



2025

SUSTAINABILITY REPORT

NR INSTANT PRODUCE PUBLIC COMPANY LIMITED



Overview

Message from the Chairman and the Chief Executive Officer	2
NRF Business Overview	4
Corporate Sustainability Strategy	6
Business Value Chain	8
Stakeholder Engagement	9
Materiality Assessment	13
Sustainability Recognitions	16
NRF and SDGs	18



Governance and Economic Dimension	20
Sustainability Governance	22
Anti-Corruption and Business Ethics	30
Customer Relationship Management	35
Product Quality and Safety	40
Supply Chain Management	44
Data Privacy & Cybersecurity	50



Environmental Dimension	54
Climate Change Management	56
Resource Efficiency	67
Waste and Food Loss & Waste Management	72



Social Dimension	82
Human Rights and Labor Practices	84
Human Capital Development	90
Occupational Health and Safety	94
Social Responsibility and Community Engagement	98



Appendix	104
Appendix – Governance and Economic	106
Appendix – Environmental	107
Appendix - Human Resources	111
Appendix - OHS	114
About This Report	116
GRI Content index	117



Message from the Chairman and the Chief Executive Officer

"We create balanced and sustainable growth by integrating Environmental, Social, and Governance (ESG) principles into our core strategy, value chain, and business decision-making processes."



Dr. Dhas Udomdhammabhakdi
Chairman of the Board of Directors



Mr. Dan Pathomvanich
Chief Executive Officer

Dear Shareholders and Stakeholders,

Over the past year, NR Instant Produce Public Company Limited (the "Company") operated in an environment marked by significant volatility driven by various macroeconomic factors. These include the global economic slowdown, U.S. import tariffs, foreign exchange fluctuations, social changes, geopolitical conflicts, and climate change issues. Coupled with the Company's internal financial situation, these factors presented substantial challenges in sustaining growth and strengthening our competitiveness. The Board of Directors has closely monitored these developments, ensuring the implementation of appropriate measures to maintain business continuity and the Company's financial stability. Despite these challenges, the Company remains committed to its strategic plan for organic growth, with a focus on our core business segments, particularly Ethnic Food. We have adapted

our operations to align with the changing environment through measures such as enhancing efficiency, optimizing costs, and integrating technology and innovation into our workflows and production processes to improve product quality. Furthermore, we have adopted a cautious investment approach, by reducing investments in businesses that are not aligned with our core operations or whose growth prospects no longer align with current market conditions. Simultaneously, the Company has remained dedicated to maintaining a balanced approach to sustainable development by integrating Environmental, Social, and Governance (ESG) principles into our core strategies, value chain, and decision-making processes. This approach supports balanced growth, risk mitigation, and long-term value creation for all stakeholders.

The Board of Directors remains steadfast in upholding the principles of good corporate governance, transparency, and accountability, while maintaining a zero-tolerance policy toward all forms of bribery and corruption, and ensuring fair and equitable treatment for all stakeholders. The Board of Directors is confident that a strategic approach that balances business growth with social responsibility will enhance the Company's resilience and sustainable profitability in the long term, while strengthening our readiness to navigate future changes.

On this occasion, on behalf of the Board of Directors, I would like to express our sincere gratitude to our shareholders, business partners, customers, employees, and all stakeholders for your continued support and trust. The Company remains committed to operating under our vision: "To be a leader in delivering delightful and sustainable food experiences". Guided by the principles of good corporate governance, we remain committed to creating positive impacts for society, communities, and the environment as we continue to drive sustainable business growth and create shared value for the long-term benefit of all stakeholders.



NRF Business Overview



NR Instant Produce Public Company Limited (NRF) is engaged in the manufacturing, sourcing, and distribution of a wide range of food products to meet the evolving needs of today's and future consumers. The Company's core product portfolio includes cooking sauces, ready-to-eat foods, cooking ingredients and seasonings, as well as powdered and ready-to-drink beverages.

In addition, the Company offers plant-based food products, including vegan products free from eggs and dairy ingredients. NRF is committed to developing innovative food products that promote health and sustainability. The Company has also expanded into the retail business in the United Kingdom to strengthen its distribution network and engage directly with consumers in international markets, reinforcing its vision of becoming a fully integrated Food for the Future company.



Group 1

Ethnic and Specialty Food Business

- OEM and private label manufacturing
- Own-brand ethnic and specialty food products marketed under NRF and its subsidiaries' brands



Group 2

Direct-to-Consumer Distribution Business

- Consumer products distributed through e-commerce platforms, omni-channel retail, and Asian supermarket



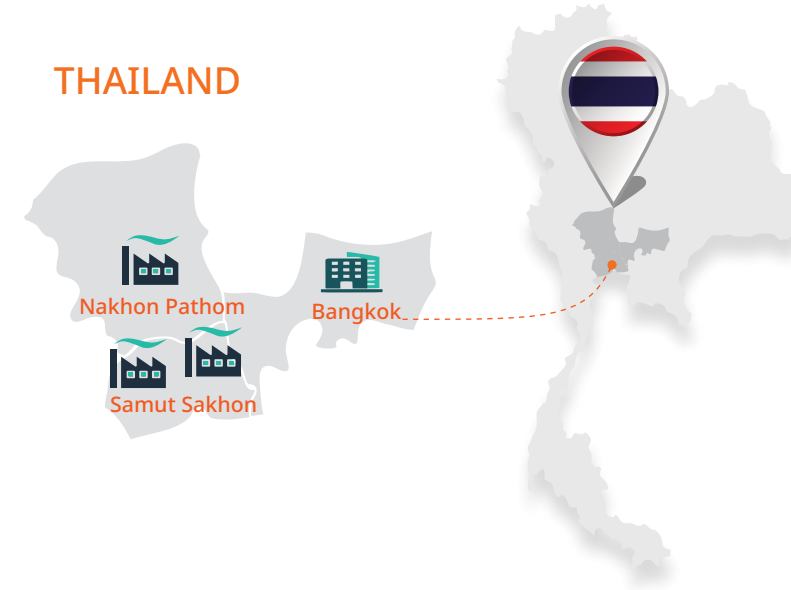
Group 3

Climate-Resilient Food

- Plant-based food products and plant-based sauces

Locations of Business Operations

THAILAND

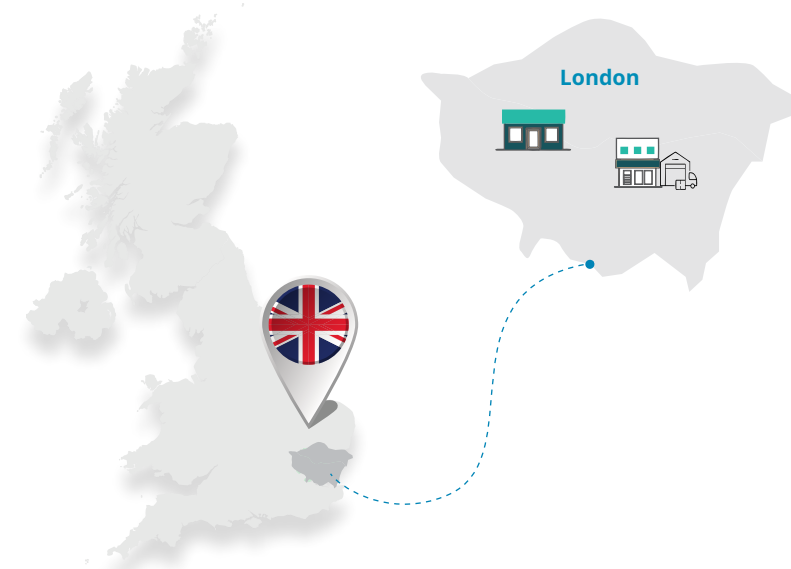


3 | MANUFACTURING SITES (COMPANY & SUBSIDIARIES)

- 3 Manufacturing Sites
- 1 Bangkok Office



UNITED KINGDOM



2 | ASIAN FOOD STORES

- 1 Supermarket
- 1 Cash & Carry Store

Corporate Sustainability Strategy



FOOD FOR GENERATIONS,
Delight and Sustain Our world through food



Vision

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



Mission



Build a sustainable food system for the long term.

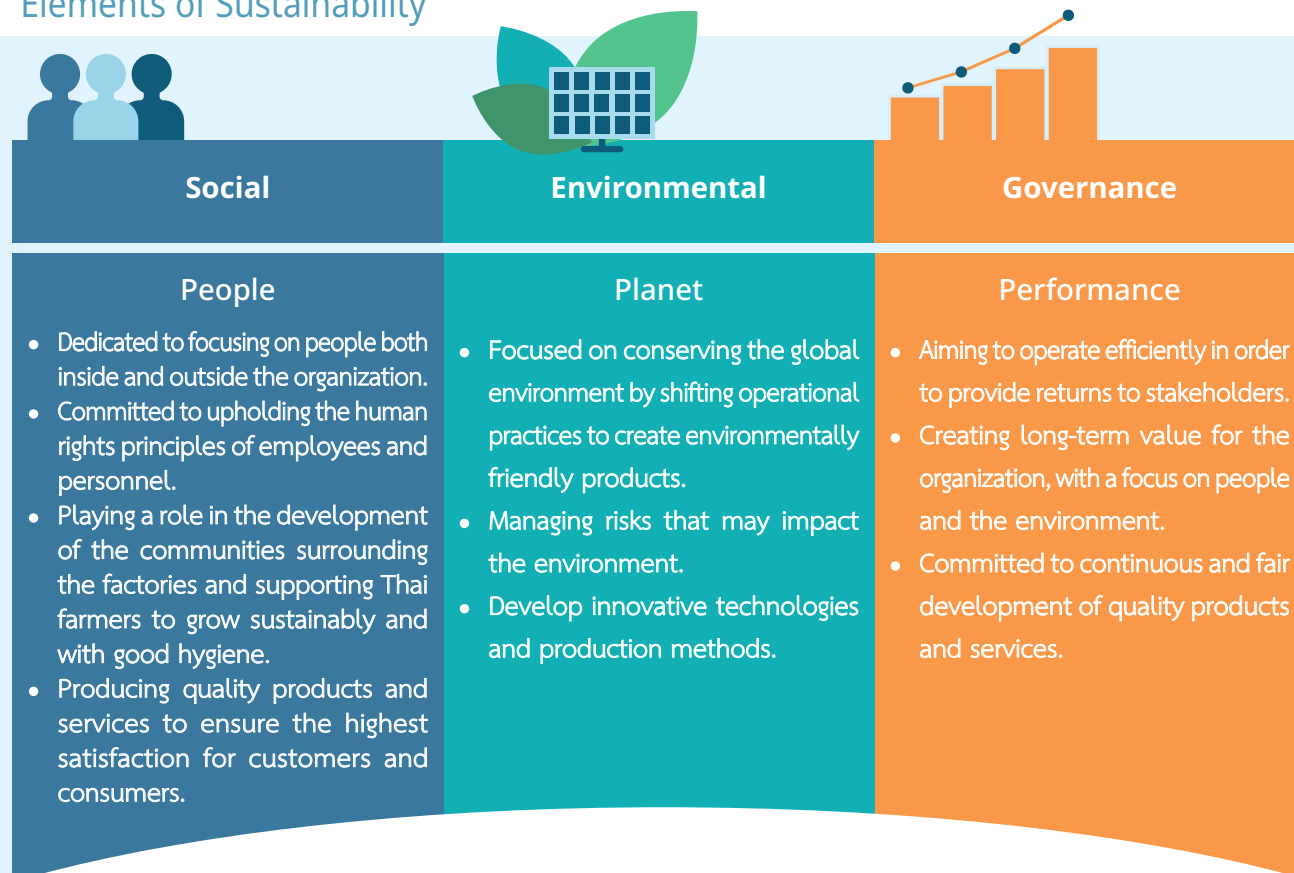


Continuously deliver shared value through quality food.

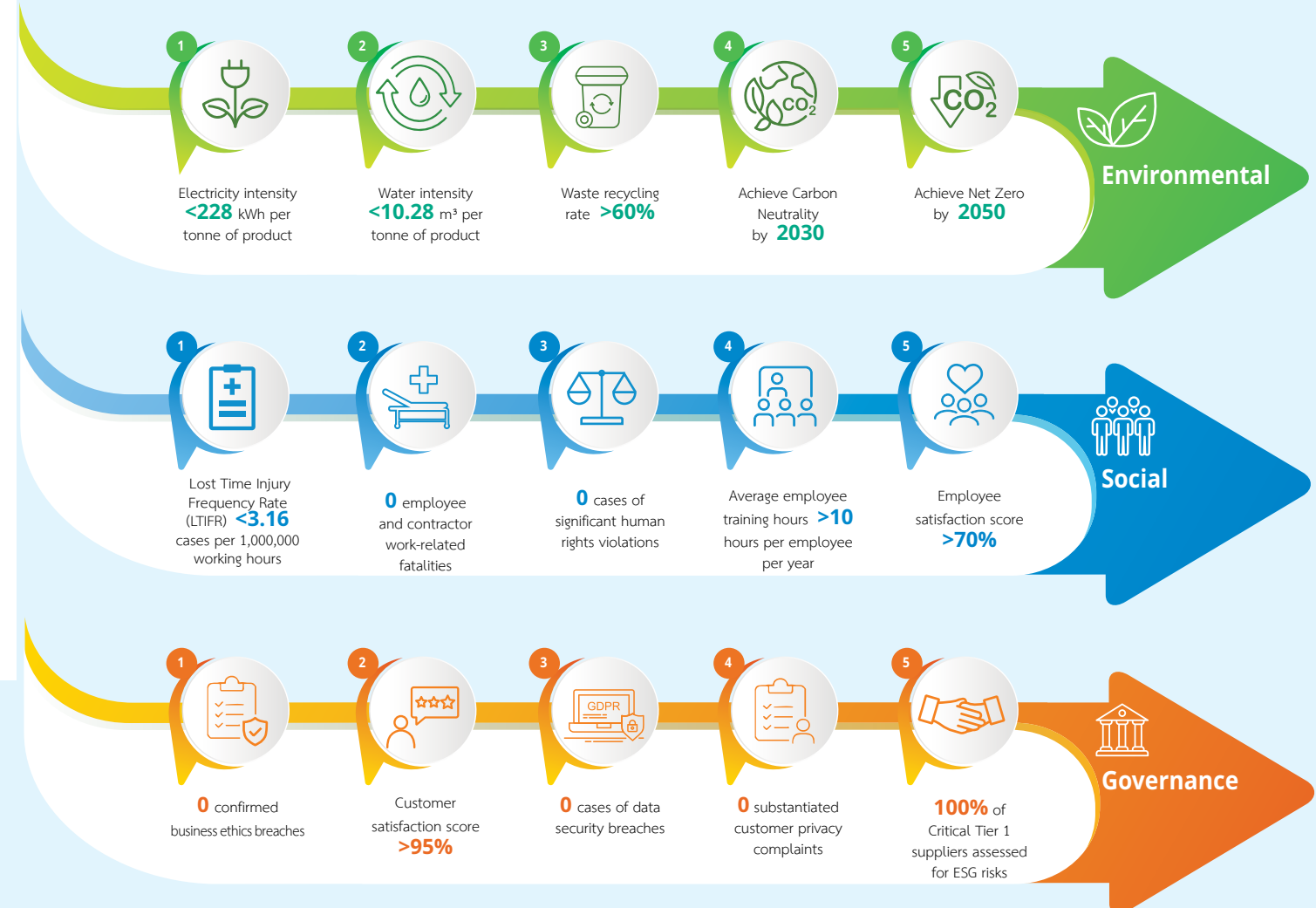


Enrich the lives of our stakeholders.

Elements of Sustainability



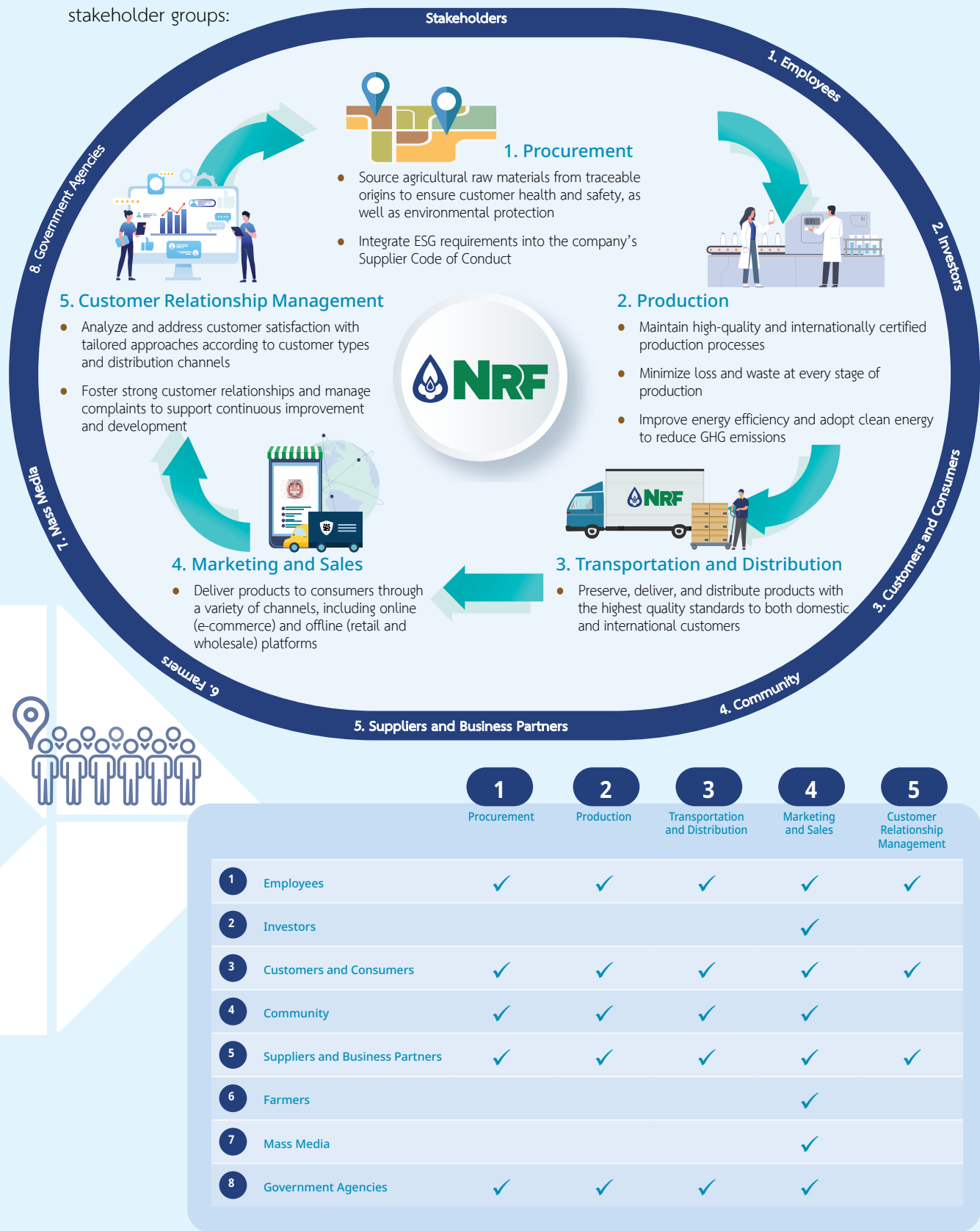
Key Sustainability Targets





NRF Value Chain

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



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



Materiality Assessment

Stakeholders	Communication Channels	Stakeholder Expectations	Company Response
Government Agencies 	• Meetings with government agencies on various issues and cases • Submission of performance 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 good 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

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



1



Identifying Potential Material Topics

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 that their concerns and expectations are taken into consideration.

2



Assessment of Impacts

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, and whether it occurs within or outside the organization. It also considers the scope of the impact across the Company's operations, supply chain, customers, and communities, as well as the severity, likelihood, and duration of the impact. The assessment is conducted by the Sustainability Working Team and relevant management functions, taking into account the linkage between each topic and the Company's strategy, risks, and opportunities.

3



Prioritization and Approval

Following the impact assessment, the Company prioritizes sustainability topics based on the significance of their impacts and their influence on stakeholder decision-making. Topics determined to be material are submitted to the Risk Management and Sustainability Development Committee (RMSDC) for review and approval. Once approved, the material topics are publicly disclosed in the Company's Sustainability Report to ensure transparency and accountability.

4



Approval and Continuous Review

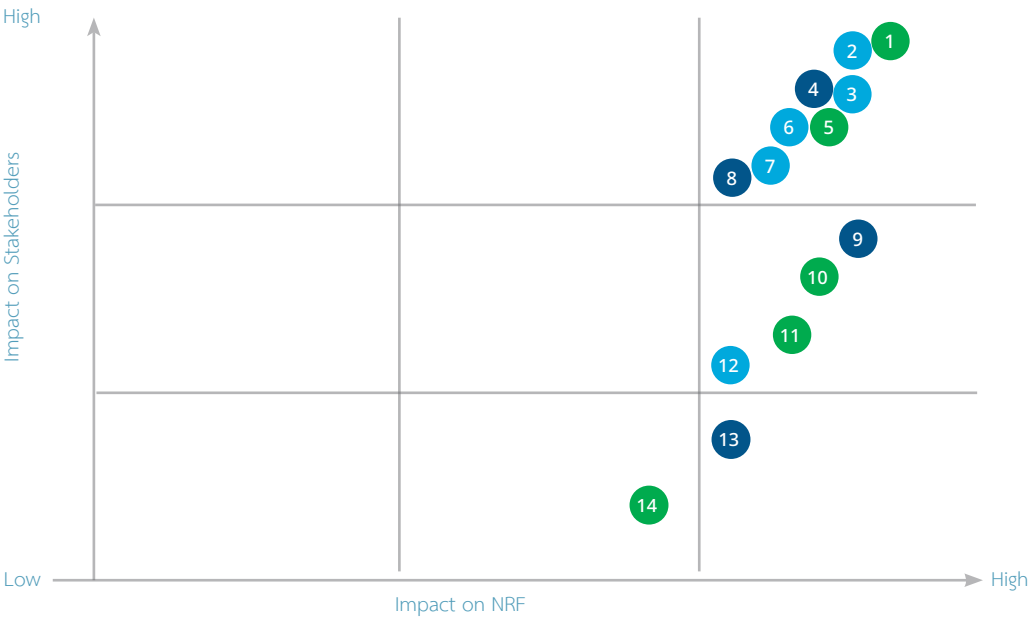
The Company reviews its materiality assessment process and the prioritization of material topics on an annual basis, or whenever significant changes occur, such as strategic shifts, regulatory developments, business expansion, or natural disasters.



Material Topics



Materiality Matrix



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



Sustainability Recognitions

Awards & Recognition



Global Leadership Award 2025
Industry Excellence in Digital Transformation – Food
Presented by The Leaders Online, My Events International,
and Maximage Group



Climate Action Leading Organization (CALO) Award
Presented by the Thailand Carbon Neutral Network (TCNN)



Sustainability Disclosure Recognition
Presented by the Thaipat Institute

ESG Ratings & Governance



2025 Annual General Meeting (AGM) Checklist
4-Coin Rating (Very Good)



2025 Corporate Governance Report (CGR) of Thai Listed Companies
5-Star Rating (Excellent)

Memberships



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



Member of the United Nations Global Compact Network Thailand (UNGCNT)



Member of the Thailand Carbon Neutral Network (TCNN)



Sedex Supplier Plus Member

ESG Certifications & Standards



Certified Carbon Footprint for Organization (CFO)
Certified by the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO)



Certified Carbon Neutral Organization and Event
Certified by TGO



NRF and the Sustainable Development Goals (SDGs)



550 items
Donated clothing and essential items to vulnerable groups through partnerships with charitable foundations.



10,360 meals
Provided equitable access to food for vulnerable and disadvantaged groups, including children, older persons, and underserved communities in Bangkok through the Soul Kitchen by NRF program.



- Committed to developing high-quality products that meet national and international standards, delivering safe food and promoting better health and well-being for consumers.
- 2,896** people Communities and vulnerable groups gained access to safe and nutritious food.



- Organized educational activities beyond the classroom and donated essential supplies to students at nearby schools.
- Supported education and quality of life for the visually impaired by donating over **212** used calendars for conversion into Braille learning materials.



- Male-to-female employment ratio
0.38 : 0.62
- Respected employees' rights to gender expression and promoted an inclusive workplace where everyone has equal opportunities to realize their full potential.



- Installed clean drinking water stations for all employees.
- Operated an effective wastewater treatment system to ensure treated water meets quality standards before being discharged into natural water sources.
- Engaged with neighboring communities to monitor and assess potential water-related impacts from the Company's operations.



27%
Renewable electricity consumption from rooftop solar energy.



- Protected the labor rights of both Thai and migrant workers while providing a safe and healthy working environment.
- Ensured fair job allocation and equitable remuneration for male and female employees, including persons with disabilities, based on the principle of equal pay for work of equal value.



- Invested in research and development of innovative technologies, including carbon capture from agricultural residues, in collaboration with research institutes and universities to promote environmentally friendly industrial development, reduce greenhouse gas emissions, and strengthen sustainable food supply chains.
- Conducted research and development on plant-based protein products.
- Established a plant-based protein manufacturing facility in Thailand through the joint venture NRPT.
- Expanded the production capacity of the Company's main manufacturing facility.
- Improved production processes to enhance resource efficiency.
- Developed more environmentally friendly products.



- 9** persons with disabilities employed
- Promoted equal employment opportunities through a non-discrimination policy regardless of age, gender, disability, race, ethnicity, religion, economic status, or other characteristics.
- Implemented the Diversity, Equity and Inclusion (DE&I) Management Policy to ensure a workplace free from discrimination.



- 2,314** people provided emergency food and drinking water assistance to flood-affected communities in Southern Thailand and people affected by unrest along the Thai-Cambodian border, helping alleviate hardship and support community resilience.
- Maintained and cleaned employee shuttle buses to provide safe and convenient transportation for factory employees.



- Ensured the proper treatment and disposal of hazardous and non-hazardous waste.
- Promoted process innovation to reduce production losses, food waste, and other waste generated from manufacturing operations.
- Efficiently managed food waste by converting it into compost for local farmer networks in collaboration with the Agribusiness Development Institute and smallholder farmers, diverting **15.63** of waste from landfill.



- The Chief Executive Officer, Mr. Dan Pathomvanich, was appointed Chair of the Implementation & Engagement Subcommittee and the Carbon Market Subcommittee of the Thailand Carbon Neutral Network (TCNN), supporting members in advancing climate action and promoting participation in TCNN initiatives.
- Organized a PET bottle collection campaign for recycling and upcycling, collecting more than **22,170** PET bottles, preventing plastic waste from being sent to landfill and avoiding approximately **526** kgCO₂e of GHG emissions.



- Certified member of the Thai Private Sector Collective Action Against Corruption (CAC)
- Implemented an Anti-Corruption Policy and related practices.
- Maintained a grievance and whistleblowing mechanism in accordance with the Whistleblowing Policy.
- Conducted information security and Personal Data Protection Act (PDPA) training for relevant employees.
- Organized human rights awareness training in celebration of Human Rights Day.



GOVERNANCE DIMENSION



Strong governance is the foundation of sustainable growth and long-term stakeholder value.

Sustainability Governance	22
Anti-Corruption and Business Ethics	30
Customer Relationship Management	35
Product Quality and Safety	40
Supply Chain Management	44
Data Privacy & Cybersecurity	50



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.

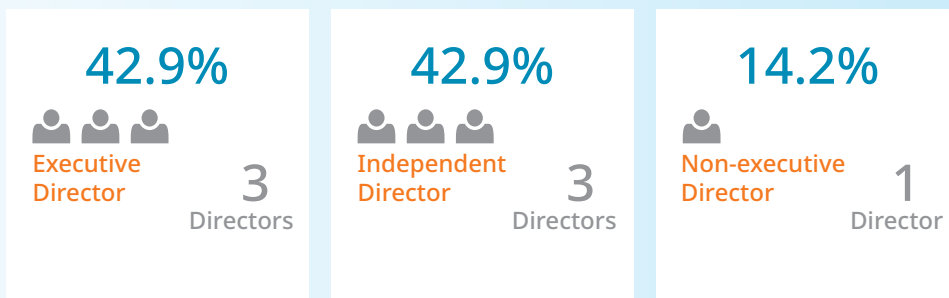
The Board of Directors has established business practices that align with applicable laws, relevant regulations, and Environmental, Social, and Governance (ESG) standards. These principles form the foundation for creating long-term sustainable value for the Company and its stakeholders.

Sustainability Development Policy



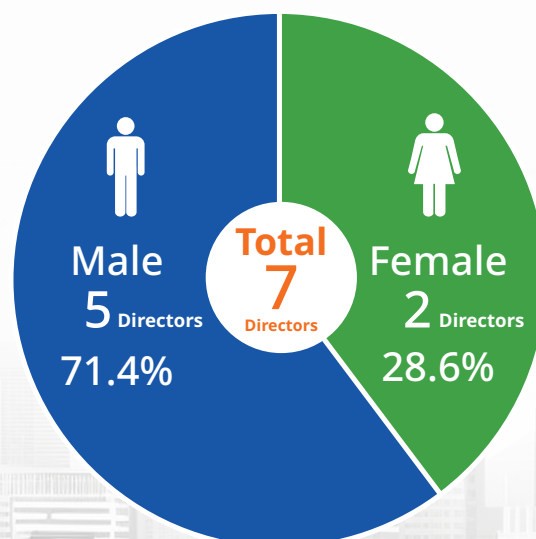
Board Type and Board Diversity

► One-Tier System



The average tenure is 5 years.

► Gender



Composition and Components of Sub-Committees



Audit Committee

3 Independent Directors



Nomination, Remuneration and Corporate Governance Committee

2 Independent Directors

1 Executive Director



Risk Management and Sustainability Development Committee

1 Independent Director

3 Executive Directors



Investment Committee

1 Independent Director

1 Executive Director

1 Non-executive Director



Executive Committee

3 Executive Directors



Board Skills Matrix

Board Skills Matrix 	Name							Total
	Dr. Dhas Udomthammabhakdi	Mr. Ekasak Tangsujaritpant	Mrs. Wasukarn Visansawatdi	Mr. Chew Hai Chiene Hester Arthu	Mr. Dan Pathomvanich	Ms. Penhurai Chaichatchaval	Mr. Teerapong Lorratchawee	
1. Knowledge and experience in the Company's business	✓	✓		✓	✓	✓	✓	6
2. Accounting and finance	✓	✓	✓		✓	✓	✓	6
3. Marketing strategy	✓	✓	✓	✓	✓		✓	6
4. Organizational management and human resources	✓		✓	✓			✓	4
5. Legal	✓					✓	✓	3
6. Food technology		✓		✓	✓		✓	4
7. Digital technology		✓			✓	✓	✓	4
8. Investment and business development	✓	✓	✓	✓	✓	✓		6
9. Good corporate governance	✓	✓	✓			✓	✓	5
10. Information technology								-
11. Risk management	✓	✓	✓			✓	✓	5
12. Rules and regulations of the Stock Exchange, the SEC, or other regulatory authorities	✓		✓			✓		3

Sustainability Governance

The Company is committed to conducting its business sustainably by integrating Environmental, Social, and Governance (ESG) considerations into its business strategy and risk management processes to create long-term value for all stakeholders. Sustainability governance is overseen by the Risk Management and Sustainable Development Committee (RMSDC), comprising four members of the Board of Directors, with an Independent Director serving as the Committee Chairman to ensure transparent, objective, and independent oversight.

RMSDC is responsible for establishing the Company's sustainability policies, strategic direction, objectives, and targets, as well as monitoring and evaluating sustainability performance to ensure alignment with internationally recognized frameworks, including the United Nations Sustainable Development Goals (UN SDGs) and the United Nations Global Compact (UNGC). The Committee also promotes the integration of sustainability principles throughout the Company's value chain, encompassing procurement, manufacturing, product development, resource management, and stakeholder engagement.

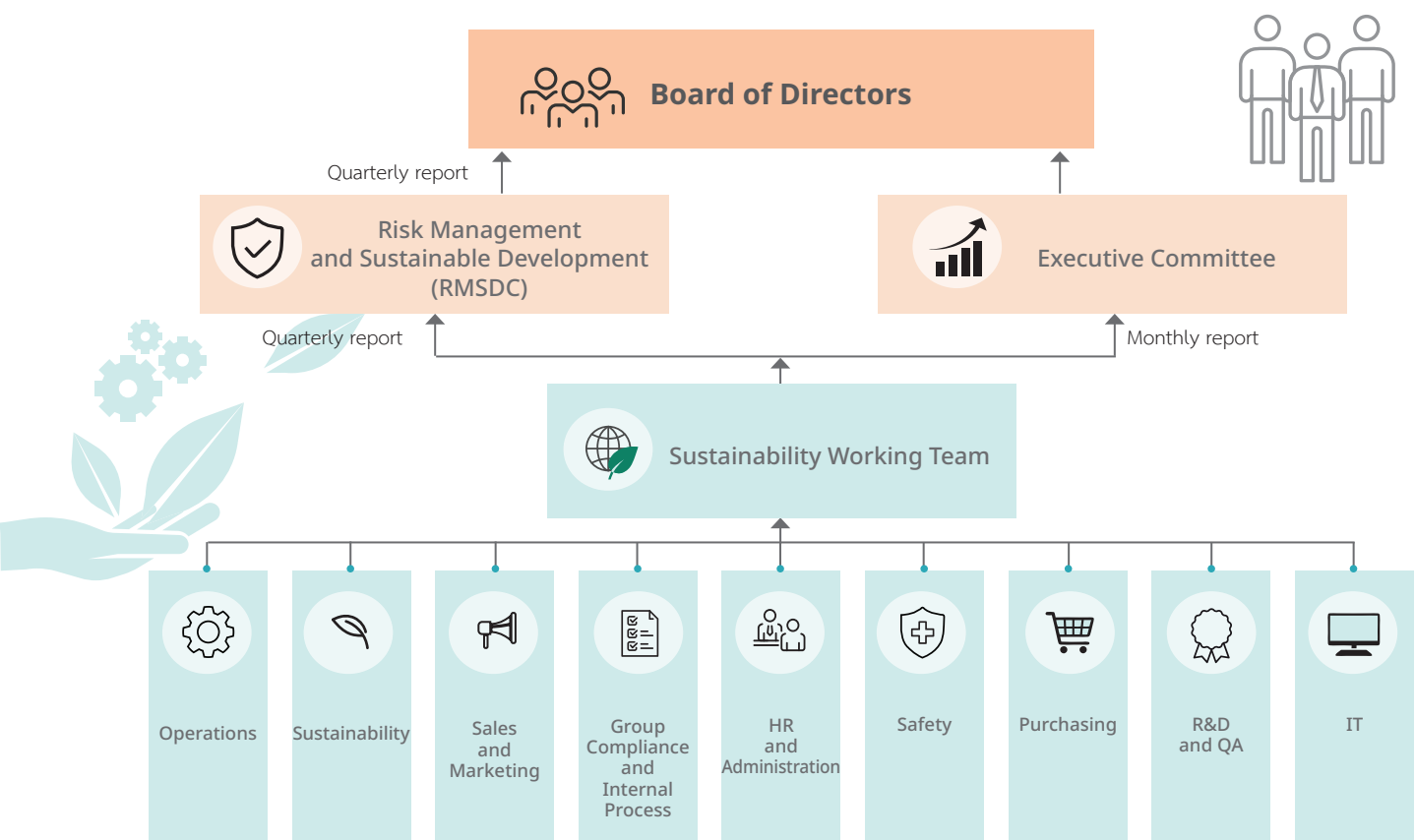
RMSDC convenes at least once every quarter, or no fewer than four times per year, to review the Company's sustainability

performance and enterprise risk management, as well as to consider significant issues that may affect the business in both the short and long term. The Sustainability Department serves as the central coordinating function, responsible for coordinating cross-functional activities, consolidating sustainability data, monitoring performance, and reporting progress. Sustainability performance is reported monthly to the Executive Committee and quarterly to RMSDC. Key meeting outcomes, policy recommendations, and significant sustainability issues are subsequently reported to the Board of Directors to support strategic direction and decision-making.

In addition, the Company adopts a systematic approach to managing material ESG issues, covering human rights, labor practices, climate change, environmental management, corporate governance, and business ethics. The Company also discloses sustainability information in accordance with internationally recognized standards to enhance stakeholder confidence and support the Company's sustainable growth.



Sustainability Governance Structure



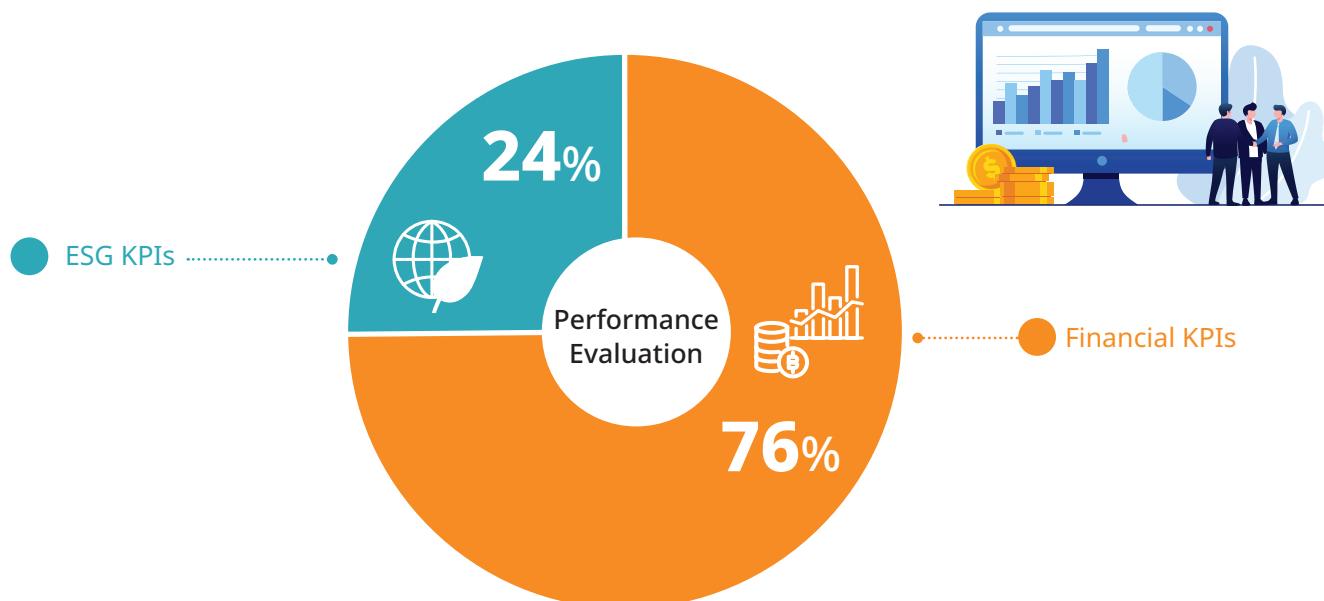
ESG Performance and Executive Remuneration

The Company has incorporated ESG performance indicators into the Chief Executive Officer's annual performance evaluation, with ESG-related indicators accounting for 24% of the overall performance assessment, while financial indicators account for the remaining 76%. These performance indicators are cascaded to senior management and relevant business functions to promote shared accountability for achieving the Company's sustainability objectives.

Performance against these indicators is monitored and reported to RMSDC on a quarterly basis and subsequently reported to the Board of Directors to support oversight and strategic decision-making.

The evaluation results are also incorporated into the assessment of the Chief Executive Officer's performance and performance-based remuneration, reinforcing accountability for sustainability performance and supporting the creation of long-term value for stakeholders.

CEO Performance Evaluation



Examples of Financial KPIs



Net income



Net profit



Asset management



Examples of ESG KPIs



Environmental

- Progress toward Carbon Neutrality
- Energy and Resource Efficiency



Social

- Employee Satisfaction Score
- Community and Stakeholder Grievance Management



Governance

- Corporate Governance Report of Thai Listed Companies (CGR) Rating
- Personal Data Protection and Cybersecurity

Risk and Crisis Management

The Company firmly believes that effective risk management, implemented through the Enterprise Risk Management (ERM) framework, is a key enabler of achieving its strategic objectives. It enhances operational efficiency and effectiveness while creating long-term value and strengthening stakeholder confidence.

The ability to anticipate, prevent, and manage risks arising from uncertainty is critical to the Company's long-term success. Accordingly, the Company places strong emphasis on establishing robust policies, governance mechanisms, and systematic risk and crisis management processes. These enable the Company to effectively respond to challenges, disruptions, and unforeseen events, while strengthening organizational resilience and ensuring business continuity under all circumstances.

Progress in 2025

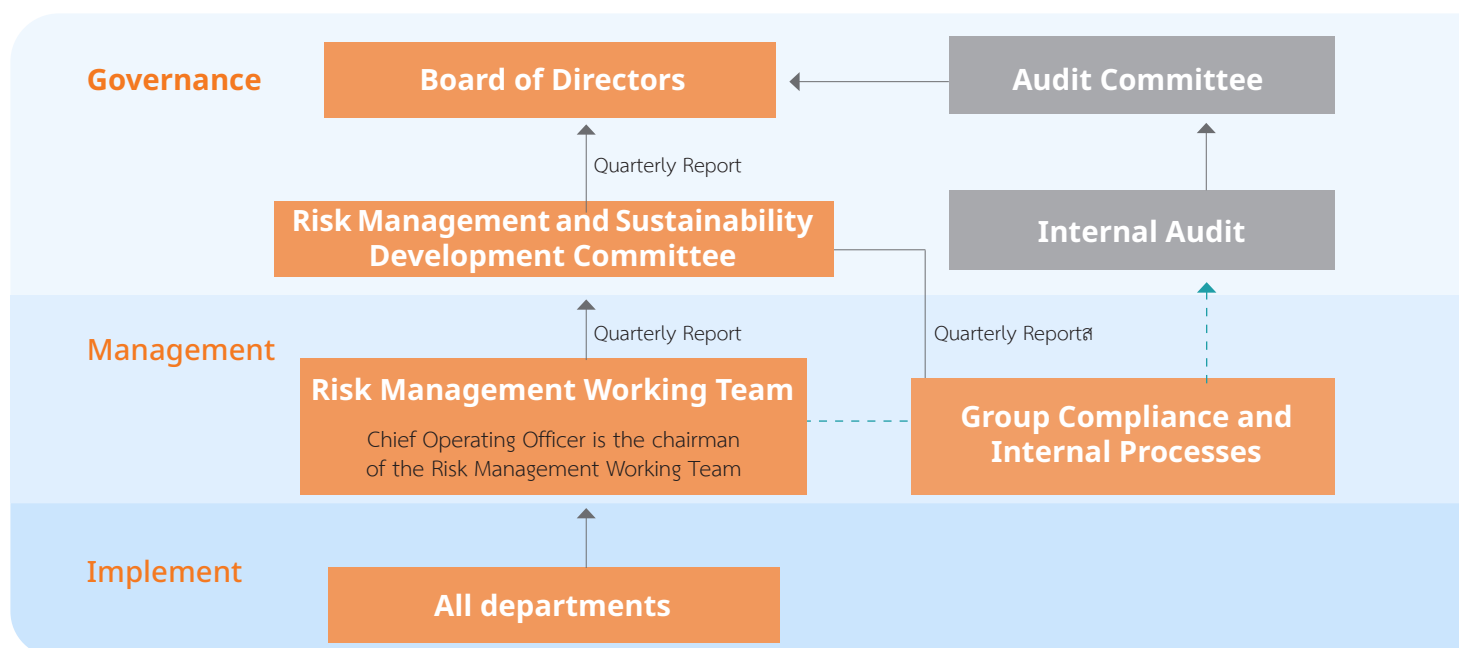
 Conduct risks training for employees.	 Conduct a risk management workshop for employees to equip them with the knowledge and motivation to identify and mitigate potential risks associated with their daily task.	 Evaluate events that may be affected by both internal and external factors through analytical 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 RMSDC 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 Risk Management Policy and an Enterprise Risk Management (ERM) Framework that is consistently implemented across the organization. The framework covers all categories of risk to enable the effective identification, assessment, management, and mitigation of risks that could adversely affect the Company's operations and strategic objectives. The Company has adopted the COSO Enterprise Risk Management – Integrating with Strategy and Performance (2017) Framework as the foundation for its enterprise risk management

practices. Recognizing that effective risk management requires the active participation of everyone within the organization, the Company promotes risk awareness and fosters a strong risk management culture throughout the organization. In line with the principles of the Committee of Sponsoring Organizations of the Treadway Commission (COSO), directors, executives, and employees at all levels are encouraged to identify, assess, and manage risks within acceptable risk tolerance levels, thereby enhancing the effectiveness and efficiency of the Company's risk management system.

Risk Management Structure



Note:

———— Reporting Line

----- Coordination Line

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 and Sustainability Development Committee (RMSDC)

In charge of overseeing the Company's risk management practices to ensure alignment with the established Risk Management Policy and Enterprise Risk Management (ERM) Framework. It also promotes enterprise-wide risk management, monitors the implementation of risk management plans and key risk indicators (KRIs), and provides guidance on appropriate risk mitigation measures to ensure effective risk management across the organization.



Risk Management Working Team and Group 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 Group 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 2025



Training on Risk Management, Anti-Corruption, and Business Ethics

The Company places great importance on fostering an organizational culture founded on good corporate governance principles and promoting ethical business conduct, which are fundamental to sustainable business growth. To reinforce these principles, the Company organized training on Risk Management, Anti-Corruption, and Business Ethics for directors, executives, and employees through both online and on-site training sessions, ensuring that all employees have equal access to learning opportunities.

The training program aims to enhance participants' knowledge and understanding of risk assessment, anti-corruption practices, and business ethics, enabling them to apply these principles effectively in their daily work. It also helps reduce the risk of incidents that could adversely affect the organization while promoting a culture of transparency, integrity, and accountability throughout the Company.

Project Outcomes



Training Participation



Directors

4 Participants



Senior Executives

8 Participants



Employees

36 Participants



Total **48** Participants



100% of the Risk Management and Sustainability Development Committee (RMSDC) members completed the training.



Anti-Corruption and Business Ethics



Risks and Opportunities

The Company recognizes the importance of conducting business with transparency and integrity, free from all forms of corruption. This serves as a fundamental foundation for achieving sustainable business objectives in alignment with good corporate governance principles, the guidelines of Thailand's Private Sector Collective Action Against Corruption (CAC), and relevant government-promoted policies. The Company recognizes that systematic management of ethics and corruption risks not only helps

reduce the likelihood of incidents that could adversely affect its reputation and assets, but also strengthens trust and fosters long-term relationships with all stakeholder groups, including investors, suppliers, customers, and business partners. Upholding business ethics alongside robust anti-corruption measures enhances operational effectiveness and supports the Company's ability to conduct business responsibly and sustainably over the long term

Performance Overview 2025

Total number of breaches of business ethics

- Cases pending resolution
- Cases resolved

Maintained certification under the Thai Private Sector Collective Action Against Corruption (CAC)

Continued submission of the UN Global Compact Communication on Progress (CoP)

2025 Performance	2025 Target
0 ✓	0
0 ✓	0
0 ✓	0
✓	✓
✓	✓

Number of complaints received through whistleblowing channels

Types of Complaints/ Suspicious	Total Complaints Received through Whistleblowing Channels	Substantiated Cases	Cases Under Investigationn	Disciplinary Actions			
				Verbal Warning	Written Warning	Suspension	Termination
Conflict 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
Non-compliance with Rules and Regulations or Inappropriate Conduct	0	0	0	0	0	0	0
Personal Data Breach	0	0	0	0	0	0	0
Significant Human Rights Violation	0	0	0	0	0	0	0

Management Approach

The Company is committed to conducting business ethically and transparently in accordance with the principles of good corporate governance. It continues to strengthen its governance practices to address key sustainability issues, including respect for human rights, the promotion of equality and non-discrimination, proactive risk management, and

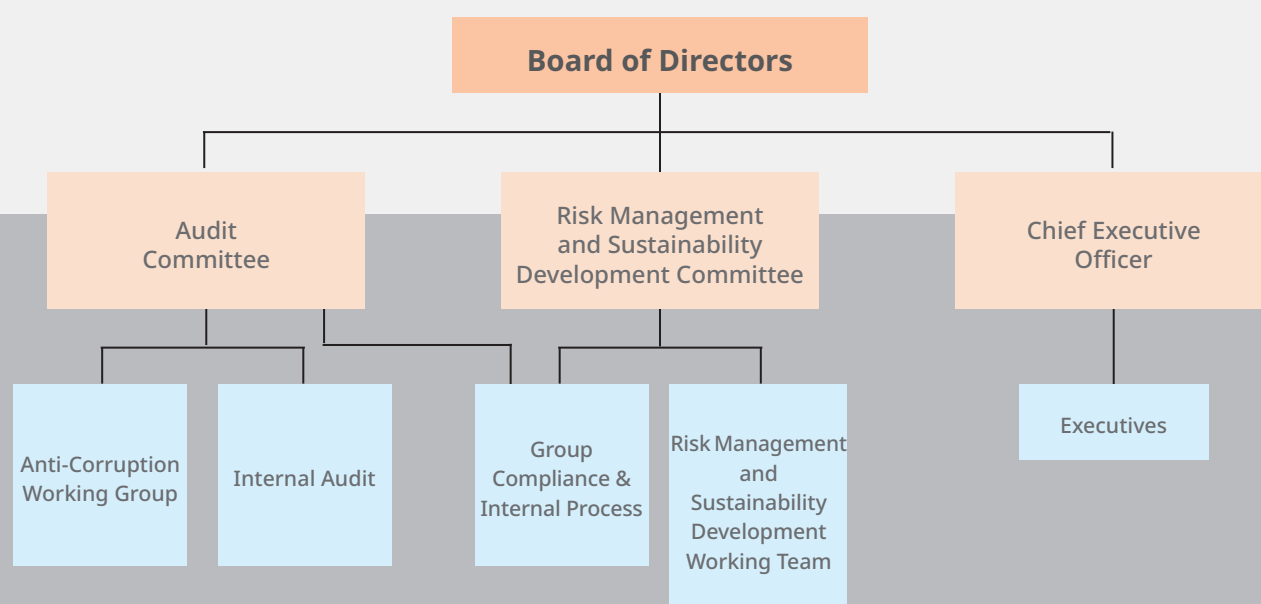
stringent personal data protection. These practices not only help mitigate potential risks and adverse impacts on stakeholders but also play an important role in strengthening confidence, trust, and engagement between the Company and its stakeholders, thereby contributing to shared value creation and sustainable growth.



Anti-Corruption Governance Structure

The Company has defined roles and responsibilities for the prevention and combating of fraud and corruption as follows:

- 1) The Board of Directors is responsible for establishing an Anti-fraud and Corruption policy and overseeing the implementation of effective anti-corruption practices.
- 2) The Audit Committee is responsible for overseeing compliance with the company's Anti-fraud and Corruption policy and practices, 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 and Sustainability Development Committee is responsible for overseeing, establishing policies, and providing guidance on corporate governance; the prevention and combating of fraud and corruption; and requirements relating to business ethics and the Business Code of Conduct. The Committee reports to the Board of Directors.
- 4) The Chief Executive Officer and executives are responsible for establishing Anti-fraud and Corruption practices; reviewing the Anti-fraud and Corruption Policy; reviewing fraud and corruption risks and related risk management measures; providing recommendations to ensure that such practices and measures remain up to date and practical; and submitting relevant matters to the appropriate subcommittees.



Anti-Fraud and Corruption

The Company is committed to transparency and ethical business conduct, with particular emphasis on the prevention and combating of fraud and corruption as an important means of strengthening trust and accountability among all stakeholder groups. Accordingly, the Company has established clear policies and practices on anti-fraud and corruption,

together with its Business Code of Conduct, covering the Board of Directors, executives, and employees across all functions. The Company also communicates these practices to business partners, suppliers, contractors, and other stakeholders to promote alignment in conducting business based on shared principles of ethics and responsibility.

Anti-fraud and
Corruption
policy



Code of
Conduct





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.

Key Activities in 2025



Corporate Governance Assessment

The Company maintained an “Excellent” (5-star) rating in the 2025 Corporate Governance Report of Thai Listed Companies (CGR) assessment conducted by the Thai Institute of Directors (IOD). This achievement reflects the Company’s continued commitment to conducting business with transparency and accountability and in accordance with good corporate governance principles.



Participation in Anti-Corruption Initiatives

The Company has been certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) since 2022 and has continuously maintained its certification to date. This reflects the Company’s commitment to conducting business transparently, upholding good corporate governance principles, and combating all forms of corruption.

In addition, the Company actively communicates and promotes anti-corruption practices throughout its value chain by encouraging suppliers and business partners to join the CAC network. These efforts aim to collectively raise standards for transparent business conduct free from corruption and bribery, while fostering a culture grounded in shared ethical principles and business responsibility.



Communication on Progress (CoP)

The Company has been a participant in the United Nations Global Compact (UNGC) since 2017 and is a member of the Global Compact Network Thailand (GCNT). The Company has also continuously submitted its Communication on Progress (CoP), demonstrating its commitment to responsible business conduct and alignment with the UNGC’s Ten Principles covering human rights, labour standards, the environment, and anti-corruption.

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.

➤ 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.
- Establishing 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.

Whistleblowing and Grievance Mechanism

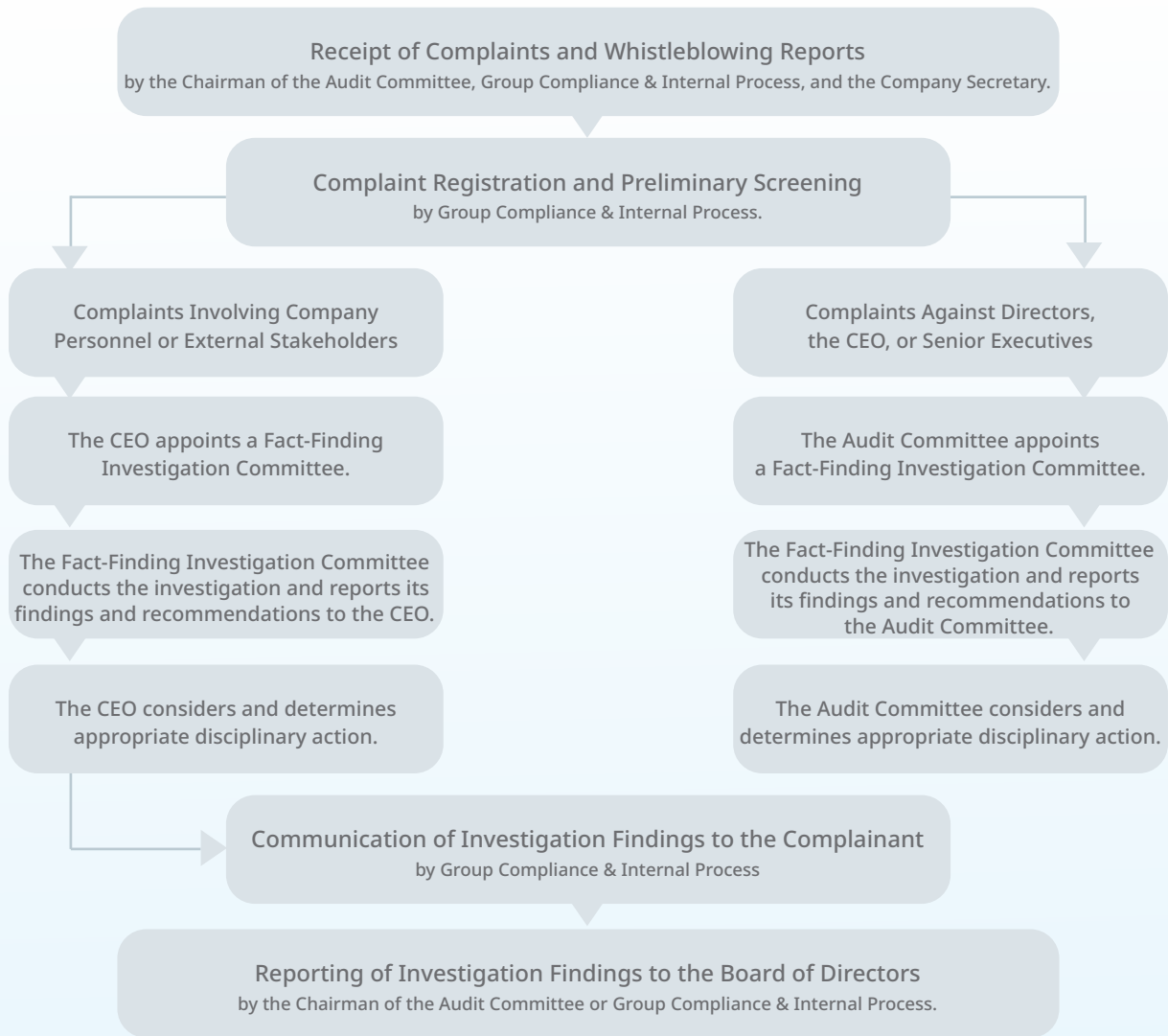


The Company has established channels and mechanisms for reporting concerns, receiving complaints, and addressing allegations of corruption, including bribery, discrimination, harassment, abuse, illegal acts, or violations of the Company's Code of Conduct. The whistleblowing policy includes measures to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

Whistleblowing
Policy



Complaint Handling and Response Mechanism



Complaint and Whistleblowing Channels

Internal Channel	External Channels	
Complaint Boxes Located in front of the cafeteria, in front of the temperature control room, and near the entrance to the restroom in Production Unit 6 	1. Email - AuditCommittee@nrinstant.com - compliance_internalprocess@nrinstant.com - NRF.comsec@nrinstant.com	
	2. Company Website Under the “Whistleblowing Form” section	
	3. Postal Mail To: Company Secretary NR Instant Produce Public Company Limited 518/5 Maneeya Center Building, 6th Floor Ploenchit Road, Lumpini, Pathum Wan Bangkok 10330, Thailand	



Customer Relationship Management



Risks and Opportunities

Customer satisfaction with products and services is a key factor contributing to the Company's business performance, particularly amid ongoing market volatility driven by imbalances in supply and demand for certain products, evolving customer behaviors, and intensifying competition. These factors may affect the Company's ability to retain customers and maintain its market share.

At the same time, growing demand for high-quality and safe products and services that align with consumer

sustainability trends presents a significant opportunity for the Company to differentiate itself and strengthen its competitiveness. The Company therefore places strong emphasis on Customer Relationship Management, Voice of the Customer, and effective complaint management. Insights gained from these processes are used to enhance products and services and refine business strategies in line with market needs, thereby contributing to customer satisfaction, stronger customer engagement, and sustainable long-term growth.

Performance Overview 2025

		2025 Performance	2025 Target
	Customer Satisfaction Score	94% ✗	≥95%
	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	0 ✓	0

Management Approach

With more than 30 years of business experience, the Company places continuous emphasis on customer relationship management, aiming to build long-term customer satisfaction, trust, and loyalty. Through the Voice

of the Customer process, the Company actively listens to customer feedback and uses the insights gained to enhance its products and services and refine business strategies in line with customer needs.



NRF's Customer Groups

Given the Company's diverse product portfolio and distribution channels, the Company classifies its key customers into five segments:



Customer Relationship Management Framework



01

Analyze Data through Voice of the Customer

Collect customer satisfaction data, feedback, and suggestions to support continuous improvement and inform the development of customer relationship management objectives and plans.



02

Define Customer Relationship Management Strategies, Targets, and Plans

Maintain relationships with existing customers while expanding the customer base and acquiring new customers.



03

Strengthen Customer Engagement

Engage customers through various channels to understand their needs and exchange product-related information. The Company also provides channels for customers to submit feedback and complaints, enabling continuous improvement in operational effectiveness.

Building Long-Term Customer Relationships

The Company receives customer feedback, suggestions, and complaints through various channels and analyzes the information collected to continuously improve its products, services, and operational processes. Customer satisfaction surveys cover key areas, including product delivery, quality, pricing, packaging, service, and communication.

In 2025, the Company conducted a customer satisfaction survey covering 100% of the target customer groups, with the following results:



Average Customer Satisfaction Score



Delivery



Quality



Price



Packaging



Service



Communication

The 2025 survey results indicated a high level of customer satisfaction with the Company's performance, particularly in terms of product quality and service. At the same time, the Company continues to focus on improving the effectiveness of product delivery, packaging, and communication. Survey results, customer feedback, suggestions, and comments are systematically analyzed to inform improvement initiatives and action plans aligned with customer expectations, while strengthening long-term business relationships.

Customer Relationship Management Plan

Key Areas	Company's Management Approach	Monitoring and Evaluation
Delivery	- Effectively manage the supply chain and production planning to ensure on-time product delivery. - Continuously monitor and review production and delivery plans and communicate relevant information to customers in an appropriate and timely manner.	- Conduct customer feedback and satisfaction surveys at least once a year. - Continuously monitor customer complaints, suggestions, and product returns. - Review operational performance and collaborate with relevant departments to develop improvement plans aimed at enhancing service quality and continuously improving customer satisfaction.
Quality	- Select and assess suppliers and raw material sources against established standards to ensure confidence in the quality of raw materials and finished products. - Control and inspect quality throughout the production process to ensure product quality and compliance with specified requirements and standards. - Strengthen the quality management system and continuously improve operational processes to enhance confidence and customer satisfaction.	
Price	- Manage costs and price-related risks by continuously monitoring raw material prices, packaging costs, exchange rates, and other external factors that may affect costs. - Improve operational efficiency throughout the value chain, from procurement and production to logistics, to control costs and reduce waste. - Communicate price information and potential impacts to customers transparently and appropriately, while establishing effective pricing and cost management mechanisms to maintain competitiveness.	
Packaging	- Continuously monitor market trends and evolving customer needs to develop packaging and product innovations that align with customer expectations. - Enhance packaging and production capabilities to accommodate diverse requirements and add value to products.	
Service	- Establish clear service standards and response times for customer requests to ensure accurate, timely, and responsive service in line with customer expectations. - Monitor and continuously improve service performance by incorporating customer feedback and satisfaction survey results into operational improvements.	
Communication	- Review and update product information, technical documents, and other relevant information to ensure accuracy, completeness, and currency, enabling effective communication and response to customer needs. - Communicate and respond to customer inquiries accurately, promptly, and within established timeframes to strengthen customer confidence and satisfaction.	

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

Ethical Marketing and
Brand Communication
Policy



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 Privacy

The Company places strong emphasis on the security of customers' personal data and regularly reviews the security standards of its systems. The Company has also established a Good Corporate Governance policy and Business Code of Conduct, which clearly sets out requirements for maintaining the confidentiality of customer information, including personal data, feedback, and complaints.

The Company has established a Personal Data Protection Policy in compliance with Thailand's Personal Data Protection Act B.E. 2562 (2019) (PDPA) and other applicable legal requirements. Technical and organizational measures are implemented, including data encryption, access controls, records of processing activities, and Data Processing Agreements (DPAs) with external data processors, to ensure that personal data processing is carried out securely and in compliance with legal requirements. The Company has also appointed a Data Protection Officer (DPO) to oversee personal data protection and has established channels through which data subjects can conveniently submit inquiries or exercise their rights under applicable laws.



Data Privacy Performance in 2025



0 cases

Substantiated complaints concerning breaches of customer privacy



0 cases

Identified leaks of customer data



0 cases

Complaints concerning customer personal data received from customers, regulatory bodies, or external parties

Key Activities in 2025

PDPA Random Check-up Program

The Company conducts the PDPA Random Check-up Program annually to assess and monitor compliance with its personal data protection policies and measures. The Data Protection Officer (DPO) conducts reviews of internal departments through interviews, document reviews, and random checks of actual practices. Key areas covered include the collection and disclosure of personal data, data management in accordance with the Data Minimization principle, data retention, and the preparation of Records of Processing Activities (RoPA), as well as security measures for personal data.

The review results enable the Company to assess the level of compliance with personal data protection requirements, identify areas for improvement, and establish appropriate measures to strengthen the effectiveness of personal data governance in compliance with applicable laws. These efforts also contribute to building trust among customers, business partners, employees, and other stakeholder groups.

Project Outcomes

- Departments reviewed: **11** departments
- Personal data breaches: **0** cases
- Personal data-related complaints: **0** cases



PDPA Awareness Training Program

The Company places importance on personal data protection and continuously promotes awareness among employees through the PDPA Awareness Training Program. The program aims to enhance employees' knowledge and understanding and promote compliance with Thailand's Personal Data Protection Act B.E. 2562 (2019).

In 2025, the Company conducted three training sessions covering key topics, including guidelines for the internal and external transfer or disclosure of personal data,

personal data security measures, appropriate practices for taking photographs or recording videos, and response procedures for personal data breach incidents (Data Breach Incident Response).

The training contributed to raising awareness of personal data protection, reducing risks associated with inappropriate disclosure or use of personal data, and fostering a culture of responsible data management across the organization

Project Outcomes

- Employees involved in personal data processing who participated in the training: **73** employees
- Total training hours: **219** hours





Product Quality and Safety



Risks and Opportunities

The Company operates in the food industry and is exposed to risks arising from stringent food safety requirements across different countries, which may evolve over time. These include applicable laws and regulations, import and export standards, and specific requirements imposed by major customers. Failure to comply with or adapt to such changes in a timely manner could result in reputational damage, rejected shipments, or even product recalls, directly affecting the confidence of consumers and business partners.

The Company is committed to maintaining high food safety standards and internationally recognized certifications,

such as BRCGS, IFS, HACCP, and HALAL. This commitment presents significant opportunities to expand into major customer segments in both domestic and international markets. It also enables the Company to develop products that respond to the needs of health-conscious consumers and differentiate itself in the highly competitive food market. Investments in research and development of new products, the adoption of advanced production technologies, and effective traceability systems further provide opportunities to strengthen long-term customer confidence and support sustainable business growth.

Performance Overview 2025



Number of customer safety-related complaints (cases)

2025 Performance

0 ✓

2025 Target

0

Certification of Standards



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 meet the diverse needs of customers worldwide, the Company places strong emphasis on maintaining high quality standards throughout all production processes. Clear policies, targets, and operating guidelines have been established to ensure the delivery of high-quality and safe products that meet consumer expectations in each market, as well as applicable legal requirements and international food safety standards.

The Company embeds a culture of food safety and quality across the organization through regular employee training and close monitoring at every stage, from raw material sourcing and production to packaging and transportation. The Company also promotes innovation to enhance quality, reduce costs, and strengthen competitiveness.

Research, Development and Innovation Policy

The Company is committed to continuous research, development, and innovation to enhance product quality, safety, and value, while improving operational efficiency and business competitiveness. In doing so, the Company takes into account the needs and expectations of customers, consumers, suppliers, employees, communities, and all stakeholder groups.

The Company's research and development activities encompass both product and production process development, with a focus on creating innovations that respond to evolving economic, social, and environmental trends, as well as rapidly changing needs related to health, food safety, sustainability, and consumer behavior.

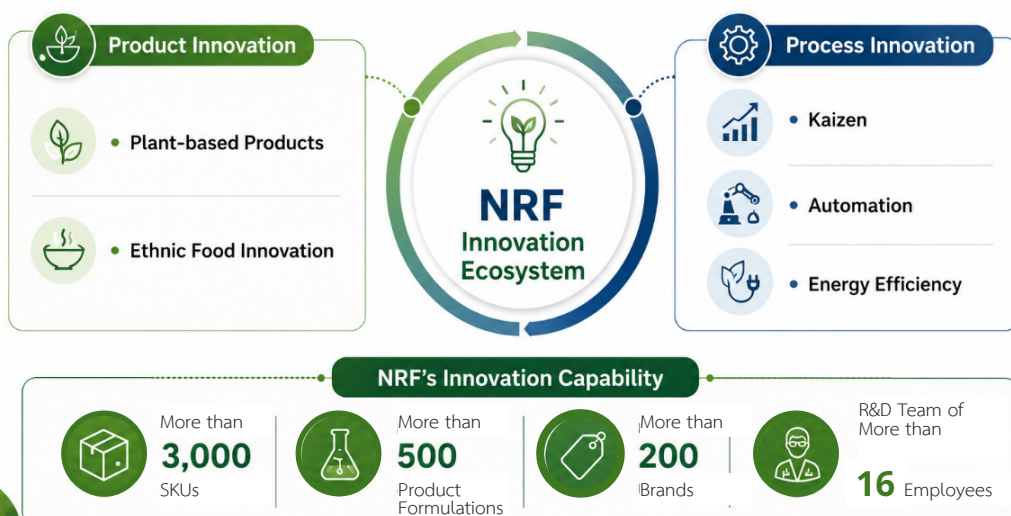
The Company promotes the application of technology, knowledge, and research findings, while fostering collaboration with business partners, academic institutions, government agencies, and other relevant parties. These efforts aim to develop value-added products and services, reduce environmental impacts, improve resource efficiency, and support long-term sustainable growth.

In addition, the Company conducts its research and development activities in accordance with applicable quality and food safety standards, legal requirements, and relevant international standards. The Company also fosters an organizational culture of learning, creativity, and continuous improvement to develop innovations that effectively address future challenges and create new business opportunities.



R&D Spending:
THB 7.57 million

NRF Innovation Ecosystem



Product Innovation

The Company is committed to developing food products that respond to evolving consumer needs, with a focus on health, food safety, and sustainability trends. New product development encompasses the creation of new products, the reformulation of existing products, and co-development with customers to address the specific needs of different markets and consumer segments.

Leveraging its research and development capabilities, the Company offers more than 3,000 SKUs across over 500 product formulations and more than 200 brands. Supported by an R&D team of more than 16 members,

the Company continuously develops new products and explores opportunities for business growth.

The Company's product development focuses on two key innovation areas:

- Ethnic Food Innovation
- Plant-based Products

These innovations broaden consumer choice, create added value for the business, and strengthen the Company's competitiveness in the global food market

Process Innovation

The Company continuously enhances its production processes to improve efficiency, flexibility, and responsiveness to diverse customer needs. Its manufacturing capabilities support both small-batch production and mass production.

This production flexibility enables the Company to rapidly develop and test new products, while supporting customers as they grow from start-ups to global brands. It also helps

mitigate risks arising from shifts in market conditions and consumer behavior.

In addition, the Company continuously improves its production processes through Kaizen initiatives, yield improvement, automation, and energy efficiency measures. These efforts aim to enhance quality, reduce costs, and support long-term sustainable growth.

Upholding World-Class Standards in Manufacturing

The Company is committed to producing safe, hygienic, and consistently high-quality food products. It closely monitors regulatory developments, requirements, and trade measures across different countries through coordination with government agencies and business partners in Thailand and overseas.

In 2025, the Company continued to maintain internationally recognized 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 encompass critical control point management, the management of risks that may affect consumer safety, and systematic quality management, helping ensure that the Company's products meet the requirements of highly regulated markets such as the European Union, the United States, and Oceania.

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.

Building a Food Safety Culture

The Company has established a Food Safety Culture Management Working Group, comprising employees from various functions, including Production, System Development, Procurement, Human Resources, and Safety. The Working Group is responsible for developing approaches and strategies to foster a food safety culture across the organization, as well as preparing short- and long-term action plans to support the development of a comprehensive food safety culture.

In addition, the Working Group has established shared organizational values that emphasize the importance of food safety. These values are communicated through various internal channels and reinforced through a range of activities designed to promote awareness and embed a strong food safety culture across the organization, enabling all employees to understand and apply food safety principles in their daily work.

Key Activities in 2025

Food Safety Training Program

To enhance employees' knowledge, understanding, and awareness of their roles and responsibilities in maintaining food safety standards, the Company regularly provides training on food safety and quality management systems. The training covers production employees, support functions, and other relevant personnel across the production process.

In 2025, the Company conducted training on key topics, including PCQI/PCHF Version 2.0; GMP, HACCP, Allergen Management, and Gluten-Free Requirements; Food Defense & Site Security; and Halal Food and Industrial Practices. These training programs aimed to strengthen knowledge of food hazard prevention, quality control, product safety, contamination prevention, food defense, and compliance with relevant requirements and international standards.



Project Outcomes



- **7,116** total training hours
- Enhanced food safety knowledge, awareness, and practices among employees at all levels
- Supported the development of a strong food safety culture across the organization



Health and Nutrition Information on Product Labels

The Company is committed to developing products with nutritional value that contribute to consumers' health and well-being. It continuously develops new products while ensuring that product information is accurate, complete, and transparent.

The Company provides nutrition labeling in accordance with applicable legal requirements and relevant standards, disclosing key information such as:

- Nutrition Information
- Ingredient lists
- Allergen information
- Other relevant health information

This information enables consumers to make informed food choices based on their individual nutritional needs and compare the nutritional value of different products, helping them confidently select healthier options.





Supply Chain Management



Risks and Opportunities

The food industry is facing growing challenges arising from climate change, geopolitical uncertainty, and increasing pressure from consumers and investors for greater transparency and accountability throughout the supply chain. A business approach focused solely on economic efficiency, without due consideration of social and environmental dimensions, may give rise to various risks, including human rights violations, raw material shortages, and loss of stakeholder trust.

In response, the Company is committed to strengthening responsible supply chain management by integrating sustainability considerations across all stages, from supplier

selection and capacity building to long-term collaboration and the establishment of clear environmental, social, governance, and human rights standards. This approach not only helps mitigate cost-related risks and business disruptions but also creates opportunities to access new markets that value sustainable products and supply chains, strengthen trust among customers and business partners, and enhance the Company's long-term competitiveness. The Company continues to foster collaboration with suppliers and business partners to achieve shared growth founded on sustainability and generate positive impacts on the economy, society, and the environment.

Performance Overview 2025

	2025 Performance	2025 Target
 Critical Tier 1 suppliers assessed for ESG risks (%)	100 ✓	100
 Critical Tier 1 suppliers that acknowledged the Supplier Code of Conduct (%)	100 ✓	100
 New suppliers that acknowledged the Supplier Code of Conduct (%)	100 ✓	100
 Proportion of palm oil procurement certified to RSPO standards (%)	7.63 ✗	10

Management Approach

The Company places importance on strengthening supply chain resilience by fostering strong collaboration with business partners to collectively address the impacts of economic, social, and environmental factors. The Company's approach to supply chain sustainability encompasses key areas, including environmental management, occupational health and safety, social and environmental responsibility,

respect for human rights, and adherence to business ethics. These considerations are integrated into supplier selection processes, environmental, social, and governance (ESG) risk assessments, and ongoing supplier capacity building to promote long-term sustainable operations and ensure that suppliers operate in alignment with the Company's sustainability principles.

The Company has also established guidelines for suppliers and business partners through its Supplier Code of Conduct, which provides a framework for conducting business in compliance with applicable laws, international standards, and the Company's ethical principles. This serves as a foundation for fostering shared responsibility and promoting sustainable growth across the supply chain.

Supplier Code of Conduct



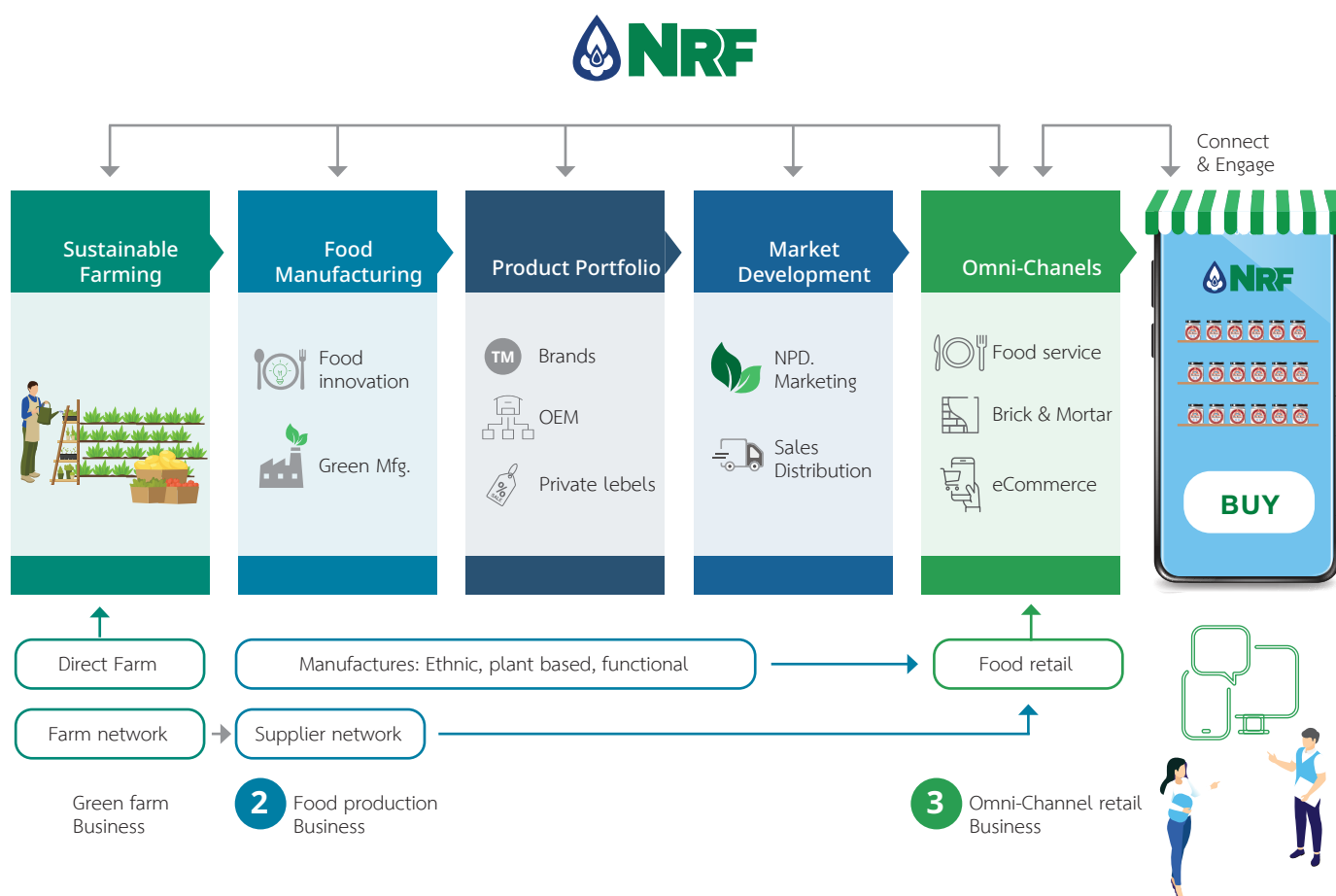
Supply Chain Management Strategy

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, and functional foods) through innovation and efficient manufacturing facilities, as well as product

development, marketing, sales, and distribution across diverse channels both online and offline (omni-channel).

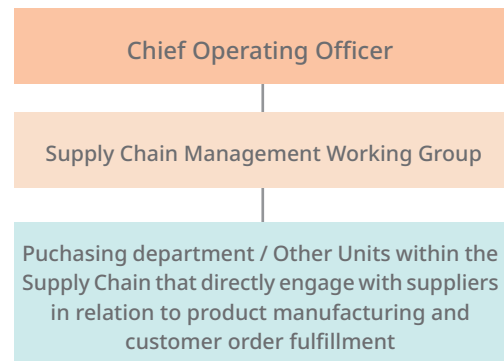
The Company's goal is to create a long-term sustainable food system that delivers shared value to all stakeholders—by enhancing quality of life, restoring natural resources, reducing environmental impact, and strengthening global consumer connections. These efforts contribute to realizing the Company's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

Vertically Integrated Sustainable Food Production Strategy



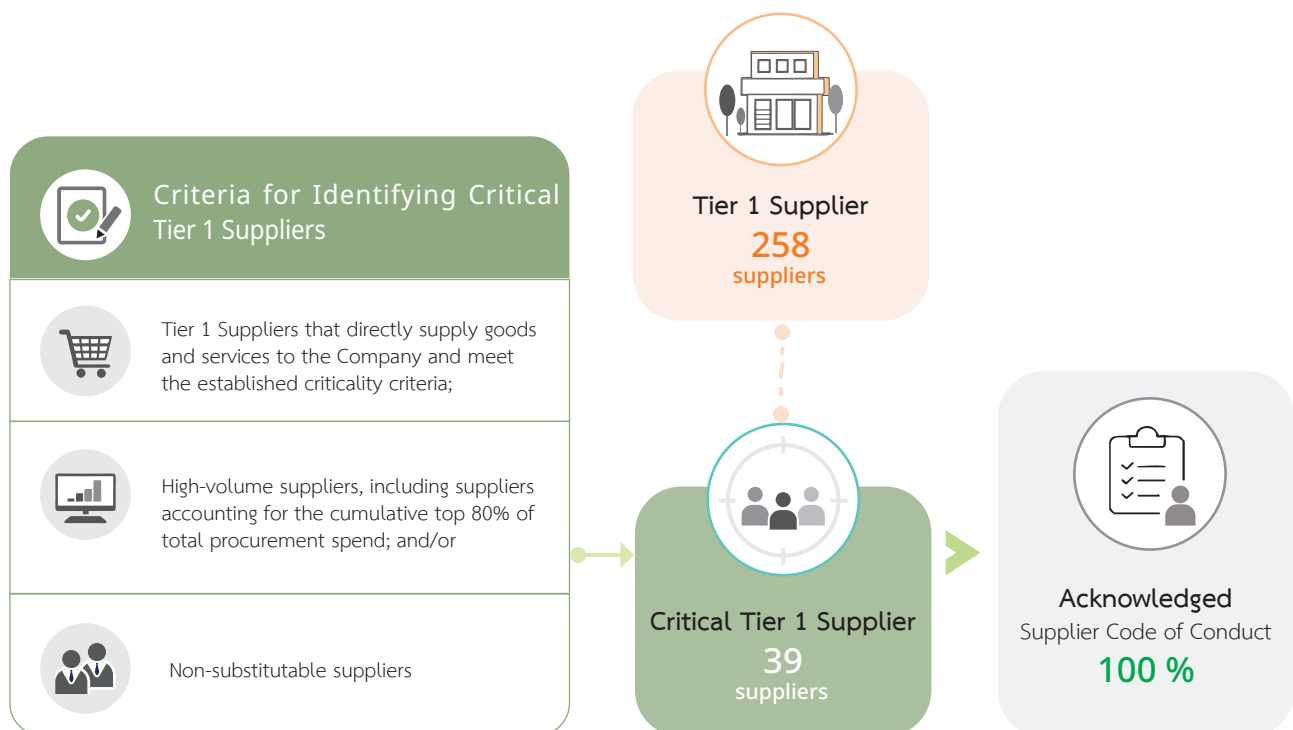
Supply Chain Management Governance Structure

The Company places importance on all production and other related processes and promotes sustainable business practices through supply chain management. Executives and employees at all levels are encouraged to share responsibility with business partners across the supply chain to create maximum benefits for all stakeholders. The Company has therefore established the following supply chain management governance structure:



Suppliers Identification

The Company identifies and categorizes suppliers that provide products and services based on procurement value and other relevant factors to support effective risk management and sustainability performance. In 2025, the Company had 258 Tier 1 Suppliers, of which 39 were identified as Critical Tier 1 Suppliers based on the established criteria.



The Company requires Critical Tier 1 Suppliers to acknowledge and comply with the Supplier Code of Conduct, which promotes environmental, social, and governance (ESG) standards throughout the supply chain. In 2025, all 39 Critical Tier 1 Suppliers acknowledged and agreed to comply with the Supplier Code of Conduct, representing 100% of the Company's Critical Tier 1 Suppliers.

In addition, the Company plans to extend its sustainability assessments to Critical Non-Tier 1 Suppliers, defined as suppliers that provide goods or services to Tier 1 Suppliers and/or suppliers that are strategically important to the Company's production or service delivery. In 2025, the Company was in the process of studying relevant approaches and developing criteria for identifying this supplier group, as well as establishing data collection and risk assessment processes to support future implementation.

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 Purchasing 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

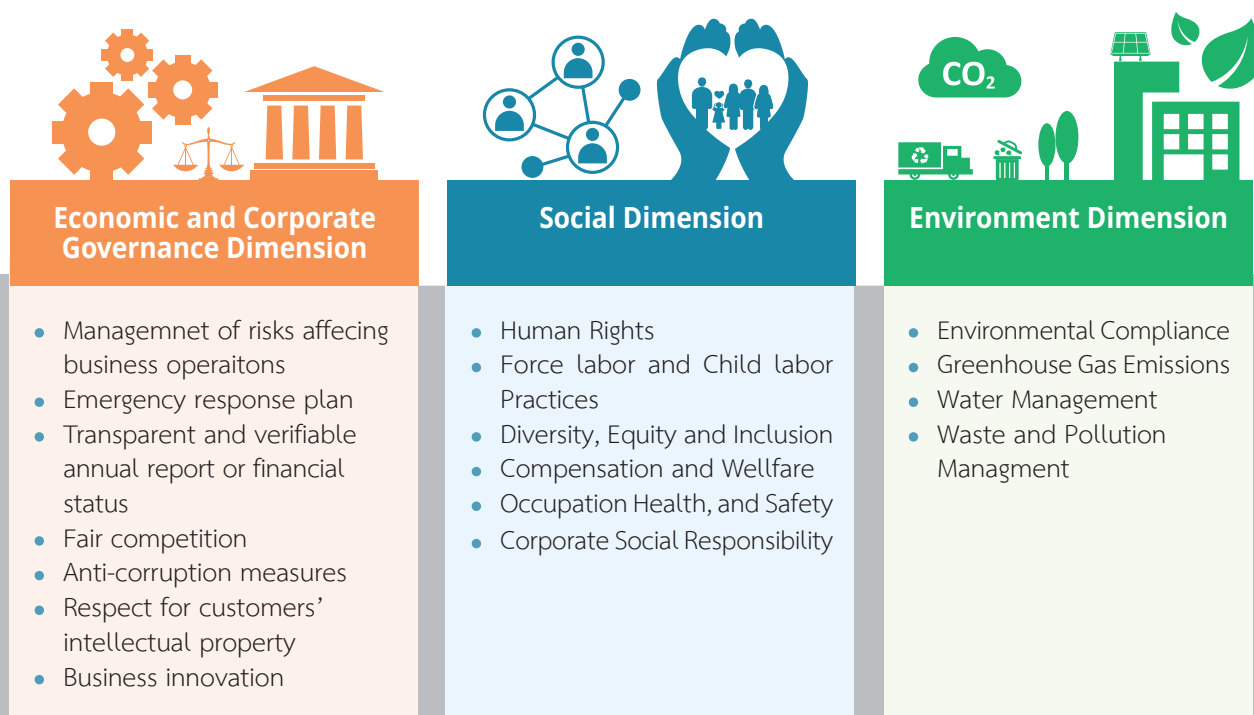
ESG Risk Assessment Process for Suppliers

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 Purchasing Department distributes the Self-Declaration (Supplier ESG Self-Assessment) form to Critical Tier 1 suppliers with a frequency of once per year.
- The Purchasing Department distributes the Supplier ESG Self-Assessment form to Tier 1 suppliers with a frequency of once every three years.
- ESG Assessment Criteria for Suppliers



ESG Assessment Criteria for Suppliers



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.

ESG Risk Assessment Results for Critical Tier 1 Suppliers

Risk Level	Number of Critical Tier 1 Suppliers	Proportion (%)
Low Risk	39	100
Medium Risk	0	0
High Risk	0	0
Total	39*	100



*Suppliers assessed for ESG risks in 2025 accounted for 15.12% of total suppliers.

*All 39 Critical Tier 1 Suppliers were assessed for ESG risks, representing an assessment coverage of 100%

The 2025 assessment identified no suppliers with high ESG risk. All assessed suppliers were classified as low risk. The Company will continue to enhance its supplier selection and monitoring processes to effectively manage potential ESG risks across the supply chain.

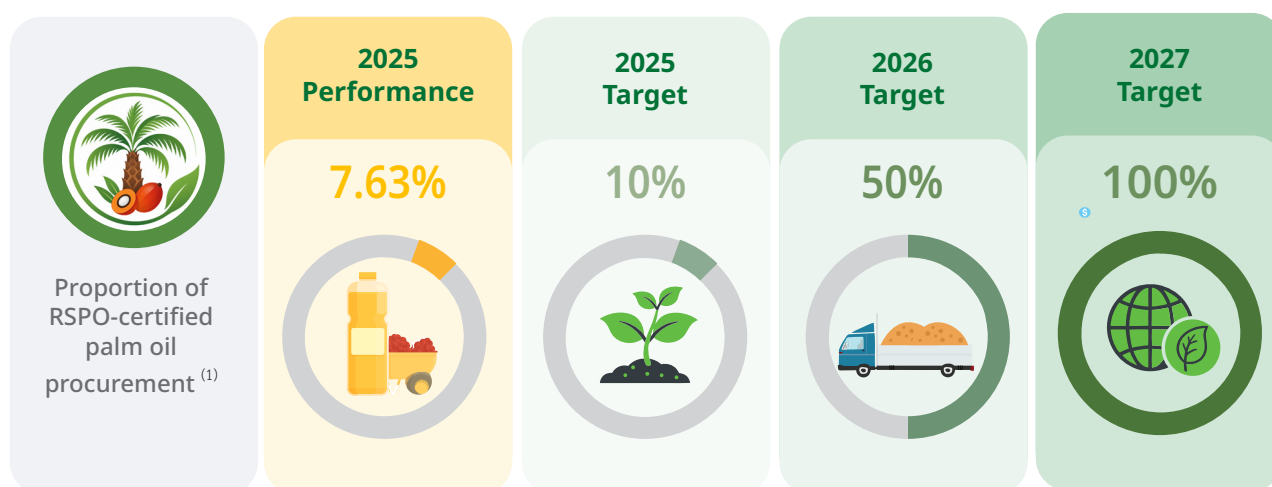
Sustainable Palm Oil Sourcing

The Company recognizes the environmental and social risks associated with palm oil production and is committed to promoting the responsible sourcing of palm oil across its supply chain.

The Company prioritizes sourcing palm oil from suppliers that adhere to internationally recognized sustainability standards, such as the RSPO (Roundtable on Sustainable Palm Oil), while also considering conventional procurement criteria including product quality, cost competitiveness, and supply reliability.

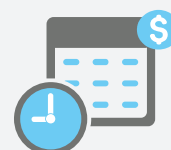
To support sustainable procurement, the Company has established the following approaches:

- To progressively increase the proportion of palm oil sourced from certified sustainable sources
- To engage with suppliers to improve transparency and encourage the adoption of sustainability certifications
- To integrate sustainability considerations into supplier selection and evaluation processes.



Note: ⁽¹⁾ Calculated as the volume of RSPO-certified palm oil procured as a proportion of the Company's total palm oil procurement volume in each year.

In 2025, RSPO-certified palm oil accounted for 7.63% of the Company's total palm oil procurement volume. The Company has set a target to increase this proportion to 100% by 2027, supporting the long-term development of a responsible and sustainable supply chain.



Credit Terms Practice for Suppliers

The Company is committed to the fair and equitable treatment of suppliers, with due consideration for their liquidity and financial stability to support business continuity. Accordingly, the Company has established guidelines for determining supplier credit terms following the delivery of goods and services. Credit terms vary depending on the nature of the transaction and mutual agreements with individual suppliers, generally ranging from 7 to 60 days, taking into account the type of goods and services and other relevant factors. In 2025, the Company's Days Payable Outstanding (DPO) was 41.16 days.



Data Privacy and Cybersecurity



Risks and Opportunities

The Company recognizes that cybersecurity and information security are critical and require effective management. As reliance on information systems and digital technologies continues to increase across business operations, the Company faces greater exposure to cyber threats, including data breaches, unauthorized system access, data theft, and malware. These threats may compromise the confidentiality, integrity, and availability of sensitive information, such as trade secrets, customer and supplier data, and financial information, potentially leading to supply chain disruptions, reputational damage, and loss of trust among customers and other stakeholders.

To address these risks, the Company has developed and implemented cybersecurity policies, internal controls, regular system monitoring, and employee training to strengthen awareness and preparedness against cyber threats. At the same time, the Company recognizes opportunities arising from the continued development and enhancement of its cybersecurity systems, including strengthening stakeholder confidence, aligning business operations with applicable legal and regulatory requirements such as Thailand's Personal Data Protection Act (PDPA), enhancing competitiveness, and supporting readiness for international business expansion. These efforts contribute to the Company's long-term sustainable growth

Performance Overview 2025

		2025 Performance	2025 Target
	High-cybersecurity-risk employees who received awareness training (%)	100 ✓	100
	Number of data security breaches (cases)	0 ✓	0
	Number of substantiated complaints concerning breaches of customer privacy (cases) • From external parties • From regulatory authorities	0 ✓ 0 0	0 - -
	Number of identified leaks, thefts, or losses of customer data (cases)	0 ✓	0

Management Approach

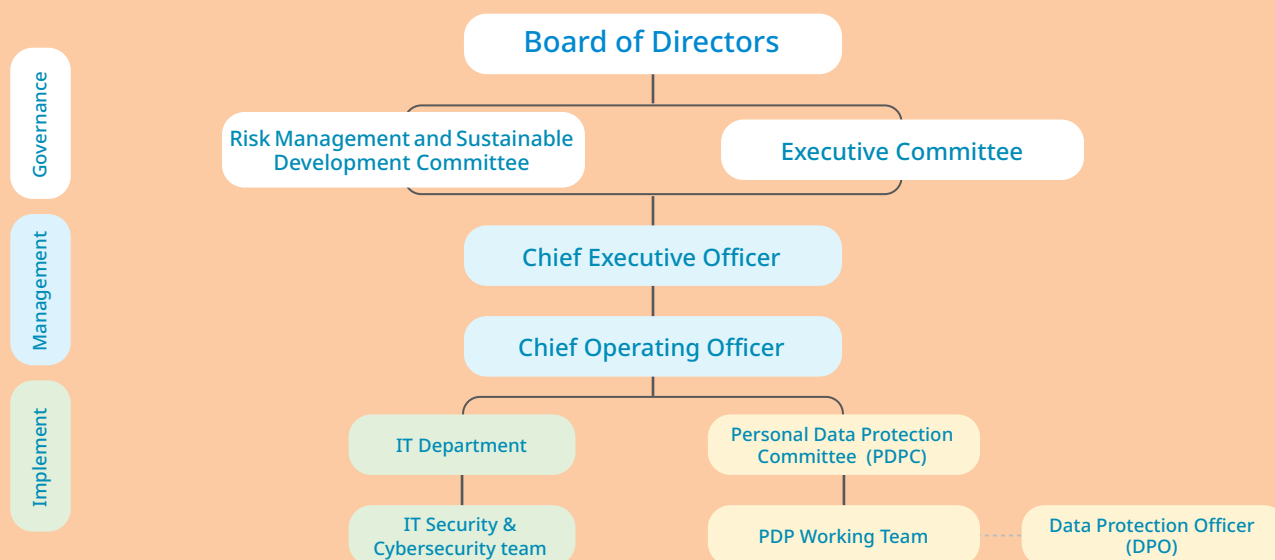
The Company recognizes the importance of information security for all stakeholders, particularly employees, customers, suppliers, and other parties directly or indirectly involved with the Company. To manage data-related risks, the Company has announced and implemented an IT Security & Cybersecurity Policy and Privacy 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



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. The framework defines clear roles and responsibilities and provides appropriate oversight and support to ensure that the Company's operations align with its business strategy and comply with applicable laws and regulations.



Measures to Prevent IT Security and Personal Data Breaches



Channels for Reporting Personal Data Breaches and Data Leaks

The Company has established channels for reporting personal data breaches and data leaks, as well as for inquiries or exercising rights relating to the Company's collection, use, and disclosure of personal data, as follows:

1) Data Controller	NR Instant Produce Public Company Limited 99/1 Moo 4, Khae Rai Subdistrict, Krathum Baen District, Samut Sakhon Province 74110 Tel: 034-849576-80 Fax: 034-849586
2) Data Protection Officer: DPO	Contact: dpo@nrinstant.com

Key Activities in 2025

Cybersecurity Awareness Testing Program: Phishing Simulation

As part of its information technology and cybersecurity risk management approach, the Company and its subsidiaries conducted phishing simulations to assess user responses to cyber threats and strengthen information security awareness across the organization.

In 2025, the Company conducted three phishing simulation scenarios, with the following results:

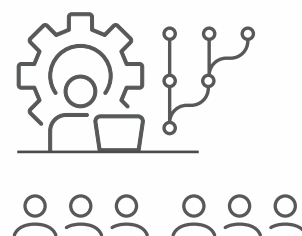
Phishing Simulation Scenario	Risk Level		
	High Risk	Medium Risk	Low Risk
1) Email claiming that the IT team needed to resolve a full mailbox issue	0.69%	67.59%	17.93%
2) Email requesting changes to social security hospital information	2.07%	68.28%	31.03%
3) Email requesting password verification	0.69%	64.83%	31.03%

Note: The percentage for each risk level is calculated based on user responses to simulated phishing emails, such as opening or deleting the email, or being compromised by the simulation, relative to the total number of recipients. Individual users may exhibit more than one type of response.

The Information Technology Department provided training to all users identified as high risk, helping them recognize the characteristics, patterns, and potential impacts of cyberattacks delivered through phishing emails.

Project Outcomes

100% of employees identified as being at high cybersecurity risk across the Company and its subsidiaries completed the required training.



IT Disaster Recovery Plan (DRP) Test Project

The Company recognizes the critical role of information systems and digital technologies in supporting business continuity. Accordingly, the Company regularly tests its Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP) to assess the preparedness of personnel, systems, and management processes in responding to emergency events that may disrupt business operations.

In 2025, the Company conducted an IT Disaster Recovery Plan (DRP) test based on a simulated earthquake scenario affecting office buildings, electrical systems, IT equipment, and the Data Center. The scenario assumed that key business systems, including SAP, Tiger Soft, and the Shared Drive, could become temporarily unavailable.

The test aimed to evaluate the effectiveness of the Company's business continuity and disaster recovery arrangements, ensure that relevant personnel could respond to a crisis in a systematic manner, minimize the impacts of operational disruption, and strengthen confidence among customers, shareholders, and other stakeholders in the Company's ability to maintain business continuity during emergencies.

The test results were analyzed and reviewed to improve the Business Continuity Plan and IT system recovery procedures, taking into account potential future risks and emergency scenarios. These efforts form part of the Company's approach to strengthening information technology security and organizational resilience.

Project Outcomes



20 targeted employees responsible for information system management across the Company and its subsidiaries participated in the exercise, representing **100%** participation.





ENVIRONMENTAL DIMENSION



Driving climate action through resource efficiency, innovation, and responsible operations.

Climate Change Management	56
Resource Efficiency	67
Waste and Food Loss & Waste Management	72



Climate Change Management



Risks and Opportunities

Climate change is directly relevant to the Company's business operations, as the food industry relies on the stable availability of agricultural raw materials, water, and energy, as well as the continuity of production processes throughout the supply chain. Climate variability, including droughts, floods, rising temperatures, and shifting growing seasons, may affect the availability, quality, and prices of raw materials, as well as production efficiency, operating costs, and the Company's ability to deliver products to customers as planned.

The Company therefore places importance on assessing climate-related risks across both its own operations and supply chain, considering physical risks arising from climate-related impacts and transition risks associated with the shift towards a low-carbon economy. These include GHG emissions reporting requirements, energy costs, carbon-related requirements

imposed by customers and end markets, and growing customer expectations for environmentally responsible products.

The Company manages these issues by improving energy and water efficiency in production processes, monitoring and reducing GHG emissions, strengthening raw material and supplier management, and developing production processes, packaging, and products in line with sustainability trends. At the same time, the Company recognizes opportunities arising from climate action, including reducing costs through greater resource efficiency, strengthening its credibility as a business partner among customers that place importance on environmental performance and disclosure, and further developing products and production processes with lower environmental impacts. These efforts support the Company's long-term competitiveness and business resilience.

Performance Overview 2025

		2025 Performance	2025 Target
	GHG emissions intensity (Scopes 1 and 2) ¹ (tCO2e/tonne of product)	0.30 ✓	<0.32
	Carbon Neutrality ²	Achieved ✓	

¹ The data scope covers NR Instant Produce Public Company Limited only.

² The Company has received Carbon Neutral Organization certification from the Thailand Greenhouse Gas Management Organization (Public Organization) for 5 consecutive years since 2020.

Management Approach

1. Strategy

The Company has established an approach to climate change management under its sustainability strategy, with emphasis on both reducing the impacts of its operations on the climate (mitigation) and adapting to address climate-related risks (adaptation), in alignment with environmental laws, stakeholder requirements, and sustainable business operations. The Company therefore focuses on improving the efficiency of energy, water, and resource consumption in its production processes through key energy-related measures, such as optimizing the operation of air compressors according to actual usage demand, managing the operation of cold storage rooms, installing solar power generation systems, using

electric forklifts, and turning off lights during lunch breaks. In terms of water management, the Company aims to reduce water loss in production processes and reuse water for floor cleaning in appropriate areas. The Company also manages waste by providing plant residues and food waste to farmers for beneficial use as compost. In this regard, the Company monitors its performance through relevant indicators, such as energy consumption, water consumption, GHG emissions, and the amount of waste utilized for beneficial purposes, in order to use the data to assess risk trends, the effectiveness of implemented measures, and continuously improve its climate-related management approach.

2. Climate Risk Management

The Company manages climate-related risks by integrating them into its enterprise risk management process in order to identify, assess, prioritize, and determine appropriate responses to risks that may affect business operations. This includes consideration of transition risks associated with the shift towards a low-carbon economy, such as requirements for GHG emissions reporting and reduction, carbon-related measures imposed by customers and destination markets, energy costs, changes

in production technologies, and stakeholder expectations. The Company also considers climate-related physical risks, including acute physical risks, such as flash floods, extreme weather events, or disruptions to transportation routes, as well as chronic physical risks, such as droughts, fluctuations in cultivation seasons, risks related to water availability, and uncertainties in agricultural raw materials.

• Transition Risks

Climate-Related Risks	Details	Potential Financial Impacts
Policy and Legal	- Increasing carbon prices per unit of GHG emissions - More stringent GHG emissions reporting and verification requirements	- Increased operating costs arising from carbon taxes or the purchase of carbon credits - Additional costs associated with emissions reporting and data verification
Technology	- Rapid advancement of low-carbon technologies - Need to transition production technologies toward more environmentally sustainable alternatives	- Capital expenditure (CAPEX) for new equipment or technologies - Costs associated with employee training and production process improvements
Market	- Growing demand for environmentally responsible products - Increased competition from competitors that adapt more rapidly to market changes	- 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	- Rising stakeholder expectations regarding sustainability performance - Increased public scrutiny of sustainability disclosures	- Reduced revenue resulting from loss of trust among customers and business partners - Reduced access to capital from investors or financial institutions

• Physical Risks

Climate-Related Risks	Details	Potential Financial Impacts
Acute	Increased severity of extreme weather events, particularly flooding, which may disrupt raw material transportation, product distribution, and business continuity	- Reduced revenue and increased operating costs due to disruptions in logistics and business operations - Potential damage to or premature write-off of assets
Chronic	Long-term changes in climate patterns, including rising temperatures and prolonged drought conditions, which may affect the availability, quality, and prices of agricultural raw materials	- Increased raw material and procurement costs - Increased operating costs associated with adapting to changing climate conditions - Increased capital expenditure (CAPEX) for climate-resilient infrastructure and equipment



Climate Risk Assessment

To support the management of climate-related risks, the Company has conducted an assessment of risks that may affect its business operations by taking into consideration long-term climate change trends, historical event data, the nature of the Company's operations, and potential impacts on the supply chain and business operations.

In 2025, the Company identified significant climate-related risks as follows:

- **Flood Risk**, which may affect the transportation of raw materials, product distribution, and business continuity, particularly in the event of flooding caused by heavy rainfall or high sea levels.
- **Drought Risk**, which may affect the quantity, quality, and prices of agricultural raw materials, as well as the stability of the supply chain.

The results of the climate-related risk assessment were analyzed and prioritized in accordance with the Company's risk management criteria, considering the likelihood of occurrence and the level of business impact, to determine appropriate risk mitigation measures, as summarized below:

Summary of Climate Risk Assessment Results (Climate Risk Matrix)

Risk	Category	Likelihood	Impact	Mitigation Measures
Flooding	Physical Risk	Low	Medium	BCP, Route Planning
Drought	Physical Risk	Medium	Medium	Supplier Diversification, Stock Management

The Company has used the assessment results to determine appropriate risk mitigation measures, including securing reliable sources of raw materials, diversifying suppliers, managing inventory levels, establishing alternative transportation routes, and developing a Business Continuity Plan (BCP). These measures aim to strengthen the Company's adaptive capacity and reduce potential impacts arising from climate change.

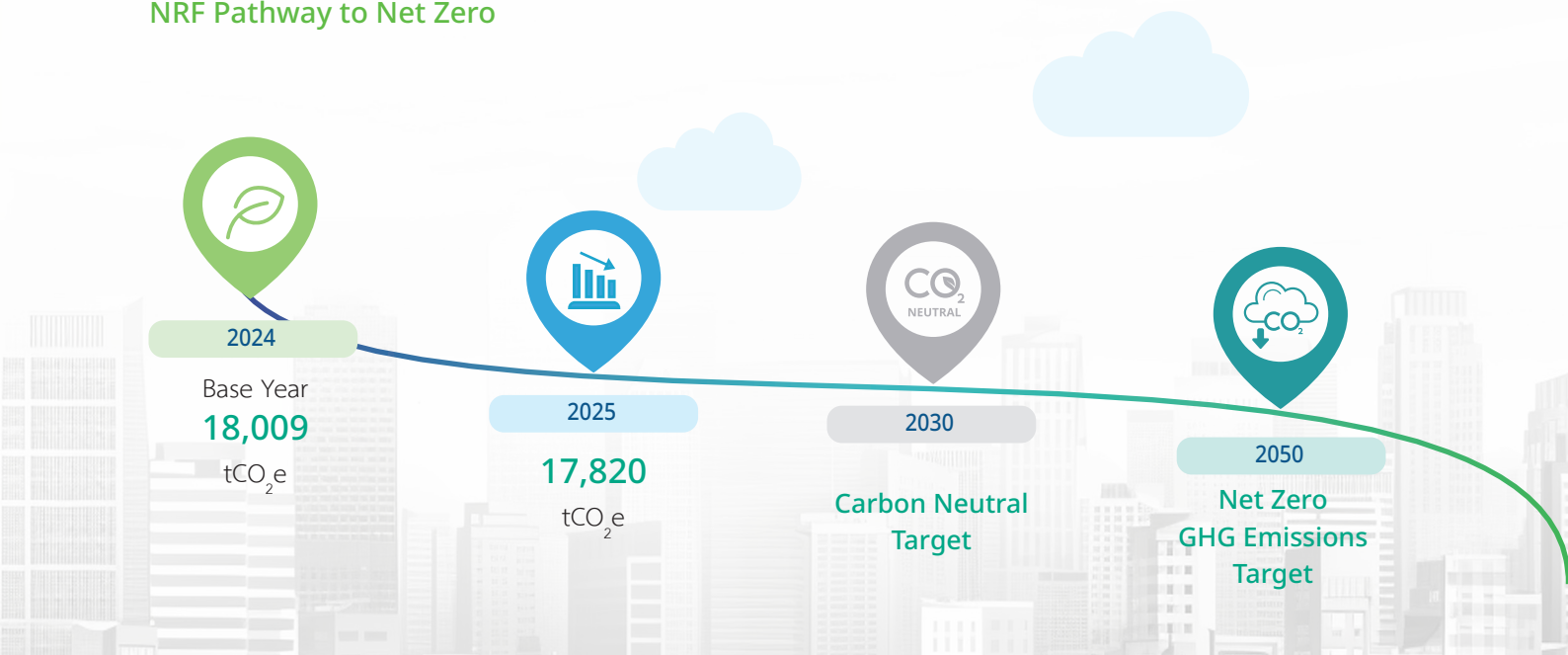
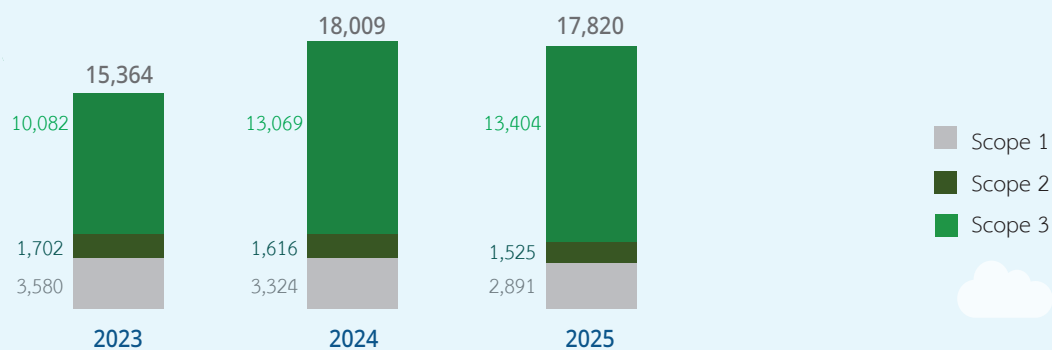
3. Metrics & Targets

The Company collects, monitors, and verifies GHG emissions data from its operations, covering Scope 1, Scope 2, and Scope 3 emissions in accordance with the reporting boundary and data availability, with reference to the GHG Protocol. This enables the Company to assess climate-related impacts and determine appropriate approaches to reduce GHG emissions. In addition, the Company monitors relevant indicators, such as GHG emissions, energy consumption, water consumption, and the use of renewable energy, in order to use the data to support

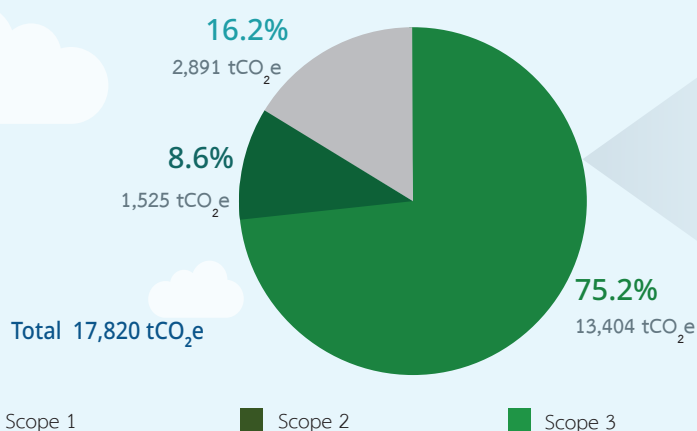
the establishment and review of GHG reduction targets in alignment with applicable laws, relevant requirements, Thailand's Nationally Determined Contribution (NDC), and the pathway towards Net Zero GHG emissions in accordance with the standards of the Thailand Greenhouse Gas Management Organization (Public Organization), or TGO.

The Company is currently in the process of developing a long-term Decarbonization Roadmap to define GHG reduction targets that are aligned with the organization's Net Zero target.

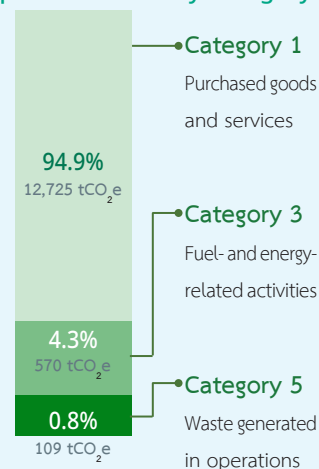
NRF Pathway to Net Zero

Total GHG Emissions (tCO₂e)

2025 GHG Emissions Breakdown by Scope



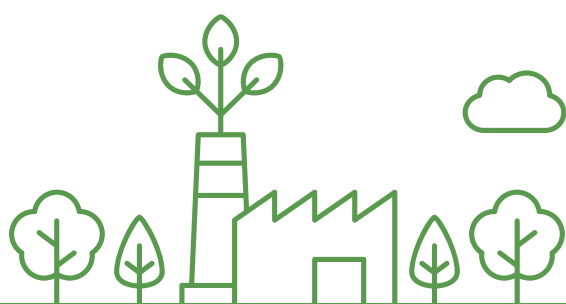
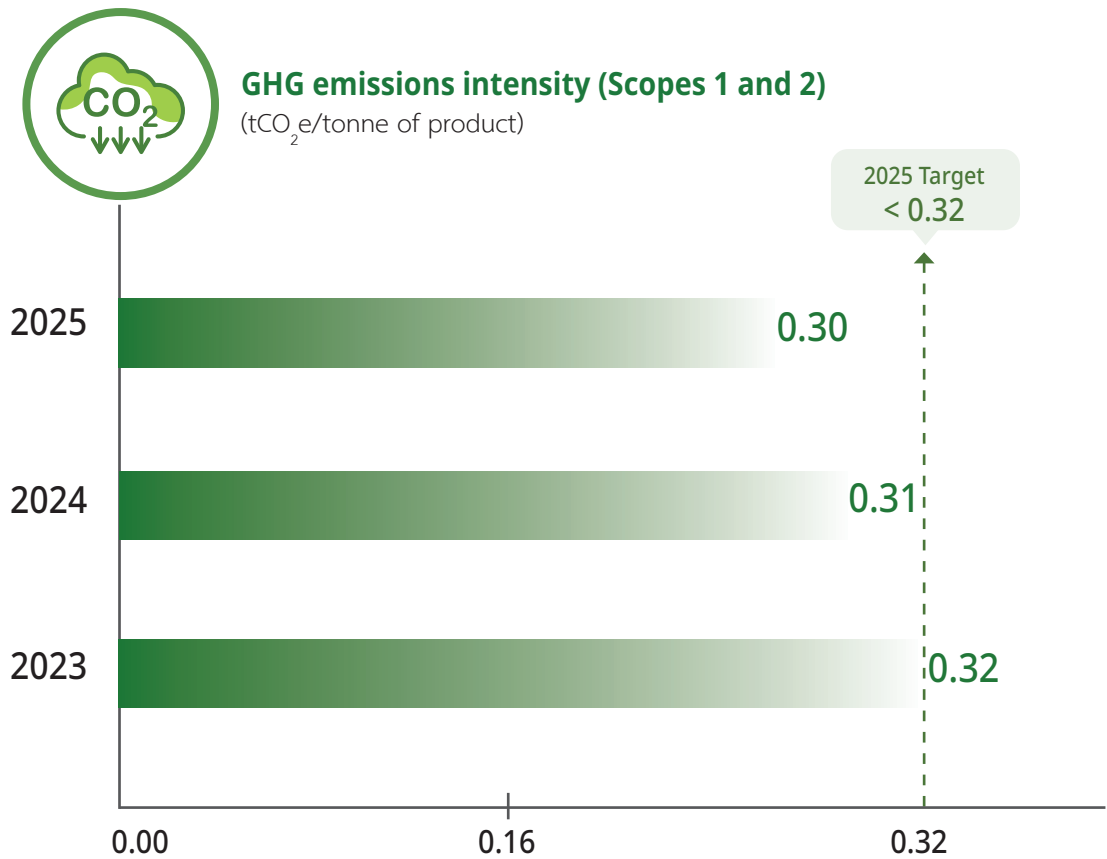
Scope 3 Emissions by Category



Note: The Company assesses Scope 3 GHG emissions across the value chain in accordance with the GHG Protocol, covering 11 of the 15 Scope 3 categories. However, only categories considered material to the Company's operations are reported. In 2025, these include

- Category 1 : Purchased goods and services,
- Category 3 : Fuel- and energy-related activities, and
- Category 5 : Waste generated in operations.

In 2025, the Company’s total GHG emissions amounted to 17,820 tCO₂e. The majority of emissions were from other indirect GHG emissions across the value chain, or Scope 3 emissions, accounting for 75.2%. This was followed by direct GHG emissions from the Company’s operations, or Scope 1 emissions, accounting for 16.2%, and indirect GHG emissions from purchased energy, or Scope 2 emissions, accounting for 8.6%. The Company uses this information to support its management planning and to determine appropriate approaches for reducing GHG emissions.



4. Governance

The Company places importance on the systematic management of climate change and GHG emissions in order to support its targets of achieving Carbon Neutrality by 2030 and Net Zero GHG emissions by 2050. The Company has established a clear governance structure covering the policy, oversight, monitoring, and operational levels, with the aim of integrating climate-related management into its business operations and corporate sustainability objectives.

In 2025, the Company appointed the “Net Zero Working Team” to drive the implementation of initiatives towards achieving the Company’s climate-related targets. The Company recognizes that the achievement of these targets requires collaboration across all functions, as well as a continuous, transparent, and verifiable monitoring system.

The Company has established the “Net Zero Steering Committee” to determine the direction, strategies, and

operational approaches for reducing the Company’s GHG emissions, as well as to oversee, monitor, and evaluate performance to ensure that the implementation is aligned with the Company’s targets and sustainability policy. The Chief Executive Officer serves as an advisor to the Committee, while performance progress is reported to the Risk Management and Sustainability Development Committee (RMSDC) at least twice a year.

Under the supervision of the Net Zero Steering Committee, the Net Zero Working Team is responsible for planning and implementing GHG reduction projects; monitoring and collecting data for the assessment of the Carbon Footprint for Organization (CFO); studying and monitoring suitable carbon reduction technologies or approaches; and promoting efficient energy use, clean energy, and the circular economy concept in order to support the Company’s long-term achievement of its Carbon Neutrality and Net Zero targets.



The Role of Social Participation in Mitigating Climate Change

The Company recognizes that addressing climate change cannot be achieved by any single organization alone, but requires collaboration among the public sector, private sector, academic sector, and civil society in order to drive a concrete transition towards a low-carbon economy. The Company therefore places importance on participating in climate-related networks and collaborations to exchange knowledge, monitor trends, measures, and mechanisms related to GHG emissions reduction, and support the enhancement of business sector capabilities in implementing climate-related actions effectively.

The Company has been a member of the Thailand Carbon Neutral Network (TCNN) since 2022 and has continuously participated in driving climate change initiatives together with the business sector and relevant organizations. In 2025, Mr. Dan Pathomvanich, Chief Executive Officer, was appointed as Chair of the Implementation & Engagement Subcommittee and the Carbon Market Subcommittee. These subcommittees play a role in supporting awareness raising, capacity building, and preparedness among network members to enable them to implement climate-related actions in a systematic manner, as well as promoting access to relevant knowledge, technologies, sources of funding, and carbon market mechanisms.

This participation reflects the Company's commitment to being part of the national climate transition, while also applying the knowledge and practices gained from the network to the Company's GHG management. This includes monitoring developments in carbon markets, preparing for climate-related requirements, and developing GHG emissions reduction approaches in alignment with the Company's Carbon Neutrality and Net Zero targets.



Mr. Dan Pathomvanich, Chair of the Implementation & Engagement Subcommittee of TCNN, delivered the opening remarks at the “TCNN Focus Group: Pathway to Net Zero” event, fostering knowledge exchange and collaboration to accelerate Thailand’s transition toward a net-zero future.

In addition, the Company is a member of the UN Global Compact Network Thailand (UNGCNT) and has continuously participated in Climate Action activities to exchange knowledge and sustainability practices with businesses both in Thailand and overseas. These efforts also support the long-term advancement of Thailand’s Net Zero GHG emissions and Carbon Neutrality targets.

Mr. Dan Pathomvanich, Chief Executive Officer, participated in the UN Global Compact – Climate Action Dialogue at the United Nations Headquarters in New York. The event provided a platform for exchanging perspectives on the role of the private sector in addressing climate change and advancing climate action at the global level.



Key Activities in 2025

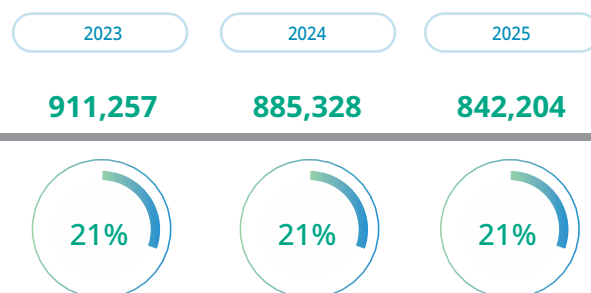
Renewable Energy Project

The Company continuously promotes the use of clean energy by installing a Solar PV Rooftop system on at its Samut Sakhon manufacturing facility, with plans to expand the installation to other manufacturing sites in the future. This aims to reduce reliance on electricity generated from fossil fuels, lower energy costs, and support the Company's GHG emissions reduction targets.



Electricity generated from solar PV (kWh)

Renewable energy as a percentage of total electricity consumption



2025 Performance

- Installed a rooftop solar PV system with a total installed capacity of 749.73 kWp.
- Generated 842,204 kWh of renewable electricity, representing 21% of the Company's total electricity consumption.
- Reduced GHG emissions by approximately 400 tCO₂e/year.



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.

2025 Performance

- Reduced LPG consumption by 1,695 kg / year.
- Reduced GHG emissions by over 5.43 tCO₂e/year.



Capacity Building on Carbon Management and Corporate Carbon Footprint

The Company provides training and knowledge-sharing sessions on carbon, climate change, and GHG emissions to raise awareness and enhance employees' understanding of sources of GHG emissions, environmental impacts, and approaches to reducing GHG emissions in operational processes. The training also aims to develop internal capabilities in preparing the Carbon Footprint for Organization (CFO), with emphasis on the accurate, complete, and verifiable collection, review, and preparation of GHG emissions data. In 2025, the Company conducted training covering NRF and subsidiary (City Food) to support the systematic and effective monitoring, reporting, and management of GHG emissions across the Group.



NRF



City Food



Climate Change Awareness Campaign

The Company regularly conducts communication and awareness campaigns on GHG emissions by disseminating information on sources of GHG emissions from various sectors, such as the energy, agriculture, industry, and waste management. The campaigns also provide information on the carbon footprint associated with different food products, helping employees and stakeholders recognize the link between consumption behaviors and climate change. This awareness encourages more responsible consumption and more efficient use of resources.

Air Emissions Management

The Company is committed to minimizing air emissions from its operations in order to protect air quality within its manufacturing facilities and the surrounding communities. Air emissions are generated from various operational activities, including boiler operations, transportation, and production processes that may release particulate matter and gaseous pollutants.

To ensure compliance with applicable environmental laws and regulations, the Company regularly monitors air emissions using standardized measurement methods. Monitoring results are reviewed to verify that emission levels remain within the regulatory limits.

The Company also records and reviews air emissions data on an annual basis to monitor environmental performance and identify opportunities for continuous improvement in air emissions management.

Summary of Air Emissions

Air Emissions	2025 Performance (kg/year)
Total Suspended Particulates (TSP)	5,226.65
Sulfur Oxides (SOx)	44,531.11
Nitrogen Oxides (NOx)	9,725.02
Carbon Monoxide (CO)	3,023.08

Biodiversity Management

The Company recognizes that the food industry depends heavily on natural resources and ecosystem services throughout its value chain. Agricultural raw materials, water resources, soil quality, and healthy ecosystems are essential to ensuring supply chain resilience and supporting long-term business continuity. Therefore, the Company is committed to managing the environmental impacts of its operations and promoting responsible resource management across its value chain.

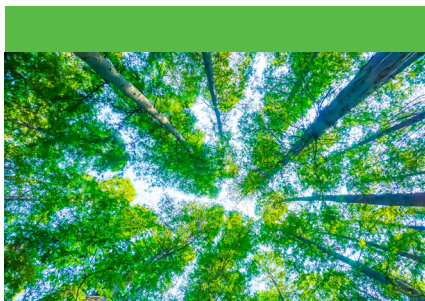
To minimize biodiversity-related impacts, the Company promotes responsible sourcing practices by selecting raw material suppliers that are not associated with deforestation or the conversion of natural ecosystems, such as forests and wetlands, which are habitats for wildlife and biodiversity-rich areas. In addition, the Company encourages the use of FSC (Forest Stewardship Council)-certified paper and paper packaging, where required by customers and appropriate for the product, to support responsible forest management and reduce the risk of sourcing materials linked to deforestation.

The Company adopts an integrated approach to biodiversity management by creating opportunities for ecosystem conservation and restoration through the following key initiatives:

1

Sustainable Sourcing

Promoting responsible sourcing practices while protecting natural ecosystems from deforestation and land conversion.



2

Improving Production Processes

Enhancing production efficiency to reduce resource consumption and minimize waste generation.



3

Supporting Local Raw Materials

Promoting the use of locally sourced raw materials to strengthen local economies and support sustainable livelihoods.



Biodiversity Risk Assessment

The Company conducted a biodiversity risk assessment using the WWF Biodiversity Risk Filter to assess location-specific risks that may affect the Company's business operations and supply chain. The assessment covered the Company's and its subsidiaries' key factories and operating sites.

Risk Assessment Results

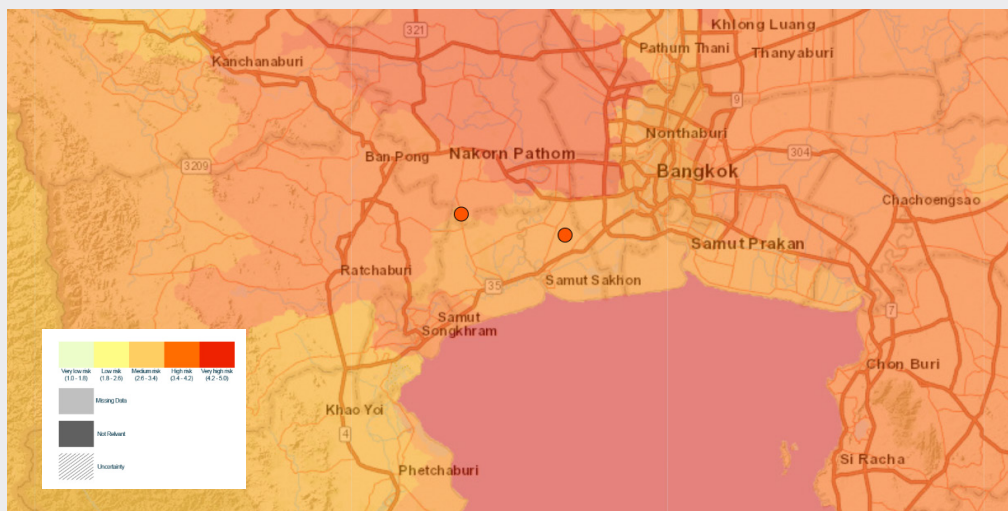
The assessment found that the Company's factories and operating sites are located in areas with high biodiversity-related risk. The risk associated with dependency on ecosystem provisioning services was assessed at a very high level (4.55), while physical risk was assessed at a high level (4.15). This reflects the Company's dependency on natural resources and ecosystem services that are important to business operations, particularly water resources, agricultural raw materials, soil quality, and supply chain stability.

In addition, regulatory deficiency risk related to biodiversity was assessed at a high level, while reputational risk was assessed at a moderate level. This reflects increasing stakeholders' expectations for business operations that are responsible for nature and ecosystems.

The assessment indicates that the Company's key issues do not arise from direct impacts on protected areas but are related to its dependency on natural resources and ecosystem services, particularly water resources, agricultural raw materials, and supply chain stability. These factors may be affected by ecosystem degradation and climate change, which could impact on the continuity of raw material sourcing, operating costs, and the long-term competitiveness of the business.

Summary of Biodiversity Risk Assessment Using the WWF Biodiversity Risk Filter

Risk Type	Score	Risk Level
Physical Risk	4.15	High
Provisioning Services	4.55	Very High
Regulating & Supporting Services	3.75	High
Regulating Services	3.59	High
Regulatory Deficiency Risk	3.50	High
Reputational Risk	3.08	Medium
Overall Risk Level		High



WWF Biodiversity Risk Filter

The Company has used the assessment results to support the management of environmental risks, with a focus on responsible raw material sourcing, improving resource efficiency, supporting raw materials from sustainable sources, using FSC-certified materials as appropriate for each product, and promoting business practices that help reduce impacts on ecosystems and biodiversity throughout the value chain.

Biodiversity Awareness Campaign

The Company places importance on promoting biodiversity awareness by communicating and conducting campaigns through various corporate channels on key occasions related to the conservation of natural resources and ecosystems, such as Thai Mangrove Forest Day, National Tree Day, Thai Elephant Day, and Thai Buffalo Conservation Day. These initiatives aim to enhance employees' and stakeholders' understanding of the importance of biodiversity to ecosystem balance, environmental quality, and the sustainability of natural resources.

In addition, the Company communicates the roles of forests, wildlife, and ecosystems, which are closely connected to livelihoods, communities, and the national economy, in order to promote responsible resource use and participation in nature conservation.

The Company believes that communication and knowledge-sharing are important mechanisms for fostering environmental awareness and supporting the continuous long-term conservation of biodiversity.





Resource Efficiency



Risks and Opportunities

Energy and water are important resources for the Company's business operations, both in production processes and operations within its operating sites. Inefficient resource consumption may result in higher operating costs, affect production efficiency, and increase risks arising from energy price volatility, water scarcity, and more stringent environmental requirements.

The Company therefore focuses on systematically managing energy and water through monitoring resource consumption,

improving the efficiency of machinery and production processes, reducing losses, and promoting the use of appropriate technologies. These efforts aim to enhance operational efficiency, reduce costs, and minimize environmental impacts. The Company continuously monitors performance through energy and water-related indicators and uses the data to determine improvement measures and manage long-term risks.

Performance Overview 2025

		2025 Performance	2025 Target
	Electricity intensity ⁽¹⁾ (kWh/tonne of product)	297.69 ✗	<228
	Water intensity ⁽¹⁾ (m ³ /tonne of product)	13.04 ✗	<10.28
	Conduct a water risk assessment in water-stressed areas at all company operational sites (%)	100 ✓	100

⁽¹⁾The data scope covers NR Instant Produce Public Company Limited only.

Management Approach

To achieve its targets for efficient energy and resource management, in alignment with ESG principles and in support of the Sustainable Development Goals (SDGs), the Company has established operational approaches covering various dimensions as follows:

1. Energy Management

The Company places importance on efficient energy management, as energy is a key factor in production processes, operating costs, and the Company's GHG emissions. The Company therefore conducts regular energy audits and reviews to collect data, monitor energy consumption trends, and identify opportunities for energy savings or improvements in operational efficiency. The results of these assessments are used to support the planning of energy conservation measures, improvements to work processes, control of energy-consuming equipment, and promotion of employee participation in efficient energy use. These efforts aim to support cost reduction, minimize environmental impacts, and contribute to the Company's long-term GHG emissions reduction targets.



➤ Electricity Consumption Management

The Company manages electricity consumption efficiently through monitoring electricity usage, reviewing energy efficiency, and continuously implementing energy conservation measures, such as the use of LED lighting, management of electricity consumption during peak demand periods, installation of solar power generation systems, and promotion of energy-saving behaviors among employees. The Company monitors performance through energy-related indicators and the amount of electricity generated from renewable energy sources, in order to support its long-term targets for reducing energy costs and GHG emissions.

Key Activities in 2025

• Energy Efficiency Improvement Project

1 Air Compressor Optimization Project

The Company reviewed the operating pattern of air compressors used in the production process and found that, during certain periods when compressed air demand was not high, operating large air compressors resulted in excessive electricity consumption. The Company therefore adjusted the operating pattern by alternating the use of air compressors to match actual demand, in order to improve energy efficiency and reduce operating costs.

Improvement Measures

- Analyzed compressed air demand across production processes.
- Reviewed the operating schedule and capacity of air compressors used during different operating periods.
- Optimized equipment operation by utilizing smaller-capacity air compressors during periods of lower demand.
- Continuously monitored and evaluated electricity consumption following the implementation.

Results

- Reduced electricity consumption from 64,800 kWh/year to 47,520 kWh/year.
- Reduced electricity consumption by 17,280 kWh/year.
- Achieved electricity cost savings by approximately 82,944 THB/year.
- Reduced GHG emissions by approximately 8.21 tCO₂e/year.



2 Cold Room Operation Optimization Project

The Company reviewed the operating pattern of cold storage rooms within its manufacturing facilities and found that certain cold storage rooms were being operated during periods of low usage demand, resulting in unnecessary electricity consumption. The Company therefore adjusted the management approach for opening and closing cold storage rooms to align with production plans and product storage requirements, to improve energy efficiency without affecting product quality and safety.

Improvement Measures

- Assessed cold room utilization patterns in each operational area.
- Reviewed the necessity of operating cold storage rooms in alignment with production plans and product storage requirements.
- Optimized cold room operating schedules according to actual demand.
- Continuously monitored and evaluated electricity consumption after project implementation.

Results

- Reduced electricity consumption from 285,795 kWh/year to 254,040 kWh/year.
- Reduced electricity consumption by 31,755 kWh/year.
- Achieved electricity cost savings of approximately 152,424 THB/year.
- Reduced GHG emissions by approximately 15.08 tCO₂e.



Key Activities in 2025

• Energy Awareness Project

1 Energy Management Training for New Employees

The Company promotes awareness of efficient energy use from the first day of employment by including the topic of “Energy Management” in the orientation program for new employees at all levels. The training aims to enhance understanding of the Company’s energy conservation approach, employees’ roles in using energy efficiently, and practical energy-saving guidelines for daily operations. The training is conducted in an onsite format, with training materials prepared in both Thai and Myanmar languages to ensure that all employee groups can access and understand the content effectively.

2025 Performance

100% of new employees received energy management training.

2 Energy Conservation Awareness Campaign

The Company continuously communicates and conducts energy conservation campaigns through internal corporate channels and the Company’s social media platforms. Communication materials are prepared in both Thai and Myanmar languages to disseminate guidelines on the efficient use of energy and resources to employees and stakeholders. These efforts aim to foster responsible resource use behaviors and support sustainable operations.



Energy conservation campaign materials shared via the Company’s social media platforms

➤ 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.



Fuel oil usage intensity¹(Liter/tonne of product)

⁽¹⁾ The data scope covers NR Instant Produce Public Company Limited only

2025 Performance	2025 Target
57.84 x	<48

2. Water Management

The Company recognizes that water is an important resource for the food business, including production processes, raw material washing, hygiene control, and cleaning of production areas. The Company therefore places importance on efficient water management by aiming to reduce unnecessary water consumption, minimize water loss in production processes, and promote water reuse in appropriate activities, such as reusing water for cleaning certain areas. Such reuse is carried out under established operating procedures that define appropriate boundaries for water reuse, taking into consideration hygiene requirements, food safety, and the suitability of the areas where reused water is applied. In addition, the Company monitors water consumption, wastewater, and the results of water reduction or reuse measures in order to evaluate the effectiveness of such measures, plan improvements in water use, and support responsible and sustainable water resource management.

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 annually assesses water-related risks at its operating sites using the Aqueduct Water Risk Atlas Version 4.0, developed by the World Resources Institute (WRI). The assessment enables the Company to identify water stress levels at each site and support effective water resource management while strengthening preparedness for water-related risks that may affect business operations and surrounding communities.

Risk Assessment Results

The assessment results indicate that the NRF's Samut Sakhon manufacturing facility and City Food's Nakhon Pathom manufacturing facility are located in areas classified as Extremely High Water Stress (>80%), while the NRF office in Bangkok is located in an area classified as High Water Stress (40–80%).

Although all operating sites are located in water-stressed areas, their dependency on water resources differs according to the source of the municipal water supply. The NRF manufacturing facility and the Bangkok Office receive treated municipal water sourced from surface water, while the CTF manufacturing facility receives treated municipal water sourced from groundwater. This difference in water sources contributes to varying levels of dependency on local water resources across the Company's operations.

The Company therefore places importance on monitoring water consumption, managing water use efficiency, and preparing for water resource-related risks to support business continuity and reduce impacts on local water resources. Details of the assessment results are presented in Table 1.

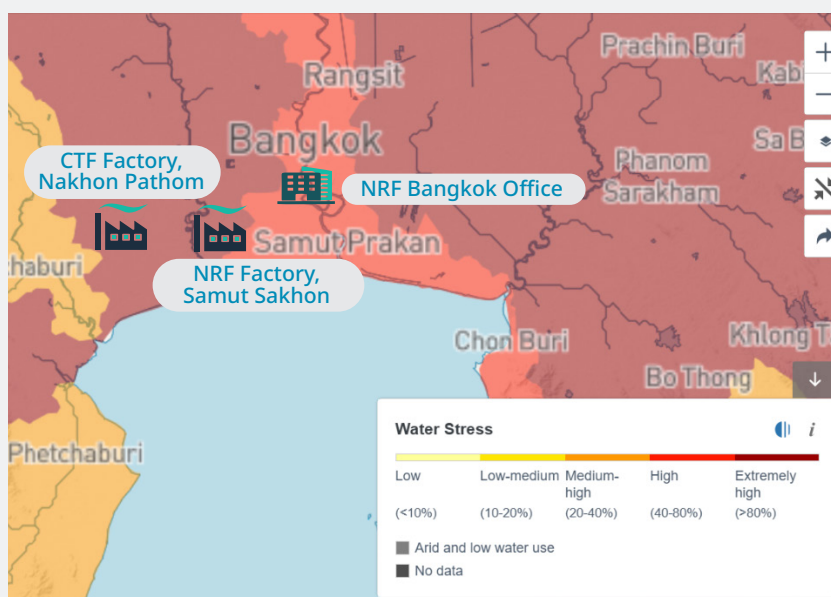


Table 1: Water Risk Assessment Results

Site	Facility Type	Province	Baseline Water Stress	Risk Level
NRF	Manufacturing	Samut Sakhon	>80%	Extremely High
CTF	Manufacturing	Nakhon Pathom	>80%	Extremely High
NRF Bangkok Office	Office	Bangkok	40-80%	High

Table 2: Water Withdrawal by Operational Site

Site	Water Withdrawal (m ³)
NRF	144,520
CTF	45,461
Total Manufacturing Sites	189,981

Note: - The total water consumption reported refers to water received from third-party water supply providers.

- The NRF Bangkok office is excluded from the total water consumption data, as there is no separate water meter for the office area and water expenses are included in the building's common service charges.

The Company's manufacturing operations recorded a total water withdrawal of 189,981 m³ in 2025. The NRF manufacturing facility accounted for 144,520 m³ of water, while the CTF manufacturing facility accounted for 45,461 m³.

Water withdrawal data are analyzed to understand water use patterns at each operational site, identify opportunities to improve water use efficiency, and support the implementation of continuous water management initiatives.

Key Activities in 2025

1 Water Recycling Initiative

The Company treats wastewater generated from its production processes using an Activated Sludge treatment system and regularly monitors effluent quality to ensure compliance with applicable regulatory requirements before discharge to receiving water bodies. In addition, the Company reuses treated wastewater for suitable non-production applications within its manufacturing facilities to reduce freshwater withdrawal and improve water use efficiency.

Project Outcomes

- Reduced freshwater withdrawal from the municipal water supply.
- Reduced wastewater discharge by **301** m³/year.



2 Water Conservation Awareness Campaign Project

The Company places importance on raising awareness and promoting the participation of employees and stakeholders in the efficient use of water. The Company continuously communicates and conducts campaigns through internal corporate channels and the Company's social media platforms to enhance understanding of water conservation practices and promote responsible water use behaviours. These efforts aim to encourage the efficient use of water resources and support sustainable water management.



Water conservation campaign materials shared via the Company's social media platforms



Waste and Food Loss & Waste Management



Risks and Opportunities

The Company recognizes that waste and surplus food generated from production processes are important issues that reflect resource efficiency and the effectiveness of operational processes throughout the value chain. Raw material loss, surplus food, and production waste are all associated with the excessive use of energy, water, packaging, and natural resources, and may also lead to an increased burden from waste disposal and GHG emissions. The Company therefore focuses on waste management by reducing waste generation at source, while improving resource efficiency across all stages of operations through improvements to production processes to reduce raw material loss, avoiding unnecessary resource use, proper waste segregation, and the reuse or recovery of materials that can still be utilized, in order to reduce the amount of waste sent for disposal and reduce food waste sent to landfill, in line with the Zero to Landfill

approach. In addition, the Company promotes circular resource use through recycling, the beneficial use of organic waste, and the development of Waste-to-Value approaches to increase the value of by-products and residual materials, while working with business partners and waste management service providers to enhance waste management efficiency throughout the supply chain in a transparent manner and in compliance with environmental requirements. The Company believes that effective waste management not only helps reduce environmental impacts and avoid unnecessary resource consumption, but also enhances operational efficiency, reduces costs, supports circular economy goals, reduces GHG emissions, and strengthens trust among customers, business partners, and stakeholders amid continuously increasing sustainability expectations.

Performance Overview 2025

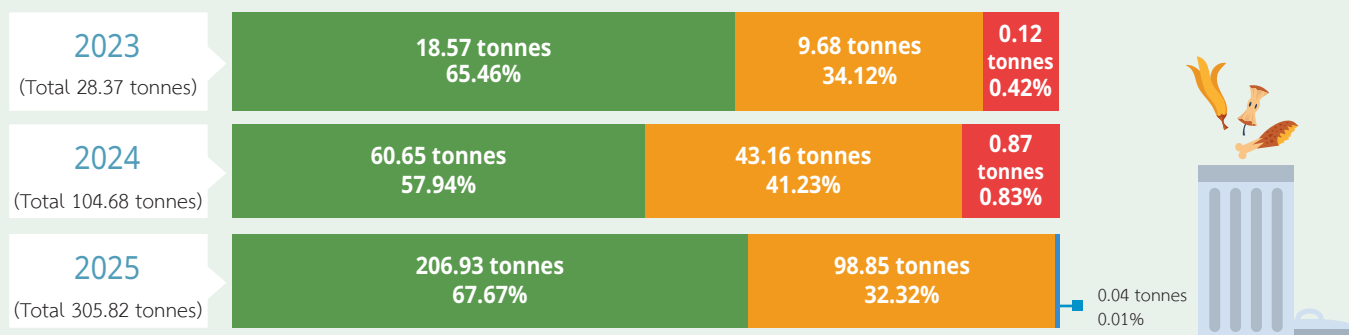
	2025 Performance	2025 Target	2030 Target
 Waste Recovery Rate ⁽¹⁾ (%)	68 ✓	>50	>75
 Food Waste Recovery Rate ⁽²⁾ (%)	100 ✓	100	100
 Zero Food Waste to Landfill ⁽²⁾	Achieved ✓		

⁽¹⁾ Data covers NR Instant Produce Public Company Limited and City Food Company Limited.

⁽²⁾ The data scope covers NR Instant Produce Public Company Limited only.

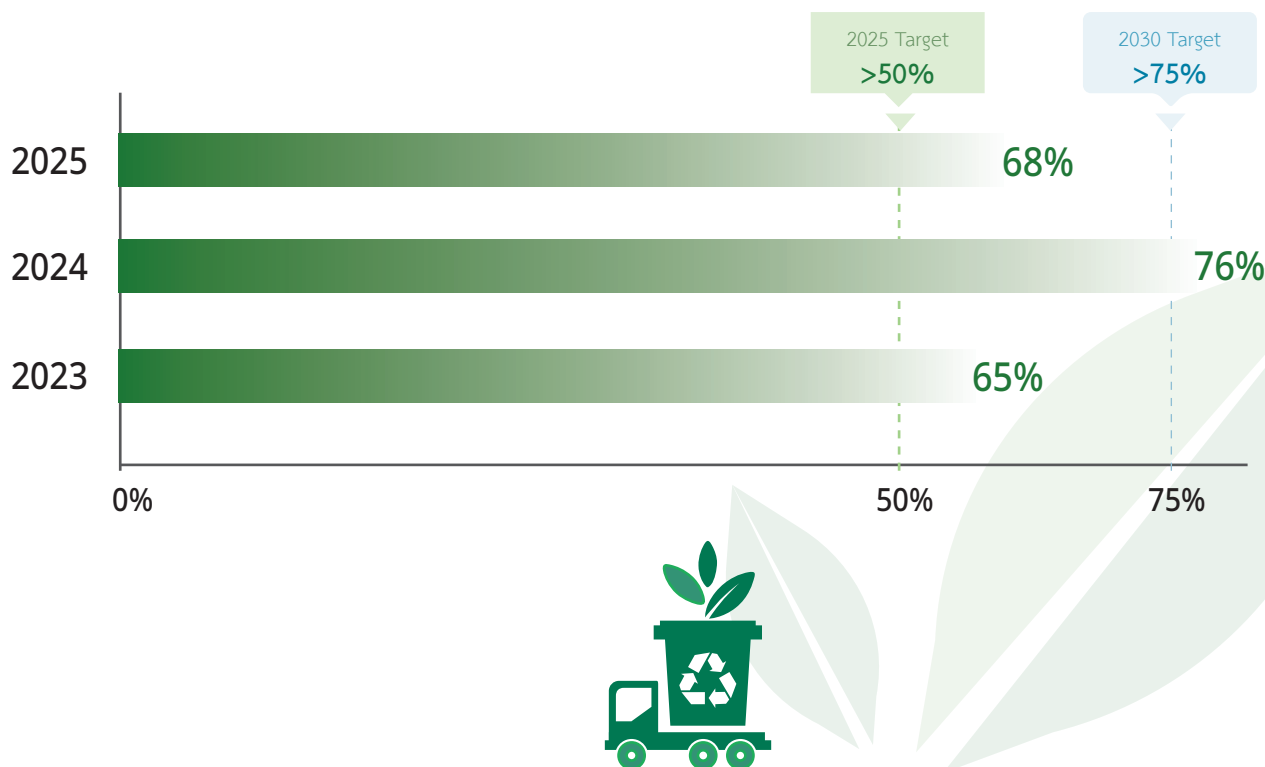
Waste Management by Disposal Method

■ Reuse/Recycle ■ Landfill Disposal
■ Incineration ■ Physico-Chemical Treatment

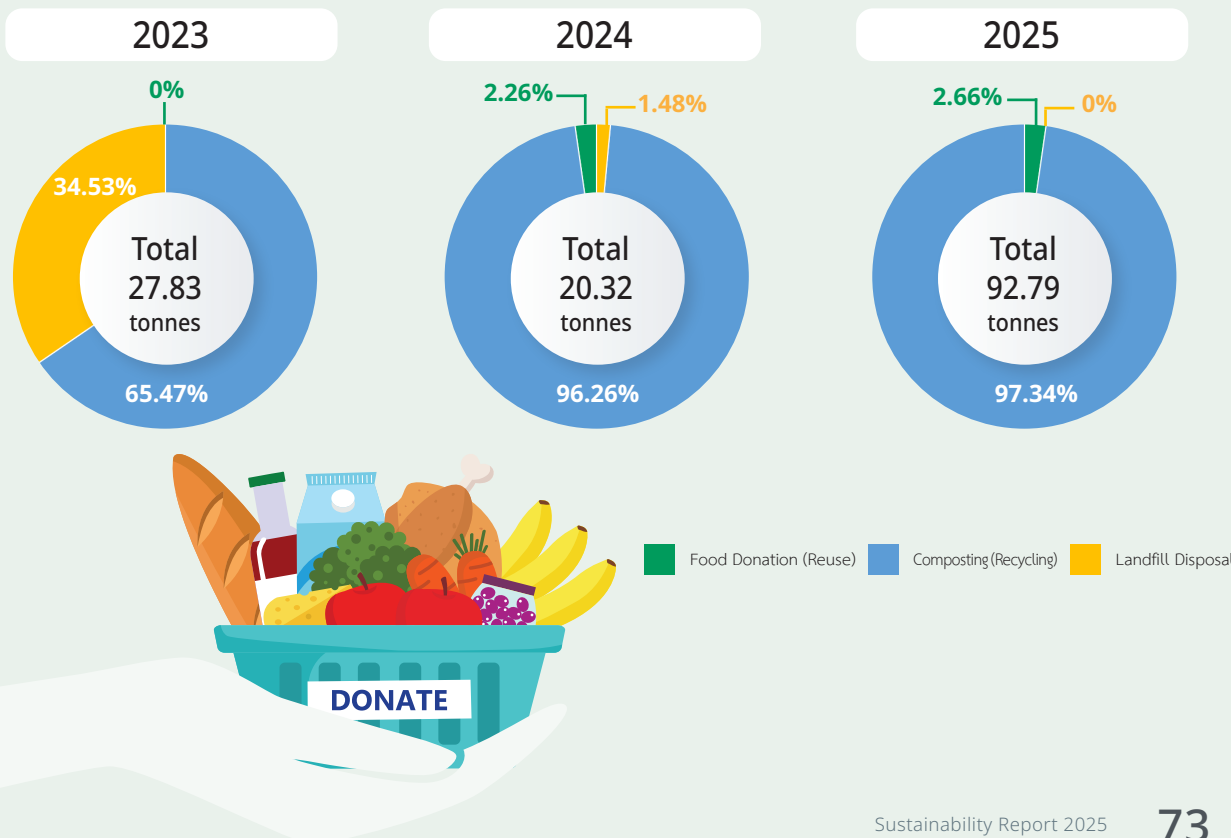


Waste Recovery Rate

(Hazardous and Non-hazardous Waste)



Food Waste Management by Disposal Method



Management Approach

The Company places importance on waste management and efficient resource utilization by focusing on reducing waste generation at source, increasing the beneficial use of residual materials, and reducing the amount of waste sent for disposal through the application of the 3Rs principles (Reduce, Reuse, Recycle) and the circular economy concept throughout its operations. The Company manages waste under a management system that aligns with relevant quality, food safety, legal, and environmental requirements, covering waste segregation at source, proper storage and collection, transfer to relevant waste management service providers, and regular monitoring and review of performance. These efforts aim to improve resource efficiency, reduce environmental impacts, and support sustainable growth throughout the value chain.

The Company provides waste segregation according to the types of waste generated from its operations, such as organic waste, paper, plastic, metal, glass, general waste, and hazardous waste, including batteries, light bulbs, or other waste requiring special control. Appropriate bins,

containers, or storage areas are provided, together with waste category labels, to support employees in segregating waste correctly at source and reducing contamination between different types of waste. Segregated waste is managed according to its characteristics. Waste that can be utilized is transferred to appropriate buyers or waste management service providers for recycling or beneficial use, while non-recyclable waste is sent for disposal through appropriate methods. Hazardous waste is separately stored, labelled, controlled to prevent contamination, and transferred to legally authorized waste disposal service providers. In addition, the Company monitors waste quantities by type and management method, such as recovery, recycling, treatment, and disposal, while maintaining supporting documents for waste handover, such as purchase receipts, waste transportation documents, waste management service provider contracts, or treatment/disposal confirmation documents. These documents are used as evidence for traceability, performance evaluation, and continuous improvement of operations.

The Company's waste management approaches are as follows:

- 1) **Legal compliance:** Control the management of unused waste transported outside the factory premises in accordance with the requirements of the Department of Industrial Works, as well as relevant environmental laws and regulations.
- 2) **Policy implementation:** Implement policies and sustainable development goals by placing importance on minimizing waste generated from production processes and office buildings, while maximizing beneficial use in order to reduce waste sent to landfill and support the Zero Waste to Landfill approach.
- 3) **Target and practice setting:** Establish targets and practices for waste management, covering waste segregation methods, proper storage and collection, and the selection and assessment of waste disposal service providers.
- 4) **Control of activities and work processes:** Control activities and work processes to minimize residual waste.
- 5) **Process, tool, and technology development:** Develop processes and tools, procure appropriate technologies, and monitor waste and waste management processes to continuously reduce waste generation from production processes. The Company also seeks opportunities to enhance production processes and procure high-efficiency and modern technologies to increase production rates while using fewer production resources.
- 6) **Promotion of good practices:** Establish good practices and raise awareness and cooperation among employees at all levels in using resources responsibly and participating in waste segregation. This enables the Company to understand the quantities of different waste types and manage them appropriately for further reduction and disposal.
- 7) **Stakeholder engagement:** Communicate proper waste management practices to all stakeholder groups through the Company's communication channels, while listening to stakeholder expectations in order to further develop appropriate operational approaches.

Food Loss and Waste Management

The Company recognizes that raw material loss, surplus food, and food waste affect resource efficiency throughout the production process, including the use of energy, water, packaging, and other related resources. The Company therefore places importance on preventing food loss and reducing food waste at source by improving the efficiency of raw material and resource utilization to maximize value, while reducing the amount of waste requiring disposal and minimizing environmental impacts. In this regard, the Company has established an approach to managing surplus food and food waste according to the resource utilization hierarchy as follows:

1) Prevention of Food Loss and Utilization of Surplus Food

The Company places importance on preventing food loss at source through production planning that aligns with customer demand, improving production process efficiency, and enhancing employees' skills to reduce raw material and food loss during operations. For surplus food that remains of good quality and safe for consumption, the Company transfers it through network organizations to support communities and vulnerable groups, thereby creating social value while reducing food waste generation.

2) Beneficial Use of Generated Waste

Raw materials or food waste that are not suitable for consumption are utilized in various appropriate forms, such as being used as animal feed or processed into organic fertilizer in collaboration with network organizations and local farmers. This helps preserve the value of resources and reduce the amount of waste sent for disposal.

3) Disposal of Non-recoverable Waste

For waste that cannot be recovered for beneficial use, the Company sends it for disposal through appropriate methods in compliance with relevant legal requirements, in order to control environmental impacts and support responsible waste management.



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
- Incineration



Packaging Strategy for Sustainability

The Company recognizes that packaging plays an important role in maintaining product quality and safety, while also helping to reduce environmental impacts throughout the packaging life cycle. The Company has therefore established packaging management approaches to support efficient resource utilization, reduce waste generation, and promote the circular economy, as follows:

Packaging Strategy for Sustainability



Reducing Material Use and Sustainable Design

The Company places importance on the design and improvement of packaging by taking into consideration efficient resource utilization, product safety, and consumers' ability to manage packaging after use. In developing or modifying packaging, the Company considers environmental factors together with quality requirements, food safety, product shelf life, and customer requirements to ensure that packaging is suitable for use and helps reduce environmental impacts.

The Company has improved the packaging of certain products by considering the reduction of packaging size or weight to suit product volume, reducing the use of unnecessary materials, and designing packaging components to be easier to segregate by material type, such as separating glass bottles and metal caps, so that consumers can properly segregate packaging before it enters the recycling system.

These improvements help reduce resource consumption, decrease post-consumer packaging waste, and increase the opportunity for packaging to be recovered through recycling systems or the circular economy, while maintaining product quality, safety, and integrity in accordance with relevant requirements.



Previous Design



New Design

Responsible Packaging Sourcing

The Company recognizes the importance of the sources of packaging materials, particularly materials related to paper and forest-based products, such as labels, boxes, and paper packaging. The Company therefore considers the use of materials or suppliers with certification systems for sustainable forest management or raw material traceability, where appropriate to the product, customer requirements, and supplier readiness.

The Company uses certain packaging materials and labels from suppliers certified under the FSC Chain of Custody (CoC) standard, which is a system that helps verify the control of forest-based material sources throughout the supply chain. The use of such materials is one of the approaches considered by the Company to support the use of resources from properly managed and traceable sources.

The Company has an approach to continuously developing the procurement of packaging materials related to paper and forest-based materials, considering quality, product safety, supplier readiness, cost, and suitability for use as key considerations.

TYPICAL NUTRITIONAL INFORMATION		
AVERAGE VALUES	PER 100 ml	PER 15 ml SERVING
Energy	281 kJ	42 kJ
Protein	1,3 g	0,2 g
Glycaemic carbohydrate of which total sugar	15 g 11,8 g	2 g 1,8 g
Total fat of which:	0,2 g	<0,1 g
saturated fat	<0,1 g	<0,1 g
trans fat	0,0 g	0,0 g
monounsaturated fat	0,1 g	<0,1 g
polyunsaturated fat	<0,1 g	<0,1 g
Cholesterol	<5 mg	<5 mg
Dietary fibre*	0,5 g	<0,1 g
Total sodium	4932 mg	740 mg
INFORMATION FOR PRODUCT AS SOLD. *AOAC 991.43		
www.woolworths.co.za Specially produced for Woolworths (Pty) Ltd., 93 Longmarket Street, Cape Town, South Africa Consumer Helpline: 0860 022 002 PRODUCED IN THAILAND		
  		



Promoting Recycling and End-of-Life Packaging Management

The Company places importance on reducing environmental impacts from post-consumer packaging by communicating guidance on end-of-life packaging management through product labels. This enables consumers to properly segregate and manage packaging according to material type, such as providing recycling information by packaging component, including glass bottles that can be segregated for glass recycling systems and metal caps that can be segregated for metal recycling systems. Such communication helps encourage consumers to separate packaging from general waste, reduce contamination of recyclable materials, and increase opportunities for packaging to be recovered and utilized, instead of being sent for disposal or landfill.

In addition, the Company monitors and studies alternative materials and packaging designs that can support recycling and efficient resource use, taking into consideration material suitability, quality, product safety, and relevant requirements, in order to support the circular economy concept in the long term.

Key Activities in 2025

1. Process Improvement Initiative to Reduce Waste and Resource Loss

The Company believes that effective waste management and efficient resource utilization require cooperation from employees at all levels. The Company therefore promotes employee participation through communication, awareness raising, knowledge development on waste segregation, and the promotion of a culture of continuous improvement through the Kaizen project. This provides opportunities for employees to propose approaches to reduce losses from work processes, minimize unnecessary resource consumption, and improve operational efficiency, leading to waste reduction at source, or waste prevention.

In 2025, the Company implemented work process improvement projects across various operating areas to promote efficient resource use, reduce raw material loss, and minimize the use of consumable materials. These initiatives generated benefits in terms of both environmental performance and operational efficiency, as follows:

➤ Project to Improve Efficiency and Reduce Raw Material Loss from the Dried Shrimp Fine Grinding Process

The Company found that raw material loss occurred in the dried shrimp fine grinding process due to spillage during production. The Company therefore improved the work process to reduce raw material loss and enhance resource efficiency.

Improvement Approach

- Analyzed points where raw material loss occurred within the production process
- Designed and installed stainless steel trays to collect raw materials at risk points

Results

- Reduced raw material loss by 70.08 kg/year
- Reduced raw material loss costs by Baht 27,552/year



Before



After

➤ Project to Reduce the Use of Raw Material Bags in the Powder Sieving Process

The Company reviewed the raw material powder sieving process and found that 52 raw material bags were used per order, resulting in unnecessary consumption of materials and costs. The Company therefore improved the work method to reduce the use of temporary packaging materials and enhance resource efficiency.

Improvement Approach

- Improved the raw material conveying and sieving process
- Adjusted the method of transferring raw materials from storage containers into the production process without using raw material bags
- Established the revised work method as a standard operating practice

Results

- Reduced the use of raw material bags by 6,240 bags/year
- Reduced costs by Baht 9,640/year



Before



After

➤ Project to Reduce Adhesive Raw Material Loss from the Labeling Process

The Company reviewed the product labeling process and found that the use of adhesive in the labeling machine resulted in approximately 5 kg of adhesive remaining in each container after use, which could not be reused. This caused raw material loss and increased production costs. The Company therefore improved the method of using and storing adhesive to reduce loss and enhance resource efficiency

Improvement Approach

- Studied and analyzed the causes of adhesive raw material loss in the labeling process
- Prepared adhesive collection containers and adjusted the usage method to enable more efficient use of adhesive
- Improved the storage method for remaining adhesive to reduce loss and increase opportunities for reuse

Results

- Reduced adhesive raw material loss by 5 kg/container
- Reduced raw material loss costs by Baht 7,200/year

➤ Project to Reduce the Use of Stretch Film in the Warehouse Process

The Company improved the use of consumable materials in the warehouse process. Following data monitoring, it was found that an average of 105.60 rolls of stretch film were used per month, resulting in higher operating costs. Based on root cause analysis, the Company found that stretch film withdrawal had not been systematically checked against remaining stock levels, and there was no standardized usage guideline, which may have led to excessive material use.

Improvement Approach

- Applied the ECRS principle to review and improve the work process
- Required remaining stock levels to be checked before material withdrawal
- Established a standard for stretch film wrapping to reduce excessive material use

Results

- Reduced stretch film usage by 56.82% compared to the previous level
- Reduced costs by Baht 50,890/year

2. Zero Waste for Change

➤ Soul Kitchen by NRF Project

The Company promotes the efficient management of raw materials and surplus food in order to maximize resource utilization and reduce food loss throughout the value chain. This is aligned with the United Nations Sustainable Development Goal 12.3 (SDG 12.3) on reducing food loss and food waste. The Company collaborated with the Scholars of Sustenance Foundation (SOS Thailand) to implement the Surplus Food Management project by donating surplus food that remains safe for consumption for social benefit, thereby reducing food waste generation and the amount of waste sent for disposal.

2025 Performance

- Reduced food waste by more than 2,467 kg
- Reduced GHG emissions from food waste disposal by landfill by approximately 6.24 tCO₂e
- Reflected an efficient approach to food resource management
- Supported the creation of shared social and environmental value
- Helped reduce environmental impacts from food waste management and promoted efficient resource utilization



➤ Food Waste to Farm Project

The Company places importance on reducing food loss and waste in accordance with the principles of efficient resource utilization and the circular economy, with a focus on reducing the amount of organic waste sent for disposal and increasing the recovery of resources for value creation.

The Company collaborated with the Godfarmer Agribusiness Institute and a network of smallholder farmers in Samut Sakhon Province to implement the “Food Waste to Farm” project. The project collects surplus raw material residues from production processes, such as lemongrass, onion, and yanang leaf residues from trimming processes, for beneficial use in producing organic compost. The compost is then distributed to local networks and farmers for agricultural use

2025 Performance

- Cumulatively recovered and utilized 15.63 tonnes of surplus raw materials, helping reduce the amount of food waste sent for disposal by landfill
- Reduced GHG emissions by approximately 12.4 tCO₂e
- Supported the creation of shared benefits for local communities and the agricultural sector



➤ Waste Segregation Project to Increase the Value of Resource Utilization within the Organization

The Company places importance on efficient resource utilization and reducing the amount of waste sent for disposal. Based on an internal survey, the Company found that residual materials generated from production processes and office activities had not been segregated by type before disposal. As a result, certain materials that could be recycled or sold became contaminated and could not be utilized to their full potential.

Improvement Approach

- Surveyed and classified the types of waste generated within the organization
- Coordinated with buyers and expanded channels for selling materials that can be recovered for beneficial use
- Communicated and encouraged employees to segregate waste before disposal
- Established waste segregation guidelines to prevent contamination of recyclable materials

Results

- Segregated and sold five types of recyclable materials, namely paper cores, glossy paper/sticker paper, contaminated plastic bags, contaminated plastic bottles, and contaminated paper bags
- Increased opportunities to create value from three additional types of materials, namely black-and-white paper, sugar bags, and dry plastic bags
- Reduced contamination of recyclable materials and improved internal waste management efficiency
- Supported resource recovery in accordance with the circular economy concept
- Reduced waste by 5,395.65 kg
- Generated added value of 20,178.02 Baht



➤ Waste Wait Project

The Company has continuously implemented the “Waste Wait” project under the circular economy approach to waste management. In collaboration with Phyathai 2 Hospital, the Company collects PET plastic bottles from its operating areas and sends them back into the recycling process for further utilization. This supports resource circulation and reduces the amount of plastic waste sent for disposal.

2025 Performance

- Collected and delivered a cumulative total of more than 22,170 PET plastic bottles
- Helped reduce the amount of plastic waste sent to landfill
- Reduced GHG emissions by approximately 526 kgCO₂e
- Reflected the Company’s commitment to promoting efficient resource utilization
- Supported the reduction of environmental impacts from plastic waste management



3. Communication and Awareness Raising on Waste Management



Waste management awareness communication materials shared via the Company’s social media platforms

The Company recognizes that reducing waste and using resources efficiently require cooperation from all sectors. The Company therefore continuously communicates and disseminates knowledge on waste management and the circular economy through social media platforms and corporate communication channels to promote knowledge, understanding, and environmental awareness among stakeholders. The content covers key issues such as the impacts of plastic waste and microplastics on the environment, proper waste segregation and recycling, food waste reduction and the beneficial use of food residues, as well as efficient resource utilization in accordance with the circular economy concept. The Company aims for these communication efforts to support behavioral changes towards more responsible consumption and waste management, to reduce environmental impacts in the long term.

➤ Waste Segregation and Waste Management Training Project

The Company places importance on enhancing knowledge of proper waste segregation and waste management in order to support efficient resource utilization and improve the effectiveness of the Company’s internal waste management system. The Company therefore organized training on “Waste Types and Waste Segregation” for employees responsible for waste management in each department, to enhance their understanding of waste categories, proper segregation practices, and the recovery of materials for beneficial use in accordance with the circular economy concept.

Project Performance

93% of the target group participated in the training





Empowering people, supporting communities,
and creating shared value together.



Human Rights and Labor Practices	84
Human Capital Development	90
Occupational Health and Safety	94
Social Responsibility and Community Engagement	98



Human Rights and Labor Practices



Risks and Opportunities

The Company recognizes that its employees are a key resource driving organizational success across all dimensions. As business activities may directly or indirectly affect human rights, inadequate management could lead to human rights risks and impacts involving employees and stakeholders throughout the value chain. To manage these risks, the Company is committed to respecting human rights in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGPs), applicable labor laws, and other internationally recognized human rights principles and practices.

The Company conducts Human Rights Due Diligence (HRDD), regularly assesses human rights risks, and promotes accessible grievance mechanisms to ensure that concerns are addressed fairly and effectively. At the same time, respecting human rights presents opportunities to strengthen the Company's reputation and build trust among customers, investors, business partners, and other stakeholders. It also fosters a corporate culture grounded in respect, equality, and fairness, contributing to employee engagement, effective performance, and the Company's sustainable growth over the long term.

Performance Overview 2025

		2025 Performance	2025 Target
	Significant human rights violations (cases)	0 ✓	0

Management Approach

Commitment to Respecting Human Rights

The Company is committed to respecting human rights throughout its business operations by establishing and implementing a Human Rights Policy aligned with the United Nations Guiding Principles on Business and Human Rights (UNGPs), as well as applicable labor laws. The Policy covers key human rights principles, including equal treatment and non-discrimination, the prohibition of child labor and forced labor, and respect for the rights of employees and all stakeholders. The Company also promotes communication and awareness-building initiatives to foster understanding and engagement among employees and stakeholders on an ongoing basis.

In addition, the Company regularly monitors, reviews, and evaluates the effectiveness of its human rights measures to ensure that actions to prevent, control, and mitigate human rights risks are effectively implemented.

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



Human Rights Impact Assessment

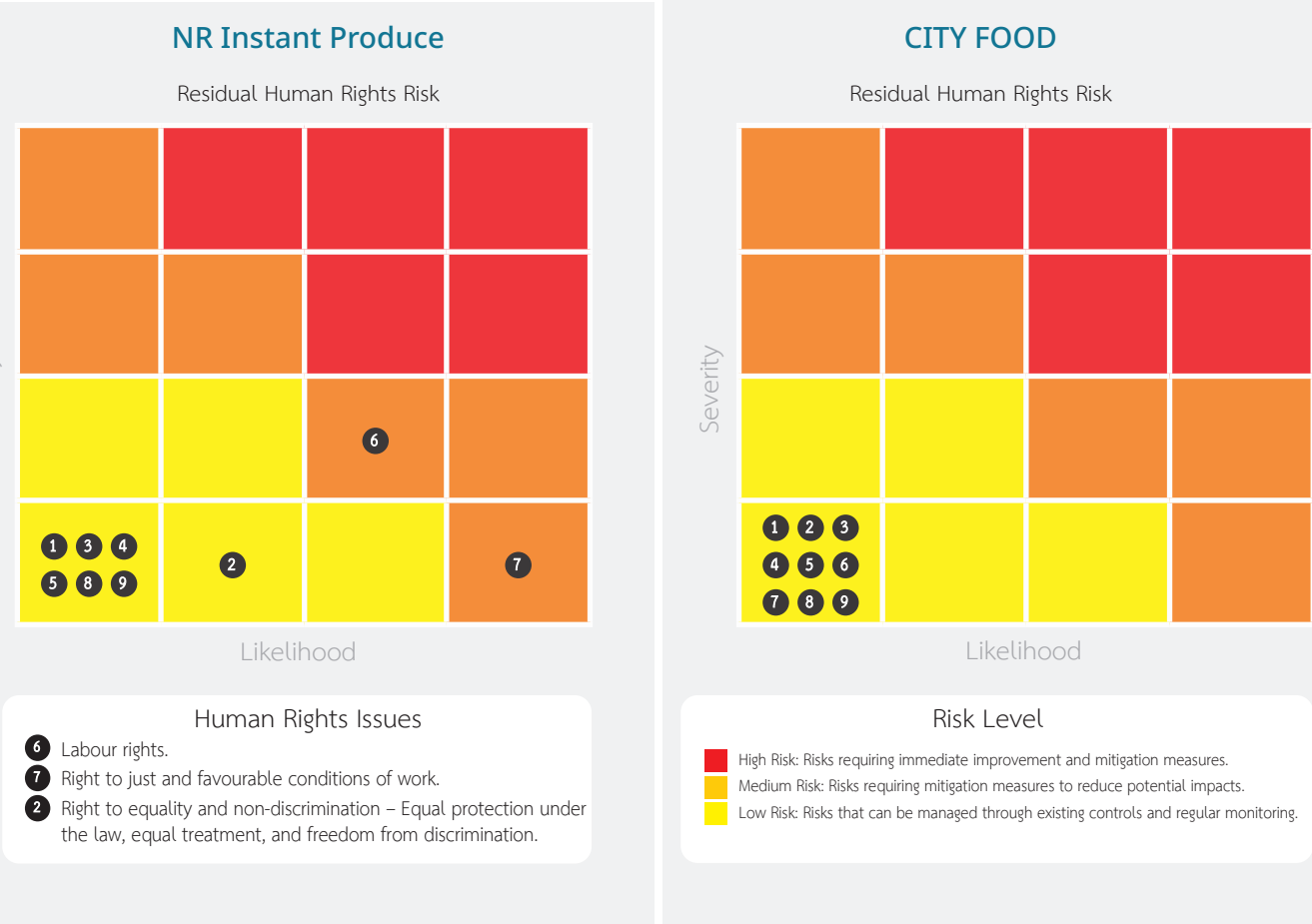
The Company conducts Human Rights Impact Assessment (HRIA) to identify potential human rights risks and impacts arising from its business operations and activities throughout the value chain. The assessment also covers new business relationships, including joint ventures under the Company's management control, as well as suppliers and contractors.

Human Rights Issues Assessed

1. Right to life, liberty, and security of person – Protection from torture, cruel, inhuman, or degrading treatment or punishment, as well as arbitrary arrest or detention in accordance with applicable laws.
2. Right to equality and non-discrimination – Equal protection under the law, equal treatment, and freedom from discrimination.
3. Right to privacy.
4. Freedom of movement and the right to adequate housing.
5. Freedom of association and the right to collective bargaining.
6. Labour rights.
7. Right to just and favourable conditions of work.
8. Right to an adequate standard of living, including access to food, clothing, housing, healthcare, and essential public services.
9. Right to health.

Assessment Results

The Company assesses risk levels using a Risk Matrix, taking into consideration the severity of potential impacts and the likelihood of occurrence. Risks are evaluated both before and after the implementation of risk mitigation measures.



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.

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.

DE&I
Management Policy



Promoting Employee Participation and Voice

To enhance employees' quality of life, the Company has established a Welfare Committee in the Workplace, comprising elected employee representatives. The Committee serves as a formal platform for consultation and recommendations on employee welfare arrangements that are appropriate and responsive to employees' needs and workplace context. The Committee convenes at least three times a year, and its members serve a two-year term to promote the rotation of employee representatives and encourage diverse perspectives.

Performance in 2025

In 2025, the Company appointed a new Welfare Committee in the Workplace following the completion of the previous committee's two-year term. The Committee comprises seven employer representatives and ten employee representatives.

During the year, the Welfare Committee held four meetings to facilitate dialogue between employee representatives and management on matters relating to working conditions, occupational safety and health, employee welfare, and quality of working life. The Committee also served as a channel for employees to raise suggestions and concerns, while monitoring the implementation of agreed actions.

In 2025, the Committee reviewed and monitored progress on six key employee recommendations, covering the following areas:

- Promoting employee health, safety, and well-being during periods of hot weather.
- Identifying measures to support foreign employees in managing documentation requirements and accessing essential information, with the aim of reducing concerns and enhancing workplace well-being.
- Strengthening protection measures for pregnant employees and ensuring appropriate working conditions in accordance with occupational health and safety principles.
- Improving the workplace environment and services in the employee cafeteria to enhance convenience and employees' quality of life.
- Enhancing workplace facilities and employee welfare provisions to support employee well-being.
- Promoting employee awareness of grievance and suggestion channels to encourage participation and strengthen internal communication.



Commitment to Living Wage



The Company is committed to providing fair and equitable compensation to all employees. The Company believes that paying a living wage enables employees to meet their basic living needs and supports an appropriate quality of life for themselves and their families.

The Company is committed to ensuring that employee wages are no lower than the applicable living wage benchmark in each operating location. Living wage benchmarks are determined based on local cost-of-living conditions, applicable laws and regulations, internationally recognized human rights principles, relevant International Labour Organization (ILO) Conventions, and the United Nations Guiding Principles on Business and Human Rights (UNGPs).

In addition, the Company regularly reviews its wage levels to ensure they remain aligned with changes in economic conditions, cost of living, and relevant wage benchmarks, while maintaining its commitment to providing fair and appropriate compensation on an ongoing basis.

Promoting Employment Opportunities for Persons with Disabilities



Employment of **9**
Persons with Disabilities



The Company is committed to promoting the well-being and quality of life of vulnerable groups, particularly persons with disabilities, based on the belief that persons with disabilities possess the same potential and capabilities as everyone else. In line with this commitment, the Company has continuously employed persons with disabilities in accordance with Section 33 of the Empowerment of Persons with Disabilities Act B.E. 2550 (2007).

This initiative provides equal employment opportunities for persons with disabilities, enabling them to earn a stable income and achieve greater self-reliance. The Company also provides an appropriate working environment and reasonable workplace accommodations to support employees with disabilities in performing their duties to the best of their abilities. These efforts help strengthen their self-confidence, foster a sense of dignity, and create long-term value for both the employees and the Company.

Ethical Business Conduct Certification

The Company conducts its business based on the principles of ethics, transparency, and accountability, which serve as the foundation of its corporate governance. To demonstrate its commitment to responsible business practices, the Company undergoes the Sedex Members Ethical Trade Audit (SMETA), an internationally recognized ethical audit widely adopted by organizations committed to human rights and labour standards.

The Company has successfully maintained SMETA certification for more than 10 consecutive years, reflecting its strong commitment to responsible labour practices throughout its operations. The assessment covers key areas, including:

- Respect for labour rights and fair working conditions
- Provision of a safe and healthy working environment
- Prevention of child labour and forced labour
- Ethical business conduct and responsible business practices

This certification not only strengthens confidence among customers and stakeholders but also reinforces the Company's commitment to conducting business ethically while supporting sustainable development in accordance with internationally recognized standards.



SMETA 2025 Assessment Result:

Comply with standard

Key Activities in 2025

Human Rights Day 2025

On 10 December 2025, the Company organized activities to commemorate Human Rights Day to promote knowledge, understanding, and awareness of human rights among employees at all levels, while fostering an organizational culture that respects diversity, equality, and non-discrimination.

The activities included human rights training sessions and awareness talks for employees, with particular attention given to foreign employees. The program covered fundamental human rights principles under Thai laws and internationally recognized standards, as well as key topics such as occupational health and safety, the prohibition of forced labour, and the prohibition of child labour.

In addition, the Company encouraged employee participation through a human rights quiz and the Human Rights Wall activity under the theme “Human Rights Begin with Us.” This activity provided employees with an opportunity to share their perspectives on respecting their own rights and the rights of others.

These activities reinforced employees' understanding that human rights are closely connected to everyday work and everyday life, while encouraging active participation in fostering a workplace that respects human rights, diversity, equality, and inclusion. Such efforts form an important foundation for responsible and sustainable business practices.



Human Capital Developments

8 DECENT WORK AND ECONOMIC GROWTH

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 2025

	2025 Performance	2025 Target
 Employee satisfaction score (%)	89 ✓	70
 Average training hours (hours/person/year)	14.76 ✓	10

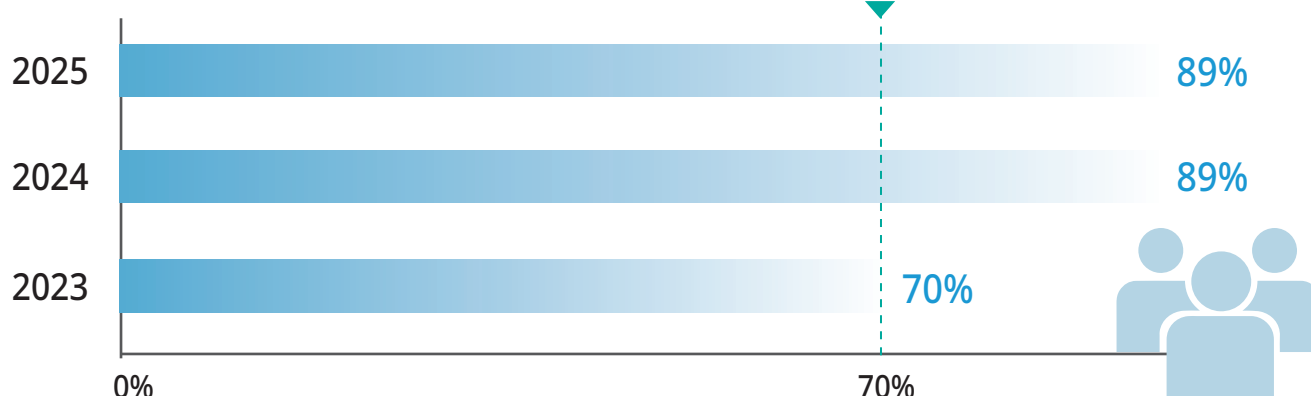
Management Approach

Employee Welfare and Retention

The Company is committed to fostering a positive workplace by providing appropriate employee benefits that support both employees' quality of life and overall well-being. In designing these benefits, the Company takes into consideration employees' needs, evolving social contexts, and compliance with applicable laws and regulations. This approach ensures that employees feel valued, well supported, and engaged, while growing sustainably together with the Company.

In 2025, the Company conducted an Employee Satisfaction and Engagement Survey across the organization, achieving an overall satisfaction and engagement score of 89%, exceeding the target of 70%. This result demonstrates the effectiveness of the Company's people management practices, workplace development initiatives, and employee benefits in responding to the needs of its workforce.

Employee Satisfaction and Engagement Survey Results



The Company continuously reviews employee survey results and feedback gathered through various channels, including suggestion boxes, departmental meetings, and internal communication platforms. The insights gained are used to support organizational development and continuously enhance employee benefits and the working environment in line with employees' needs.

The Company believes that employees' quality of life and comprehensive employee benefits are key factors in fostering employee satisfaction and engagement. The Company therefore provides a comprehensive range of benefits covering health and well-being, financial security, family support, and workplace well-being, as follows:

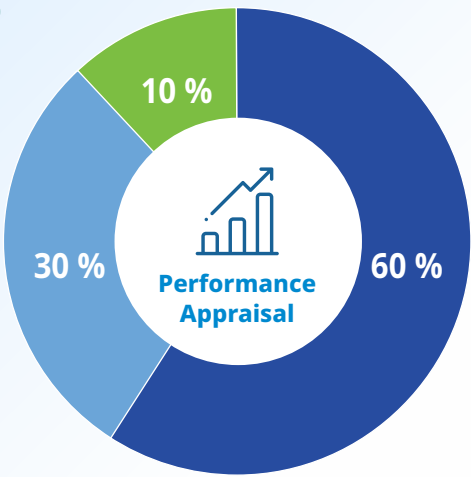
 Employee Canteen Providing access to clean, nutritious, and affordable meals for employees.	 Safe Drinking Water Providing access to safe and sufficient drinking water.	 Breastfeeding Rooms Supporting breastfeeding and the well-being of employees after childbirth.
 Bereavement Financial Assistance Helping alleviate financial burdens during significant and difficult times for employees' families.	 Health Promotion and Disease Prevention Supporting annual health check-ups, discounted vaccination programs, and preventive healthcare initiatives.	 Provident Fund Providing financial security for employees' retirement.
 On-Site Medical Clinic and Nurse Providing on-site basic medical care and first aid services.	 Paid Personal Leave Supporting employees in managing personal matters without loss of income.	 Employee Recognition Program Recognizing and rewarding employees with outstanding performance.
 Group Accident and Health Insurance Helping reduce employees' healthcare expenses while providing financial protection and peace of mind.	 Maternity Leave Employees are entitled to up to 120 days of maternity leave, including up to 60 days of paid leave in accordance with the Company's policy, to support postpartum recovery and childcare.	 Paternity Leave Employees whose spouses give birth are entitled to up to 15 days of paid leave to provide support and care for their families following childbirth, in accordance with the Company's policy. This benefit encourages shared parental responsibilities and supports employees in caring for their families and newborn children.

Employee Performance Appraisal System

To support the Company’s sustainable growth, the Company has established clear criteria for employee performance appraisals based on the principles of fairness, transparency, equality, and non-discrimination, while respecting diversity and individual differences. This approach ensures that performance appraisals are conducted fairly and objectively, based on employees’ knowledge, competencies, and work performance, without discrimination based on gender, age, race, nationality, religion, disability, or any other personal characteristics.



Performance Appraisal Components



60 %

Key Performance Indicators (KPIs)



30 %

General Competency



10 %

Performance Behavior

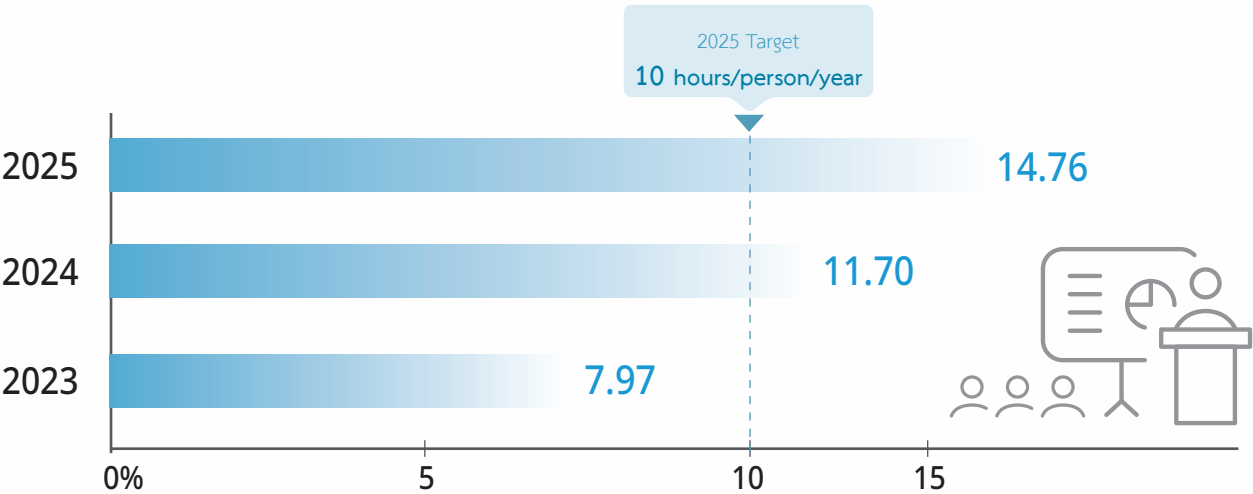
Employee performance appraisal results play a key role in the Company’s human capital management. They are used as one of the key criteria for determining compensation, supporting career advancement, and identifying appropriate development opportunities in a fair and equitable manner.

In addition, the Company analyzes evaluation results identify employees’ strengths and development needs, enabling the planning of training and development programs that align with employees’ needs and organizational goals. The Company is committed to providing all employees with equal opportunities for learning and development without discrimination.

Employee Development Programs

The Company is committed to enhancing employee capabilities and organizational performance by promoting continuous learning and development. Performance appraisal results, role-specific competency requirements, and the Company’s business direction are taken into consideration when planning and developing appropriate training programs, ensuring that employees receive targeted development aligned with organizational goals.

As a result of the Company’s continuous investment in employee development, the average training hours per employee reached 14.76 hours per year in 2025, exceeding the target of 10 hours per employee per year.



The Company provides training programs covering environmental, social, and governance (ESG) topics, together with technical and professional competencies, to support operational excellence, risk management, innovation, and sustainable business growth.

In addition, the Company promotes the development of specialized knowledge and professional expertise in areas such as product development, production process improvement, manufacturing technologies, and market trend analysis. These initiatives strengthen the Company's competitiveness and support its long-term growth.

Examples of key training program categories conducted in 2025 are as follows:

Environment

The Company provides training on climate change, GHG management, and sustainable manufacturing, covering key topics such as Carbon Footprint for Organization (CFO) assessment, Climate Finance, and Smart Food Manufacturing, with the aim of enhancing resource efficiency and reducing environmental impacts.



Total training hours: **63**

Social

The Company provides training on occupational health, safety, and well-being, human rights and labor practices, as well as employee development, to enhance employees' knowledge, skills, and awareness in the workplace, contributing to a safe, fair, and supportive working environment that fosters professional development.



Total training hours: **1,935**

Governance

The Company provides training on corporate governance, risk management, financial and accounting management, information security, personal data protection, supplier management, food safety, compliance with applicable laws and regulations, as well as business ethics and anti-corruption. These training programs strengthen ethical and transparent business practices, enhance regulatory compliance, and build trust among stakeholders.



Total training hours: **7,990**

Note: Total training hours represent the cumulative number of hours employees participated in all training programs during the reporting year.



Occupational Health and Safety



Risks and Opportunities

Employees are the driving force behind the Company's sustainable business operations. The Company recognizes that business activities, particularly high-risk operations, may significantly impact the lives, health, and well-being of employees and contractors. Occupational health and safety risks, including work-related accidents, chemical exposure, and hazardous working conditions, may result in injuries, operational disruptions, and reputational damage if not effectively managed.

At the same time, the Company recognizes opportunities to strengthen its occupational health and safety management through systematic investment in risk prevention and control measures. These include implementing technologies to enhance risk control, providing proactive safety training, and promoting employee well-being initiatives. Such proactive management not only reduces occupational health and safety risks but also improves employee satisfaction and engagement, enhances organizational resilience, and supports the Company's long-term sustainable growth.

Performance Overview 2025

	2025 Performance		2025 Target
	Employees	Contractors	
 Number of work-related fatalities (persons)	0 ✓	0 ✓	0
 Occupational Illness Frequency Rate (OIFR) (cases per 1,000,000 hours worked)	0 ✓	0 ✓	0
 Lost Time Injury Frequency Rate (LTIFR) (cases per 1,000,000 hours worked)	1.85 ✓	8.10	3.16 ⁽¹⁾

⁽¹⁾ The LTIFR target is applicable to employees only and excludes contractors.

Management Approach

The Company places the highest priority on occupational health, safety, and the working environment. To achieve this, the Company has established an Occupational Health, Safety and Working Environment Policy to guide its operations by promoting workplace safety, implementing accident prevention measures, and fostering a strong safety culture among employees and contractors. The Company continuously improves working conditions and operational practices to maintain a safe and healthy workplace. In addition, the Company places great emphasis on promoting employee health and well-being to enhance employees' quality of life and support their long-term well-being.

Occupational Health,
Safety and Working
Environment Policy



Occupational Health and Safety Governance Structure

The Company has established an Occupational Safety, Health and Environment Committee comprising management and employee representatives. The Committee is responsible for overseeing the Company's occupational health and safety management, establishing policies and operational guidelines, and monitoring the implementation of occupational health and safety plans for both employees and contractors. Its responsibilities include monitoring performance against safety targets, identifying opportunities for continual improvement, and ensuring compliance with applicable legal requirements and the Company's internal standards. The Committee also establishes occupational health and safety objectives, including the goal of achieving zero accidents and minimizing work-related incidents. Committee members serve a one-year term.

Occupational Health and Safety Management Structure



Occupational Health and Safety Promotion Measures

The Company is committed to maintaining a safe working environment by promoting safety awareness, fostering safe work behaviors, and implementing proactive risk management. To reduce the risk of work-related accidents and occupational illnesses, the Company regularly conducts safety training, communication, and awareness activities for employees and contractors working on Company premises. The Company has established a long-term target of achieving **Zero Workplace Accidents by 2030**

In 2025, the Company continued to provide occupational health and safety training and competency development covering a wide range of topics, including workplace safety, accident prevention, first aid, fire suppression, chemical management, and safe driving. These initiatives were designed to strengthen employees' safety awareness and reduce occupational risks. The Company also organized a variety of occupational health and safety training programs and activities throughout the year, as outlined below.

 Training Participants 304 persons	 Training Hours 1,796 hours	 Target Employees Completing Safety Training 100%
--	---	---

- Safety Orientation Training for New Employees



- Training on Safe Handling of Hazardous Chemicals



- Training on Occupational Hazards and Working Environment



- Annual Fire Evacuation Drill



- Annual Workplace Environmental Monitoring



- Safety Induction Training for Contractors Working on Company Premises



- Basic Firefighting Training



- First Aid Training



- Safety Talk Sessions



- Annual General and Risk-Based Health Examinations



Key Activities in 2025

Hearing Conservation Program

Employees working in designated operational areas may be exposed to varying levels of occupational noise, which may lead to temporary or permanent hearing loss if appropriate preventive measures are not implemented. Prolonged exposure to excessive noise may also affect employees' physical and mental well-being by increasing stress levels 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, including the Mixing, Rotary, Grinding and Refrigeration areas. The program includes annual workplace noise monitoring, mandatory use of personal protective equipment (PPE), and annual audiometric testing for employees working in high-risk areas.

Program Implementation



1

Workplace Noise Monitoring

Assess workplace noise levels by measuring employees' average noise exposure throughout the workday in all high-risk work areas.



2

Training

- 1) Provide Hearing Conservation Program training
- 2) Provide training on the proper use of personal protective equipment (PPE).



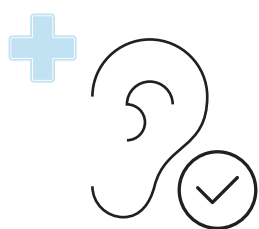
3

Audiometric Testing

- 1) Conduct baseline audiometric testing for all new employees within 30 days of employment.
- 2) Conduct annual audiometric testing for employees working in high-noise areas.



Annual Audiometric Testing Results



100% of employees had audiometric test results within normal limits.





Social Responsibility and Community Engagement



Risks and Opportunities

Operating in an increasingly competitive business environment with evolving stakeholder expectations, the Company recognizes that effective community and social engagement is a key factor supporting long-term business sustainability. Failure to effectively address the needs and expectations of surrounding communities may lead to reputational risks, community opposition, and long-term business impacts.

Conversely, strong relationships with communities and society help strengthen stakeholder trust, support business growth, and create shared value. Accordingly, the Company places great importance on social responsibility initiatives, employee volunteerism, continuous stakeholder engagement, and open communication to foster mutual trust and contribute to long-term sustainable growth.

Performance Overview 2025



Number of Community Complaints (cases)

2025
Performance

0 ✓

2025
Target

0

Management Approach

The Company believes that community and social responsibility is fundamental to sustainable business operations. The Company is committed to creating long-term business value while contributing to social development and improving people's quality of life. Accordingly, the Company places importance on addressing social issues, strengthening local communities, and reducing social inequality.

The Company integrates environmental, community, and social considerations into its day-to-day business operations (in-process) and community development initiatives (after-process). These efforts form an integral part of the Company's sustainability strategy and reflect its commitment to conducting business with integrity, transparency, and accountability while creating long-term value for all stakeholders.



Community Expectation and Satisfaction Survey

Recognizing the importance of stakeholder engagement, the Company conducts an annual community expectation and satisfaction survey to assess the impacts of its business operations, understand community expectations and satisfaction, and identify opportunities for continuous improvement. In addition, the Company maintains complaint and feedback channels to ensure that community concerns can be communicated and addressed in a timely manner

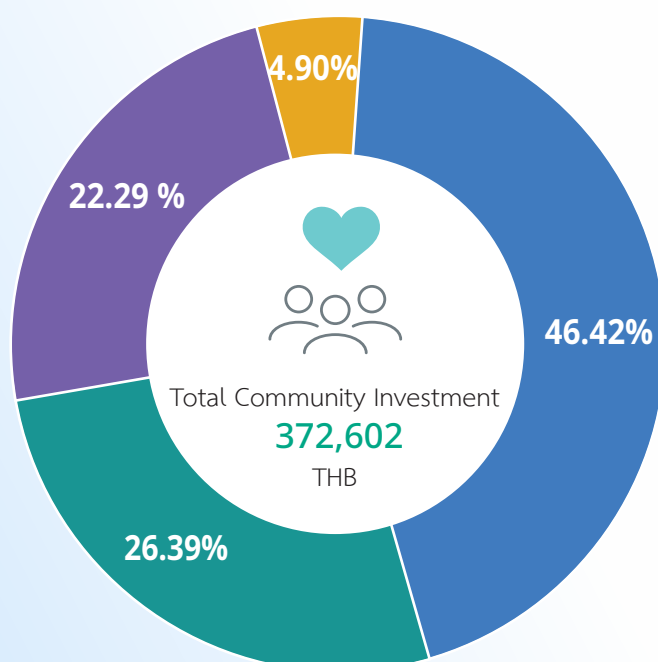
2025 Survey Results:

- 100% of respondents reported that they had not been affected by the Company's business operations.
- 88% of respondents expressed no concerns regarding the Company's operations.
- 12% of respondents expressed minor concerns related to wastewater treatment and the transportation of raw materials and products.
- Community expectations included support for local community activities.



Based on the survey findings, the Company reviewed the concerns raised and continues to strengthen measures to manage environmental and transportation-related impacts. These efforts aim to address community concerns, maintain trust, and foster positive relationships with surrounding communities.

Key Activities in 2025



Total Community Investment 372,602 THB



In-kind Contributions

172,949 THB
46.42%



Employee Volunteering Time

98,333 THB
26.39%



Project Management Costs

83,060 THB
22.29%



Cash Donations

18,260 THB
4.90%

1) Fostering Youth Education

“Continuing Knowledge, Delivering Smiles”

Activity for National Children’s Day

The Company organized National Children’s Day activities in collaboration with schools in Samut Sakhon Province to promote learning and support the development of children and youth in local communities. The Company also presented souvenirs to students participating in the activities.



“Creating Opportunities with Old Calendars” Project

The Company collected used desk calendars and donated them to the Center for Educational Technology for the Blind under the Foundation for the Blind in Thailand under the Royal Patronage of H.M. the King. The calendars were used to produce Braille learning materials and educational media for people with visual impairments. This initiative promotes equal access to education while encouraging resource efficiency and waste reduction.



2) Supporting Public Health and Community Well-being

“Donating Blood, Sharing for Society” Initiative

The Company’s executives and employees participated in a blood donation initiative to support the blood bank of Siriraj Hospital, contributing a total of 52,200 cc of blood. The initiative helped increase blood reserves for patients in need while encouraging employees to contribute to society through volunteerism and community engagement.



“Extending Support to People Affected in the Thailand–Cambodia Border Areas” Initiative

The Company provided essential consumer goods and supplies through the Samut Sakhon Provincial Red Cross Chapter to support evacuees and communities affected by the unrest along the Thailand–Cambodia border.

“Donation of Essential Items to Vulnerable Groups through the Mirror Foundation” Project

The Company collected clothing and reusable household items from employees and donated them through the Mirror Foundation to support people in need and vulnerable groups. The initiative also promoted resource efficiency by extending the useful life of donated items while creating positive social value.





“NRF Stands with the People of Southern Thailand” Project

The Company donated products under the “Por Kwan” brand, relief packages, and other essential supplies through the Nation Foundation and the Thai Red Cross Society to support people affected by flooding in Songkhla, Yala, and Pattani provinces. The initiative aimed to help alleviate hardship and improve the well-being of affected communities.

3) Preserving Cultural Heritage and Traditions

Asalha Bucha Day and Buddhist Lent Celebration

The Company’s executives and employees participated in the Buddhist Lent candle offering ceremony at Suwan Rattanaram Temple in Samut Sakhon Province, presenting Buddhist Lent candles, light bulbs, and Sangha offering sets. The activity aimed to preserve Thai traditions and culture while encouraging employee participation in community activities.



Annual Kathina Ceremony

The Company participated in the Annual Kathina Ceremony at Suwan Rattanaram Temple in Samut Sakhon Province by providing financial contributions, donating products, and supporting a community meal service. The initiative aimed to preserve Buddhist traditions and strengthen positive relationships with the local community.

4) Ensuring Food Security

Food for Future Generation Program

Recognizing the growing challenges to food security arising from population growth and climate change, the Company has continuously implemented the Food for Future Generation Program since 2021. The program aims to reduce food waste while improving food security, particularly for vulnerable communities, through a Circular Economy approach.

Management Approach

1

Assess community needs and identify challenges faced by vulnerable groups.

2

Inspect and sort surplus food that remains safe for consumption but is no longer suitable for sale.

3

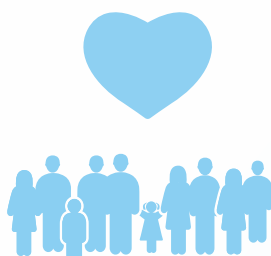
Collaborate with partner foundations and target beneficiaries.

4

Distribute food and monitor project outcomes through both **qualitative and quantitative** assessments.

Community Needs Identified

- Limited access to nutritious, high-quality food.
- Lack of coordination mechanisms among food support organizations.



Expected Outcomes

- Vulnerable communities gain access to nutritionally balanced meals.
- Reduced living costs for vulnerable communities.
- Strengthened and sustainable support networks among partner organizations.

Key Activities under the Food for Future Generation Program

• Food Rescue Program

The Company, in collaboration with the Scholars of Sustenance Foundation Thailand (SOS Thailand), implemented the Food Rescue Program to recover surplus food that remains safe and suitable for consumption and redistribute it to vulnerable communities and individuals experiencing food insecurity. The initiative improves access to nutritious food while reducing food loss and greenhouse gas emissions associated with food waste, in line with Circular Economy principles.



Surplus Food Rescued

717.82
kg



Meals Provided

3,015
meals



GHG Emissions Reduced

1,816.08
kgCO₂e

• Soul Kitchen by NRF

In 2025, the Company, in collaboration with SOS Thailand, implemented the “Soul Kitchen by NRF” initiative to utilize surplus ingredients and food that remain safe and nutritious by transforming them into ready-to-eat meals for children, youth, older persons, and vulnerable communities. The initiative also contributes to reducing food loss and promoting efficient resource utilization in accordance with Circular Economy principles.



Soul Kitchen
Events

4
times



NRF Products
Donated

1,672
items



Surplus Food
Rescued

1,749
kg



Meals Provided

7,345
meals



Communities
Benefited

>20
communities



GHG Emissions
Reduced

4,424.98
kgCO₂e

• Healthy School Meals Program

Under the Soul Kitchen by NRF initiative, the Company, in collaboration with SOS Thailand, promotes access to nutritious food and encourages healthy eating habits among children and youth through the provision of balanced meals, nutrition education, and learning activities on the five food groups. The program aims to promote lifelong healthy eating habits from an early age.



Students Participating in the Nutrition
Program

350 students



Students with BMI within the Healthy
Range

91.50%



Students with Improved Acceptance
of a Variety of Foods

91.50%



Outcomes of the Food for Future Generation Program

Qualitative Benefits

- Improved access to nutritious food for children, youth, older persons, and vulnerable communities.
- Reduced food loss and waste while promoting resource efficiency in line with Circular Economy principles.
- Strengthened collaboration among businesses, non-profit organizations, and local communities to advance sustainable food security.

Quantitative Benefits

Social Impact	
• Number of communities benefited (communities)	> 20
• Meals distributed (meals)	10,360
• Students participating in the nutrition program (students)	350
• Students with BMI within the healthy range (%)	91.5
• Students with improved acceptance of a variety of foods (%)	91.5
Economic Impact	
• Cost savings from avoided surplus food disposal (THB/year)	37,002
Environmental Impact	
• Surplus food recovered for beneficial use (kg)	2,466
• GHG emissions avoided through food donation (kgCO ₂ e)	6,241

Appendix



Appendix – Governance and Economic	106
Appendix – Environmental	107
Appendix - Human Resources	111
Appendix - OHS	114
About This Report	116
GRI Content index	117



Sustainability Performance

Governance and Economic

GRI / SASB Standards	Data	Unit	2022	2023	2024	2025
Socioeconomic Non-Compliance						
GRI 2-27 (a) 2021	Total number of significant instances of non-compliance in social and human rights area	cases	0	0	0	0
	• Number of significant labor-related disputes	cases	0	0	0	0
GRI 418-1 (a) 2016, GRI 416-2 (a) 2016	• Number of customer rights violations	cases	0	0	0	0
	• Number of supplier rights violations	cases	0	0	0	0
GRI 413-2 (a) 2016	• Number of community-related complaints or disputes	cases	0	0	0	0
GRI 418-1 (b) 2016	• Number of customer data security breaches	cases	0	0	0	0
	• Number of occupational health and safety violations	cases	0	0	0	0
GRI 406-1 (a) 2016	• Number of discrimination or harassment	cases	0	0	0	0
GRI 418-1 (a) 2016	• Number of customer privacy complaints	cases	0	0	0	0
Environmental Non-Compliance						
GRI 2-27 (a) 2021	Number of significant environmental non-compliance ⁽¹⁾	cases	0	0	0	0
Business Ethics						
GRI 205-3 (a) 2016	Number of conflict of interest	cases	0	0	0	0
	Number of insider trading	cases	0	0	0	0
	Number of corruption or bribery	cases	0	0	0	0
	Number of violations related to whistleblower protection	cases	0	0	0	0

Note:

- N/A = Not applicable

-⁽¹⁾ Significant fines or penalties refer to those where the individual fines or penalties exceeding USD 10,000.

Environmental

GRI / SASB Standards	Data	Units	2022	2023	2024	2025
FB-PF-000.A	Weight of products sold	tonne	16,161	17,314	17,895	17,108
	● NR Instant Produce Public Company Limited	tonne	11,926	12,686	12,310	10,972
	● City Food Company Limited	tonne	4,235	4,627	5,585	6,136
FB-PF-000.B	Number of production facilities	site	2	4	4	3

Energy Management

GRI 302-1 (e) (2016)	Total energy consumption	MJ	53,333,125	57,550,111	55,165,946	49,016,027
GRI302-1 (a) (2016)	Total non-renewable energy consumption	MJ	38,829,299	42,018,546	39,737,471	34,436,596
	● Diesel	liter	47,686	47,899	46,278	39,554
	● Gasoline	liter	10,166	17,670	21,932	24,478
	● Fuel Oil	liter	934,855	1,007,007	892,823	803,662
	● Liquefied Petroleum Gas (LPG)	kg	10,140	9,159	5,250	5,352
GRI302-1 (b) (2016)	Total renewable energy consumption	MJ	3,189,725	3,280,526	3,187,179	3,031,934
GRI 302-1 (c) (2016)	Total electricity consumption	kWh	4,028,841	4,314,323	4,285,688	4,049,842
	● Purchased electricity from the national grid	kWh	3,142,806	3,403,066	3,400,360	3,207,638
		MJ	11,314,102	12,251,038	12,241,296	11,547,497
	● Purchased electricity from on-site solar PV (Private PPA)	kWh	886,035	911,257	885,328	842,204
		MJ	3,189,725	3,280,526	3,187,179	3,031,934
	Total fuel expenses	THB	16,514,212	16,070,768	23,207,029	18,103,655
	Total electricity consumption intensity	kWh/tonne of product	249.30	249.19	239.49	236.72
	Total electricity expenses	THB	14,860,718	18,010,899	22,123,124	18,159,122
	Total energy consumption intensity	MWh/m ²	0.41	0.44	0.42	0.37
GRI 302-3 (a) (2016)	Energy intensity	MJ/tonne of product	3,300	3,324	3,083	2,865

Water Management⁽¹⁾

GRI 303-3 (a) (2018)	Total water withdrawal	m ³	159,773	207,201	197,323	189,981
	Third-party water	m ³	159,773	207,201	197,323	189,981
	● Surface water	m ³	159,773	160,773	160,844	144,520
	● Groundwater	m ³	0	46,428	36,479	45,461
GRI 303-3 (c) (2018)	● Freshwater (≤1,000 mg/L Total Dissolved Solids (TDS))	m ³	159,773	207,201	197,323	189,981
	● Other water (>1,000 mg/L Total Dissolved Solids (TDS))	m ³	0	0	0	0

GRI / SASB Standards	Data	Units	2022	2023	2024	2025
GRI 303-3 (b) (2018)	Total water withdrawal from all areas with water stress	m ³	159,773	207,201	197,323	189,981
	Third-party water	m ³	159,773	207,201	197,323	189,981
	● Surface water	m ³	159,773	160,773	160,844	144,520
	● Groundwater	m ³	0	46,428	36,479	45,461
GRI 303-4 (a) (2018)	Total water discharge	m ³	127,818	165,761	157,858	151,985
GRI 303-4 (b) (2018)	Total water discharge to surface water sources	m ³	127,818	165,761	157,858	151,985
	● Freshwater (≤1,000 mg/L Total Dissolved Solids (TDS))	m ³	127,818	165,761	157,858	151,985
	● Other water (>1,000 mg/L Total Dissolved Solids (TDS))	m ³	0	0	0	0
GRI 303-4 (c) (2018)	Total water discharge to all areas with water stress	m ³	127,818	165,761	157,858	151,985
	● Freshwater (≤1,000 mg/L Total Dissolved Solids (TDS))	m ³	127,818	165,761	157,858	151,985
	● Other water (>1,000 mg/L Total Dissolved Solids (TDS))	m ³	0	0	0	0
GRI 303-5 (a) (2018)	Total water consumption	m ³	31,955	41,440	39,465	37,996
GRI 303-5 (b) (2018)	● Total water consumption from all areas with water stress	m ³	31,955	41,440	39,465	37,996
	Water intensity	m ³ /tonne of product	13.40	11.97	11.03	11.10
	Total water expenses (Tap water purchase)	THB	5,536,888	5,571,653	5,701,797	5,770,036
GHG Management						
	Total GHG emissions	tCO ₂ e	15,664	15,365	18,009	17,820
GRI 305-1 (a) (2016)	Direct (Scope 1) GHG emissions	tCO ₂ e	3,348	3,580	3,324	2,891
GRI 305-1 (c) (2016)	● Biogenic CO ₂ emissions	tCO ₂ e	N/A	169	105	57
GRI 305-2 (a) (2016)	Energy indirect (Scope 2) GHG emissions	tCO ₂ e	1,572	1,702	1,616	1,525
	● Location-based energy indirect (Scope 2) GHG emissions	tCO ₂ e	1,572	1,702	1,616	1,525
	● Market-based energy indirect (Scope 2) GHG emissions	tCO ₂ e	0	0	0	0

GRI / SASB Standards	Data	Units	2022	2023	2024	2025
GRI 305-3 (a) (2016)	Other indirect (Scope 3) GHG emissions	tCO ₂ e	10,744	10,083	13,069	13,404
	• Category 1 Purchased goods and services	tCO ₂ e	10,082	9,360	12,410	12,725
	• Category 3 Fuel- and energy-related activities	tCO ₂ e	661	714	618	570
	• Category 5 Waste generated in operations	tCO ₂ e	0.02	7.68	40.70	109
GRI 305-4 (a) (2016)	GHG emissions intensity (Scopes 1, 2 and 3)	tCO ₂ e/tonne of product	0.97	0.89	1.01	1.04
GRI 305-7 (a) (2016)	Significant air emissions					
	• Total Suspended Particulate (TSP)	kg/year	N/A	1,691.14	4,902.08	5,226.65
	• Sulfur oxides (SOx) ⁽⁴⁾	kg/year	N/A	42,651.06	17,415.53	44,531.11
	• Nitrogen oxides (NOx) ⁽⁴⁾	kg/year	N/A	11,203.45	11,030.53	9,725.02
	• Carbon monoxide (CO)	kg/year	N/A	4,028.34	16,419.28	3,023.08
Waste Management⁽²⁾						
GRI 306-3 (a) (2020)	Total waste generated	tonne	14.95	28.37	104.68	305.80
	• Total non-hazardous waste	tonne	14.77	28.25	104.48	304.95
	• Total hazardous waste	tonne	0.18	0.12	0.20	0.85
GRI 306-4 (a) (2020)	Total waste diverted from disposal	tonne	3.51	18.57	60.65	206.93
GRI 306-4 (c) (2020)	Non-hazardous waste	tonne	3.51	18.57	60.65	206.11
	• Reuse	tonne	0	0	0	0
	• Recycle	tonne	3.51	18.57	60.65	206.11
	- Segregated recyclable waste sold for recycling	tonne	0	0	40.63	113.32
	- Organic waste composted	tonne	0	0	19.56	90.32
	- Surplus food donated	tonne	0	0	0.46	2.47
GRI 306-4 (b) (2020)	Hazardous waste	tonne	0	0	0	0.82
	• Reuse	tonne	0	0	0	0.38
	• Recycle	tonne	0	0	0	0.44
	Waste recycling rate	%	23.48	65.48	57.94	67.54
GRI 306-5 (a) (2020)	Total waste directed to disposal	tonne	11.44	9.80	44.03	98.89
GRI 306-5 (c) (2020)	Non-hazardous waste	tonne	11.26	9.68	43.83	98.85
	• Incineration (with energy recovery)	tonne	0	0	0.87	0
	• Incineration (without energy recovery)	tonne	0	0	0	0
	• Landfilling	tonne	11.26	9.68	42.96	98.85

GRI / SASB Standards	Data	Units	2022	2023	2024	2025
GRI 306-5 (b) (2020)	Hazardous waste	tonne	0.18	0.12	0.20	0.04
	● Incineration (with energy recovery)	tonne	0.11	0	0	0
	● Incineration (without energy recovery)	tonne	0	0.12	0	0
	● Landfilling	tonne	0.07	0	0.20	0
	● Physicochemical treatment	tonne	0	0	0	0.04
GRI 306-3 (a) (2020)	Total food waste⁽³⁾	tonne	N/A	27.83	20.32	92.79
GRI 306-4 (a) (2020)	Total food waste diverted from disposal⁽³⁾	tonne	N/A	27.82	20.02	92.79
	● Donation (Reuse)	tonne	N/A	0	0.46	2.47
	● Composting (Recycle)	tonne	N/A	18.22	19.56	90.32
GRI 306-5 (a) (2020)	Total food waste directed to disposal⁽³⁾	tonne	N/A	9.61	0.30	0

Note:

⁽¹⁾ Scope of data reporting: Only NR Instant Produce Public Company Limited in 2022. In 2023 to 2025, the scope was expanded to include City Food Co., Ltd.

⁽²⁾ Scope of data reporting: Only NR Instant Produce Public Company Limited in 2022 and 2023. In 2024 and 2025 the scope was expanded to include City Food Co., Ltd.

⁽³⁾ Scope of data reporting: Only NR Instant Produce Public Company Limited.

⁽⁴⁾ GRI 305-7 requires the disclosure of SO_x and NO_x emissions. The Company reports these emissions based on monitoring results presented as SO and NO in accordance with the applicable testing methods.

- N/A = Not Applicable

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

- Base year for GHG reporting: 2024

- 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, 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 (WRI).

- The volume of water withdrawn from areas with high water stress is determined using the Aqueduct Water Risk Atlas developed by the WRI.

- Total waste generated includes food waste.

- The Company reviewed and updated the waste data for 2024 to align with the verified supporting records. In 2025, the Company further improved its data collection process and waste calculation methodology based on the verifier's recommendations, particularly for the calculation of waste disposed of at sanitary landfill facilities. As a result, the waste data for 2024 and 2025 may not be directly comparable.

- The GHG emissions data for 2024 were revised from the previously reported figures due to the Company's update of the emission factors in accordance with the latest announcement by the Thailand Greenhouse Gas Management Organization (TGO) in January 2026, followed by recalculation.

Human Resources

GRI Standard	Data	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Workforce										
GRI 405-1 (2016) GRI 2-7 (a) (2021)	Total number of employees	persons	841		886		865		858	
			323	518	347	539	331	534	329	529
		%	38.41	61.59	39.16	60.84	38.27	61.73	38.34	61.66
By Age										
GRI 405-1 (2016)	Under 30 years old	persons	333		352		349		310	
			139	194	159	193	159	190	148	162
	30–50 years old	persons	453		473		458		486	
			165	288	166	307	152	306	160	326
	Over 50 years old	persons	55		61		58		62	
			19	36	22	39	20	38	21	41
By Region										
GRI 405-1 (2016)	Thailand	persons	323	518	347	539	331	534	329	529
	- Bangkok Metropolitan Region ⁽¹⁾	persons	N/A	N/A	N/A	N/A	5	11	4	16
	- Central Thailand ⁽²⁾	persons	N/A	N/A	N/A	N/A	326	523	325	513
	Overseas	persons	0	0	0	0	0	0	0	0
By Nationality										
GRI 405-1 (2016)	Thai	persons	97	227	114	238	113	236	113	248
GRI 2-7 (a) (2021)	Myanmar	persons	224	289	229	301	217	296	216	279
	Italian	persons	1	0	0	0	0	0	0	0
	British	persons	1	0	2	0	1	0	0	0
	Filipino	persons	0	2	0	2	0	2	0	2
By Management Level										
GRI 405-1 (2016)	Non-management / Officer	persons	775		847		832		811	
			297	478	328	519	319	513	315	496
		%	38.32	61.68	38.72	61.28	38.34	61.66	38.84	61.16
	Management	persons	27		25		23		36	
			8	19	10	15	7	16	9	27
		%	29.63	70.37	40.00	60.00	30.43	69.57	25.00	75.00
	Top Management	persons	39		14		10		11	
			18	21	9	5	5	5	5	6
		%	46.15	53.85	64.29	35.71	50.00	50.00	45.45	54.55
By Employment Contract										
GRI 2-7 (b) (2021)	Permanent employee ⁽³⁾	persons	323	518	347	539	331	534	329	529
	Temporary employee ⁽⁴⁾	persons	0	0	0	0	0	0	0	0
By Job Function										
	Operations (Production, QA, Engineering, and Warehouse)	persons	N/A		N/A		N/A		684	
	Office	persons	N/A		N/A		N/A		174	
Employee Hires										
GRI 401-1 (a) (2016)	Number of new hires	persons	493		393		292		251	
			224	269	145	248	122	170	101	150
	New hire rate	%	58.62		44.36		33.76		29.25	
			69.35	51.93	41.79	46.01	36.86	31.84	30.70	28.36
	Internal recruitment rate	%	0.83		0.79		1.04		1.28	

GRI Standard	Data	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
GRI 405-1 (2016)	Employment of persons with disabilities ⁽⁵⁾	persons	8		9		9		9	
			6	2	7	2	7	2	7	2
	Ratio of employees with disabilities to total workforce	%	0.95		1.02		1.04		1.05	
Employee Turnover										
GRI 401-1 (b) (2016)	Total number of employee resignations	persons	493		353		311		247	
			225	268	126	227	136	175	84	163
	Employee turnover rate	%	58.62		39.84		35.95		28.79	
			69.66	51.74	36.31	42.12	41.09	32.77	25.53	30.81
	Number of voluntary resignations	persons	493		353		311		247	
			225	268	126	227	136	175	84	163
	Voluntary employee turnover rate	%	58.62		39.84		35.95		28.79	
		69.66	51.74	36.31	42.12	41.09	32.77	25.53	30.81	
Parental Leave										
GRI 401-3 (a) (2016)	Total number of employees entitled to parental leave ⁽⁶⁾	persons	518		539		534		858	
			0	518	0	539	0	534	329	529
GRI 401-3 (b) (2016)	Total number of employees who took parental leave	persons	22		34		14		20	
			0	22	0	34	0	14	0	20
GRI 401-3 (c) (2016)	Total number of employees who returned to work after parental leave	persons	18		28		9		15	
			0	18	0	28	0	9	0	15
GRI 401-3 (e) (2016)	Return to work rate after parental leave ⁽⁷⁾	%	81.82		82.35		64.29		75.00	
GRI 401-3 (d) (2016)	Total number of employees who returned to work after parental leave and remained employed for 12 months after their return ⁽⁸⁾	persons	4		5		22		11	
			0	4	0	5	0	22	0	11
GRI 401-3 (e) (2016)	Retention rate after parental leave ⁽⁹⁾	%	40.00		29.41		78.57		73.33	
Training and education										
GRI 404-1 (2016)	Total employee training hours	hours	5,004		5,040		10,227		31,845	
			1,823	3,181	1,794	3,246	3,630	6,597	11,570	20,275
	- Non-management / Officer		1,226	2,294	1,568	2,886	3,480	6,255	11,247	19,753
	- Management		597	887	226	360	150	342	323	522
	Average hours of training	hours/employee/year	8.05		7.97		11.70		14.76	
	Employee training and development expenses	THB	396,433		247,800		223,089		87,730	
	Employee satisfaction score	%	N/A		70		89		89	

GRI Standard	Data	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Salary and remuneration										
	Total employee remuneration	THB	207,187,425		230,303,809		239,041,197		210,739,820	
			90,244,814	116,942,611	104,363,916	125,939,893	103,815,203	135,225,994	97,510,150	113,229,670
	Female-to-male average remuneration ratio	Ratio	0.81		0.78		0.81		0.72	
Provident Fund										
	Number of employees eligible to participate in the provident fund	persons	260		231		248		264	
			85	175	79	152	83	165	90	174
	Number of employees participating in the provident fund	persons	186		190		191		194	
			58	128	64	126	65	126	67	127
	Provident fund participation rate	% of Total Employees	22.12		21.44		22.08		22.61	
		% of Eligible Employees	71.54		82.25		77.02		73.48	
	Total employee contributions to the provident fund	THB	3,324,015		4,078,271		4,449,299		4,784,255	
	Total employer contributions to the provident fund	THB	3,324,015		4,078,271		4,449,299		4,784,255	

Notes:

N/A = Not applicable

⁽¹⁾ The offices of NR Instant Produce Public Company Limited and its subsidiaries located in the Bangkok Metropolitan Region.⁽²⁾ Head office of NR Instant Produce Public Company Limited.⁽³⁾ Permanent employees are employees with employment contracts for an indeterminate period.⁽⁴⁾ Temporary employees are employees with contracts for a limited period that end when the specified period expires or upon completion of a specific task or project.⁽⁵⁾ The Company employs nine persons with disabilities to comply with the statutory employment ratio under the Empowerment of Persons with Disabilities Act, A.D. 2007, as amended.⁽⁶⁾ Effective from 7 December 2025, the Company provides 15 days of paid paternity leave to employees whose spouses give birth, in accordance with the Labour Protection Act (No. 9), A.D. 2025.⁽⁷⁾ Return to work rate after parental leave = (Number of employees who returned to work after parental leave ÷ Number of employees due to return to work after parental leave) × 100⁽⁸⁾ In 2025, the Company revised the methodology for calculating the retention rate after parental leave to align with GRI 401-3. The Company now assesses whether employees remain employed for 12 months after returning to work, using the cohort of employees who returned during the preceding reporting period. Accordingly, historical data for 2022–2025 have been restated.⁽⁹⁾ Retention rate after parental leave = (Number of employees who remained employed for 12 months after returning from parental leave ÷ Number of employees who returned from parental leave in the preceding reporting period) × 100

Occupational Health and Safety Data

GRI Standard	Data	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Employee										
GRI 403-9 (a) (2018)	Near miss ⁽¹⁾	cases	N/A		N/A		2		0	
			N/A	N/A	N/A	N/A	2	0	0	0
	Incident with no injuries ⁽²⁾	cases	N/A		N/A		1		0	
			N/A	N/A	N/A	N/A	1	0	0	0
	First aid ⁽³⁾	cases	2		4		4		4	
			2	0	2	2	3	1	2	2
	Lost time injury cases	cases	8		5		19		5	
			3	5	3	2	15	4	4	1
	Lost days from work-related injuries ⁽⁴⁾	days	7		34		62		38	
			3	4	21	13	42	20	20	18
	Recordable work-related injury ⁽⁵⁾	cases	8		5		19		5	
			3	5	3	2	15	4	4	1
	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	2,018,400		2,126,400		2,469,499		2,697,386	
			706,440	1,311,960	744,240	1,382,160	864,325	1,605,174	1,104,366	1,593,020
	Lost Time Injury Frequency Rate (LTIFR) ⁽⁸⁾	cases/1,000,000 work hours	3.96		2.35		7.69		1.85	
			4.25	3.81	4.03	1.45	17.35	2.49	3.62	0.63
	Absenteeism rate	%	N/A		N/A		2.38		2.0	
			N/A	N/A	N/A	N/A	2.94	2.02	2.45	1.73
GRI 403-10 (a) (2018)	Work-related ill health ⁽⁹⁾	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) ⁽¹⁰⁾	cases/1,000,000 work hours	0		0		0		0	
			0	0	0	0	0	0	0	0

GRI Standard	Data	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Contractor										
GRI 403-9 (b) (2018)	Near miss ⁽¹⁾	cases	N/A		N/A		0		0	
			N/A	N/A	N/A	N/A	0	0	0	0
	Incident with no injuries ⁽²⁾	cases	N/A		N/A		0		0	
			N/A	N/A	N/A	N/A	0	0	0	0
	First aid ⁽³⁾	cases	0		0		0		1	
			0	0	0	0	0	0	1	0
	Lost time injury cases	cases	0		0		0		1	
			0	0	0	0	0	0	1	0
	Lost days from work-related injuries ⁽⁴⁾	days	0		0		0		4	
			0	0	0	0	0	0	4	0
	Recordable work-related injury ⁽⁵⁾	cases	0		0		0		1	
			0	0	0	0	0	0	1	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 ⁽⁷⁾	hours	219,048		229,848		282,488		123,386		
		208,096	10,952	218,356	11,492	258,000	24,488	117,366	6,020	
Lost Time Injury Frequency Rate (LTIFR) ⁽⁸⁾	cases/1,000,000 work hours	0		0		0		8.10		
		0	0	0	0	0	0	8.52	0	
GRI 403-10 (b) (2018)	Work-related ill health ⁽⁹⁾	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) ⁽¹⁰⁾	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 = Not applicable

⁽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 injuries refer to injuries or accidents that require only initial 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⁾ A serious work-related injury refers to a work-related injury from which the affected individual is unable to recover to their pre-injury condition within 180 days, including cases of disability but excluding fatalities.

⁽⁷⁾ In 2025, the Company improved its method for collecting contractor working-hour data by using actual working hours instead of the estimation method applied in previous years.

⁽⁸⁾ Lost-Time Injury Frequency Rate (LTIFR) = (Number of work-related injuries or accidents resulting in lost time during the reporting period × 1,000,000 working hours) / Total working hours during the reporting period

⁽⁹⁾ Work-related ill health refers to the count of individuals with illnesses caused by work, as diagnosed by an occupational health physician.

⁽¹⁰⁾ Occupational illness Frequency Rate = [Total number of occupational illnesses (during the reporting period) × 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),

Reporting Boundary

The report covers the period from January 1 to December 31, 2025. The performance includes all aspects identified as material topics from business entities in which the Company holds more than 50%

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).

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



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CFO Certificate

Certificate Number:
TGO CFO FY26-06-656

องค์กร
rganization

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 Greenhouse Gas Management Organization certifies that
the quantity of Greenhouse Gas of the above organization has been verified
by Management System Certification Institute (Thailand): MASCI
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: [01/01/2025 - 31/12/2025]
Total Greenhouse Gas Emission (Scope 1&2): 3,309 tonCO₂e/year

Direct GHG emissions	2,216 tonCO ₂ e/year
Energy Indirect GHG emissions	1,093 tonCO ₂ e/year
Other Indirect GHG emissions	8,258 tonCO ₂ e/year

The agreed level of assurance is: Limited, at materiality of 5%
Registration Date: 22 April 2026

Nakorn.
Mr. Nakorn Tangavirapat
Executive Director
Thailand Greenhouse Gas Management Organization (Public Organization)

Certificate Number:
TGO CFO FY26-05-657

องค์กร
rganization

THAILAND GREENHOUSE GAS
MANAGEMENT ORGANIZATION
(Public Organization) TGO

CERTIFICATE
Awarded to

City Food Co., Ltd.

Company address verified: City Food Co., Ltd

Thailand Greenhouse Gas Management Organization certifies that
the quantity of Greenhouse Gas of the above organization has been verified
by Management System Certification Institute (Thailand): MASCI
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: [01/01/2025 - 31/12/2025]
Total Greenhouse Gas Emission (Scope 1&2): 1,107 tonCO₂e/year

Direct GHG emissions	675 tonCO ₂ e/year
Energy Indirect GHG emissions	432 tonCO ₂ e/year
Other Indirect GHG emissions	5,147 tonCO ₂ e/year

The agreed level of assurance is: Limited, at materiality of 5%
Registration Date: 22 April 2026

Nakorn.
Mr. Nakorn Tangavirapat
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 2025 – 31 December 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	Sustainability Report (Page)	LOCATION	
			56-1 One Report (Page)	URL
General Disclosures				
GRI 2: General Disclosures 2021	2-1 Organizational details	4-5	9, 21	
	2-2 Entities included in the organization’s sustainability reporting	116		
	2-3 Reporting period, frequency and contact point	116		
	2-4 Restatements of information	110, 113, 115	117 ,124	
	2-5 External assurance	116		
	2-6 Activities, value chain and other business relationships	10, 4-5	108-113	
	2-7 Employees	111-112	128	
	2-8 Workers who are not employees	Not Applicable	Not Applicable	Information unavailable – The Company does not currently disclose the total number of workers who are not employees.
	2-9 Governance structure and composition	22-24	181, 213-214	
	2-10 Nomination and selection of the highest governance body		250-255	
	2-11 Chair of the highest governance body	2-3	6-7, 216	
	2-12 Role of the highest governance body in overseeing the management of impacts	2-3	228-230	
	2-13 Delegation of responsibility for managing impacts	2-3, 27	104	
	2-14 Role of the highest governance body in sustainability reporting	15, 24-25		
	2-15 Conflicts of interest		278-279	
	2-16 Communication of critical concerns	30, 33-34	198, 280-282	Whistleblowing Policy
	2-17 Collective knowledge of the highest governance body	23, 29	215, 256	
	2-18 Evaluation of the performance of the highest governance body	25	257-259	

GRI STANDARD	DISCLOSURE	LOCATION		
		Sustainability Report (Page)	56-1 One Report (Page)	URL
	2-19 Remuneration policies		264-266	
	2-20 Process to determine remuneration		226-227	
	2-21 Annual total compensation ratio	Not Applicable	Not Applicable	Confidentiality constraints - The Company does not currently disclose the annual total compensation ratio.
	2-22 Statement on sustainable development strategy	2-3	2-3, 105	
	2-23 Policy commitments	22-24	103-104	Sustainable Development Policy
	2-24 Embedding policy commitments	24-27, 29		
	2-25 Processes to remediate negative impacts	34		
	2-26 Mechanisms for seeking advice and raising concerns	33-34	198, 280-282	Whistleblowing Policy
	2-27 Compliance with laws and regulations	106		
	2-28 Membership associations	17, 32, 62		
	2-29 Approach to stakeholder engagement	9-12	109-113	
	2-30 Collective bargaining agreements	Not Applicable	Not Applicable	The Company does not have collective bargaining agreements; therefore, 0% of employees are covered by collective bargaining agreements.
Material Topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	13		
	3-2 List of material topics	14-15		
Economic Performance				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed		143-151, 167	
	201-2 Financial implications and other risks and opportunities due to climate change	56-58		

GRI STANDARD	DISCLOSURE	Sustainability Report (Page)	LOCATION	
			56-1 One Report (Page)	URL
Anti-corruption				
GRI 3: Material Topics 2021	3-3 Management of material topics	30-34	133-136	
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti- corruption policies and procedures	29,33-34		
	205-3 Confirmed incidents of corruption and actions taken	30	135	
Tax				
GRI 207: Tax 2019	207-1 Approach to tax			Tax Policy
Energy				
GRI 3: Material Topics 2021	3-3 Management of material topics	67-71	118-119	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	107	120	
	302-3 Energy intensity	107		
	302-4 Reduction of energy consumption	67-69		
Water and Effluents				
GRI 3: Material Topics 2021	3-3 Management of material topics	67-71	120-121	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	70-71		
	303-2 Management of water discharge-related impacts	70-71		
	303-3 Water withdrawal	71, 107-108	121	
	303-4 Water discharge	108		
	303-5 Water consumption	108		
Emissions				
GRI 3: Material Topics 2021	3-3 Management of material topics	56-66	115-117	



GRI STANDARD	DISCLOSURE	LOCATION		
		Sustainability Report (Page)	56-1 One Report (Page)	URL
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	108	116	
	305-2 Energy indirect (Scope 2) GHG emissions	108	116	
	305-3 Other indirect (Scope 3) GHG emissions	108-109	116	
	305-4 GHG emissions intensity	109		
	305-5 Reduction of GHG emissions	56, 59-60, 63-64, 68-69, 79-81		
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	109		
Waste				
GRI 3: Material Topics 2021	3-3 Management of material topics	72-81	122-123	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	72-81		
	306-2 Management of significant waste-related impacts	72-81		
	306-3 Waste generated	109-110	124	
	306-4 Waste diverted from disposal	109-110		
	306-5 Waste directed to disposal	109-110		
Supply Chain Management				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	44, 47		
	308-2 Negative environmental impacts in the supply chain and actions taken	44, 46-48		
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	44, 47		
	414-2 Negative social impacts in the supply chain and actions taken	44, 46-48		
Labor Practices				
GRI 3: Material Topics 2021	3-3 Management of material topics	90-93	124-129	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	111-112		
	401-2 Benefits provided to full-time employees	90-91		
	401-3 Parental leave	91, 112		

GRI STANDARD	DISCLOSURE	Sustainability Report (Page)	LOCATION	
			56-1 One Report (Page)	URL
Training and Education				
GRI 3: Material Topics 2021	3-3 Management of material topics	90-93	129	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	90, 92, 112	130	
	404-2 Programs for upgrading employee skills and transition assistance programs	92-93		
Occupational Health and Safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	94-97	131	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	94		
	403-3 Occupational health services	96-97		
	403-4 Worker participation, consultation, and communication on occupational health and safety	95		
	403-5 Worker training on occupational health and safety	95-96		
	403-6 Promotion of worker health	91, 96-97		
	403-7 Prevention and mitigation of OHS impacts directly linked by business relationships	94-97		
	403-9 Work-related injuries	114-115	132	
	403-10 Work-related ill health	114-115	132	
Diversity and Equal Opportunity				
GRI 3: Material Topics 2021	3-3 Management of material topics	87	127	Diversity, Equity, and Inclusion Management Policy
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	22, 111	128	
Human Rights				
GRI 406: Non- discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	84, 106	125	



GRI STANDARD	DISCLOSURE	LOCATION		
		Sustainability Report (Page)	56-1 One Report (Page)	URL
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	9, 84, 87	129	Human Rights Policy Supplier Code of Conduct
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	47-48, 84-86	126-127	Human Rights Policy Supplier Code of Conduct
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	47-48, 84-86	126-127	Human Rights Policy Supplier Code of Conduct
Social Responsibility and Community Engagement				
GRI 3: Material Topics 2021	3-3 Management of material topics	98-103	132-133	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement	98-103		
	413-2 Operations with significant actual and potential negative impacts on local communities	98-99	133	
Product Quality and Safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	40-43	138	
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	43, 77		
Customer Relationship Management				
GRI 3: Material Topics 2021	3-3 Management of material topics	35-39	136-137	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	35, 38, 50, 106	137	



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