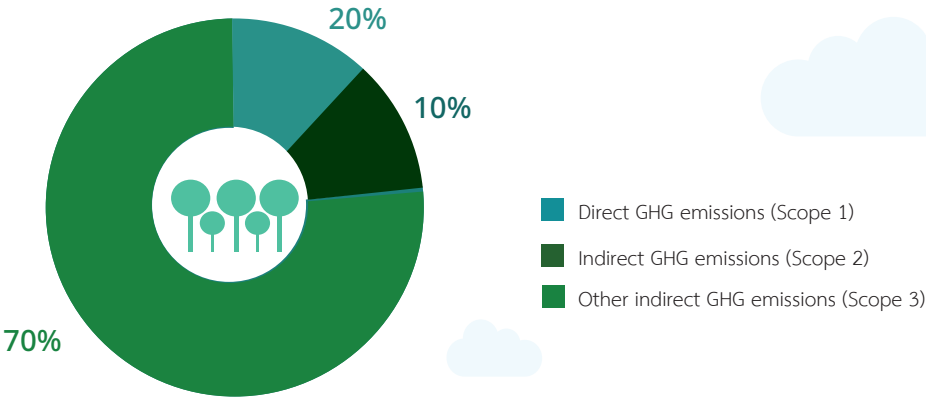
Note: Based on the verification, the Company reports Scope 3 GHG emissions only from the following significant sources: Category 1: Purchased goods and services, Category 3: Fuel-and energy-related activities, and Category 5: Waste generated in operations.

An analysis of the total GHG emissions in 2024 revealed that Other Indirect GHG emissions (Scope 3-including raw material procurement, energy acquisition, and waste management-accounted for as much as 70% of total emissions. In comparison, direct (Scope 1) and indirect (Scope 2) emissions from internal energy consumption each contributed only 30%. This insight will support the Company in effectively planning and managing its GHG emissions going forward.

4. Governance

In a dedicated effort to drive corporate sustainability, the Company has designated the Corporate Governance and Sustainability Committee (CGSC) as the supervisor for the organization's sustainability-related policies, strategies, and implementation guidelines. Additionally, the Risk Management Committee has been assigned the duty to monitor, evaluate, and effectively manage climate change-related risks and opportunities. The CGSC will regularly summarize its performance and report to the Company's Board of Directors biannually, or when there are important issues to consider.

Furthermore, the Company has a Sustainability Department responsible for supporting operations, with duties including monitoring national and international laws and regulations that may affect sustainability. This also encompasses developing a climate change operational plan in alignment with the organization's targets of achieving Carbon Neutrality and Net Zero Emissions.

In 2024, the Company established the "Net Zero Working Team" to accelerate progress towards carbon neutrality by 2030 and net zero GHG emissions by 2050. The Company recognizes that achieving these targets requires cooperation from all organizational sectors and a continuous and transparent monitoring system.

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                    │    Board of Directors     │
                    └──────────────────────────┘
                                 │
                    ┌──────────────────────────┐
                    │ Corporate Governance and  │
                    │ Sustainability Committee  │
                    └──────────────────────────┘
                                 │
                    ┌──────────────────────────┐
                    │ Chief Executive Officer   │
                    └──────────────────────────┘
                                 │
                    ┌──────────────────────────┐
                    │  Net Zero Working Team    │
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│ Sustainability Department │              │        Operations         │
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The Role of Social Participation in Mitigating Climate Change

Demonstrating its commitment towards Thailand achieving its Net Zero target, the Company has joined the Thailand Carbon Neutral Network (TCNN), an initiative led by TGO. TGO plays a crucial role in supporting GHG emissions reduction efforts through the clean development mechanism. It serves as a comprehensive information center for the GHG landscape, promotes and develops the potential for emissions reduction, and provides expert advice to both government and private sector stakeholders on effective GHG management strategies.

In recognition of his leadership in sustainability, Mr. Dan Pathomwanich, the Company's Chief Executive Officer, was elected Chair of the Implementation and Engagement Subcommittee of TCNN in 2024. This subcommittee is responsible for organizing seminars to raise awareness and build the capacity of network members on GHG reduction strategies and the pursuit of Carbon Neutrality / Net Zero Emissions. It also provides consulting services and prepares members by offering guidance on establishing organizational Net Zero policies, facilitating access to funding, technology, and climate change innovations. Additionally, it collects and disseminates information on climate change initiatives, both domestically and internationally, to support members in effectively implementing GHG emissions reduction.

Demonstrating its commitment to broader sustainability efforts, the Company has continued its participation in the UN Global Compact Network Thailand (GCNT). This multi-sectoral collaboration aims to develop and implement sustainable practices across the public, private, and civil society sectors. Ultimately, the initiative seeks to accelerate Thailand's progress toward achieving Net Zero and Carbon Neutrality.

Key Activities in 2024

Renewable Energy Project

The Company has continuously promoted the use of clean energy by installing a Solar PV Rooftop system on its factory in Samut Sakhon Province, with plans to expand installations to other subsidiary factories in the future. This initiative aims to reduce reliance on fossil fuel-based electricity, lower energy costs, and support the Company's GHG reduction targets.
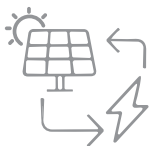
	2022	2023	2024
Electricity consumption from solar energy (kWh)	886,034.68	911,257.21	885,327.54
% of Total Energy Consumption	27%	26%	26%

Performance in 2024

- Installed a solar PV rooftop system with a production capacity of 749.73 kWp.
- Generated 885,327.54 kWh of electricity from renewable energy sources, representing 26% of total energy consumption.
- Reduced GHG emissions by over 442 tCO_2e per year.
- Equivalent to planting approximately 29,467 trees.

Electric Forklift Project

To support policies on GHG emission reduction and strive for sustainable business operations, the Company has continuously implemented a project to replace fossil fuel-powered forklifts with electric forklift systems.

Electric forklifts not only have minimal environmental impact but also reduce noise levels and do not produce pollution in the workplace, resulting in a safer working environment and improved employee health and well-being. This project is considered a key part of the Company's environmental strategy and continuous energy management.

Performance in 2024

- Reduced LPG consumption by 1,695 kg per year.
- Reduced GHG emissions by over 5.43 tCO_2e per year.
- Equivalent to planting approximately 362 trees.

Air Pollution Management

The Company place strong emphasis on maintaining air quality within its facilities and surrounding areas. Emissions from key sources-such as boilers, transportation, and production processes that generate dust or chemical residues-are actively controlled and minimized.

To ensure compliance with environmental regulations, the Company conducts continuous air quality monitoring, ensuring all emissions remain within legal limits. Monitoring results and improvement guidelines are regularly reviewed and implemented to protect employee health, minimize community impact, and support the Company's environmental management objectives.

Air Quality Monitoring Results

Indicator	2023	2024	Legal Standard
Total Suspended Particulates: TSP (mg/m^3)	7.035	128.240 ✔	240
Sulfur Dioxide: SO_2 (ppm)	329.301	117.509 ✔	950
Nitrogen Dioxide: NO_2 (ppm)	150.858	106.148 ✔	200
Carbon Monoxide: CO (ppm)	88.740	16.024 ✔	690

Biodiversity Management

The Company recognizes the significant importance of biodiversity conservation as a fundamental element of a balanced ecosystem and a contributor to long-term sustainability throughout its value chain. Therefore, it has integrated key biodiversity management principles into every step of its value chain, from upstream to downstream.

Aware of potential impacts from production, the Company implements responsible sourcing practices, specifically avoiding deforestation-linked raw materials (Deforestation-Free Sourcing), and prioritizing the reduction of impact on fragile ecosystems like wetlands, forests, and biodiversity resources. It also actively encourages continuous participation from employees, suppliers, and stakeholders in biodiversity protection and restoration.

The Company operates with guidelines aimed at creating opportunities for ecosystem conservation and restoration through key activities:

1 Sustainable Sourcing and Protecting Natural Areas from Encroachment

2 Improving Production Processes to Reduce Resource Consumption and Waste

3 Local Raw Material Support aimed at building a strong and sustainable foundational economy

These efforts not only minimize ecosystem impact but also create business opportunities to develop products that appeal to environmentally conscious consumers, build the corporate image, and enhance global market competitiveness.

Resource Efficiency

Risks and Opportunities

In an era where environmental and sustainability issues are critical to the business sector, the Company recognizes the risks of inefficient resource use, such as excessive water or energy consumption. This can lead to higher operational costs, stakeholder questioning, and reputational risk, especially as natural resources tend to decline and become more uncertain. Conversely, the Company sees opportunities to enhance resource efficiency through developing production processes, utilizing renewable energy, and employing technology to reduce waste. These efforts not only contribute to long-term cost reduction but also enhance environmentally conscious organizational image, strengthens trust from customers and investors, and supports the long-term sustainable growth of the business.

Performance Overview 2024

	2024 Performance	2024 Target
Electricity intensity [1] (kWh/tonne of product)	239.49 ✘	<235
Water intensity [1] (m^3/tonne of product)	11.03 ✔	<11.12
Conduct a water risk assessment in water-stressed areas at all company operational sites (%)	100 ✔	100

[1] The scope of data includes only NR Instant Produce Public Company Limited.

Management Approach

To achieve efficient energy and resource management targets, in line with ESG principles and supporting the Sustainable Development Goals (SDGs), the Company has established comprehensive operational guidelines across multiple dimensions, as follows:

1. Energy Management

➤ Electricity Consumption Management

The Company establishes a policy for efficient energy use, coupled with improving production processes to reduce energy consumption without compromising production quality. Energy usage is monitored and controlled at every stage, with short-term and long-term energy reduction targets set. Furthermore, the Company promotes the use of renewable and alternative energy sources, such as solar energy, alongside fostering a culture of resource efficiency among employees through energy conservation projects. These initiatives include powering down lights and electrical appliances when not in use, optimizing work processes and machinery, and introducing new technologies to enhance efficiency and reduce energy consumption.

Key Project in 2024

- Transition to energy-efficient light bulbs in the production area.
- Installed Solar PV panels on factory roofs to increase the proportion of electricity from renewable energy.
- Replaced key production equipment, such as electric forklifts.

Performance in 2024

- Generated 885,327.54 kWh of solar power.
- Achieved electricity cost savings of approximately 2.9 million baht per year.

➤ Fuel Management in the Production Process

Committed to sustainable energy management, the Company focuses on efficiently using fuel in its production processes to minimize environmental impact and enhance competitiveness through lower energy costs. The Company's operational guidelines including routine maintenance of machinery to maintain energy efficiency and mitigate production losses, providing knowledge and fostering awareness among employees through internal campaigns and communications, setting energy targets with continuous performance monitoring.

Efficient Fuel Oil Management for Environmental Impact Reduction

Fuel oil is a crucial energy source in the production process, and the Company prioritizes its efficient management. This includes improving Boiler Efficiency through comprehensive combustion control, performing regular annual maintenance, and cleaning scale from the boiler system to reduce energy loss from inefficient heat transfer. Additionally, specific indicators are set to continuously track performance and assess fuel usage trends.

Performance in 2024

	2024 Performance	2024 Target
Fuel oil usage intensity (Liter/tonne of product)	57.4 ✓	<60.5

2. Water Management

As water is a crucial element in food industry processes, including raw material cleaning, cooking, sterilization, and as a product ingredient, the Company strategically prioritizes all-encompassing water management. A dedicated water management policy and plan serve as operational directives to effectively manage water risks, prevent shortages, and champion water conservation and resource safeguarding for sustainable water management. This involves implementing smart water dispensing sensors at sinks to curb unnecessary water usage, alongside refining production processes to lessen wastewater and foster water reclamation.

Wastewater Regulatory Compliance

The Company takes strict measures in wastewater management, adhering to all relevant laws and regulations. An on-site activated sludge treatment system is utilized to effectively treat wastewater from production, ensuring its quality meets mandated standards. Treated water quality is rigorously monitored before discharge into public waterways. Our operations strictly comply with Announcement of the Ministry of Industry No. 2, B.E. 2539, issued pursuant to the Factory Act, B.E. 2535, and the Ministry of Industry's Announcement on Setting Standards for Controlling Wastewater Discharge from Factories, B.E. 2560, guaranteeing no adverse impact on the environment or surrounding communities.

Water Risk Assessment in Water Stressed Areas

The Company conducts an annual Water Risk Assessment covering its operational areas. This process includes mapping and monitoring water-stressed regions using the Aqueduct Water Risk Atlas, a tool developed by the World Resources Institute (WRI). This proactive approach enables the Company to implement effective internal water management strategies. Additionally, the audit process evaluates potential water-related risks that may affect surrounding communities.

Risk Assessment Results

All NRF factories in Thailand are located in areas classified as "very high water stress". However, as the Company primarily sources its production and office water from the Provincial Waterworks Authority (PWA), there is no significant risk of water competition with nearby communities.

To manage potential water shortages, the Company has established contingency measures, including: securing backup water supplies from external sources, promoting employee awareness of water conservation, and integrating water-saving practices into its corporate culture.
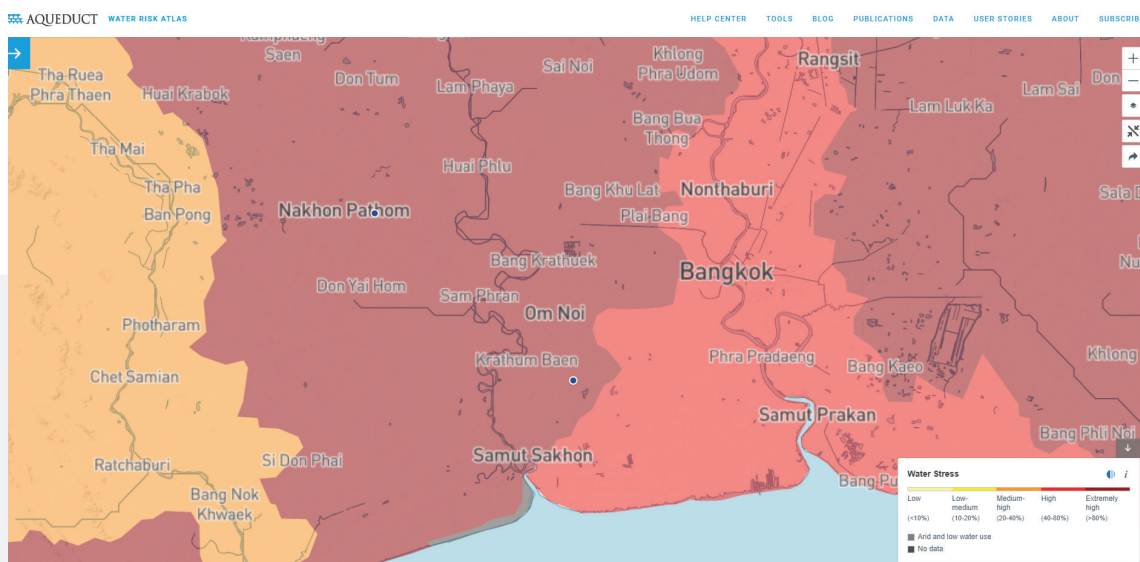
Key Activities in 2024

1. Water Recycling Initiative

The Company treats wastewater from its production processes using an Activated Sludge system, consistently monitoring water quality to meet environmental standards before discharge into public water sources. Furthermore, the Company has initiated a project to recirculate treated water for on-site factory uses, such as for cleaning multi-purpose areas and watering plants around the factory.

Project Outcomes

- Reduced water consumption from natural sources.
- Reduced the volume of wastewater released into the environment by **365** m^3 per year.

2. Fostering Awareness Internally and Externally

Committed to fostering environmental stewardship and efficient energy use across all employee levels, the Company communicates its environmental policy and energy-saving measures widely through internal channels like factory displays and communication systems.

Beyond this, the Company encourages employee involvement through diverse activities, including environmental campaigns, competitions for energy and resource conservation ideas, and creative collaborative initiatives.

Regarding engagement with external stakeholders, the Company recognizes the importance of building understanding and awareness about water resource conservation. Therefore, information and knowledge are continuously communicated and disseminated through the Company's social media channels to promote sustainability concepts more broadly.

Examples of Materials to Raise Awareness through Social Media

Waste and FLW Management

Risks and Opportunities

The Company acknowledges that the proper management of waste and excess food generated during production is a significant concern, as it affects operational costs, corporate reputation, and stakeholder trust. Ineffective management may lead to legal risks and non-compliance with environmental regulations, such as improper waste disposal, unauthorized effluent discharge, or poor food waste handling, potentially harming the environment, local communities, and the Company's long-term reputation. Conversely, the Company recognizes opportunities to enhance cost efficiency, drive process innovation, and strengthen its brand through effective and sustainable waste and food waste management. These initiatives include waste utilization (Waste-to-Value), optimizing production processes to reduce food loss and waste (FLW), and fostering supply chain partnerships for waste reduction. Such approaches not only help reduce GHG emissions but also support the circular economy and enhance market competitiveness in a consumer environment increasingly focused on sustainability.

Performance Overview 2024

	2024 Performance	2024 Target	2030 Target
Increasing recycling rate[1] (%)	76.47 ✓	>50	>75

(1) Non-hazardous waste only

Waste Management

Non-Hazardous Waste: breakdown by disposal method

- 2022: 11.26 tonne (77%) Directed to Landfill; 3.51 tonne (23%) Waste Utilized
- 2023: 9.68 tonne (35%) Directed to Landfill; 18.57 tonne (65%) Waste Utilized
- 2024: 6.90 tonne (24%) Directed to Landfill; 23.08 tonne (76%) Waste Utilized

Food Waste: breakdown by disposal method

- 2023: 9.61 tonne (34.52%) Directed to Landfill; 18.22 tonne (65.48%) Waste Utilized
- 2024: 0.12 tonne (0.83%) Directed to Landfill; 14.31 tonne (99.17%) Waste Utilized
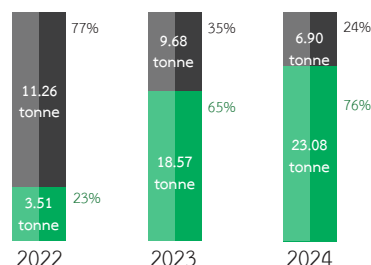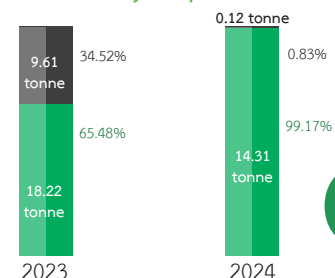
Legend: ■ Waste Utilized ■ Directed to Landfill

Management Approach

The Company placed significant importance on efficient resource management. Our focus is on implementing the 3Rs principle (Reduce, Reuse, Recycle) to enhance cost-effectiveness and reduce environmental impact, also applying Circular Economy approach to sustainable production and consumption throughout the value chain. The Company maintains hygiene and environmental standards in factories and offices to ensure employees work efficiently and meet certified standards like BRC Global Standard and International Food Standard, while complying with relevant laws and regulations. We are steadfast in our commitment to assessing and optimizing various processes to maximize resource utilization and minimize potential adverse effects, guided by the subsequent management approaches:

1) **Compliance with Laws and Regulations:** The Company adheres to all regulations set forth by the Department of Industrial Works concerning the proper management and disposal of any unused waste leaving the factory premises.

2) **Policy Setting:** The Company Implements sustainable development policies and goals that prioritize minimizing waste generation and maximizing resource utilization across production processes and office buildings, ultimately aiming for Zero Waste to Landfill.

3) **Effective Waste Management Framework:** A robust waste management framework is established, encompassing clear guidelines and protocols. It outlines practices for waste sorting, proper storage and collection, and responsible selection and evaluation of disposal partners.

4) **Control of Activities and Work Process: The Company actively implements control measures and optimizes work processes to minimize waste generation at the source.**

5) **Development of Processes, Tools, and Procurement of Technology:** The Company is continuously improving our processes, tools, and technologies to reduce waste generation and increase resource efficiency in our production processes. We are committed to seeking out innovative technologies to enhance productivity while minimizing our environmental impact.

6) **Fostering a Culture of Resource Responsibility:** The Company cultivates a culture of responsibility by promoting employee awareness on wise resource utilization and collaborative efforts in waste separation. By understanding the composition and volume of waste generated, the Company can implement targeted waste reduction and elimination strategies.

7) **Collaborative Stakeholder Engagement:** The Company prioritizes open communication and commits to actively listening to stakeholder concern and expectations regarding waste management. This ongoing dialogue allows the Company to develop and implement appropriate action plans for continuous improvement.

Food Loss and Waste Management

The Company committed to preventing and reducing food loss and waste (FLW) throughout its production processes, the Company maximizes the efficient use of raw materials and resources at every stage of production while minimizing waste through production designs that reduce food loss. The Company's approach to FLW management is as follows:

1) **Prevention and Reduction of Food Loss and Waste**

   The Company plans production in line with customer demand, invests in technology and employee skill development to minimize waste in the production process from the outset. Surplus food that remains edible is distributed to communities and vulnerable groups to maximize nutritional value and minimize waste disposal.

2) **Waste Utilization**

   Non-edible food waste is redirected to alternative uses such as animal feed production or provided to partner organizations for composting, which is then passed on to farmers. This approach helps preserve resource value and reduce environmental impact.

3) **Waste Disposal**

   Food waste that cannot be utilized is disposed of via landfill or incineration in accordance with relevant laws and regulations.

Prevention and Reduction
- Develop technology and enhance employee skills to reduce waste in the production process
- Plan production to align with demand and avoid surplus food
- Donate surplus edible food to communities and vulnerable groups

Utilization
- Convert non-edible food waste into animal feed or use for agricultural purposes
- Produce compost to enhance soil nutrients

Disposal
Landfill or Incineration

Key Activities in 2024

1.   Employee Waste Management Awareness Program

Believing in the power of continuous improvement, the Company encourages all employees to actively participate in identifying, investigating, and analyzing issues, as well as recommending solutions to enhance production efficiency and minimizing waste. Through work improvement initiatives like the Kaizen Project, the Company achieved significant waste reduction in 2024, as outlined below:

➤ Reduction of Adhesive Waste from the Labelling Process

In the product labeling process, excessive adhesive use was identified as an issue, leading to an average adhesive loss of approximately 1.5 – 2 kilograms per day. This not only increased production costs but also contributed to waste, with potential environmental impacts if not properly managed.

Management Approach

- Optimized machine control system settings
- Removed air from adhesive lines to stabilize pressure
- Replaced adhesive pipes of unsuitable size or properties
- Installed adhesive scrapers to eliminate excess glue at unnecessary points

Project Outcomes

- Reduced process waste by **600** kg per year
- Reduced GHG emissions from landfill disposal by **1,427** $kgCO_2e$
- Reduced adhesive loss and saved costs by **130,500** Baht per year

2.   Zero Waste for Change Program

➤ Food Waste to Farm Project

As part of its sustainable waste management policy, the Company continuously runs its "Food Waste to Farm" project. This initiative aims to maximize the beneficial use of food loss and waste (FLW) generated during production, promoting resource circulation and reducing environmental impact. The project focuses on converting raw material scraps from trimming processes such as excess lemongrass, red onions, and other ingredients into compost. This is achieved through collaboration with network organizations and local farmers.

Performance in 2024

- Reduced food waste sent to landfill by **6,176** kg
- Reduced GHG emissions by over **4.90** tCO_2e
- Equivalent to planting approximately **362** trees

➤ Waste Wait Project

Demonstrating its commitment to social and environmental responsibility, the Company has continuously pursued its "Waste Wait" project to optimize plastic waste management. Last year, NRF supplied a large quantity of PET plastic bottles to Phyathai 2 Hospital. These were then recycled and manufactured into 581 sets of Personal Protective Equipment (PPE) for medical personnel. This initiative not only contributes to reducing plastic waste's potential long-term environmental harm but also represents a creative repurposing of resources, bolstering the safety of healthcare frontliners and underscoring the Company's dedication to valuable resource use.

Performance in 2024

- Recycled **10,453** PET plastic bottles, totalling **301.69** kg
- Reduced GHG emissions by **239.84** $kgCO_2e$
- Equivalent to planting approximately **16** trees

Social Dimension

Human Rights and Labor Practices

Human Capital Development

Occupational Health and Safety

Social Responsibility and Community Engagement

Human Rights and Labor Practices

Risks and Opportunities

The Company recognizes that employees are the key resource driving the organization towards success in all dimensions. All business activities are directly and indirectly related to human rights. Without careful management, there is a risk of human rights violations, both concerning employees within the organization and stakeholders throughout the value chain. To address these risks, the Company has strictly adhered to the principles of respecting human rights, referencing the United Nations Guiding Principles on Business and Human Rights (UNGPs), relevant labor laws, and other international practices related to human rights. These include conducting comprehensive human rights due diligence processes, regularly assessing human rights risks, and promoting grievance mechanisms to ensure that any potential issues are addressed fairly and effectively. At the same time, our focus on human rights offers a significant opportunity to strengthen the company's reputation and build trust with customers, investors, and business partners. This commitment also cultivates a corporate culture that values respect, equality, and fairness, which in turn boosts employee morale and work efficiency, and drives the organization's sustainable growth in the long run.

Performance Overview 2024

	2024 Performance	2024 Target
Significant human rights violations cases	0 ✓	0

Management Approach

Commitment to Respecting Human Rights

The Company places high importance on respecting human rights in all business processes by establishing a Human Rights Policy that aligns with the UNGPs and relevant national and international labor laws. This policy addresses key issues, including equal treatment of employees, prohibition of child and forced labor, and respect for the rights of suppliers, consumers, and communities. The Company also actively communicates, builds awareness, monitors and evaluates performance to ensure that preventive, mitigation, and remediation actions are effective.

Human Rights Policy

Human Rights Due Diligence (HRDD)

To demonstrate responsible business practices, the Company has developed a comprehensive HRDD process. It aims to identify, prevent, mitigate, and address human rights impacts throughout the value chain. The process aligns with the UNGPs and international best practices and includes the following steps:

NRF's HRDD Process

```
                    Announce Human Rights Policy
                              │
                              ▼
              Provide knowledge and raise awareness
                 among employees and stakeholders
                              │
                              ▼
              Conduct human rights and impact assessment ───────►  Establish grievance
                              │                                         mechanisms
                              ▼
              Define prevention and mitigation measures
                              │
                              ▼
              Implement action plans and remediate impacts
                              │
                              ▼
              Monitor, review, and evaluate performance
                              │
                              ▼
                 Report and disclose results publicly
```
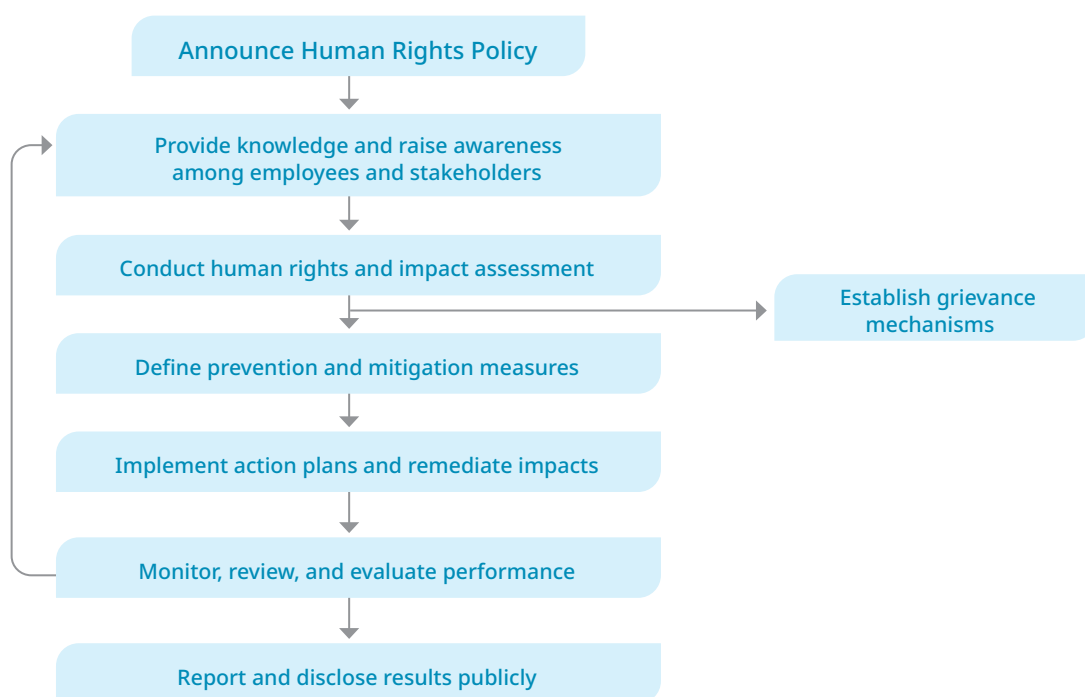
Human Rights Risk Assessment and Mitigation Actions

The Company conducts Human Rights Risk Assessments (HRRA) to identify potential risks throughout its business operations and value chain, including joint ventures, suppliers, and contractors.

Human Rights Topics Evaluated:

1. Employee discrimination
2. Employee occupational health and safety
3. Employee personal data
4. Employee work environment
5. Collective bargaining rights and freedoms
6. Illegal labour practices
7. Community health and safety
8. Community wastewater
9. Community development
10. Access to water and sanitation
11. Land acquisition
12. Supplier discrimination
13. Supplier personal data
14. Customer discrimination
15. Customer service
16. Customer personal data

Assessment Results:
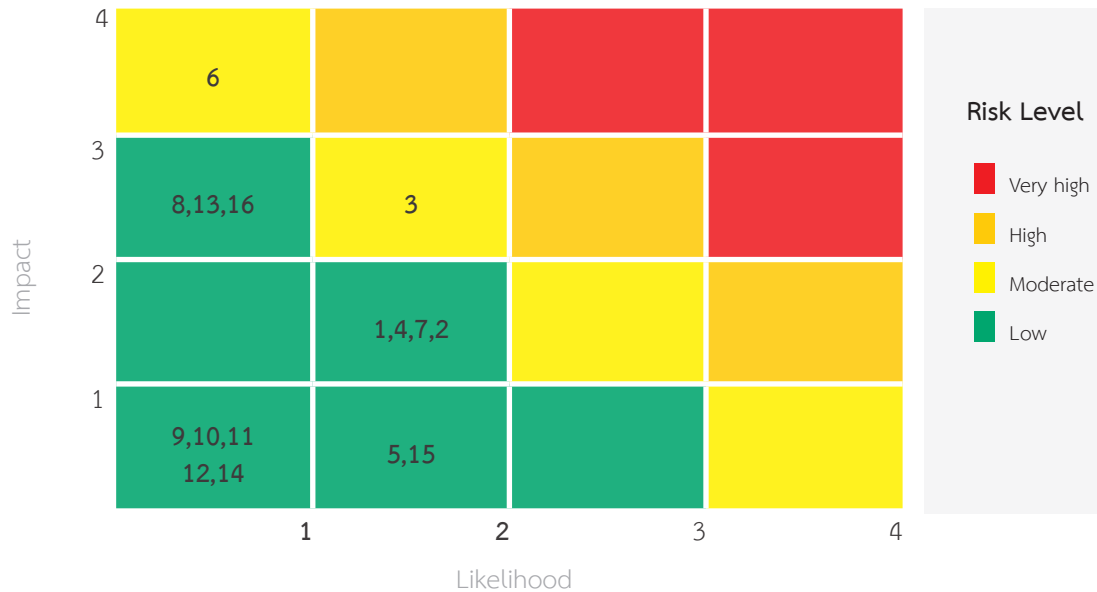
The Company conducts HRRA every three years, the latest assessment in 2023 indicated that human rights risks are generally **low to moderate.**

Although the identified risks are not severe, the Company has established guidelines for control, mitigation, and remediation concerning potential impact issues, thereby ensuring appropriate management consistent with international human rights principles.

Furthermore, the Company prioritizes its Grievance Mechanism, enabling stakeholders and rights holders to report incidents of misconduct, including non-compliance with human rights or human rights violations, through independent and secure channels. In addition, the Company has established a remedy procedure for cases of human rights violations against employees or any company activities that have a human rights impact on individuals and stakeholders.

As of 2024, the Company has zero cases of human rights violations across all operations, including subsidiaries in Thailand and aboard.

Diversity, Equity, and Inclusion (DE&I) Management

The Company is committed to fostering diversity, equity, and inclusion (DE&I) across all employee levels, molding these into an integral part of its organizational culture. A Diversity, Equity, and Inclusion Policy has been announced by the Company, addressing crucial aspects such as non-discrimination, prevention of sexual harassment, other forms of violence and harassment, and ensuring equal opportunities for employee development.

Committed to fostering an open and diverse work environment that supports fair employee development, the Company also provides a robust grievance and whistleblowing mechanism. This ensures employees can safely report inappropriate incidents, complete with a whistleblower protection system and fair remediation processes.

DE&I Management Policy

The Company also extends its principles of diversity and non-discrimination to the supply chain, encouraging suppliers and stakeholders to be aware of and collectively respect human rights and the value of diversity.

Right to Collective Bargaining

To promote employee well-being and safeguard labor rights, the Company has established a Welfare Committee composed of elected employee representatives. The Committee provides consultation and recommendations on employee welfare and meets at least three times annually. Each member serves a two-year term to promote continuity and diverse representation.

Progress in 2024:

The Welfare Committee arranged 5 times to discuss and enhance employee benefits, tailoring them to better meet employee expectations. Key initiatives included:

- Expanding food stall options within the canteen to accommodate the growing workforce.
- Installing additional fingerprint scanners to facilitate time attendance.
- Launched additional healthcare, support programs for vulnerable groups, and strengthened internal communication channels.

The active engagement of the Welfare Committee demonstrates the Company's commitment to respecting employee rights, fostering meaningful participation, and promoting sustainable organizational development.

Promoting Employment for Persons with Disabilities

The Company is committed to promoting and improving the quality of life for vulnerable groups, especially persons with disabilities, under the concept that **persons with disabilities possess potential and abilities equal to those of general individuals**. In line with the principle that people with disabilities possess equal potential, the Company actively promotes inclusive employment under Section 33 of the Act on Promotion and Development of Quality of Life for Persons with Disabilities B.E. 2550 (2007).

This initiative provides equal employment opportunities for people with disabilities, enabling them to gain stable income and become self-reliant. Furthermore, the Company ensures appropriate work environments and tools for persons with disabilities, enabling their full potential, boosting self-esteem, and creating long-term value for themselves and the organization.

Number of Employees
with Disabilities
9 persons

Human Capital Development

Risks and Opportunities

In an era of rapid technological and business transformation, human capital is a critical factor directly impacting an organization's competitiveness. Failure to attract, retain, and develop high-potential talent appropriately can affect strategy implementation, increase management costs, and reduce the ability to achieve its goals. Conversely, investing in continuous human capital development presents an opportunity to strengthen long-term organizational capabilities. Therefore, the Company is committed to fostering a positive work environment, promoting an open and fair organizational culture, implementing transparent evaluation systems, and offering competitive welfare benefits. These efforts are designed to attract and retain employees while supporting continuous learning and skills development (reskilling and upskilling), particularly in areas such as digital technology, analytical thinking, and innovation. This approach ensures that the Company's workforce remains agile and capable of driving sustainable growth in a rapidly changing world.

Performance Overview 2024

	2024 Performance	2024 Target
Employee satisfaction score (%)	89 ✓	70

Performance2024

	2022 Performance	2023 Performance	2024 Performance	2024 Target
Average training hours (hours/person/year)	8.05	7.97	11.7 ✓	10

Management Approach

Employee Retention

The Company is dedicated to cultivating an excellent working environment. It offers a range of benefits that cover essential living expenses and include programs designed to boost morale and enhance employee well-being. These benefits are tailored to meet employee expectations, reflect current societal conditions, and comply with relevant legal requirements. The Company aims to ensure that every employee feels valued, supported, and a true sense of belonging—working together toward shared, sustainable success. In 2024, the Company conducted an employee satisfaction and engagement survey, achieving a satisfaction score of 89%, which significantly exceeded the target of 70%. This result reflects the effectiveness of the Company's efforts to foster a supportive work culture and provide suitable welfare benefits that enhance employee satisfaction and loyalty.

To further strengthen engagement, the Company encourages open communication by providing various feedback channels, such as suggestion boxes, departmental meetings, and other formal and informal platforms. Employee feedback is regularly reviewed and used to develop and improve benefit programs to better align with employees' evolving needs. The Company offers a comprehensive set of benefits to its employees, including:

Welfare Restaurant for Employees

Provide access to clean and nutritious meals through a welfare restaurant to support employees' well-being.

Access to Clean Drinking Water

Clean and safe drinking water is readily available throughout the workplace to promote employee health and convenience.

Breastfeeding Rooms

Dedicated nursing rooms are established within the workplace and equipped with hygienic breast milk storage units, supporting working mothers and promoting a family-friendly work environment

Bereavement Support for Employees

Provide financial assistance and paid bereavement leave to employees who experience the loss of a close family member.

Employee Medical Examination

Offers annual health checkups to monitor and promote employees' overall health and well-being.

Provident Fund

A retirement savings plan designed to provide long-term financial security for employees.

On-Site Medical Clinic and Nurse
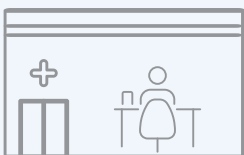
Provides access to basic healthcare services and health counselling within the workplace.

Shuttle Services

Provide shuttle services for employees, covering routes in Bangkok, Samut Sakhon, and nearby areas to ensure safe and convenient daily commutes.

Employee Recognition Program

Enhances employee morale through a selection process for outstanding employees who meet established criteria.

Employee Performance Appraisal System

To support efficient and sustainable organizational growth, the Company has implemented a performance appraisal system based on clear and equitable criteria. These criteria are grounded in the principles of fairness and inclusivity, recognizing and respecting individual differences to ensure that evaluations are transparent and promote the full potential of each employee. The system comprises three key assessment areas:

Key Performance Indicators (KPIs)	60 %
General Competency	30 %
Performance Behavior	10 %

The performance appraisal system is a key tool in human resource management. Evaluation results are used as a basis for fair and appropriate compensation decisions. Moreover, performance data is analysed to identify each employee's strengths and areas for improvement, which helps guide the planning and delivery of relevant training programs. This process ensures that employee development is aligned with both individual needs and organizational goals.

Employee Development Programs

The Company is committed to enhancing operational effectiveness through continuous employee learning and development. Training needs are identified based on performance appraisal results, job-specific competencies, and the skills required to support the Company's strategic direction.

A wide range of training sessions is provided, with content covering all dimensions of sustainability. These programs aim to strengthen both technical capabilities and strategic competencies. In 2024, the Company organized the following key training programs:

Environment

Carbon Footprint for Organization Training

This course builds understanding of the procedures for calculating the organizational carbon footprint. Employees learn how to apply this knowledge in managing GHG emissions, energy use, water consumption, and waste.

20 participants

Social

Ethical Labor Practices Training

5 participants

Governance and Economic

Product Quality Control Training

754 participants

Occupational Health and Safety

8 DECENT WORK AND ECONOMIC GROWTH

Risks and Opportunities

Employees are the most crucial driving force behind the Company's business operations. The Company recognizes that current operational practices, particularly those involving high-risk activities, can significantly impact on the lives, health, and well-being of employees and contractors. Occupational health and safety risks such as work-related accidents, chemical exposure, or hazardous working environments may lead to workforce attrition, production disruptions, or reputational damage if not effectively managed. Conversely, the Company sees clear opportunities in systematically investing in and implementing occupational health and safety measures. These include adopting risk-control technologies, providing preventive safety training, and initiating quality-of-life enhancement programs for employees. Such proactive management not only reduces safety risks but also improves employee satisfaction and engagement, enhances organizational resilience, and supports long-term sustainable growth.

Performance Overview 2024

	2024 Performance		2024 Target	2030 Target
	Employees	Contractors		
Number of works related fatalities (persons)	0 ✓	0 ✓	0	0
Occupational illness Frequency Rate (OIFR) (cases per 1,000,000 work hours)	0 ✓	0 ✓	0	0
Lost Time Injuries Frequency Rate (LTIFR) (cases per 1,000,000 work hours)	7.69 ✗	0 ✓	3.16 [1]	0

[1] Employee only

Management Approach

The Company places the highest priority on occupational health, safety, and the working environment. An Occupational Health and Safety Management System, formulated in compliance with the Occupational Safety, Health and Environment Act B.E. 2554 (2011) and the SMETA (Sedex Members Ethical Trade Audit) standards, which cover labor, health, and safety. This system is designed to promote workplace safety, implement accident prevention measures, and foster a strong safety culture among both employees and contractors. The Company continually improves working conditions and procedures to ensure a safe and healthy work environment. Furthermore, it emphasizes maintaining employee health and hygiene to enhance quality of life and support sustainable workforce performance in the long term.

Occupational Health and Safety Governance Structure

The Company has appointed a Workplace Occupational Safety, Health and Environment Committee comprising both management and employee representatives. This committee is responsible for overseeing and setting guidelines for safety operations, including following up on operations to ensure they comply with the safety plan for employees and contractors. Key responsibilities include monitoring performance against safety targets, identifying improvement areas, and ensuring the alignment of all operations with regulatory and internal safety standards. The committee sets ambitious safety goals, such as zero accidents and the minimization of work-related incidents, and serves for a term of one year.

Occupational Health and Safety Policy

Occupational Health and Safety Management Structure

Chief Operating Officer (COO)

Safety Department
(Department Executives/ Safety Officer Professional level/ Safety Officer Advanced Technical Level)

Workplace Occupational Safety, Health and Environment Committee

Environmental Unit

Safety Officer Management Level

Safety Officer Supervisory level

Occupational Health and Safety Measures in the Workplace

The Company is committed to maintaining a safe working environment by promoting awareness, proper safety practices, and proactive risk management. To minimize occupational accidents and injuries, the Company regularly conducts training and safety promotion activities for both employees and contractors working on Company premises. The long-term goal is to achieve **zero workplace accidents by 2030**.

In 2024, the Company implemented a wide range of safety initiatives and training programs, including:

- Safety Induction Training for New Employees

- Safety Training for Contractors

- Chemical Safety Training

- Basic Firefighting Training

- Occupational Disease and Environmental Health Training

- First Aid and AED Training

- Annual Fire Drill and Emergency Evacuation Exercises

- Daily Safety Talk Activities

- Annual Environmental Monitoring

- Annual General and Risk-Based Health Checkups

Key Activities in 2024

Hearing Conservation Program

Employees working in specific areas are exposed to varying levels of noise, which may lead to temporary or permanent hearing loss if not properly managed. Prolonged exposure to high noise levels can also affect employees' physical and mental well-being by increasing stress and reducing work performance. To prevent and manage these risks, the Company has implemented a Hearing Conservation Program for employees working in high-risk areas such as Mixing, Rotary, Grinding, and Refrigeration departments. The program includes annual noise level monitoring in these areas, mandatory use of personal protective equipment (PPE), and annual health checkups with hearing health checks for affected employees.

Project Implementation

1

Noise Level Measurement in the Factory Areas

Analyze the working environment in terms of noise levels and measure the average noise exposure levels throughout the working day in all high-risk work areas.
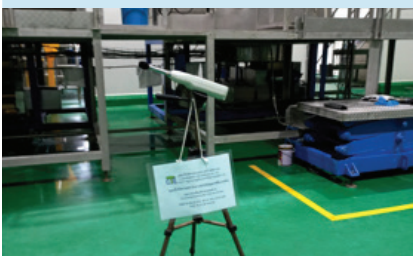
Results:
Within acceptable limits based on regulatory standards

2

Training

1) Provide training on a hearing conservation program

2) Train employees on the proper use of personal protective equipment (PPE).

Results:
100% of employees working in high-risk areas received training

3

Hearing Health Checks

1) Conduct hearing health checks for all new employees within their first 30 days of employment.

2) Conduct annual hearing health checks for employees in high-risk noise areas.

Results:
96% of employees have normal hearing ability

Social Responsibility and Community Engagement

Risks and Opportunities

Operating in a highly competitive environment with escalating stakeholder demands, the Company recognizes that effectively managing relationships with the community and society is a crucial factor impacting organizational sustainability. If the organization neglects or fails to adequately respond to the needs of the surrounding community and society, it could lead to reputational risks, community opposition, or even long-term business impacts. Conversely, solid community and social connections offer a significant advantage, fostering business expansion, trust-building, and collaborative development. As such, the Company prioritizes its social responsibility initiatives, employee engagement, continuous communication with and listening to stakeholder feedback, and fostering a corporate culture that values the environment, community, and society, to collectively achieve long-term sustainable growth.

Performance Overview 2024

	2024 Performance	2024 Target
Complaints from the community	0 ✓	0

Management Approach

Community and social responsibility are a principle the company has consistently embraced in its business conduct, aiming to foster business growth alongside social development and an improved quality of life. The Company prioritizes addressing issues that affect people's livelihoods and well-being, with the goal of strengthening the economy and reducing social inequality.

The Company has consistently adhered to a business approach that prioritizes the continuous well-being of the environment, community, and society. This dedication extends to both our routine processes (in-process) and diverse projects that enhance social value (after-process). Social and community responsibility has been incorporated into the organization's sustainability strategy, with a clear focus on conducting business with integrity, transparency, and a holistic consideration of the benefits and repercussions for all stakeholders.
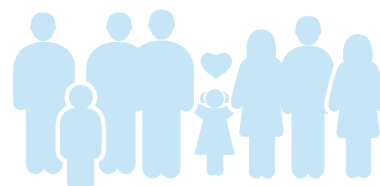
Community Expectation and Satisfaction Survey

Recognizing the importance of stakeholder engagement, the Company regularly assesses the impact of its operations through an annual community expectation and satisfaction survey and by maintaining a complaint and feedback channel. The annual survey serves to evaluate community expectations, measure satisfaction levels, and inform the Company's efforts to align its operations with the needs and concerns of nearby communities.

2024 Survey Results:

- **100%** of respondents reported **no negative impact** from the Company's operations.
- **72%** of community members expressed **no concerns** regarding the Company's impact on their daily lives. However, 28% reported minor concerns related to wastewater treatment.
- The community expressed a desire for the Company to **support local initiatives and activities.**

These findings reflect a strong and ongoing positive relationship between the Company and its surrounding communities. They also indicate that the Company's operational strategies are generally aligned with community expectations. The Company remains committed to strengthening this relationship and continuously improving its practices to build long-term trust and confidence.

Key Activities in 2024

1)   Fostering Youth Education

"Continuing Knowledge, Delivering Smiles" Activity for National Children's Day

Aimed at enhancing learning and potential for community youth, the Company collaborated with a school in Samut Sakhon Province to host recreational activities, distributing more than 450 souvenirs to the students involved.

"Creating Opportunities with Old Calendars" Project

NRF is committed to creating opportunities and promoting equality for people with visual impairments. The Company has organized the "Creating Opportunities with Old Calendars" project, donating old desk calendars to the Center for Education Technology for the Blind, the Foundation for the Blind in Thailand under Royal Patronage, to be used in the production of Braille teaching materials. This initiative supports education and improves the quality of life for people with visual impairments.

2) Supporting Public Welfare and Health

"Donating Blood, Sharing for Society" Project

Executives and employees from the Company participated in a blood donation campaign with Siriraj Hospital, Mahidol University. Successfully collected 45,900 cc of blood, intended to aid patients in various hospitals and to provide essential red blood cells and blood components for patients across the country. Blood donation is an activity that promotes sharing for society, which the Company has continuously supported.

Supporting The Mirror Foundation with Essential Donations Project

Aimed at supporting society and enhancing the quality of life for vulnerable communities, the Company launched a project to gather clothes and personal items from its staff. In 2024, the Company successfully transferred over 1,500 donated goods to those in need, channeled through the Mirror Foundation's network.

"Flood Relief Sharing" Project

The Company contributed to flood relief efforts, providing aid to over 15,000 affected residents. Through coordination with various charitable organizations, including Friends in Need (of "Pa") Volunteers Foundation, the Thai Red Cross Society, Do Good Things Organization, and Mirror Foundation, essential provisions were delivered. The Company's specific contributions included 60 cases of 'Por Kwan' curry paste to serve as food supplies and cooking ingredients for the affected population. Moreover, critical cleaning implements such as brooms, buckets, laundry detergent, and other vital necessities were sourced and provided for post-flood rehabilitation and residential sanitation.

3)   Promoting Cultural and Preservation Activities

"Asalha Bucha Day and Buddhist Lent Day Tradition Continuation" Activity

Executives and employees collaborated in a merit-making ceremony, offering dried food and rice to monks, and also presented Lenten candles in observance of Asalha Bucha Day and Buddhist Lent Day.

"Kathina Day" Activity

The Company participated by offering Kathina robes to the monks and providing financial contributions for the restoration of temple buildings and facilities. Furthermore, the Company established a food station, using its own products to prepare food, at Suwan Rattanaram Temple in Samut Sakhon Province.

4)   Ensuring Food Security

Food for Future Generation Program

Recognizing the growing challenges of food security driven by rapid population growth and climate change, the Company has been implementing the 'Food for Future Generation' program since 2021. This initiative aims to reduce food waste and enhance food security, particularly for vulnerable populations, by applying a Circular Economy approach.

Management Approach

Survey community needs and identify challenges among vulnerable groups.	**Inspect and sort** surplus food that remains of good quality but cannot be sold.	**Coordinate** with relevant foundations and target beneficiaries.	**Deliver food** and monitor results through both **qualitative and quantitative** assessment

Community Needs Identified

- Limited access to nutritious, high-quality food.
- Absence of coordination mechanisms with food support organizations.

Expected Outcomes

- Vulnerable communities gain access to nutritionally balanced meals.
- Communities are empowered to overcome crises and reduce vulnerability.
- Strengthened networks and coordination among support organizations.

Key Activities in 2024

The Company proceeds with the 'Food for Future Generation' program, providing high-nutrition food to those in need to help society and the environment, through activities such as:

- **Collaboration with Scholar of Sustenance (SOS) Foundation**

  Donating food to community kitchens for further preparation and distribution to vulnerable groups, forest rangers in national parks (for cooking and as provisions during missions), and volunteer teams conducting activities in remote areas to deliver food to vulnerable groups, including setting up food stalls. In 2024, the Company delivered 457 kg of food products, equivalent to **1,921 meals**, to the Foundation.

- **Support to Grace Refuge Outreach Worldwide Foundation**

  Continuously delivering rice to students and vulnerable groups under the care of the Grace Refuge Outreach Worldwide Foundation. In 2024, the Company supplied over **820 kilograms** of rice.

Outcomes of the Program

Qualitative Outcomes
- Strengthened community resilience; ability to transition beyond vulnerability.
- The community has developed a strong support network and is ready to expand its reach to other areas.

Quantitative Outcomes			
Towards the Community and Society		**Towards the Company**	
- Vulnerable individuals assisted (persons)	1,971	- Food waste management cost savings (THB/year)	22,000
- Nutritious meals delivered (meals)	7,388	- GHG emissions reduced (kgCO$_2$e)	1,157
- Cost savings for vulnerable groups (THB/year)	222,000	- Food waste diverted from landfill (kg)	457

Appendix

Appendix – Governance and Economic

Appendix – Environmental

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About This Report

GRI Content index

Sustainability Performance

Governance and Economic

GRI / SASB Standards	Data	Unit	2021	2022	2023	2024
Socioeconomic Non-Compliance						
GRI 2-27 (a) 2021	Total number of significant instances of non-compliance in social and human rights area	Case	0	0	0	0
	• Breaches of significant labor disputes	Case	0	0	0	0
GRI 418-1 (a) 2016, GRI 416-2 (a) 2016	• Breaches of customer rights	Case	0	0	0	0
	• Breaches of supplier rights	Case	0	0	0	0
GRI 413-2 (a) 2016	• Breaches of community or social disputes	Case	0	0	0	0
GRI 418-1 (b) 2016	• Breaches of customer data security	Case	0	0	0	0
	• Breaches of occupational health and safety	Case	0	0	0	0
GRI 406-1 (a) 2016	• Breaches of discrimination or harassment	Case	0	0	0	0
GRI 418-1 (a) 2016	• Breaches of customer privacy	Case	0	0	0	0
Environmental Non-Compliance						
GRI 2-27 (a) 2021	Number of significant environmental non-compliance[1]	Case	0	0	0	0
Business Ethics						
GRI 205-3 (a) 2016	Breaches of Conflict of interest	Case	0	0	0	0
	Breaches of insider trading	Case	0	0	0	0
	Breaches of corruption or bribery	Case	0	0	0	0
	Breaches related to whistleblowing protection	Case	0	0	0	0

Note:

- N/A = Not applicable

[1] Significant fines or penalties refer to those where the individual fine or penalty amounts to more than $10,000 USD.

Environmental

GRI / SASB Standards	Data	Units	2021	2022	2023	2024
FB-PF-000.A	**Weight of products sold**					
	• NR INSTANT PRODUCE PUBLIC COMPANY LIMITED	Tonne	13,937	11,926	12,686	12,310
	• CITY FOOD COMPANY LIMITED	Tonne	4,652	4,235	4,627	5,585
FB-PF-000.B	Number of production facilities	site	2	2	4	4
Energy Management						
GRI 302-1 (e) (2016)	Total energy consumption	MJ	60,927,342	53,333,125	57,552,112	55,165,946
GRI302-1 (a) (2016)	Total non-renewable energy consumption	MJ	46,069,630	38,829,299	42,018,546	39,737,471
	• Diesel	Liter	46,688	47,686	47,899	46,278
	• Gasoline	Liter	12,612	10,166	17,670	21,932
	• Fuel Oil	Liter	1,054,500	934,855	1,007,007	892,823
	• Liquefied Petroleum Gas (LPG)	kg	3,303	10,140	9,159	5,250
GRI302-1 (b) (2016)	Total renewable energy consumption	MJ	3,294,713	3,189,725	3,280,526	3,187,179
GRI 302-1 (c) (2016)	Total electricity consumption	kWh	4,127,142	4,028,841	4,314,323	4,285,688
	• Total electricity purchased externally: National electricity grid	kWh	3,211,944	3,142,806	3,403,066	3,400,360
	• Total electricity purchased externally: Renewable energy	kWh	915,198	886,035	911,257	885,328
	Ratio of total electricity consumption to total number of employees	kWh per person	4,695	4,232	4,310	4,312
	Total fuel expenses	THB	14,485,265	16,514,212	16,070,768	23,207,029
	Ratio of total fuel expenses to total expenses	%	0.76	0.76	0.54	0.57
	Ratio of total fuel expenses to total revenue	%	0.62	0.63	0.52	0.52
	Eletricity intensity	kWh per tonne of product	236.42	249.30	249.19	239.49
	Total electricity expenses	THB	13,257,664	14,860,718	18,010,899	22,123,124
	Ratio of total electricity expenses to total expenses	%	0.69	0.69	0.61	0.54
	Ratio of total electricity expenses to total revenue	%	0.57	0.57	0.59	0.49

GRI / SASB Standards	Data	Units	2021	2022	2023	2024
	Ratio of total electricity expenses to total number of employees	THB per person	15,082	15,610	17,993	22,257
	Ratio of total energy consumption to total revenue	MJ per THB	0.026	0.020	0.020	0.012
GRI 302-3 (a) (2016)	Energy intensity	MJ per tonne of product	3,278	3,300	3,324	3,083
Water Management[1]						
GRI 303-3 (a) (2018)	Total water withdrawal	m³	166,353	159,773	207,201	197,323
	Third-party water	m³	166,353	159,773	207,201	197,323
	• Surface water	m³	166,353	159,773	160,773	160,844
	• Groundwater	m³	0	0	46,428	36,479
GRI 303-3 (c) (2018)	• Freshwater (≤1,000 mg/L Total Dissolved Solids)	m³	166,353	159,773	207,201	197,323
	• Other water (>1,000 mg/L Total Dissolved Solids)	m³	0	0	0	0
GRI 303-3 (b) (2018)	Total water withdrawal from all areas with water stress	m³	166,353	159,773	207,201	197,323
	Third-party water	m³	166,353	159,773	207,201	197,323
	• Surface water	m³	166,353	159,773	160,773	160,844
	• Groundwater	m³	0	0	46,428	36,479
	Ratio of total water withdrawal to total number of employees	m³ per person	189	190	207	199
	Ratio of total water withdrawal to total revenue	m³ per THB	0.00007	0.00006	0.00007	0.00004
GRI 303-4 (a) (2018)	Total water discharge	m³	133,082	127,818	165,761	157,858
GRI 303-4 (b) (2018)	Total water discharge to surface water sources	m³	133,082	127,818	165,761	157,858
	• Freshwater (≤1,000 mg/L Total Dissolved Solids)	m³	133,082	127,818	165,761	157,858
	• Other water (>1,000 mg/L Total Dissolved Solids)	m³	0	0	0	0
GRI 303-4 (c) (2018)	Total water discharge to all areas with water stress	m³	133,082	127,818	165,761	157,858
	• Freshwater (≤1,000 mg/L Total Dissolved Solids)	m³	133,082	127,818	165,761	157,858
	• Other water (>1,000 mg/L Total Dissolved Solids)	m³	0	0	0	0

GRI / SASB Standards	Data	Units	2021	2022	2023	2024
GRI 303-5 (a) (2018)	Total water consumption	m^3	33,271	31,955	41,440	39,465
GRI 303-5 (b) (2018)	• Total water consumption from all areas with water stress	m^3	33,271	31,955	41,440	39,465
	Ratio of total water consumption to total revenue	m^3 per THB	0.000014	0.000012	0.000013	0.000009
	Water intensity	m^3 per tonne of product	12.60	13.40	11.97	11.03
	Total water expenses	THB	5,765,697	5,536,888	5,571,653	5,701,797
	• Water expenses from waterworks authority or other supply	THB	5,765,697	5,536,888	5,571,653	5,701,797
	Ratio of total water expenses to total expenses	%	0.30	0.26	0.19	0.14
	Ratio of total water expenses to total revenue	%	0.25	0.21	0.18	0.13
	Ratio of total water expenses to total number of employees	THB per person	6,559	6,584	5,566	5,736
GHG Management						
	Total GHG emissions	tCO_2e	15,132	15,661	15,364	18,136
GRI 305-1 (a) (2016)	Direct (Scope 1) GHG emissions	tCO_2e	3,741	3,347	3,580	3,691
GRI 305-1 (c) (2016)	• Biogenic CO2 emissions	tCO_2e	N/A	N/A	11.12	10.67
GRI 305-2 (a) (2016)	Energy indirect (Scope 2) GHG emissions	tCO_2e	1,606	1,571	1,702	1,701
	• Location-based energy indirect (Scope 2) GHG emissions	tCO_2e	1,606	1,571	1,702	1,701
	• Market-based energy indirect (Scope 2) GHG emissions	tCO_2e	0	0	0	0
GRI 305-3 (a) (2016)	Other indirect (Scope 3) GHG emissions	tCO_2e	9,785	10,743	10,082	12,744
	• Category 1 Purchased goods and services	tCO_2e	9,075	10,082	9,360	12,058
	• Category 3 Fuel- and energy-related activities	tCO_2e	710	661	714	677
	• Category 5 Waste generated in operations	tCO_2e	N/A	0.02	7.68	8.15

GRI / SASB Standards	Data	Units	2021	2022	2023	2024
GRI 305-4 (a) (2016)	GHG emissions intensity (Scope 1 and 2)	tCO_2e per tonne of product	0.288	0.320	0.321	0.301
	GHG emissions intensity (Scope 1, 2 and 3)	tCO_2e per tonne of product	0.814	0.969	0.887	1.013
	Ratio of GHG emissions to all area (Scope 1 and 2)	tCO_2e per square meter	0.344	0.316	0.340	0.347
GRI 305-7 (a) (2016)	Significant air emissions					
	• Total Suspended Particulate (TSP)	mg per m^3	N/A	N/A	7.035	128.240
	• Sulfur dioxide (SOx)	ppm	N/A	N/A	329.300	117.509
	• Nitrogen oxide (NOx)	ppm	N/A	N/A	150.858	106.148
	• Carbon monoxide (CO)	ppm	N/A	N/A	88.740	16.024
Waste Management[2]						
GRI 306-3 (a) (2020)	Total waste generated	Tonne	17.47	14.94	28.36	30.18
	• Total non-hazardous waste	Tonne	17.20	14.77	28.25	29.98
	• Total hazardous waste	Tonne	0.54	0.18	0.12	0.20
	Ratio of total waste generated to total revenue	Tonne per THB	0.000000008	0.000000006	0.000000009	0.000000007
	Ratio of total non-hazardous waste to total revenue	Tonne per THB	0.000000007	0.000000006	0.000000009	0.000000007
	Ratio of total hazardous waste to total revenue	Tonne per THB	0.0000000002	0.0000000007	0.0000000004	0.0000000008
GRI 306-4 (a) (2020)	Total waste diverted from disposal	Tonne	N/A	3.51	18.57	23.08
GRI 306-4 (c) (2020)	Non-hazardous waste	Tonne	N/A	3.51	18.57	23.08
	• Reuse	Tonne	N/A	0.00	0.00	0.00
	• Recycle	Tonne	N/A	3.51	18.57	23.08
GRI 306-4 (b) (2020)	Hazardous waste	Tonne	N/A	0.00	0.00	0.00
	• Reuse	Tonne	N/A	0.00	0.00	0.00
	• Recycle	Tonne	N/A	0.00	0.00	0.00
	Ratio of total recycled waste to total waste generated	%	N/A	23.48	65.48	76.47
	Ratio of recycled non-hazardous waste to total non-hazardous waste generated	%	N/A	23.76	65.73	76.98
	Ratio of recycled hazardous waste to total hazardous waste generated	%	N/A	0.00	0.00	0.00

GRI / SASB Standards	Data	Units	2021	2022	2023	2024
GRI 306-5 (a) (2020)	Total waste directed to disposal	Tonne	N/A	11.44	9.80	7.10
GRI 306-5 (c) (2020)	Non-hazardous waste	Tonne	N/A	11.26	9.68	6.90
	• Incineration (with energy recovery)	Tonne	N/A	0.00	0.00	0.00
	• Incineration (without energy recovery)	Tonne	N/A	0.00	0.00	0.00
	• Landfilling	Tonne	N/A	11.26	9.68	6.90
GRI 306-5 (b) (2020)	Hazardous waste	Tonne	N/A	0.18	0.12	0.20
	• Incineration (with energy recovery)	Tonne	N/A	0.11	0.00	0.00
	• Incineration (without energy recovery)	Tonne	N/A	0.00	0.12	0.00
	• Landfilling	Tonne	N/A	0.07	0.00	0.20
GRI 306-3 (a) (2020)	Total food waste[3]	Tonne	N/A	N/A	27.83	14.43
GRI 306-4 (a) (2020)	Total food waste diverted from disposal[3]	Tonne	N/A	N/A	27.82	14.31
	• Donation (Reduce)	Tonne	N/A	N/A	0.00	0.46
	• Fertilizer (Recycle)	Tonne	N/A	N/A	18.22	13.85
GRI 306-5 (a) (2020)	Total food waste directed to disposal[3]	Tonne	N/A	N/A	9.61	0.12

Note:

[1] Scope of data reporting: Only NR Instant Produce Public Company Limited in 2021 and 2022. In 2023 and 2024, the scope was expanded to include City Food Co., Ltd.

[2] Scope of data reporting: Only NR Instant Produce Public Company Limited in 2021- 2023. In 2024, the scope was expanded to include City Food Co., Ltd.

[3] Scope of data reporting: Only NR Instant Produce Public Company Limited.

- N/A = Not Applicable

- GHG inventory has been verified and validated by the Thailand Greenhouse Gas Management Organization (TGO).

- Base year for GHG reporting: 2021

- Energy intensity is calculated as the sum of thermal energy and electricity consumed.

- The Company measures its Scope 3 GHG emissions across the value chain, covering 11 out of 15 categories. Reporting is limited to categories that are material and relevant to the Company's operations, including: Category 1: Purchased goods and services, Category 3: Fuel- and energy-related activities (not included in Scope 1 or 2), and Category 5: Waste generated in operations.

- Water stress refers to water in an area where the ratio of total annual water withdrawal to total available annual renewable water supply (i.e., baseline water stress) is high (40-80%) or extremely high (>80%),as defined by the World Resources Institute.

- The volume of water withdrawn from areas with high water stress is calculated using geospatial analysis through the Aqueduct Water Risk Atlas.

- Total waste generated includes food wastes.

Human Resources

GRI Standard	Data	Unit	2021 Male	2021 Female	2022 Male	2022 Female	2023 Male	2023 Female	2024 Male	2024 Female
Workforce										
GRI 405-1 (2016) GRI 2-7 (a) (2021)	Total Employee	Persons	879		841		886		865	
			341	538	323	518	347	539	331	534
		%	38.79	61.21	38.41	61.59	39.16	60.84	38.27	61.73
By age										
GRI 405-1 (2016)	Under 30 years old	Persons	156	204	139	194	159	193	159	190
	30-50 years old	Persons	166	303	165	288	166	307	152	306
	Over 50 years old	Persons	19	27	19	36	22	39	20	38
By based location										
GRI 405-1 (2016)	**Thailand**	Persons	341	538	323	518	347	539	331	534
	- Bangkok Metropolitan Region [1]	Persons	N/A	N/A	N/A	N/A	N/A	N/A	5	11
	- Central Thailand [2]	Persons	N/A	N/A	N/A	N/A	N/A	N/A	326	523
	Oversea	Persons	0	0	0	0	0	0	0	0
By nationality										
GRI 405-1 (2016) GRI 2-7 (a) (2021)	Thai	Persons	108	226	97	227	114	238	113	236
	Myanmar	Persons	231	312	224	289	229	301	217	296
	Italian	Persons	1	0	1	0	0	0	0	0
	British	Persons	0	0	1	0	2	0	1	0
	Filipinos	Persons	0	1	0	2	0	2	0	2
By Management Level										
GRI 405-1 (2016)	Non-management (Officer)	Persons	310	499	297	478	328	519	319	513
	Management	Persons	21	20	8	19	10	15	7	16
	Top management	Persons	10	19	18	21	9	5	5	5
By employment contract										
GRI 2-7 (b) (2021)	Permanent employee [3]	Persons	341	538	323	518	347	539	331	534
	Temporally employee [4]	Persons	0	0	0	0	0	0	0	0
Employee Hires										
GRI 401-1 (a) (2016)	Number of new hires	Persons	475		493		393		292	
			238	237	224	269	145	248	122	170
	New hire rate	%	4.50		4.89		3.70		2.81	
	Internal recruitment rate	%	0.57		0.83		0.79		1.04	
GRI 405-1 (2016)	Number of disabled employees	Persons	8		8		9		9	
			6	2	6	2	7	2	7	2
	Percentage of disabled employees in the total employees	%	0.91		0.95		1.02		1.04	

GRI Standard	Data	Unit	2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
Turnover										
GRI 401-1 (b) (2016)	Total number of resigned employees	Persons	526		493		353		311	
			238	288	225	268	126	227	136	175
	Number of voluntary resignations	Persons	526		493		353		311	
			238	288	225	268	126	227	136	175
	Turnover Rate	%	59.84		58.62		39.84		35.95	
	Voluntary resignation rate	%	59.84		58.62		39.84		35.95	
Parental Leave										
GRI 401-3 (2016)	Number of employees entitled to maternity leave/child care	Persons	879		841		886		865	
			341	538	323	518	347	539	331	534
	Number of employees taking parental leave	Persons	12		22		34		14	
			0	12	0	22	0	34	0	14
	Number of employees returned to work after parental leave	Persons	9		18		28		9	
			0	9	0	18	0	28	0	9
	Number of employees returned to work after parental leave and were still employed up to 12 months	Persons	5		16		18		8	
			0	5	0	16	0	18	0	8
	Retention rate of employees taking parental leave [5]	%	75.00		81.82		82.35		64.29	
	Retention rate in position [6]	%	41.67		72.73		52.94		57.14	
Training and education										
GRI 404-1 (2016)	Total hours of training	Hours	2,851		5,004		5,040		10,227	
			978	1,873	1,823	3,181	1,794	3,246	3,630	6,597
	Total hours of training for officers	Hours	762	1,486	1,226	2,294	1,568	2,886	3,480	6,255
	Total hours of training for management		216	387	597	887	226	360	150	342
	Average hours of training	Hours/ Persons/ Year	6.61		8.05		7.97		11.7	
	Employee training and development expenses	THB	97,746.13		396,433.18		247,800.00		223,089.08	
	Employee satisfaction score	%	N/A		N/A		70.34		89.13	
Labor Controversy										
GRI 406-1 (2016)	Significant cases or events of violating social and human rights laws or regulations [7]	Cases	0		0		0		0	
	Significant cases or events causing significant labor controversy [8]	Cases	0		0		0		0	

GRI Standard	Data	Unit	2021 Male	2021 Female	2022 Male	2022 Female	2023 Male	2023 Female	2024 Male	2024 Female
Salary and remuneration										
	Salary and remuneration	THB	214,283,090.99		207,187,424.81		230,303,808.78		239,041,197.30	
			92,231,858.90	122,051,232.09	90,244,814.26	116,942,610.55	104,363,916.07	125,939,892.71	103,815,203.15	135,225,994.15
GRI 405-2 (2016)	Ratio of basic salary and remuneration of men to women	Ratio	1.19		1.24		1.29		1.24	
Provident Fund										
	Number of employees participating in retirement benefit plans	Persons	188		186		190		191	
			60	128	58	128	64	126	65	126
	Proportion of employees participating in retirement benefit plans	%	21.39		22.12		21.44		22.08	
	Total company contributions to employee retirement benefit plans	THB	3,335,718.78		3,324,015.15		4,078,271.42		4,449,299.14	

Note:

[1] The offices of NR Instant Produce Public Company Limited and its subsidiaries located in Bangkok and its vicinity.

[2] Head office of NR Instant Produce Public Company Limited.

[3] Permanent Employees refer to employees engaged under an employment contract with no specified end date.

[4] Temporary Employees refer to workers engaged for a fixed period or on a temporary basis, whose employment concludes upon the completion of the assigned work.

[5] Retention rate of employees taking parental leave = (Total number of employees that did return to work after parental leave / Total number of employees due to return to work after taking parental leave) x 100

[6] Retention rate in position = (Total number of employees retained 12 months after returning to work following a period of parental leave / Total number of employees returning from parental leave in the prior reporting period(s)) x 100

[7] Significant cases or events of violating social and human rights laws or regulations refers to any act or omission that contravenes the laws, rights, and freedoms of individuals as stipulated by the state. Such actions may adversely affect the life, physical and mental well-being, livelihood, and dignity of an individual or group of individuals.

[8] Significant cases or events causing significant labor controversy efers to a dispute between employer and employees concerning employment conditions, where negotiations on demands are not initiated within 3 days, or where negotiations occur but an agreement cannot be reached for any reason.

Occupational Health and Safety Data

GRI Standard	Data	Unit	2021 Male	2021 Female	2022 Male	2022 Female	2023 Male	2023 Female	2024 Male	2024 Female
Employee										
GRI 403-9 (a) (2018)	Near miss [1]	Cases	N/A		N/A		N/A		2	
			N/A	N/A	N/A	N/A	N/A	N/A	2	0
	Incident with no injuries [2]	Cases	N/A		N/A		N/A		1	
			N/A	N/A	N/A	N/A	N/A	N/A	1	0
	First aid [3]	Cases	5		2		4		4	
			3	2	2	0	2	2	3	1
	Number of Lost time injury	Cases	4		8		5		19	
			3	1	3	5	3	2	15	4
	Lost days from work-related injuries [4]	Days	7		7		34		62	
			5	2	3	4	21	13	42	20
	Recordable work-related injury [5]	Cases	4		8		5		19	
			3	1	3	5	3	2	15	4
	High-consequence work-related injury [6]	Persons	0		0		0		0	
			0	0	0	0	0	0	0	0
	Fatality as a result of work-related injury	Persons	0		0		0		0	
			0	0	0	0	0	0	0	0
	Number of total hours worked	Hours	2,102,184		2,018,400		2,126,400		2,469,499	
			735,764	1,366,420	706,440	1,311,960	744,240	1,382,160	864,325	1,605,174
	Lost Time Injury Frequency Rate (LTIFR) [7]	Cases/ 1,000,000 work hours	1.90		3.96		2.35		7.69	
			4.08	0.73	4.25	3.81	4.03	1.45	17.35	2.49
	Absenteeism rate	%	N/A		N/A		N/A		2.38	
			N/A	N/A	N/A	N/A	N/A	N/A	2.94	2.02
GRI 403-10 (a) (2018)	Work-related ill health [8]	Persons	0		0		0		0	
			0	0	0	0	0	0	0	0
	Fatality as a result of work-related ill health	Persons	0		0		0		0	
			0	0	0	0	0	0	0	0
	Occupational illness Frequency Rate (OIFR) [9]	Cases/ 1,000,000 work hours	0		0		0		0	
			0	0	0	0	0	0	0	0

GRI Standard	Data	Unit	2021 Male	2021 Female	2022 Male	2022 Female	2023 Male	2023 Female	2024 Male	2024 Female
Contractor										
GRI 403-9 (b) (2018)	Near miss [1]	Cases	N/A		N/A		N/A		0	
			N/A	N/A	N/A	N/A	N/A	N/A	0	0
	Incident with no injuries [2]	Cases	N/A		N/A		N/A		0	
			N/A	N/A	N/A	N/A	N/A	N/A	0	0
	First aid [3]	Cases	0		0		0		0	
			0	0	0	0	0	0	0	0
	Lost time injury cases	Cases	0		0		0		0	
			0	0	0	0	0	0	0	0
	Lost days from work-related injuries [4]	Days	0		0		0		0	
			0	0	0	0	0	0	0	0
	Recordable work-related injury [5]	Cases	0		0		0		0	
			0	0	0	0	0	0	0	0
	High-consequence work-related injury [6]	Persons	0		0		0		0	
			0	0	0	0	0	0	0	0
	Fatality as a result of work-related injury	Persons	0		0		0		0	
			0	0	0	0	0	0	0	0
	Number of total hours worked	Hours	227,426		219,048		229,848		282,488	
			216,055	11,371	208,096	10,952	218,356	11,492	258,000	24,488
	Lost Time Injury Frequency Rate (LTIFR) [7]	Cases/ 1,000,000 work hours	0		0		0		0	
			0	0	0	0	0	0	0	0
GRI 403-10 (b) (2018)	Work-related ill health [8]	Persons	0		0		0		0	
			0	0	0	0	0	0	0	0
	Fatality as a result of work-related ill health	Persons	0		0		0		0	
			0	0	0	0	0	0	0	0
	Occupational illness Frequency Rate (OIFR) [9]	Cases/ 1,000,000 work hours	0		0		0		0	
			0	0	0	0	0	0	0	0

Note:

- Employee data includes all levels of employees who receive wages and welfare from the Company.
- Contractor data covers only construction and renovation contractors, security guards, and nurse.
- N/A = No data available

[1] Near miss refers to an undesirable event that, when it occurred, had the potential to cause an accident.

[2] Incident with no injuries refers to an event that has occurred and resulted in actual contact or damage (e.g., property damage), but no one was injured from that event.

[3] First aid refers to an injury or accident that received basic first aid treatment.

[4] Lost days from work-related injuries refers to the time (days) an injured person is unable to return to work as usual or is on sick leave as advised by a doctor.

[5] Recordable work-related injury refers to injuries from work-related injury (including beyond first aid, restricted work, transfer to another job, absence from work for 1 day or more, absence for 6 months or more, permanent disability, or fatality).

[6] High-consequence work-related injury refers to work-related injury that results in an injury which the worker cannot expected to recover fully to pre-injury health status within 6 months, including permanent disability, but excluding fatalities.

[7] Lost Time Injury Frequency Rate = [Total number of lost time injuries (during the reporting period) x 1,000,000 hours worked] / Total number of hours worked (during the reporting period).

[8] Work-related ill health refers to the count of individuals with illnesses caused by work, as diagnosed by an occupational health physician.

[9] Occupational illness Frequency Rate = [Total number of occupational illnesses (during the reporting period) x 1,000,000 hours worked] / Total number of hours worked (during the reporting period).

About This Report

NR Instant Produce Public Company Limited and its subsidiaries (the Company) published an annual sustainability report to provide a comprehensive overview of the Company's sustainability performance in the areas of environment, social, and governance (ESG), communicated to all stakeholders. This report has been prepared with reference to the GRI Standards 2021, using the "with reference" criteria. Additionally, it demonstrates the Company's commitment to Sustainable Development Goals (SDGs) and the UN Global Compact (UNGC).

Reporting Boundary

The report covers the period from January 1 to December 31, 2024. The performance includes all aspects

identified as material topics from business entities in which the Company holds more than 50% of total shares and has management control. These entities include:

- NR Instant Produce Public Company Limited
- City Foods Company Limited

Contact Details

Corporate Communications and Sustainability Department

NR Instant Produce Public Company Limited

Bangkok Office: 518/5 Maneeya Center Building, 6th Floor, Ploenchit Road, Lumpini, Pathumwan, Bangkok 10330

Phone Number: +6622 556 851

Email: sustainable@nrinstant.com

https://www.nrinstant.com

CFO Certificate

Certificate Number: TGO CFO FY25-05-456

THAILAND GREENHOUSE GAS MANAGEMENT ORGANIZATION (Public Organization) TGO

CERTIFICATE
Awarded to

NR INSTANT PRODUCE PUBLIC COMPANY LIMITED

Company address verified: 99/1 Moo 4, Khae Rai, Krathum Baen, Samut Sakhon 74110 Thailand

Thailand Greenhouse Gas Management Organization certifies that the quantity of Greenhouse Gas of the above organization has been verified by BSI Group (Thailand) Co., Ltd. and found to be in accordance with the requirements of the standard detailed below.

Standard

TGO Guidance of the Carbon Footprint for Organization

Verification Period: [01/01/2024 - 31/12/2024]
Total Greenhouse Gas Emission (Scope 1&2): 4,271 tonCO$_2$e/year

Direct GHG emissions	3,007 tonCO$_2$e/year
Energy Indirect GHG emissions	1,264 tonCO$_2$e/year
Other Indirect GHG emissions	8,099 tonCO$_2$e/year

The agreed level of assurance is: Limited, at materiality of 5%

Registration Date: 22 April 2025

Mrs. Natarika Wayuparb Nitiphon
Acting Executive Director
Thailand Greenhouse Gas Management Organization (Public Organization)

Certificate Number: TGO CFO FY25-04-459

THAILAND GREENHOUSE GAS MANAGEMENT ORGANIZATION (Public Organization) TGO

CERTIFICATE
Awarded to

CITY FOOD COMPANY LIMITED

Company address verified: 99/1 Mu.2 Phra Prathon-Ban Phaeo Rd., Talat Chinda, Sam Phran, Nakhon Pathom 73110

Thailand Greenhouse Gas Management Organization certifies that the quantity of Greenhouse Gas of the above organization has been verified by BSI Group (Thailand) Co., Ltd. and found to be in accordance with the requirements of the standard detailed below.

Standard

TGO Guidance of the Carbon Footprint for Organization

Verification Period: [01/01/2024 - 31/12/2024]
Total Greenhouse Gas Emission (Scope 1&2): 1,121 tonCO$_2$e/year

Direct GHG emissions	684 tonCO$_2$e/year
Energy Indirect GHG emissions	437 tonCO$_2$e/year
Other Indirect GHG emissions	4,645 tonCO$_2$e/year

The agreed level of assurance is: Limited, at materiality of 5%

Registration Date: 22 April 2025

Mrs. Natarika Wayuparb Nitiphon
Acting Executive Director
Thailand Greenhouse Gas Management Organization (Public Organization)

GRI Content Index

Statement of use	NR Instant Produce Public Company Limited has reported the information cited in this GRI content index for the period 1 January 2024 – 31 December 2024 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	Sustainability Report (Page)	56-1 One Report (Page)	URL
General Disclosures				
GRI 2: General Disclosures 2021	2-1 Organizational details	14-15	8-11	
	2-2 Entities included in the organization's sustainability reporting	93	21-25	
	2-3 Reporting period, frequency and contact point	93		
	2-4 Restatements of information	There was no significant change from the previous reporting period.		
	2-5 External assurance	93		
	2-6 Activities, value chain and other business relationships	6-7, 14-15	98	
	2-7 Employees	88	110	
	2-9 Governance structure and composition	21-22	182-183	
	2-10 Nomination and selection of the highest governance body		210 - 213	
	2-11 Chair of the highest governance body	2-3	5-6, 185	
	2-12 Role of the highest governance body in overseeing the management of impacts	2-3	5-6, 185	
	2-13 Delegation of responsibility for managing impacts	2-3, 25	5-6, 185	
	2-14 Role of the highest governance body in sustainability reporting	12, 23		
	2-15 Conflicts of interest		233 - 234	
	2-16 Communication of critical concerns	28, 31-32	235-237	Whistleblowing Policy https://www.nrinstant. com/storage/document/ whistle-blowing/20250819- whistle-blowing-en.pdf

GRI STANDARD	DISCLOSURE	Sustainability Report (Page)	56-1 One Report (Page)	URL
			LOCATION	
	2-17 Collective knowledge of the highest governance body	22, 27	214-215	
	2-18 Evaluation of the performance of the highest governance body		215-217	
	2-19 Remuneration policies		161-162, 221-222	
	2-20 Process to determine remuneration		193	
	2-22 Statement on sustainable development strategy	2-3		
	2-23 Policy commitments		95	Sustainable Development Policy https://www.nrinstant. com/en/sustainability/ sustainable-development-policy
	2-24 Embedding policy commitments	23, 24-25, 27		
	2-25 Processes to remediate negative impacts	32	236-237	
	2-26 Mechanisms for seeking advice and raising concerns	31-32	235-237	Whistleblowing Policy https://www.nrinstant. com/storage/document/ whistle-blowing/20250819-whistle-blowing-en.pdf
	2-27 Compliance with laws and regulations	82		
	2-28 Membership associations	17, 54		
	2-29 Approach to stakeholder engagement	8-11	99-102	
Material Topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	12		
	3-2 List of material topics	13		
Economic Performance				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed		117-124	
	201-2 Financial implications and other risks and opportunities due to climate change	51		
Anti-corruption				

		LOCATION		
GRI STANDARD	DISCLOSURE	Sustainability Report (Page)	56-1 One Report (Page)	URL
GRI 3: Material Topics 2021	3-3 Management of material topics	28-32	114-115	
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	27, 31		
	205-3 Confirmed incidents of corruption and actions taken	28	114	
Tax				
GRI 207: Tax 2019	207-1 Approach to tax			Tax Policy https://www.nrinstant. com/storage/document/ cg-policy/2024/tax-policy-en.pdf
Energy				
GRI 3: Material Topics 2021	3-3 Management of material topics	57-60	105-106	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	83-84	105-106	
	302-3 Energy intensity	84		
Water and Effluents				
GRI 3: Material Topics 2021	3-3 Management of material topics	57-60	106-107	
GRI 303: Water and Effluents 2018	303-2 Management of water discharge-related impacts	59-60		
	303-3 Water withdrawal	84	107	
	303-4 Water discharge	84		
	303-5 Water consumption	84		
Emissions				
GRI 3: Material Topics 2021	3-3 Management of material topics	50-56	103-104	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	85	104	
	305-2 Energy indirect (Scope 2) GHG emissions	85	104	
	305-3 Other indirect (Scope 3) GHG emissions	85	104	
	305-4 GHG emissions intensity	85		
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	86		
Waste				

		LOCATION		
GRI STANDARD	DISCLOSURE	Sustainability Report (Page)	56-1 One Report (Page)	URL
GRI 3: Material Topics 2021	3-3 Management of material topics	61-63	107-108	
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	61-63	107-108	
	306-3 Waste generated	86	108	
	306-4 Waste diverted from disposal	86-87		
	306-5 Waste directed to disposal	86-87		
Supply Chain Management				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	37, 39		
	308-2 Negative environmental impacts in the supply chain and actions taken	39, 41		
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	37, 39		
	414-2 Negative social impacts in the supply chain and actions taken	39, 41		
Labor Practices				
GRI 3: Material Topics 2021	3-3 Management of material topics	69-71	109-110	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	88-89	110	
	401-3 Parental leave	89		
Training and Education				
GRI 3: Material Topics 2021	3-3 Management of material topics	69, 71	110-111	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	69, 89	111	
	404-2 Programs for upgrading employee skills and transition assistance programs	71		
Occupational Health and Safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	72-75	112	

GRI STANDARD	DISCLOSURE	LOCATION		
		Sustainability Report (Page)	56-1 One Report (Page)	URL
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	72		
	403-3 Occupational health services	74-75		
	403-4 Worker participation, consultation, and communication on occupational health and safety	73		
	403-5 Worker training on occupational health and safety	74		
	403-9 Work-related injuries	91-92	112	
	403-10 Work-related ill health	91-92	112	
Diversity and Equal Opportunity				
GRI 3: Material Topics 2021	3-3 Management of material topics	67	109	Diversity, Equity, and Inclusion Management Policy https://www.nrinstant. com/storage/document/ cg-policy/2024/diversity-equity-and-inclusion-man-agement-policy-en.pdf
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	21, 88	110	
	405-2 Ratio of basic salary and remuneration of women to men	90		
Human Rights				
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	65, 67, 82		
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk			Human Rights Policy https://www.nrinstant. com/storage/document/ cg-policy/2024/human-rights-policy-en.pdf Supplier Code of Conduct https://www.nrinstant. com/storage/document/ cg-policy/2025/supplier-code-of-conduct-en.pdf

GRI STANDARD	DISCLOSURE	LOCATION		
		Sustainability Report (Page)	56-1 One Report (Page)	URL
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor			Human Rights Policy https://www.nrinstant. com/storage/document/ cg-policy/2024/human-rights-policy-en.pdf Supplier Code of Conduct https://www.nrinstant. com/storage/document/ cg-policy/2025/supplier-code-of-conduct-en.pdf
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	65-67	108-109	Human Rights Policy https://www.nrinstant. com/storage/document/ cg-policy/2024/human-rights-policy-en.pdf Supplier Code of Conduct https://www.nrinstant. com/storage/document/ cg-policy/2025/supplier-code-of-conduct-en.pdf
Social Responsibility and Community Engagement				
GRI 3: Material Topics 2021	3-3 Management of material topics	76-80		
GRI 413: Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	77		
Product Quality and Safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	42-44	115	
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	44		
Customer Relationship Management				
GRI 3: Material Topics 2021	3-3 Management of material topics	33-36	113	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	33, 45, 82		

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