

Sustainability Report 2021



NET ZERO 2050

Global Clean Food Tech Carbon Negative Company

"

Our goal
is to
reduce
carbon
through
food system
transformation

"

เป้าหมายของเรา คือ การ
ลดก๊าซคาร์บอนในโลก
ผ่านการปฏิรูประบบ
อาหาร

ก้าวไปสู่อนาคตคาร์บอนต่ำอย่างยั่งยืน





NRF

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Message from the Chairperson



**Mrs. Kesara
Manchusree**

Chairperson of the Board of
Directors
NR INSTANT PRODUCE PUBLIC COMPANY
LIMITED

Dear Shareholders and
Stakeholders,

FOOD FOR FUTURE:

Transforming the food system
for a low carbon world

Today's world is changing rapidly and violently in all dimensions, including society, economy, politics and technology, marking the beginning of natural and environmental changes that can affect both world economic and social conditions. With understanding of the problem, NR Instant Produce has focused on preparing to deal with changes by stimulating the development and integration of innovation for sustainability through building of knowledge and tailoring its business strategies to keep up with global volatility. This includes systematically laying the foundation to create business continuity for increased competitiveness, reducing environmental impact and mitigation risk arising from negative effects of climate change while creating positive changes in readiness to seek growth opportunities on more challenges. For the past year operating results,

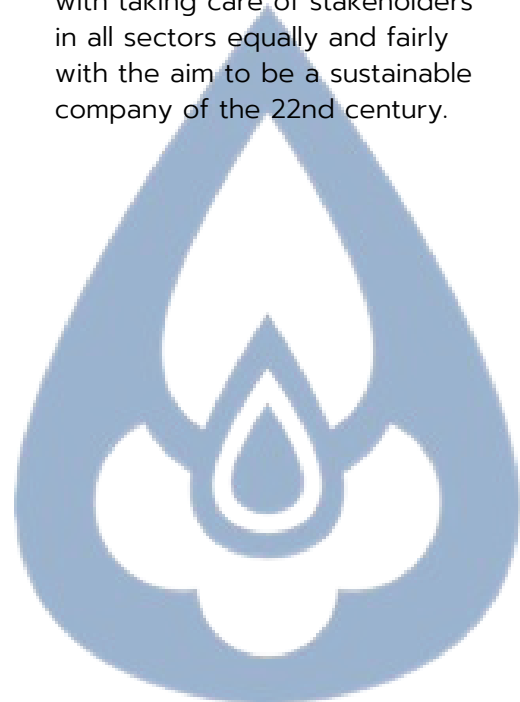
although the Company faced outside pressure factors such as the ongoing situation of the COVID-19 epidemic, trade and economic tensions and international transport problems that caused severe global economic crisis and the New Normal lifestyle, but the company managed to survive the crisis.

In 2021, the company has total revenue of 2,318 million baht and annual net profit of 221 million baht, an increase of 78% from the previous year as a result of a series of effective measures such as production cost management, cost control management, business operations optimization across the organization, and prudent investment operations for maximum benefit. In addition, the company attaches great importance to strengthening existing business for diverse opportunities in "Food For Future" by investing more in the production of alternative food from plants, expanding plant-protein food market all over the world by investing and collaborating with leading global partners. The Company also invests in e-commerce both domestically and internationally by developing wider distribution channels and diversifying healthy food products. Another important investment focuses on building a comprehensive hemp business as well as the development of various food and beverage products and cosmetics for the good health of Thai people.

With the resolve to become a leader in Global Clean Food Tech, the Company focuses on mitigation of Co2 emission in food and condiment production processes to become a carbon-negative organization by taking into account the balance of economy, shareholders,

stakeholders in all sectors, environment and corporate governance. This has propelled the Company to be ranked on the list of Thailand Sustainability Investment 2021 (THSI) by the Stock Exchange of Thailand (SET) after only 1 year listing, thus reinforcing NRF's social and environmental responsibility standards and building investor confidence in the long term. On behalf of the Board of Directors, executives and employees of NR Instant Produce Public Company Limited, we would like to thank our shareholders, customers, trading partners, business partners, financial institutions, government agencies, and all stakeholders who play an important role in building success and pride for the Company.

The Company will continue to dedicate our efforts to generate returns for sustainable growth and continue to uphold our sustainability goals in all dimensions in a balanced way both economically, socially and environmentally. Our operations will follow sustainable development framework under the principles of good corporate governance guidelines, along with taking care of stakeholders in all sectors equally and fairly with the aim to be a sustainable company of the 22nd century.



Message from the Chief Executive Officer



**Mr. Dan
Pathomvanich**

Chief Executive Officer

NR INSTANT PRODUCE PUBLIC COMPANY LIMITED

Dear Shareholders and
Stakeholders,

2021 was completely different from other years with unforeseen events rippling throughout the past 12 months: global logistics problem, more severe natural disasters and the COVID-19 epidemic that impacted everyone in the world daily for more than 2 years. Billions of people were affected by the incident, physically, mentally or financially. As the Chief Executive Officer of NR Instant Produce Public Company Limited, I can only reflect on the events that happened and what our staff, prestigious customers, business partners, and all concerned persons of the that have helped support and empowered us to overcome those challenges and events in a secured and sustainable way.

In the past year, COP26 was an important turning point that demonstrated the government's commitment to change and combat climate change. However, such goals cannot be achieved without the drive and leadership from the private sector. When we look back on our business, our mission and vision and events that happened this year, it makes us more confident in the goals we have set: to sustainably transform the food industry. For our Company, these are the strategies we put in place to help consumers change their lifestyles and become part of the mission, and for which we have continued to invest in the plant-based industry in the past few years.

At the end of 2020, we became a listed companies in the Stock Exchange of Thailand for production of plant-based protein and food for the future. For us, "Food for the Future" means building the foundation and platform for sustainable food production for consumers. On this journey, we are honored by Innobio (Asia) Co., Ltd., a subsidiary of PTT Group Public Company Limited, to exchange visions and jointly establish a plant-based factory and a restaurant for alternative natural protein. Even though we have to face the problems and challenges arising from the COVID-19 Delta species situation, we were able to open a large, international standards plant-based factory in the UK., co-founded Konscious, the future plant-based food leader and became lead investor in Wicked Kitchen,

one of the fastest growing plant-based brands in Europe over the past year. However, many objectives remain to be achieved to make significant and positive impact on the world in 2023 and beyond. We will use the platform and foundation we have laid to expand business to North America and focus more on the Asian market. We also hope that NR will be able to become a carbon-negative food producer in our production process.

While the plant-based food business is a good place to start, plant-based businesses still emit a large amount of Co2 into the atmosphere and we are well aware of the need to change our production process to reduce our carbon footprint. Over the past 3 years, we have established and developed teams and have discussed the issue with many partners as well as invest resources in finding technology in carbon sequestration which will help reduce GHG emission from agricultural residue streams (incineration of waste generated from the agricultural industry). We are delighted to move forward and become the first public food producer in the ASEAN region with the tools to ensure sustainable climate change.

We deeply believe that our customers and consumers are ready to support businesses that focus on sustainability and the mission to maintain a pristine environment. All private agencies has to prove that they have this position. Ultimately, global warming is a huge challenge. and it's an opportunity that, through our vision and mission, NRF will be one of the leaders in the creation of a new, stable and sustainable world for everyone on the planet.

NRF

AWARDS OF ACHIEVEMENT



01

Thailand 1st Carbon Neutral Factory certified by Thailand Greenhouse Gas Management Organization (Public Organization) for 3 consecutive years



02

Outstanding sustainability performance made NRF listed in ESG Emerging and ESG100



03

Listed in SET100 after the 1st year of IPO



04

Listed in FTSE All World Index : Micro Cap Group



05

NRF listed in THSI in 2021 after the 1st year of IPO



06

NRF received 4 stars out of 5 which is higher than average that mostly got less than 3 stars



07

SET Awards 2021 : Business Excellence Deal of the Year : Capital Market Fund Raising Deal



08

Superior Taste Award 2021 from International Taste Institute e.g. SABZU sriracha chili sauce received 3 stars, sweet chili sauce 2 stars and Porkwan tom yum paste received 3 stars

REPORTING BOUNDARY

This sustainability report is provided in order to present the business performance of NR Instant Produce Public Company Limited (NRF) in accordance with the Sustainable Development Goal: United Nation SDGs, the report is also an annual progress report. (Communication on Progress: CoP) that will show the progress of the company in compliance with the 10 Principles of the UN Global Compact (UNGC). For the presented data in this report is fiscal year 2021 covering the company in Thailand and foreign country in order to present NRF's business growth through driving operations with sustainable development approach and driving business goals to become a Global Clean Food Tech Company, including reports on business performance in governance, economy, society and environment in period of 12 months (January to December 2021).

- 1** The Company has provided this sustainability report and published on company website; www.nrinstant.com
 - 2** If you have any suggestions or questions, please contact sustainability and public relation department at sustainable@nrinstant.com
 - 3** The Company is extremely pleased to consider any suggestions and will also improve reporting quality
-

Business Overview

NR Instant Produce Public Company Limited ("the Company" or "NRF") was established on 30th December 1991 and converted into a public company on 16th December 2019 with registration number 0107562000483. The Company's head office is at 99/1 Moo 4, Khae Rai Subdistrict, Krathum Baen District, Samut Sakhon Province, and the Bangkok office is at 518/5 Maneeya Centre Building, 6th floor, Ploenchit Road, Lumpini Subdistrict, Pathum Wan District, Bangkok. It has a registered capital of 1,485,443,157 baht, in 1,417,654,142 ordinary shares were paid at the price of 1.00 baht per share. NRF operates as a manufacturer and distributor of food seasonings, ready-to-cook food, ready-to-eat food and beverages, and plant-based protein food with products ranging over 2,000 SKUs and 500 recipes.

The Company distributes its products to more than 30 countries around the world, such as the United States of America, European countries that have strict quality inspections for imported food, Asia, Oceania, and Australia. NRF was one of the first manufacturers to receive a certification for food manufacturing quality from the British Retail Consortium (BRC) since 2004. In addition, the Company has also passed many quality inspections from regulators such as IFS Food, GMP, and FDA Standard.

In April 2017, Panthera Partners Co., Ltd., a company in the business group of Mr. Dan Pathomvanich, Chief Executive Officer and Director of the Company, acquired shares in the Company, and set a policy to make the Company become a food product manufacturer of the future. The policy focuses on investing in food innovations to create a sustainable ecosystem for the entire food industry with a set goal of becoming The Purpose – Led Company, a company that drives the organization and brand with clear goals that focuses on sustainable business operations.

The Company aims to be one of the first choices in producing products for the world's leading (ready-made) food companies. Additionally, the focus is ensure exponential growth of the Company by 2024, where the strategy is to penetrate the food market's Specialty Foods category, which is becoming a global trend and has a relatively high growth rate. With unique food characteristics focusing on quality from the selection process of raw materials, and limited production volumes, the Specialty Foods products from the Company gives special importance to Thai food and ethnic oriental food, plant-based food, and functional food.



To make our company be the first choice for the world's leading food companies (finished product) and focus on building company's exponential growth by 2024

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Furthermore, the Company has also invested in funds such as Big Idea Venture and New Protein Fund I, a start-up fund that produce plant-based products; and Unovis, the world's leading alternative protein fund that invests in various companies in the production of alternative proteins with modern technology and production innovations. Such investments will provide an opportunity for business expansion and access to these cutting-edge innovations in the long term to respond to the trend of food of the future.



In January 2020, the Company invested 15% of the Company's paid up capital to the amount of 30 million baht in the ordinary shares of City Food Co., Ltd. On 30 November 2020, the Company invested another 85% of the paid-up capital, making a total of 170 million baht investment. Therefore, City Food Co., Ltd., the manufacturer and exporter of seasonings under the Classic Thai brand and Chinpo soymilk, became a subsidiary of the Company from November 30 2020 onwards. The subsidiary has 2 factories in Nakhon Pathom and Ratchaburi.

In 2021, City Food Co., Ltd. sold the Chinpo soymilk business, including its tofu production machinery, in December and allowed Botany Petcare Co., Ltd. to lease the Ratchaburi factory for pet food production.

BOOSTED

In January 2021, the Boosted NRF Corp. was established, which is a joint venture between NRF Consumer Co., Ltd. (a subsidiary of the Company) and Boosted Ecommerce, Inc. (a local company in the United States). The purpose of the corporation is to invest in the branded e-commerce businesses on Amazon.com whose products are in the Ethnic Food, Plant-Based Food, and Functional Product categories where the company already has a competitive edgetitive. Those products must have good sales in Amazon's E-Commerce system and generate continuous returns. The focus is on the acquisition of intellectual property, trademark, know-how, and other intangible assets related to business operations sold on the Amazon.com platform.



In January 2021, Boosted NRF Corp. acquired assets under Prime Labs, the leading functional product brand. Prime Labs' core products are nutritional supplements. Later, in May 2021 the corporation acquired assets under the SOL Trading brand, a leading health food product brand. The main products of SOL Trading are products in the category of cooking and baking products. In August 2021, the corporation Additionally, the Company expanded its e-commerce business and increased its distribution channels the country by investing in Indeem Group Co., Ltd., a subsidiary of the Company, in September 2021. Indeem's role in the business is the distribution of products in the skincare category, food supplement category, and consumer products in the form of a network (Multi-level Marketing or "MLM") or Network Marketing.



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In April 2021, the Company entered into joint venture with Mr. Xiu Hai Xian Hester Arthur to form Nove Eats Co., Ltd. ("Nove Eats"), Nove Foods Co., Ltd. with a 51% percentage share. The Nove Eats establishment seeks to distribute plant-based protein foods such as hamburgers, fried larb, etc., through online food delivery channels via applications such as Grab, etc. In May 2021, Nove Foods Co., Ltd. invested in Wicked Foods, Inc. (Delaware) ("Wicked"), a startup company selling a range of food and plant-based protein products under the Wicked Foods and Wicked Kitchen brands that offers a wide range of products including ready-made plant-based foods, pizzas, sauces, and frozen foods. Currently, Wicked Company sells products in Tesco stores in the United Kingdom and plans to expand the business to the United States, Europe, and other countries in the future. Additionally in May, Nove Foods Co., Ltd. invested in Konscious Foods, Inc. (Delaware), a startup company set up for the purpose of selling food and plant-based products, with a focus on plant-based seafood products to increase options for consumers and plant-based customers, who tend to focus on beef products made from plant-based proteins, for example. Konscious will focus on selling plant-based seafood products in North America and plans to add this product category to other plant-based proteins as well as to increase sales in other continents in the future.



In May 2021, Newtra Regenerate Co. Ltd. (“NRPT”) was established. It is a joint venture company between Nove Foods Co., Ltd. (a subsidiary of the Company) and Inobic (Asia) Co., Ltd. (a company in the PTT Group), which has a strategy to promote plant-based food businesses to support growth opportunities in highly popular industries. An investment was made to establish a Plant-based factory with a production capacity of approximately 3,000 tons per year to prepare for more diverse food production contracts, especially products derived from plant proteins.



In September 2021, City Food Co., Ltd. (a subsidiary of the Company) entered into a joint venture with Botany Studio Co., Ltd. to establish Botany Petcare Co., Ltd. The Company invested in 66.7% of paid up ordinary shares of Botany Petcare with the aim of changing the factory in Ratchaburi from the original production of soybeans under the Shinpo brand into a pet food and snack factory. In the future, Botany Petcare will focus on plant-based pet food products and market its products under its own brand and become an original equipment manufacturer (OEM) for exports to countries in Southeast Asia (ASEAN) and others.



In September 2021, the Company invested in the Golden Triangle Health Co. Ltd. (“GTH”) in the proportion of 49% by paying for shares by swapping out the Company’s and GTH’s ordinary shares, whilst 51% was paid in cash in October 2021, totaling to 100%. GTH operates a turnkey hemp business such as importing good quality hemp seeds, development of cannabis cultivation and extraction, as well as development of hemp-flavoured food and beverage products under GTH’s brands such as Kinchakan, TOM, and Cho Phaga. Additionally, there are shops selling products containing hemp oil or smell, whereby GTH also sells their franchises to such stores. Furthermore, GTH cooperates with their business partners and leading cosmetic brands such as Dentiste, Smooth E, Siang Pure Oil to expand and develop the hemp business in Thailand.



In December 2021, the Company pulled a partner’s share, who is the world leader in the cannabis business, to become a partner by exchanging 25% of GTH’s shares with 11.75% of Australis Capital Inc.’s shares.

Vision, Mission, Goals, and Strategies



Vision

“ To make sustainable food experiences enjoyable while raising the quality of life for our stakeholders and, in doing so, make the world more sustainable one SKU at a time ”



Mission

“ Transform our food system for a more inclusive and sustainable world. The world will be better, our producers will be better, and our customers will be better ”

Goals

“ To create delicious and sustainable specialty food products that delight and enrich people’s lives. We do this by developing innovative products that improve not only taste, but is also better for me and the planet ”

The Company has set the following goals for the year 2022-2023

- 1 Increase sales to approximately 5,000 million baht by 2023
- 2 Become a Clean Food Tech Company
- 3 Build 2 negative emission plants in the United States and Thailand

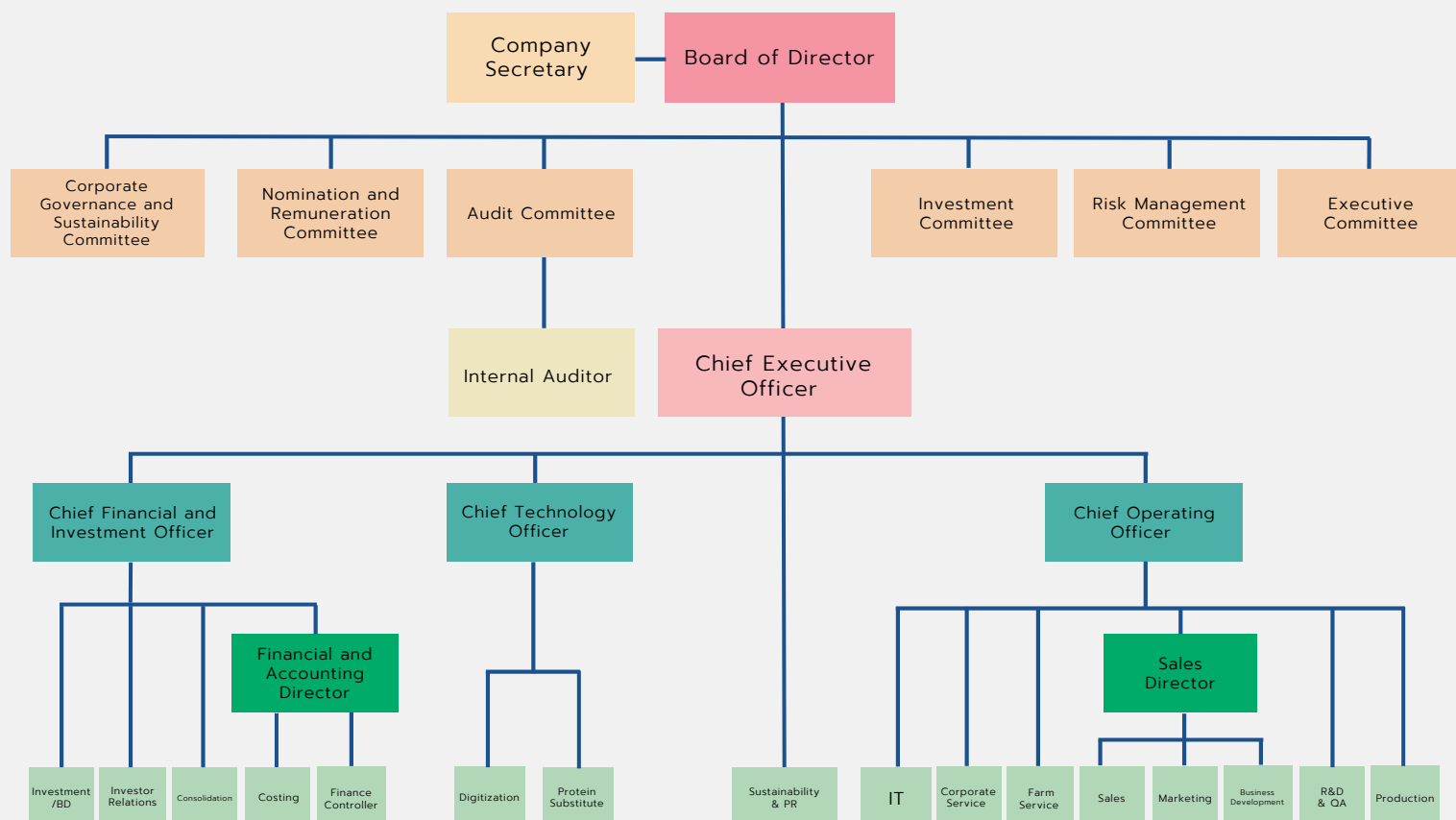
Strategies

The Company aims to be one of the leaders in the food industry that can meet the needs of both small and medium-sized companies, and large multinational companies in 4 product categories, namely

- 1 Ethnic/Specialty foods, which includes Thai and local food products in the Asian region, such as products under the Por Kwan and pet food
- 2 Plant-Based Foods, which are plant-based protein food product like sausages, minced meat, and ground pork
- 3 Functional Products, which are products that perform specific functions, including non-food consumer products in consumer friendly and environmentally friendly packaging
- 4 Products sold on e-commerce platforms

โครงสร้างการบริหาร ผลิตภัณฑ์ และบริการ

1. COMPANY STRUCTURE



2. PRODUCT INFORMATION AND SERVICE

OUR BUSINESS

70%

ETHNIC AND SPECIALTY FOODS

OEM



CONDIMENTS



READY TO EAT



DRINKING AND OTHERS

OWN BRANDS



1.2%

FUNCTIONAL PRODUCT

NON - FOOD CONSUMER GOODS THAT ARE ENVIRONMENTALLY FRIENDLY (V-SHAPES) AND HEMP OIL PRODUCT UNDER GTH COMPANY



9.4%

OTHERS

2.7%

PLANT-BASED FOOD

PLANT BASED PRODUCT



SUSHI



BARBECUE MEATS FROM JACKFRUIT



SHIRATAKI (KONJAC NOODLE)



MEATS



LAAB TODD



SAUSAGE

SUBSIDIARY COMPANY AND PARTNERS



16.6%

E-COMMERCE

Food supplement business on amazon.com and MLM business e.g. consumer goods, cosmetics and supplementary food etc.



NRF MILESTONES

2017

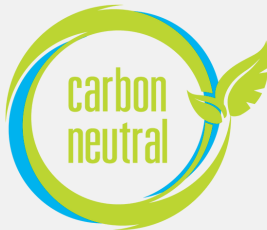
Committed to enhance the business operations towards Sustainable Development Goals (SDGs) of United Nations

2018



- Collaborated with Mahidol University in order to develop food safety

2019



- Thailand 1st Carbon Neutral Factory certified by Thailand Greenhouse Gas Management Organization (Public Organization)



ตลาดหลักทรัพย์แห่งประเทศไทย

- The first purpose – led company that listed in SET
- Start-ups invested through New Protein Fund I LP and Big Idea Ventures GP I



Innovative unit-dose packaging

- Invested in functional product business with V-Shapes

2020



- The first company in Thailand that committed in Science Based Targets Initiative (SBTi)
- Purchased 25 % of Plant and Bean shares that is a leader of plant-based protein industry

2021

- Listed in THSI after the 1st year of IPO



- listed in ESG Emerging and ESG100 index from 1 of 803 listed company
- Received 4 stars out of 5 (Very Good level) by corporate government assessment



- Listed in SET100 of second half year 2021
- Received SET Awards 2021 on business excellence, deal of the year : Capital Market Fund Raising Deal

- Listed in FTSE Micro Cap
- Joined Thailand Carbon Neutral Network (TCNN), and our CEO was selected to be council member and chairman of innovation & technology sub-committee
- Declared its intention to participate in Private Sector Collective Action against Corruption (CAC)



RACE TO ZERO

- The first company in Thailand that joined Race to Zero Campaign
- Expanded E-commerce platform through the establishment of Boosted NRF Corp.

- Innobic (Asia) Company Limited together registered the incorporation of Nutra Regenerative Protein Company Limited (NRPT)



- Co-founded Konscious food and start plant-based food manufacturing plant at Vancouver, USA
- Established decarbonization department
- Alternative protein fund invested through Unovis NCAP Fund II
- Joined Renewable Energy 100 club
- Plant-based food manufacturing plant of Plant & Bean was certified BRC standard

PLANT & BEAN

- Invested in the leader of Plant-based food in UK "Wicked Foods"
- Acquired golden triangle health Co.,Ltd
- Has collaborated with the international leader of hemp industry "Australis Capital Inc. (AUSA)"

Sustainability Management Policies and Goals

Over the course of more than 30 years, the Company has operated its business with determination and focus on all stakeholder groups, from upstream to downstream, as well as delivering good products and services to consumers. The Company has set a target framework for changing the supply chain that is not just for profit, but gives importance to being a leading company in food production and distribution with futuristic innovations that has sustainable growth. Furthermore, there is awareness of environmental and social impacts throughout the supply chain and must create effective economic values. The Company continues to pursue its declared sustainability values of the organization, namely People, Planet, and Performance, as follows:



People



The Company is dedicated and gives importance to people both inside and outside the organization seriously by supporting and pushing for personal potential development and considers the human rights principles of employees and personnel. The Company also plays a role in the development of communities around the vicinity of the factories and Thai farmers to grow sustainably, have good hygiene, as well as producing quality products and services to create the best satisfaction for customers and consumers.

Planet



The Company focuses on preserving the world's environment by changing its implementation concept to create environmentally friendly products, and taking into account the risks that may affect the environment, including developing factory technology and manufacturing innovations to enable sustainable operations with a responsibility to nature and society.

Performance



The Company's success goal is not only regarding profit, but also that effective operations must be performed to repay stakeholders and create long-term value for the organization. Importance is given to people and the environment along with continuous and fair development of the quality of products and service.

In 2021, the Corporate Governance & Sustainability Committee (CGSC) approved the announcement of NR Instant Produce PCL's sustainable development policy to confirm the intention and commitment in creating social and environmental values on the basis of good corporate governance. The Company has integrated Sustainable Development Goals (SDGs) of the United Nations with the Company's strategy and operations. The operating policies are as follows:

- 1** The Company will operate business on basis of the relevant measures and laws domestically and in foreign countries that the Company's business operates, and will observe the Company's good corporate governance policy, anti-corruption, transparency and sustainable development approach.
- 2** The Company shall produce good quality products that are approved by national and international standards using good quality raw materials and packaging that considers growth and development together in order to deliver good quality products consistent with food sanitation and nutrition including customer satisfaction.
- 3** The Company shall be concerned of environmental impact reduction, climate change adaptation, environmental conservation, effective usage of resources and energy through the operations that are related to the Paris Agreement including green procurement, and environmentally-friendly production and services.
- 4** The Company shall build green value chains through raising knowledge and awareness on the issue and impact of climate change to all stakeholders.
- 5** The Company shall invest in product research and development to develop innovation and technology for environmentally-friendly production and services that responds to the needs of customer for green economy growth based on sustainable development.
- 6** The Company shall continuously report sustainability performance to all stakeholders transparently and with social responsibly.
- 7** The Company shall instill good ethics, morality and social responsibility to be the corporate culture, and reinforce knowledge and awareness on climate change and environmental management for employees, customers, partners and all stakeholders.
- 8** The Company shall respect and protect human rights for all stakeholders along with the value chain, treat employees equally, impartially and encourage employment of local, disadvantaged and disabled workers and disregard differences in race, religion, sex, age, education and belief etc. The Company shall provide employee welfare, safety and sanitation in the workplace covering both of emerging and re-emerging diseases, and develop company staff to professionally improve company operations.
- 9** The Company shall support Thailand to be net zero emission country before 2065 (According to the government announcement) through establishing cooperation with partners for development and implementation of greenhouse gas reduction projects, and the encouragement of the operations that reduce environmental impacts for all stakeholders in our supply chain in order to become a Carbon Neutrality Community.

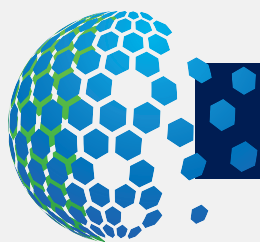


The Company has goals and guidelines to drive business for sustainability, which are the Sustainable Development Goals (SDGs) according to the international

principles of the United Nations. The Company joined the United Nations Global Compact Network Thailand (UNG CNT) since 2018 and Mr. Dan Pathomvanich, Chief Executive Officer Management, has been appointed to the position of the Environmental Subcommittee since 2020. The responsibility is to propose creative approaches to raising awareness and participation in the business sector with leading companies in Thailand. The Company has established strategies, tactics, and operational guidelines that are in accordance with the Sustainable Development Goals as announced by the Company. In 2021, the Good Corporate Governance and Social Affairs Committee for Sustainable Development approved the announcement to support 3 additional sustainable development goals, from the original 10 goals, namely the 5th goal on Gender Equality, the 7th goal on Affordable and Clean Energy, and the 6th goal of Peace, Justice, and Strong Institutions. Collectively, there are a total of 13 goals, as follows.

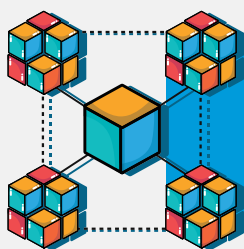
Sustainability Management Goals

The Company operates its business by adhering to operating principles based on sustainability. In 2017-2020, the Company adheres to delivering quality and environmentally friendly products according to the "FOOD FOR FUTURE" strategy in the past 2021. The Company has adjusted its strategy to support society in the DIGITIZATION era., which in the past year, the Covid-19 pandemic situation was considered as a verification of the efficiency and effectiveness of the strategy, transforming the Company into a clean energy food technology company. The strategy is as follows:



In 2023, the Company will transform into a Clean Food Tech Company or Carbon Negative

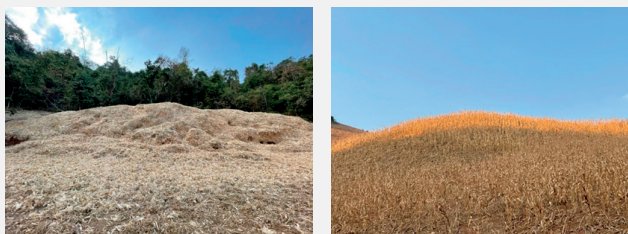
Global leader in plant-based food production



Use blockchain technology to help drive the business
In addition, the Company also aims to set up carbon removal factories in Thailand and the United States as well.

The Company opened a new department under the name "Decarbonization Division" to conduct business in solving environmental and social problems as well as the use of products obtained in the upstream part of the Company, to enable the transition of the Company from a carbon neutral company to become a negative carbon emitting company. The decarbonization department was not only created to help society (CSR), but to also stick to the core goal of the organization, which is to be a self-sustaining, profitable business that solves the livelihood problems of people and stakeholders, and most importantly, to solve environmental problems by reducing emissions and removing carbon out of the atmosphere. The decarbonization department's main business projects initial stages, or its pilot project, is to set up a small, portable, clean energy biomass storage plant. The plant will manufacture machines that go into areas that have problems with PM2.5 dust and other pollutants. These pollutants are caused by farmers burning agricultural residues such as cobs, stalks and husks of corn, rice stubble, and trimmed branches from horticultural crops such as longans. By-products released will be transformed into biofertilizers with high content of carbon or biocarbons that can increase agricultural productivity and absorb carbon into the soil. This also helps the issue of water holding in the soil so that the Company can convert the amount buried into the ground into the organization's carbon credit revenue. In addition, the heat energy generated by the combustion in the production process can be converted into electricity. The Company plans to use electricity to mine cryptocurrency using clean energy. However, at the moment the Company is still in the process of studying cryptocurrency mining as the method is to use all by-products from the manufacturing process without having any waste.

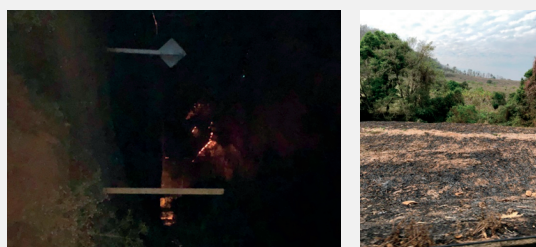
Regardless, the Company will continue to operate the initial phase first in the hopes that the pilot project will help build the market and increase the knowledge of the company in real operations to effectively enter the industry of carbon sequestration from clean energy biomass. However, the Company plans to use bio-carbon bio-fertilizer in the Company's agricultural upstream raw materials as well so that NRF can become a negative carbon emissions company and a model for sustainable change in Thai agriculture.



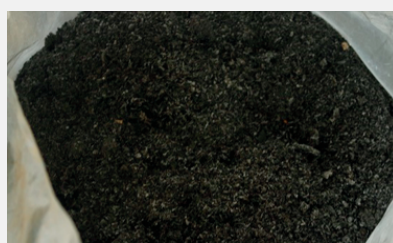
Examples of cobs and corn plants in Chiang Mai that is waiting to be burned



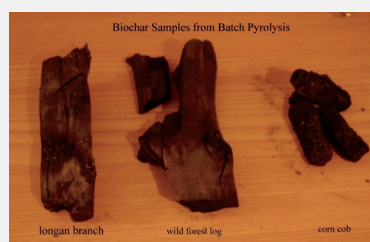
During January to April, it is the season when farmers burn cobs, stalks, and corn husks in Chiang Mai



The burning will occur during both the day and night, resulting in high PM2.5 dust pollution in the surrounding air



The Company can take these leftovers and put it into an oxygen-free incineration process until it is transformed into bio-charcoal or biocarbon



Each agricultural waste material will give a quality of bio-charcoal that is not the same as the ones pictured

The Company's cooperation with national and international environmental and social organizations

The Company is committed to the sustainable development spirit and goals to create global and international growth and recognizes the importance of building cooperation between organizations that support environmental and social development. Since 2018, the Company has cooperated with many world-class organizations such as the United Nations Global Compact (UNGC), UN Global Compact Network Thailand (GCNT), Science-based target (SBT): 1.5 degree pledge, Race to Zero, and World Economic Forum (WEF), amongst many other. Over the years, the Company took part in building a sustainable society and environment, and in 2021, the Company carried out sustainable development activities that are internationally recognized and further expanded the sustainability network, as follows:



UN Global Compact Network Thailand (GCNT)



Network Thailand

The Company joined the announcement of intention of the private business network to drive Thailand into a Net Zero Emission Country in 2050 at GCNT Forum 2021, the largest annual event of the Global Compact Network Association of Thailand. This is a gathering of the country's leading business organizations, whereby the Company, as a leader in food production of the future that adheres to sustainable operations, has participated in discussions regarding climate change issues that would affect business operations and laid out solutions for Thailand's agricultural and food businesses.



Forum for the Future Forum for the Future



The Company joined as a supporter for the Forum for the Future to research and develop alternative proteins to build food security for society, focusing on the development of the plant-based protein food industry. The goal is to make Thailand a leader in Southeast Asia, which, according to the annual report, is experiencing food insecurity, especially the lack of quality and safe protein. This shortage is due to the rapid population growth and the use of many chemicals in production. All of these are opportunities for the Company, private, and government sectors of Thailand to accelerate the development of food production innovations from alternative proteins to respond to demand, leading to Thailand's New S-Curve.

Thailand Carbon Neutral Network Committee (TCNN)



It is an association promoting cooperation of all sectors, namely the public, private, and local sectors, to share responsibility for achieving net zero carbon dioxide emissions in Thailand by 2030. This is also in line with the movement of global organizations under the Paris Agreement. The Company joined as a pioneer and Mr. Dan Pathomvanich, Chief Executive Officer of the Company, was elected as the Agro-Industry and Food Industry Committee, and as a member of the Technology and Innovation Subcommittee. The aims are to exchange knowledge on greenhouse gas reduction and learn with network members in the future, which will help promote business opportunities and achieve the organization's and Thailand's Net Zero Emission goals.

Climate Neutral Now Initiative



Climate Neutral Now Initiative is a project under the framework of the United Nations Convention on Climate Change (UNFCCC) that builds a network of communities and tools to help member organizations achieve true greenhouse gas emissions reductions. The levels of achieving carbon balance goals, which are Bronze, Silver and Gold, are assessed through an annual report. The Company sees this as an opportunity be a sustainable carbon-balanced organization as well as the chance to be certified as an internationally carbon-balanced organization.

RE100 Thailand Club



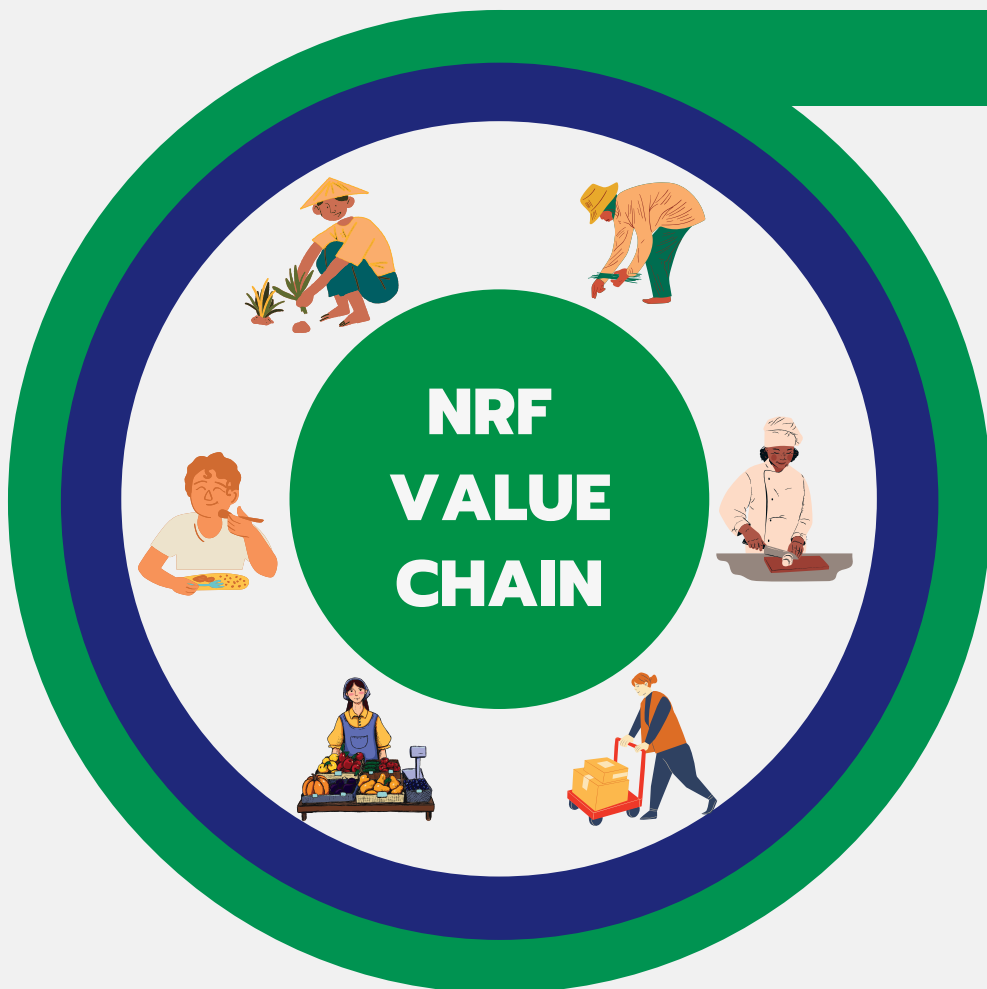
As the Company has started using electricity from solar cells since 2020, and to become a Net Zero Emission Organization by 2030, it joined the Thai Renewable Energy Association. This association is a network of organizations that strive to create a network to exchange knowledge, transform the use of fossil electricity to 100% renewable energy, and to create opportunities and address international carbon taxation.

Sustainability Practice Performance

1 NO POVERTY 	123,713 cases Save children and valuable people cost to buy food	10 REDUCED INEQUALITIES 	<ul style="list-style-type: none"> • 551 people of Foreigner (Myanmar, Philippines, Italy) and 8 disable people employment • Does not discriminate against age, gender, physical disability, race, ethnicity, national origin, religion, or economic or other status
2 ZERO HUNGER 	<ul style="list-style-type: none"> • 169,115 meals for Children, youth and food-deprived people in access to nutritious food that clean and safe 		
3 GOOD HEALTH AND WELL-BEING 	<ul style="list-style-type: none"> • 50,000 case from hospitals, medical center and local communities were supported medical equipment • Managed COVID-19 vaccination & provide ATK for employee • Annual health check for employee 	11 SUSTAINABLE CITIES AND COMMUNITIES 	<ul style="list-style-type: none"> • Provided and cleaned company bus in order to facilitate employee travel and reduce the likelihood of spreading COVID-19 through public transportation regularly • Reduced waste to landfill • Met the surrounding communities to get the feedback and support medical equipment regularly
5 GENDER EQUALITY 	Respect employees' human right and gender equality		
6 CLEAN WATER AND SANITATION 	<ul style="list-style-type: none"> • Wastewater treatment • Provided clean drinking water for employee 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	<ul style="list-style-type: none"> • 4,000 kg of production waste utilization • Hazardous waste is managed and disposed properly • Improve production processes to reduce waste
7 AFFORDABLE AND CLEAN ENERGY 	<ul style="list-style-type: none"> • 100% Solar rooftop operation • 100 % Changing the organization to use renewable energy & joined the Thai Renewable Energy Association (RE100 Thailand Club) 		
8 DECENT WORK AND ECONOMIC GROWTH 	<ul style="list-style-type: none"> • Established Decarbonization and Corporate compliance departments to support business expansion • Protect the rights of workers, both nationals and foreigners and prioritize the safest working environment • Gender equality for job recruitment and wage compensation • Disabilities people employment • Set up a project to support agriculture with modern technology, reduce pollution, reduce chemicals, increase sustainable income 	13 CLIMATE ACTION 	<ul style="list-style-type: none"> • CEO recognition as climate actor by invited to join COP26, UN Leader Summit 2021 • CEO was selected as environmental sub-committee of GCNT • CEO was selected as council board & sub-committee of TCNN, TGO • CEO was interviewed by TIME Magazine on Earth Day Issue • Implement project to monitor greenhouse gas emission to reduce world's greenhouse gas and global warming • Join membership of UN GCNT • Listed in ESG Emerging and ESG100 • Carbon Footprint Organization Certificate for 3 consecutive years • Carbon Neutral Organization Certificate for 3 consecutive years • Carbon Footprint of person Certificate for 3 consecutive years • Committed to Science Based Targets Initiative and joined Race to Zero campaign • Committed Climate Neutral NOW • Commitment letter to support G20 Call to Action Letter • Establish Decarbonization department aimed to become carbon negative emission company • Waste utilization project initiation • Solar rooftop operation • Changed fluorescence light bulb to LED light bulb in our factory • Earth Day project
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	<ul style="list-style-type: none"> • Clean and safe raw material • Established Decarbonization Department to develop and upgrade company's infrastructure to enhance resource efficiency and enhance waste utilization • Studying E-Commerce and Blockchain technology and innovation • Set up a plant-based alternative protein food factory in Thailand On behalf of the NRPT joint venture company & invest in plant-based business around the world • Expanding the production capacity and conduct research on plant-based alternative protein foods 	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	<ul style="list-style-type: none"> • Announced Personal Data Protection Act (PDPA) • Announced Anti-Corruption Policy • Announced Whistle Blowing Policy and protocol • Announced Anti-Discrimination & Anti- Harassment Policy

NRF Value Chain and Supply Chain Management

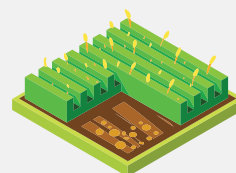
In 2021, the Company has analyzed and planned actions to reduce carbon emission from o value chain.



STRATEGY



Focus on agriculture



Focus on reducing agricultural waste

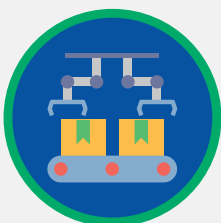


Process into value-added products that are net-zero emissions



Finance

- Market Capitalization 9,002 Million THB
- Liability 1,809 Million THB
- Shareholders 2,815 Million THB



Production

- Total Company Asset 4,662 Million THB
- Food processing innovation and technology



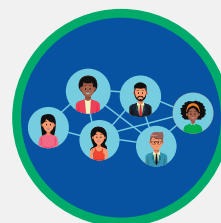
Human Resources

- Employee 875 People
- Training hours of employee 3,168 per year
- The organizational structure has align with the carbon negative goal



Intellectual capital

- Intellectual property rights
- Investing in innovative startups
- Sustainability purpose driven



Society

- Good relationship with customers, partners, investors, farmers and society
- Food and money donation



Environment

- Setting goals for carbon negative company
- Become a carbon neutral factory 3 years in a row
- Water resource consumption 12.6 Q/Ton Product
- Electricity consumption 249.8 Kw-H/Ton Product, with the use of solar cells at 27.44 percent.
- Recycled waste from production processes and offices, more than 96% benefit

In addition, the Company attaches great importance and attention to the benefits of stakeholders, respects the rights of those stakeholders, and fairness and transparency in the operation. The Company has defined, identified and analyzed stakeholders into 8 categories, covering both individual and other forms of establishment. The company provides various channels for stakeholders to participate in the audit as follows:

Priority	Stakeholder	Communication	Stakeholder Expectations	Company's Response
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STAKEHOLDERS WITHIN THE ORGANIZATION

1	Employees	<ul style="list-style-type: none"> - Electronic mail notifications - Meetings - Surveys and complaints 	<ul style="list-style-type: none"> - Receive appropriate compensation and resources appropriate for duties performed - The Company gives equal importance to all employees 	<ul style="list-style-type: none"> - Comprehensive compensation and welfare - 360-degree assessment for corporate justice - Communication information through electronic letter
1	Shareholders	<ul style="list-style-type: none"> - 56-1 One Report - Annual General Meeting of Shareholders - Announce Quarterly and Yearly performance and publish on company website - Analyst Meeting by quarterly - Investor Roadshows - คำอธิบายและการวิเคราะห์ของฝ่ายจัดการ (MD&A) รายไตรมาส และข่าวจากนักลงทุนสัมพันธ์ - Company communication channel are as follow: company website, Email, Telephone and Company social medias (Facebook และ Instagram) - Company operation is clear and verifiable - Stable and Sustainable operation - Social and environmental responsibility - Return on investment - Risk Management - Build trust with shareholders through disclosing truthful and clear as well as verifiable - Organize Annual General Meeting - Sustainability company operation - Annual Report to communicate with investors 	<ul style="list-style-type: none"> - Company operation is clear and verifiable - Return on Investment - Risk Management - Social and Environmental Responsibility 	<ul style="list-style-type: none"> - Organize Annual General Meeting - Annual Report and Sustainability report to communicate with investors - Build trust with shareholders by disclosing truthful information - Sustainable business practices

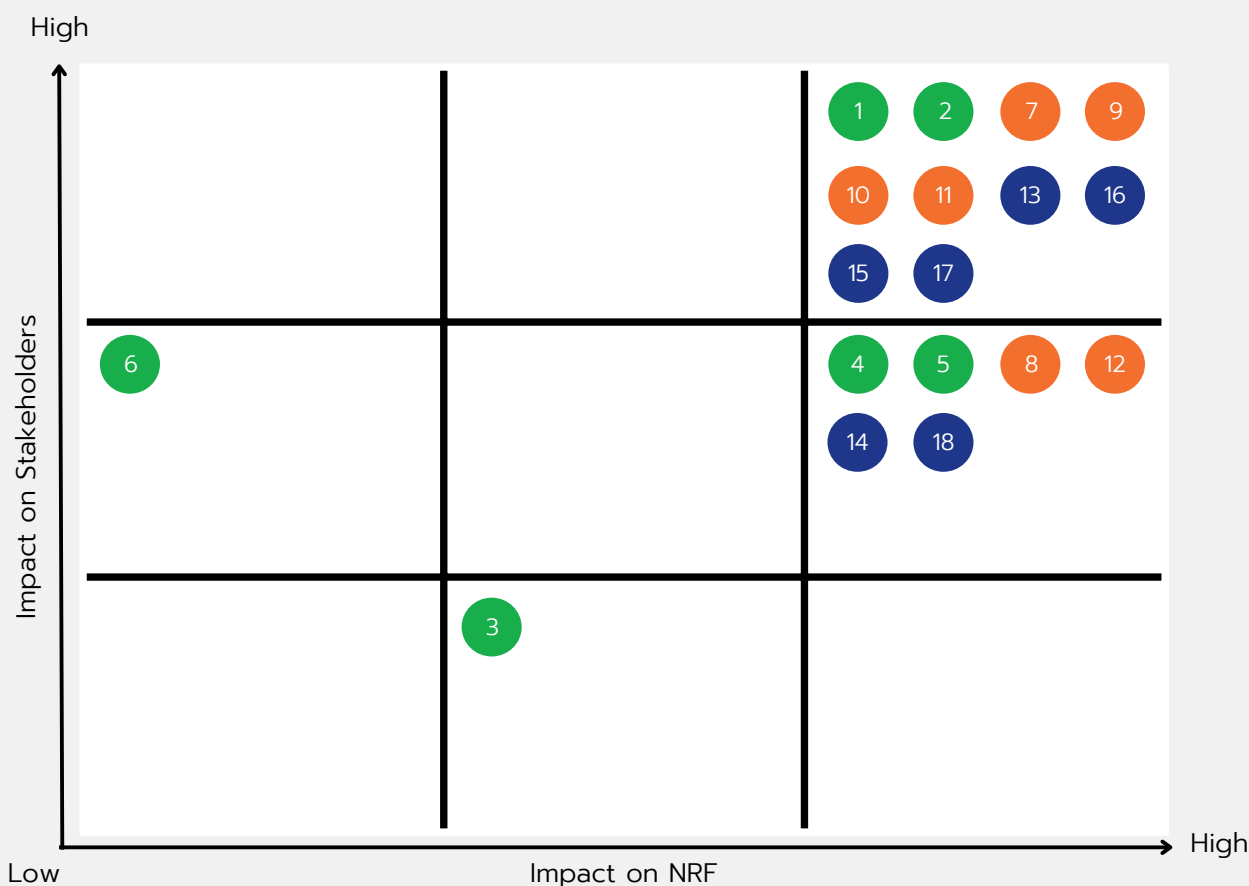
Priority	Stakeholder	Communication	Stakeholder Expectations	Company's Response
EXTERNAL STAKEHOLDERS				
1	Customers and Consumers	<ul style="list-style-type: none"> -Call Center - Website - Surveys and Complaints - CSR 	<ul style="list-style-type: none"> - Product quality - Product variety - Transportation Quality - Operations with social and environmental responsibility and attached importance on climate change 	<ul style="list-style-type: none"> - Open area for comments, suggestions, and complaints - Monitor customer satisfaction with BRC Standard - Summarize customer satisfaction on company's products and services together with brainstorming to make strategic plan to response the customer needs - Sustainable business operations - Preparation of annual reports and sustainability reports
1	Communities	<ul style="list-style-type: none"> - Social Activities 	<ul style="list-style-type: none"> - Environmental impact prevention - Management of resources related to the community - Helping and creating benefits for the community 	<ul style="list-style-type: none"> - Implementing measures to reduce community impact - Organizing activities to help the community
1	Partners and Ventures Joint	<ul style="list-style-type: none"> - Customer meetings and signing of cooperation agreements - Supplier selection and assessment process - Determining the code of conduct for business partners 	<ul style="list-style-type: none"> - Various factory quality assurances - Standardized operations - Operations that are transparent and enhances future business - Procurement policy and procedure 	<ul style="list-style-type: none"> - Maintain the quality of products and services, including developing new projects that respond to future partners - Set the standard and policy in procurement that are clear, transparent and fair. - Co-develop and advise sustainable procurement development
2	Producers and Farmers	<ul style="list-style-type: none"> - Field visits to farmers' farms - Online communication - Educational activities 	<ul style="list-style-type: none"> - Fair businesses - Agricultural knowledge exchange - Being a funding source 	<ul style="list-style-type: none"> - The Company organized a team of specialists specifically to provide consultation to farmers to ensure they work together effectively - Agricultural promotion activities
3	Medias	<ul style="list-style-type: none"> - Communication and whistleblowing platform to collect feedback, suggestion and complaints, etc. - Press Conference / Press release - Exclusive Interview - Press visit 	<ul style="list-style-type: none"> - Disclosure clear information and can to investigate 	<ul style="list-style-type: none"> - Meet the press and Press Conference - Press release of company information will publish on our social medias such as Facebook, Instagram as well as company's website.
3	Government	<ul style="list-style-type: none"> - Meetings with government agencies on issues and cases - Preparation of performance reports and implementation - Jobs to relevant government agencies - Communication with government officials To foster a good understanding of the expectations of those involved - Regular participation in activities and projects of government agencies - Attending meetings to acknowledge policies and governance guidelines 	<ul style="list-style-type: none"> - Operation in accordance with laws and regulations - Be transparent and comply with the law in every step of the operation - Business operations based on corporate governance and sustainable development principles by complying with relevant laws and within the scope of appropriate risk management. - Supporting government agencies on sustainable development and climate change 	<ul style="list-style-type: none"> - Strict compliance with relevant laws - Communicating with government officials to enhance understanding and respond to the expectations of government agencies properly - Involvement with government agencies and organizations through various activities


































Materiality Assessment

























The company has established processes and procedures for identifying key issues and processes for prioritizing sustainability issues. which has been approved by the Chief Executive Officer as follows:

Identification	Prioritization	Validation and review in order to develop sustainability practices continuously
Sustainability and Public relations department has collected the key sustainability issues by considering the company's operational activities e.g. value chain, supply chain, national and international laws, regulations, requirements, world trends and UN Sustainable Development Issues as well as other issues related to the industry such as e-commerce business, technology and food business, etc.	the Company has collected sustainability issues, analyzed stakeholder communication channels and expectations in order to aware the sustainability materiality issues.	Prioritization of sustainability issues will be determined by the corporate sustainability working group and approved by the top management of the organization. For the prioritization will be attached importance on level of influence on stakeholder assessments and decisions together with the level of importance that affect to economy, society and the environment.

Sustainability Materiality Assessment



Impact on Stakeholders	Impact on NRF	Sustainability Materiality Issues	Consistence with the Sustainable Development Goals (SDGs)
ENVIRONMENTAL			
High	High	Climate action management	    
High	High	Energy consumption management for environmentally friendly producing	  
Medium	High	Waste management	 
Medium	High	Water management	  
Low	Medium	Green corporate culture	  
Medium	Low	Biodiversity and ecosystem	 
SOCIAL			
High	High	Human rights respect and labor standards	 
High	High	Customer responsibility	  
High	High	Information security	 
High	High	Human resource development	   
Medium	High	Occupational health and safety management	
Medium	High	Community development, conflicts management and surrounding community recognition	  

Impact on Stakeholders	Impact on NRF	Sustainability Materiality Issues	Consistence with the Sustainable Development Goals (SDGs)
ECONOMIC AND GOOD GOVERNENCE			
High	High	Good governance and code of conduct	
High	High	Sustainable supply chain management	      
High	High	Producing high quality products that meet the production standards	 
High	High	Consumer health and safety	  
High	High	Food security	 
High	High	Risk management	      
Medium	High	Technology and innovation development	 

Sustainable Corporate Driving

• Corporate Governance Policy



Policies and Guidelines Relating to Board of Directors

The Company operates its business in accordance with the guidelines of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC) as well as the criteria on ASEAN Corporate Governance Scorecard (ASEAN CG Scorecard) in accordance with good corporate governance principles for efficiency, transparency, and effectiveness in management and to ensure fair treatment of shareholders, investors, creditors, employees, government sectors, customers, as well as the general public and all related parties. In 2017, to ensure that listed companies can sustain long-term growth, the Securities and Exchange Commission issued the Corporate Governance Code (CG Code) for applications by listed companies in order to supervise the business for valuable and sustainable long-term performance.

The Company, therefore, adopted the aforementioned principle as a practice for the Board of Directors whose management of the company have clearly divided duties. The Board of Directors is responsible for formulating policies and supervising the management of the executives in accordance with the objectives and policies of the Company and the executives are responsible for managing the business in order to generate profits. By performing such duties, both the Board of Directors and Executives will jointly share responsibility for all parties equally including employees, creditors, government sectors, customers and society. To comply with the Corporate Governance Code (CG Code) principles, the Board of Directors has established additional guidelines to ensure better operating results and long-term growth and create sustainable value for the business.

The Company has established a good corporate governance policy and a written business Code of Conduct to guide all business segments of business operation to be in compliance with the law, which is an international standard. The policy has been announced for all directors and employees of the Company for acknowledgement and implementation. The Company also arranges for annual review and update of the Good Corporate Governance Policy as well as Code of Conduct for full alignment of the Company's operations. In consideration of the the CG Code of 2017, the following are designated:

PRINCIPLE 1	Recognize the roles and responsibilities of the Board of Directors as organization leaders who create sustainable values for the business.
PRINCIPLE 2	Define main objectives and goals of sustainable business.
PRINCIPLE 3	Strengthen Board effectiveness.
PRINCIPLE 4	Ensure Effective CEP and People Management.
PRINCIPLE 5	Promote innovation and responsible business operation.
PRINCIPLE 6	Strengthen risk management and internal control system.
PRINCIPLE 7	Maintain financial credibility and disclosure of information.
PRINCIPLE 8	Support engagement and communication with shareholders.



Principle 1 Recognize the roles and responsibilities of the Board of Directors as an organization leader that creates sustainable value for the business

The Board of Directors has responsibility to perform their duties independently from the management for the highest benefit of the company and shareholders. Duties and responsibilities of the Board of Directors and the Management shall be clearly separated. The Board of Directors shall determine the policy and supervise the various systems of the Company to operate in accordance with legal and ethical policy.

The Board of Directors is responsible for reviewing Good Corporate Governance Policy and Code of Conduct and approving them before bringing them into force. The Company shall disclose the names, profile and duties of the Board of Directors and the 6 sub-committees, namely the Executive Committee; Audit Committee; Risk Management Committee; Nomination and Remuneration Committee; Corporate Governance and Sustainable Development Committee and Investment Committee.

The Board of Directors shall be responsible for the transparency and correctness in the preparation of an accurate and complete Company Financial Statement. They shall also ensure adequate disclosure of important information in the notes to the financial statements and financial information in the annual report. The financial statements must be prepared in accordance with generally accepted accounting standards and checked by an auditor certified by the SEC. The Board of Directors has appointed an Audit Committee consisting of 3 members who are independent and non-executive directors to review the quarterly financial reports and the annual financial statements. So that they are accurate and complete and in accordance with generally accepted accounting principles before presenting them to the Board of Directors for further consideration.

The Company's Accounting Department is responsible for presenting information on connected transactions and transactions with conflicts of interests pursuant to the Securities and Securities and Exchange Act (No. 4) B.E. 2551 (2008),

Section 89/12 and the Notification of the Capital Market Supervisory Board No. Tor.Jor. 21/2551 and the announcement of the SEC Re: Disclosure of Information and Acts of Listed Companies Concerning Connected Transactions, B.E. 2546 (2003) and its amendments to the Audit Committee for consideration and opinion.

1.1 Term of office

The directors' term of office shall be in accordance with the Public Company Act B.E. 2535 (1982). Each independent director has a term of 3 consecutive years, but shall not be more than 3 terms, unless unanimously approved by the Nomination and Remuneration Committee and under the consideration that the said director has made great contribution to the Company and such extension according to the term will not cause a lack of independence decision. The decision to reappoint shall be approved by the Board of Directors and shareholders as well.

1.2 Directors' remuneration

The Nomination and Remuneration Committee is responsible for suggesting guidelines and methods for determining meeting allowances, expenses, fees, rewards and gratuities, including any other benefits that are in the form of remuneration to the Company's directors by submitting to the Board of Directors' meeting for approval at the Annual General Meeting of shareholders, except for entitlement under company regulations.

1.3 The Sub-Committees

The Board of Directors shall appoint the sub-committee members from appropriate and qualified persons. Each committee member shall perform duties as assigned by the Board of Directors, with the power to notify the management to attend the meeting to clarify a concern or prepare a report for submission. The Board of Directors will approve the charter of each sub-committee.

At present, the Board of Directors has appointed 6 sub-committees.

1. The Executive Committee comprising the Executive Directors and senior management of the Company.

2. The Audit Committee comprising 3 Independent Directors, at least one of whom must have accounting knowledge with sufficient experience to review the credibility of the financial statements. The Audit Committee holds office for a term of 3 years, and upon retirement may be re-appointed as a director.



3. The Nomination and Remuneration Committee comprising 3 Independent Directors. The Nomination and Remuneration Committee has a term of 3 years, and upon retirement, may be reappointed as a director.

4. The Risk Management Committee comprising at least 4 directors, each holding office for a term of 3 years, and upon retirement, may be reappointed as a director.

5. The Corporate Governance and Sustainability comprising at least 4 directors, each holding office for a term of 3 years, and upon retirement, may be reappointed as a director.

6. The Investment Committee comprising at least 4 directors, each holding office for a term of 3 years, and upon retirement, may be reappointed as a director.

1.4 Meeting of the Board of Directors

The Board of Directors shall hold meetings to perform their duties and acknowledge operating results on a regular basis, at least every 3 months. At the meeting, the directors shall be able to express their opinions and exercise their judgment independently. The quorums for voting at the Board of Directors Meeting is not less than half of the total number of directors attending the meeting. The directors will attend every meeting unless there is a force majeure necessity and must notify the secretary in advance.

The Company shall report the number of meeting attendance of each director in the annual report and the Secretary of the Board of Directors is responsible for scheduling the meeting throughout the year so that all directors know the schedule in advance. The Secretary of the Board of Directors will send meeting invitations to all directors to confirm the date, time, venue and agenda of the meeting at least 5 days in advance and the Secretary of the Board of Directors shall collect all meeting documents from the management to deliver to the Board of Directors in advance. Such documents will be comprise sufficient information for independent decision-making and

If discussions to prepare a complete and accurate minutes of the meeting within 14 days of the date of the meeting for submission to the chairman of the board for signing and shall provide a systematic, easy-to search confidential file storage

1.5 Evaluation of Performance the Board of Directors and Company's Sub-Committees (as a team and individually)

The Company shall evaluate the performance of the Board of Directors and the Sub Committees at least once a year, both individual director assessment and as a whole committee so that the Board can jointly consider and improve their own performance. At every end of the year, the Company secretary and the Sub-committees secretaries, that is, of the Audit Committee, the Nomination and Remuneration Committee, the Corporate Governance and Sustainability Committee, the Risk Management Committee, the Investment Committee and the Executive Committee shall send the performance assessment form as well as self-assessment to the Board of Directors and Sub-Committees and self-assessment for annual evaluation. The assessment form will be returned to the secretary of each committee in order to summarize the results of the assessment and report to each committee for further acknowledgment.

Topics for evaluating the performance of the Board of Directors and sub-committees are as follows:

1. Structure and Qualifications of the Board of Directors
2. Roles, duties and responsibilities of the Board of Directors
3. Meeting attended
4. Duties of Directors (at a board/sub-committee meeting)
5. Relationship with the Management
6. Board self-improvement and executive development

Criteria for evaluating the performance of the Board of Directors (both as a team and individually) and Sub-committees of the Company

- points earned
- less than 50 percent points
- 50-65 percent
- 66-75 percent
- 76-85 percent
- 86-100 percent



1.6 Meeting of non-executive directors

The Board of Directors requires non-executive directors to hold meetings among themselves to allow free discussion on various matters. The meetings are held at least once a year in order to comply with good corporate governance principles.

1.7 Reporting Information

1. The Board of Directors is responsible for reporting financial information and general information to shareholders and general investors correctly in a transparent, correct manner with logical explanation with supporting figures, both in terms of operating results policy, future trends as well as the success and obstacles of the business.

2. The Board of Directors understands and supports the auditors' professional practice standards.

3. The Board of Directors is to prepare a report indicating the Board's responsibility for the preparation and disclosure of the Company's financial reports for presentation in the annual report, together with the financial statements and the auditor's report. This includes:

3.1 Legal requirements that the Board of Directors of the Company prepares financial statements that reflect true and reasonable financial position and results.

3.2 Responsibilities of the Board of Directors in preparing an accurate, complete and sufficient accounting information for maintaining the assets of the Company and to pinpoint weaknesses in order to prevent corruption or irregular operation.

3.3 Confirmation that the company has complied with generally accepted accounting standards, appropriate accounting policies and has consistently these practices and in addition, that reasonable consideration has been given to the preparation of the Company's financial statements.

1.8 Succession plans

The Board of Directors has established a succession plan for executives. The plan will

prepare personnel in the organization to ensure that the Company has executives with knowledge and abilities capable of holding important positions in the future and that systematic criteria has been determined in the plan.

1.9 Directors and Senior Executives Development

The Company encourages the Board of Directors and senior executives to attend seminars that are beneficial to the performance of their duties as well as to meet and regularly exchange opinions with the Board of Directors, executives of various organizations. Directors of the Company should attend at least the courses offered by the Thai Institute of Directors Association (IOD), which are Directors Certification Program (DCP), Directors Accreditation Program (DAP), Advance Audit Committee Program (AACP), and Executive Development Program (EDP) so the knowledge and experience acquired can be used for company development.

The Board of Directors encourages Company senior executives to attend both Executive Committee meetings and Board of Directors' meeting to directly present information and opinions about work under their scope of responsibility specified in the agenda at the Board of Directors' meeting. At the same time, executives have the opportunity to learn and understand the views of the Board of Directors including the opportunity to express opinions and offer beneficial guidelines to the Board of Directors as well.

The Board of Directors also encourages meetings and discussions between directors and senior management on occasions other than the Board of Directors meeting so that directors have the opportunity to get acquainted with the company's top executives to exchange ideas on company operation and ask for or accept suggestions from each director with specific expertise to apply to company operation as well.



Principle 2 Define main objectives and goals of sustainable business

The Vision

NR Instant Produce Public Company Limited has a vision to create food products that provide satisfying and sustainable experiences for consumers and improve the quality of life for everyone.

Mission

The Company is dedicated to raising the standard of food production for a more sustainable world and for a better life of all people, manufacturers and consumers alike.

Strategy

The company's objective is to sustainably produce specialty food with good taste in order to create happiness and promote good quality of life for consumers. NRF will continually innovate food that will not only have superior taste but also but contribute to a better consumer life and a better world. The Company has set goals for the years 2022-2023 as follows:

1. Sales volume increase to approximately 5,000 million baht by 2023
2. To be a Clean Food Tech Company
3. To build 2 negative-emission plants in the United States of America and Thailand

The Company attaches great importance to professional management by quality teams with visions. The Company's executives are knowledgeable, capable and have extensive experience in food business as well. They regularly introduce new concepts to be used in the development of the organization and the company's products, making the internal working system of the Company clear-cut and transparent.

In addition, the company gives importance to all employees by providing employees with knowledge and strong foundation in food business as well as training in various fields. Most of the Company's employees are young people who are very committed and creative. The Company wants employees to participate in the company's business and strive to create products and new services that can meet the needs of target customers well because the company believes that this approach will be able to drive business growth sustainably and allow the Company to retain quality employees for a long term.

4. Research and Development Strategies

The Company is committed to continually developing new products to meet the needs and create the highest satisfaction for the customers

.5. Market overview analysis

Although there are objectives or goals in business operations established in the short term, medium term and long term, the Company has always focused on analysis of the whole market as important data in the preparation of strategies or plans so as to make sure that they are up to date with market events and appropriate to the economic and business environment of the Company. The Data Analysis Department has been tasked with analyze this information to ensure that the Company's strategy remains consistent and effective with annual operational goals.

Principle 3 Strengthen Board effectiveness

The Company recognizes that shareholders, investors and regulatory organizations place importance on the roles and responsibilities of the Board of Directors who act as a representative of the shareholders. Therefore, it is important to select and appoint qualified directors and sub committees members who can help strengthen the Company in the long run.

The Company has established criteria and guidelines for recruitment and selection of directors, taking into account good recruiting guidelines by the Thai Institute of Directors Association. The Board of Directors has assigned the Nomination and Remuneration Committee to determine the qualifications of various committees and highlight various qualifications in terms of skills, experiences, and abilities that are beneficial to the Company and has also required that the nomination process be transparent to build confidence for shareholders and outsiders.

The Nomination and Remuneration Committee determines the specific skill sets required in the Board of Directors and its sub-committees to allow each committee to establish policies and strategies to achieve the company's objectives with quality and efficiency. The skill sets for each committee are compiled in the Board Skill Matrix.



Principle 4 Ensure Effective CEP and People Management

Apart from recruitment of the Board of directors, the Company also attaches importance to the recruitment and development of chief executives and personnel management who serves as important cog in driving the organization in accordance with the policies and strategies set by the Board.

In recruiting executives and other personnel, the Board of Directors has determined the skills, experience, and attributes required by managers or personnel in each field specifically in order to efficiently recruit the most appropriate personnel that meet the Company's requirements in the recruiting plan.

The Nomination and Remuneration Committee has been appointed by the Board of Directors to decide on criteria for recruitment of high-level executives of the Company, including the position of Assistant Managing Director, the Chief Officers and the Chief Executive Officer.

The criteria for recruiting high-ranking executives of the company consist of two parts: strategic management skills, project management skills, risk management skills and business administration skills. The second part is the functional competence, which refers to the knowledge, skills and attributes required by managers to perform duties to achieve goals such as data analysis skills, design skills, planning and management skills, etc.

In addition, the Nomination and Remuneration Committee has also established a remuneration structure and the chief executives performance assessment. The remuneration includes both monetary payment such as salary, bonuses in the short run, and Employee Stock Ownership Plan (ESOP) in the long run as well as other non-monetary compensation such as medical benefits and personnel development program through internal and external training, At the end of the year, there will be an assessment of the performance of the chief executives, executives and employees under established criteria to

ensure accurate assessment in line with the operating results and with the goals of the Company.

Principle 5 Promote innovation and responsible business operations

As the Company's business involves many stakeholders, interest management must be conducted prudently and fairly, complying strictly with the law to ensure protection of stakeholder's rights whether they are the shareholders, the employee, executives, business partners, customers, lender as well as the general public.

5.1 Respecting the Rights of Stakeholders

The Company adheres to fair treatment among stakeholders, without discrimination and any kind of bias, providing equal opportunity without regard of race, nationality, religious belief or gender. The Company is well aware of its responsibility toward the society and the community. It is considered a primary objective for the Company to arrange projects and activities that are beneficial to the society and the community. The followings are the Company's guideline for each stakeholder:

1. Shareholder: The Company is determined to develop its business, aiming for growth and long-run competitive capability as well as properly distributing profit to shareholders and presenting accurate, complete, transparent, timely and equal information to the shareholders.

2. Employee: The Company shall treat its employees equally and fairly using KPI and 360 degree performance assessment to reflect the actual performance. Moreover, the assessment will be used in training planning, scholarship offer and fair employee remuneration. The Company has also established a provident fund and provided other benefits for the employees as well as safe and healthy workplace. The Company:

2.1 consider its current employees' eligibility for a higher position before recruiting outsiders whereas the outsiders who are chosen must be knowledgeable, skillful, having a mindset appropriate for the Company. The choice shall be made by considering the necessity and the appropriateness of each department with the utmost efficient utilization of human resources.



2.2 promote employee progress by providing them a clear development path and make sure that the employees are systematically and continually developed accordingly, to ensure that they are able to handle their current responsibilities and ready to take on a higher responsibility in the future.

2.3 manage wage, salary and benefits fairly and be on par with leading companies while being appropriate for the current situation. Merit System is to be used in considering raise and promotion, taking into account each employee's skills, performance and potential.

2.4 encourage teamwork, cooperation and familial unity among employee which is one of the values that led the Company to its jump in growth. For this matter, the Company has provided the following guidelines:

2.4.1 Recruitment

The qualification of each position is based on the job responsibility. Race, color, sexual orientation, religion, nationality, background, political view, age or disability is not a factor for a successful candidate. The selection shall be based on the criteria and under a inside-first policy, seeking candidates from current employees before outsiders. The choice shall be made by considering the necessity and the appropriateness of each department with the utmost efficient utilization of human resources.

2.4.2 Training

The Company upholds the importance of personnel development on all level through its policy to continually improve the employee skills and potential by providing training both inside the Company and with third party in order to apply the newly learned expertise for the improvement in their performance. The Company also aims to encourage and support teamwork among colleagues as well as between the supervisor and the supervised. The Company has been keeping record of the employee's training hour.

The Company aspires to improve their employee's performance as well as their happiness in workplace by holding activities to help relieve them from stress and improve relationship between employees to ensure efficiency.

2.4.3 Remuneration

The Company provides fair work condition and ensures appropriate remuneration based on potential, responsibilities, and positions. In addition to the regular salary, the Company has a policy to offer fair raise in accordance with the Company criteria based on the Company's performance in the long and the short run.

In the beginning of each year, the Company, together with the employees, shall set up a yearly goal and use KPI in calculation of bonus. The Company also provides other benefits and holds activities for employees e.g., New Year Party, Present Drafting and other parties to award employees and encourage good internal relationship.

2.4.4. Health and safety

The Company provides a safe workplace with good hygiene e.g., factory safety measure requiring employees to wear protective suit every time they work in the food manufacturing area to prevent accident. Workplace is also managed to ensure safety from fire and disease. As for the corporate employee, the Company has provided healthcare benefit.

3. Customer: The Company is mindful and extends full responsibility toward customers, providing services with sincerity and attention to deliver accurate information of the Company's products and treat customers like family. The service must be fast, correct, and credible. Confidential information must be well kept and shall not be inappropriately used for other purposes. The Company is well aware of consumer's rights, that is, good quality food and responsive after-service aiming to create customers almost satisfaction.



The Company is currently conducting a customer survey which is expected will be adopted as a method for Q3 2021 survey as well.

4. Business Partner: Purchase of goods and services from partners are done according to the commercial terms. Agreements are strictly complied with, according to the law and fair under good corporate governance. The Company provide purchasing guideline to allow partners to follow the bidding procedures and to appropriately choose the partner qualified under the Company's conditions under the following criteria:

- Accuracy according to the specifications
- International standard safety
- Timely delivery of goods

5. Competitor: The Company adheres to ethical competition and refrain from using dishonest method to disrupt competitors. The Company upholds the policies to not divulge any confidential information or trade secret. The policies are as followed:

- Adhere to ethical competition
- Refrain from dishonestly and inappropriately seeking confidential information from competitors
- Refrain from defaming competitors
- Support free trade, without any monopoly or exclusive dealings
- Promote cooperation with competitors in a manner that will benefit the customers instead of attempting to monopolize achieve profit transfer, reduce product quality, or price discrimination which adversely affect customers in general

6. Lender: The Company honors all of its agreements and complies with related laws to repay its debt to lenders who supported the Company through loan. In the event that the Company cannot fulfill repayment obligation, it shall give a 7-day advance notice to the lender to plan about the repayment or sort out other problems related to repayment. However, the Company has never defaulted on any lender in the past.

7. Society: The Company places great importance on responsibilities toward the environment of the society and the community. It has provided support for many community activities according to appropriateness and in time of need through its continuous CSR projects. The Company shall not become involved with any violation of human rights or intellectual property. It shall be environmental friendly and supports activities that promotes hygiene and conservation of environment as well as maintaining good occupational health and safety for all employees.

8. Intellectual Property: The Company respects and complies with all Intellectual property law and has issued a policy forbidding employees from any activity that may be in violation of Intellectual Property law with the following guidelines:

- All employees shall protect and keep all Company's intellectual property confidential so there is no data leakage and must not use such property for their own personal goal or for others' benefit without permission.
- All employees shall protect and keep all Company's intellectual property confidential so there is no data leakage and must not use such property for their own personal goal or for others' benefit without permission.

Principle 6 Strengthen Effective Risk Management and Internal Control

The Company ensures investor's confidence by disclosing significant information accurately, timely, transparently and equally whether it is financial or operation information. Other types of information are managed in accordance with the Company's rules and regulations and the Company's practice to not allow distribution of such information to competitors. This is in compliance with the regulations of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET).



The Company has appointed offices and focal point to coordinate and inform shareholders, investors and SET as well as allowing for opportunities to have a Q&A session with the executives.

1. Appointment of an independent Audit Committee

The Board of Directors has arranged an internal audit unit to periodically monitor every department to ensure accurate recording of information, compliance with work standards and Company's policy without violation of any law. The results of internal audit are required to be regularly reported to the Executive Committee and the Audit Committee.

The Board of Directors have appointed 3 independent directors to serve as the Audit Committee whose duties are to make sure that the financial report is accurate and timely, that the internal control and audit are appropriate and efficient as well as ensure compliance with the law. As a listed company, disclosure of information must also be accurate, clear, transparent and timely. In the event of related party transaction or potential conflict of interest, the Company shall refer the issue to the Audit Committee to consider the appropriateness and rationality before proceeding.

2. Risk management

The Board of Directors has appointed a Risk Management Committee to determine and present policies work plans and performance to the Board of Directors. Risk management policy covers all units in the Company and includes factors regarding visions, goals, business strategy, finance, production and other operations. The Committee shall also determine potential risks and its possible impact, seek a countermeasure, appoint a responsible person, and establish reporting and assessment policy.

During the past year, the Risk Management Committee played an important role, as assigned by the Audit Committee and the Board of Directors, in determining risks from rapid expansion of business as well as providing suggestions for measures that will allow the Company to understand the risks and prepare for countermeasures.

3. Prevention of Conflict of Interest

The Board of Directors monitors and manages potential conflicts of interest, prevent inappropriate use of proprietary information as well as the Company's opportunity, and inappropriate transaction with related party

The Company has provided for a data security system with measures controlling the use of written internal information to prevent executives or employees from utilizing such information for themselves or for any third party before the disclosure of such information, which is an unfair act toward the other shareholders.

The Board of Directors requires the directors and the executives to disclose their conflict of interest and conflict related to their related party once every year to allow for the Board to determine the transactions in conflict and to make decisions favorable to the benefit of the Company in general before attending a specified meeting. The directors or executives who are involved in conflicts are not allowed to participate in the meeting to vote on the agenda on such transactions.

The Board of Directors has provided for an information security policy and personal data protection policy to ensure that the Company's main operation comply with the law and be beneficial to the Company and shareholders as well as monitoring actions that lead to potential conflicts of interest and complying with the regulations of SEC and SET regarding acquisition and disposal of securities and related party transaction.

4. Implementation of Anti-Corruption policies

The Board ensures that anti-corruption policies are made clear and communicated through all levels of the Company as well as outsiders to promote practicality.

5. Complaint Mechanism

The Board of Directors provides a complaint mechanism and procedures to deal with whistleblowing.



Principle 7 Ensure Disclosure and Financial Integrity

1. The Board of Directors is responsible for ensuring that financial report preparation and disclosure of important information are accurate, sufficient and timely, and in compliance with the related standard and guideline.
2. The Board monitors company liquidity and the ability to repay debt.
3. In the event of financial problems or a potential problem, the Board should be confident that the Company has a plan or a mechanism to resolve such financial with the rights of stakeholders being taken into account.
4. The Board shall provide a sustainability report as appropriate.
5. The Board arranged for a unit or a responsible person to handle investor relation to coordinate correctly and adequately with shareholders and stakeholders such as investor and analyst.
6. The Board encourages the use of information technology for dissemination of information.

Principle 8 Ensure Engagement and Communication with Shareholders

The Company has already complied with the good corporate governance for listed company regarding shareholder's rights as follow:

1. Basic shareholder's rights

The Company is well aware of the importance of shareholders and emphasizes the rights and equality among shareholders. As stipulated in the Company's Article of Association and related laws, the shareholder basic equal rights are right to attend shareholder meeting, right to appoint a proxy for voting, right to propose new agenda, right to nominate directors, right to vote for appointment or removal of director, right to vote on the appointment of auditor and remuneration, right to vote on other matters, right to receive equal distribution of profit and dividend, right to comment and ask question in the meeting, right to receive adequate, timely and equal information as well as the right to being facilitated for meeting attendance, the right to be informed in the event of important occurrence and the right to nominate.

The Company has closely monitored the compliance with such polices and other rules and regulations to protect shareholder's rights. The Board has provided for the shareholder to propose agenda for the Annual General Shareholder Meeting 2022 and nominate in advance any person they deem knowledgeable, capability and appropriate qualifications to be appointed as a director. The window for proposal and nomination lasted from 11 October 2021 to 10 January 2022 via e-mail address NRF.comsec@nrinstant.com. No shareholder, however, has proposed any agenda for the AGM 2022 or nominated a director.

2. Annual Shareholders' Meeting

2.1 In arranging a general (AGM), and extraordinary shareholder meeting (EGM) the Company shall specify a date, time and the venue for the meeting which is equally convenient to attend for all shareholders. Shareholders may send registration documents or power of attorney form to the Company in advance for verification before the meeting date. The Company shall choose the venue that is convenient for the attending shareholders.

2.2 The Company shall send out notice convening the meeting together with each agenda attachment, stating the objective and the rational along with the Board's opinion, to allow the shareholders to adequately understand the agenda before the meeting. The notice and the attachments shall be sent within the time period stipulated by related laws or regulations. In the event that shareholders cannot attend the meeting, they may assign power of attorney to an independent director or other person to act as a proxy.

On the meeting day, the Company has provided staff and representatives of legal adviser to verify the power of attorney and attachments e.g., a copy of ID card, a copy of passport or civil servant card in case of ordinary person, and company affidavit and a copy of binding signatory's ID card in case of juristic person.



2.3 The Company provides stamp duty for power of attorney without any cost at the registration point to facilitate shareholders.

2.4 The Company encourages the Board and all committees to attend the meeting with the Chairman of the Board presiding as the Chairman of the Meeting. Other attendants include chief executives, external audit or representatives of legal adviser to listen to comments from the shareholders and answer the questions raised by shareholders.

2.5 At the beginning of the shareholder meeting, the shareholders will be informed of the number and proportion of attending shareholders, either in person or by proxy, to confirm that the quorum is met. The spokesperson shall also inform shareholders of meeting procedures, voting process and vote counting in each agenda in order. No sudden change in material information or uninformed agenda is allowed. The shareholders equal rights to review Company performance, ask questions, comment and make suggestions. Related directors and executives shall join the meeting to answer questions raised by shareholders.

2.6 The Company provides news related to shareholders on its website. Notice convening shareholders' meeting is also published in advance for shareholders to conveniently download the content of each agenda.

2.7 The Minute of meeting shall be recorded thoroughly, accurately, timely, transparently and shall include shareholders' questions and comments. The Company shall pose the report in the Company website so that shareholders can review the minutes and shall submit the Minutes of Meeting to the SET within 14 days starting from the date of the meeting or deliver to other related authority such as the Ministry of Commerce. depending on the rules and regulations.

2.8 Facilitate distribution of dividends by transferring the amount to bank account (in case of dividends being declared) to allow timely receipt of dividend and prevent problems related to cheques such as defect, loss or late delivery.

3. Responsibility toward shareholders

The Board has the responsibility to supervise the executive and employees to work honestly with the sense of duty and with accountability to the result of their performance. This is to give shareholders confidence that any taken actions are fair and take the utmost benefit of all shareholders into account.

Shareholders should also be able to exercise their right whether by stating opinions, making suggestions or casting vote regarding material changes including appointment of the board, remuneration of directors, profit and dividend distribution, appointment and remuneration of auditor. The Company shall disclose true, accurate, thorough and transparent information. As for the remuneration of directors, the Board shall propose the amount of remuneration to the shareholders for their approval annually and present the remuneration policy to the shareholders for their consideration.

4. Anti-corruption

The Company has declared anti-corruption policy every year since 2018. The Board has declared its intention to participate in Private Sector Collective Action against Corruption (CAC) Certification on March 1, 2021. At present, the Company is in the process of becoming party to the CAC.

• Code of Conduct



NR Instant Produce Public Company Limited shall operate and shall ensure that its staff conduct operation in accordance with business ethics as follow:

1. Operate business honestly, with good faith and responsibility toward the society both in terms of legal and ethical compliance and strive to support individuals, community, society and environment.
2. Treat customers fairly in terms of goods and services, without discrimination
3. Conduct business under a standardized system with good governance, applying skills to the utmost ability, using sufficient and evidence-based information and complying strictly with related laws and regulations.
4. Non-disclosure of customer's data which should be kept confidential by nature unless required by laws.
5. Allow for customers to complain about defects in goods and services
6. Disclose all information regarding goods and services, comply with the terms and conditions established between the Company and the customers and promptly inform customers if certain conditions cannot be met in order to sort out the problem.

Ethics and Recommended Practice for Executive and Employees

NR Instant Produce Public Company Limited has specified a set of ethics for executives and employees and published on www.nrinstant.com as follow:

Shareholder Treatment

Executives and employees shall conduct their duty honestly, with care, due diligence and superior vision. They must not seeking benefit for themselves and related party from the information undisclosed to the general public as well as refrain from disclosing the confidential organization data to outsiders or conducting any activities which might lead to conflicts of interest.

Employee Treatment

Executives and employees shall treat each other fairly, work without bias, encourage capacity building and career advancement, enhance efficiency of employees, encourage understanding of ethics, provide appropriate benefits for employees and treat personnel under supervision and colleagues with honesty, while being open to reasonable comments and suggestions.

Customer Treatment

Executives and employees shall treat customers strictly according to the business ethics as established by the Company.

Partner Treatment

Executives and employees shall treat partners fairly, not asking to or received any unjust benefits from partners and promptly inform the partner if any conditions are not met.

Competitor Treatment

Executives and employees shall treat competitors fairly under the framework of good competition and refrain from seeking out the competitor's confidential information.



NR Instant Produce Public Company Limited has established a guideline of best practices for the executives and employees as follows:

A. Guideline for Executives

Executives must comply with the regulations, rules, order, announcement of the Company and their supervising staff as follows:

1. Support policy and comply strictly with regulations, rules, order, announcement or circular sent to all employees.

2. Conduct their work honestly and justly and promptly report potential impact to the reputation and property of the Company.

3. Be polite, respectful and treat colleagues with manner.

4. Work with determination, perseverance and attention to regulations and the governance of the Company in order to be a good model for other employees and to lead the Company towards progress and righteousness.

5. Strictly protect all Company interests and confidential information and those of the customer or that which is related to activities that the Company does not wish to disclose. Disclosure of any news regarding the Company's financial status and personnel requires permission and any such disclosure must be done efficiently and carefully. Employees shall maintain such confidentiality during and after the termination of their employment. Disclosure or transfer of information for purposes other than for the duty toward the Company shall result in damage which employees agree to compensate the Company for the actual damage occurred.

6. To the best of their ability, cooperate with each other to safeguard the Company's property from loss or damage either by men or by disaster. The Company's property shall not be used for personal purpose or for other parties not related to the Company's business.

7. Manage business with ethics and morals in all levels of the Company as well as monitoring and resolving conflicts of interest.

8. Supervise subordinates closely, fairly and without bias.

9. Be ready to work as a team and able to listen to the opinion of others.

10. Strictly comply with, support and supervise their subordinates to strictly comply with rules and regulations of the Company regarding computer system, computer data, the Company's traffic data so that the Company's computer use conform with computer laws, copyright laws or other related laws to prevent damage to the reputation of the Company.

B. Prohibition for Executives

All executives shall refrain from behaving in a way that defiles the Company and themselves, namely:

1. Spend work time on other matters or for personal benefits.

2. Operate the same type of enterprise in competition with the Company either for personal gain or for other parties or hold controlling shares over such enterprise, leading to direct or indirect damage to the Company.

3. Behave in a manner that defiles the Company and themselves.

4. Report or use false statement the Company or withhold information that the Company should have been informed.

5. Act with negligence in the performance of duty or behave in a manner unfitting for a good executive that has integrity.

6. Conceal or distort the truth for personal gain or other parties, leading to direct or indirect damage to the Company.

7. Obstruct or behave in a manner that impedes lawful action of the Company's authority or order employees to behave unethically.



8. Violate the Civil law and the Criminal law, resulting to damage to self or others whether intentionally or not.

9. Disclose wage or salary, the rate of raise of self or others whether intentionally or not.

10. Demand or accept any asset or benefits from customers, partners, competitors, or other parties that conduct business with the Company, or host a reception that has proven to be unnecessary. Customary gifts or regular business reception or any other expense to promote business or for business courtesy exchanges are exempted. If, however, such gifts exceed Baht 3,000 in value, then the supervisors should be informed immediately.

11. Demand or accept any asset or benefits from customers, partners, competitors, or other parties that conduct business with the Company, or host a reception that has proven to be unnecessary. Customary gifts or regular business reception or any other expense to promote business or for business courtesy exchanges are exempted. If, however, such gifts exceed Baht 3,000 in value, then the supervisors should be informed immediately.

12. Any addition, removal or revision of any record or information to change, distort Company performance or attempt to fix accounting statement for any purposes is deemed unacceptable.

13. Intentionally making payment or business arrangement to mislead that a part of the payment or arrangement is for other purposes not expressed in the documents of such payment or arrangement.

14. Become insolvent or with any legal grounds to be deemed insolvent

15. Does not protect the Company's intellectual property or one earned by the Company because of an employee.

16. Copy other people's work, products or intellectual property.

17. Behave in any manner to unlawfully obtain benefits for self or other parties.

18. Allow non-procurement unit to request support from trading partners (if such support is needed, the unit shall consult and ask procurement unit to handle the process, except for joint marketing activities for which marketing and business development unit shall be responsible)

19. Neglect to prevent other parties from or assisting other parties in exploiting or accessing or disrupting the computer system, computer data, Company's traffic data without justifiable cause or without consent from the Company, or intentionally allow for wrongdoings by service providers according to computer law or copyright law or other related laws.

C. Penalty for Executives

1. Minor violation: The executive will be given a written warning, describing the nature and the ground for such violation, and giving the executive the chance to defend his case before his supervisor. If the incident remains unresolved, it shall be presented to the Board for consideration and the Board's decision shall be final. In the event of a second violation or failure to amend the first violation according to the warning, the executive shall face severe disciplinary action which might result in termination of employment.

2. In case of major violation, including bribery, fraud, disclosure of the Company's confidential information or intellectual property to third parties, any defamation of the Company, concealing or failure to report any information, discussion or document to supervisor, the Company may terminate such executive's employment without severance pay and without an advance written warning.

D. Guideline for Employees

To promote efficient operation, employees shall comply with the followings:

1. Carry out duties with honesty, determination, perseverance and strive to improve efficiency for the benefit of self and the Company.



2. Strictly comply with the Company's work rules and regulations.

3. Be respectful and obedient of supervisor's justifiable command according to the policy and regulations of the Company.

4. Act kindly and harmoniously with other employees, assist each other, and refrain from causing conflict that may cause damage to other parties or the Company.

5. Respect other each other's rights. Be courteous toward each other and refrain from disclosing other employee's information both work or personal life and avoid criticizing them in the manner that will damage both the employee and the Company.

6. Refrain from accepting gifts that can cause awkwardness in carrying out future duty and inform the supervisor if such acceptance cannot be avoided.

7. Refrain from misuse of authority in seeking benefits for self, related parties or taking up business competition with the Company.

8. Treat customer, partner with honesty and equality.

9. Strictly maintain confidentiality of the customer, partner and Company data.

10. Promptly report to supervisors upon learning of possible impacts on the Company's operation or reputation.

11. Safeguard the Company's benefits and property to allow maximum utilization. Economize and prevent such property from being wasted, lost, damaged, or deteriorating before reasonable time.

12. Attend training at least once per year or when material changes occur.

E. Penalty for Employees

In the event that an employee behaves in a manner that results in conflicts of interest, the Company shall handle such issues according to the Company's organization structure and regulations. Each unit will conduct the preliminary determination and pass the issues

along the line of command for higher-positioned supervisors to make the decision and decide on the appropriate punishment. If such conflicts are severe, and the damage exceeds the authority of their respective department, it shall be presented to the executives to make the decision and decide on the punishment.

Penalty

1. Verbal warning
2. Written warning
3. Pay cut
4. Suspension
5. Termination without severance pay according to labor protection laws
6. Litigation

Significant changes and developments of policies, practices and corporate governance systems in the past year

The Company has reviewed the essence of the Company's charter, policies and practices as follows:

- Board of Directors Charter and sub-committees charter, including the Audit Committee Charter Nomination and Remuneration Committee Charter Risk Management Committee Charter Investment Committee Charter and the Charter of the Corporate Governance and Social Affairs Committee for Sustainable Development
- Corporate Governance Policy of Subsidiaries and Associated Companies
- Privacy Policy
- Insider Policy
- Fraud and Corruption Risk Management Policy and Manual
- Authorization of the company Subsidiaries and Associates
- Investment Policy

The Company requires that the charter be reviewed. as well as arrange to regularly review and improve other corporate governance policies every year. To increase efficiency and raise the standard of corporate governance of the company. in line with the Good Corporate Governance Principles for Listed Companies 2017 (CG Code)



Other practices in accordance with good corporate governance principles

The company has committed to operating its business under the principles of good corporate governance and has set a policy for all executives and employees to use as a guideline for operating. As a result, the company received the Corporate Governance Report of Thai Listed Companies : CGR for the year 2021 from the Thai Institute of Directors Association (IOD) to be listed company with a score of "Very Good" with an average score of 86% (4 stars) and an average score in each category as follows:

CORPORATE GOVERNANCE ASSESSMENT 2022		
Number	Categories	Score (Percentage)
1	Right of Shareholders	98
2	Equitable Treatment of Shareholders	88
3	Awareness of the Role of Stakeholders	82
4	Disclosure and Transparency	88
5	Responsibility of the Board of Directors	83
	Average Score	86

In the past year, the Company received an excellent score of 100 (5-star) for the quality assessment of the Annual General Meeting of Shareholders for the year 2021 from the Thai Investors Association Including receiving the Business Excellence award in the field of Deal of the Year: Capital Market Fund Raising Deal from the SET Awards 2021. In the past 2021, the company has been selected and ranked as stocks in various groups and indices as follows:

1. Has been selected as one of the list of sustainable stocks (Thailand Sustainability Investment: THSI) for the year 2021 for the first time by the Stock Exchange of Thailand
2. Listed in the SET100 Index, which comprises the top 100 stocks with market capitalization and trading liquidity.
3. Has been selected as one of the ESG Emerging Sustainable Stocks list and ranked 1st in 100 companies by Thaipat Institute.
4. Listed in FTSE Micro Cap
5. To promote transparency, correctness and fairness in business operations and to prevent and reduce the impact of misconduct and corruption, the Company jointly signed the Declaration of Intent of the Private Sector Collective Action Against Corruption (CAC) on March 1, 2021. The Company has also declared policies and prepared an Anti-corruption Risk Management manual to be used as guidelines for all executives and employees as another step towards a corruption-free organization in the future.
6. No violations of the Code of Conduct were found Including no issues and complaints from communities surrounding the establishment or customers or partners.
7. Certified as the first food factory in Thailand that is Carbon Neutral Organization from the Greenhouse Gas Management Organization. (Public Organization) for the 3 consecutive years.



Board Skill Matrix

Qualifications and Competencies of Directors (Board Skill Matrix)	Total (Person)
1. Knowledge and Experience in the Company Business	8/8
2. Accounting and Finance	8/8
3. Marketing Strategy	4/8
4. Organizational and Human Resource Management	5/8
5. Legal	1/8
6. Food tech	2/8
7. Digital Technology	1/8
8. Investment and Business Development	5/8
9. Good Corporate Governance	5/8
10. Information Technology	1/8
11. Risk Management	5/8
12. Rules and Regulations of the SET SEC or other regulator	4/8
13. Other	

• Risk and Crisis Management



The Company keep importance on managing risks that may affect operations. Therefore, the Risk Management Committee was appointed. The scope of powers, duties and responsibilities are as follows:

RISK MANAGEMENT COMMITTEE



- Assess risks at the organizational level. Analyze causes and trends of risks affecting the company as well as define risk management guidelines to cover the entire organization and in accordance with the risk management guidelines of COSO Enterprise Risk Management 2017 (COSO ERM 2017)
- Consider the risk measurement criteria and the acceptable risk level for the year 2021.
- Supervise and monitor the implementation of risk management guidelines and risk management policies approved by the Board of Directors and ensure that risk is kept at an acceptable level.
- Consider strategic risks, operational risks, financial risks, legal and regulations risks and compliance risk, etc.
- Examine the policy and framework for managing corruption risks (Fraud risk).
- Follow up on the progress of requesting an assessment from the Thai Private Sector Collective Action Coalition Against Corruption (CAC).
- Review the progress of the sustainability risk policy (ESG risk) and follow up on performance.
- Consider and follow up on the progress of operations under the Personal Data Protection Act
- Review of the Risk Management Committee Charter by increasing corporate risk consideration to cover corruption risks





1. Risks to the Company's or Corporate Group's Business Operations

Factors affecting the Company's competitiveness in the food production industry is the selling price of the product and the cost of raw materials that fluctuate according to the market price, which is a factor that the manufacturing Company cannot control. Customers could change to other food production contractors instead of using the Company if the customer receives a more satisfactory bid, putting the Company at risk from competitive conditions in the contract manufacturing market. This may go on to affect the Company's future revenues and profits.

However, the process of switching producers for large corporate customers can be costly and the validation process of the new manufacturer's production standards are time-consuming (high switching costs). The following competitive advantages will ensure that the Company is the first choice product manufacturer for world-class companies:

- (1) The Company focuses on sustainable business operations
- (2) Preparedness in entering the future food product market both in terms of production and access to new food technologies and innovations (Platform for the Future of Food)



- (3) Having a wide range of food formulations and packaging
- (4) Having a wide range of food formulations and packaging
- (5) Flexible production lines that are able to support small and lean batch production
- (6) Product quality that meets international food safety standards and is accepted by customers all over the world.

2. Risks from raw material sufficiency, volatility of raw material prices, and quality of raw materials that may not meet the standards specified by the Company

The main raw material used in the production of the Company's products include agricultural products such as produce from plants, livestock, and fisheries, where the amount of produce depends on factors such as the agricultural area, the number of farmers, the climate, disease outbreak, natural disasters, and market demand. Such factors are beyond the control of the Company. Therefore, in the future, fluctuations in agricultural production may cause certain times of the year and the supply of raw materials in the market may not be sufficient to meet the needs of the Company's customers, going on to affect the cost of raw materials as well. During the past 3 years, the average price per year of the main raw materials that the Company can by has been on a downward trend because the Company can compare raw material prices between supplier on the list. There are exceptions of the decreased price in some items, such as lemongrass, due to higher international market demand. For packaging materials, items such as glass bottles and tin-coated steel cans are raw materials whose price do not fluctuate with the weather or season of the year, making it easier for the Company to forecast changes their market prices than agricultural raw materials. Apart from this, the quality of agricultural produce may be affected by factors such as weather, season, and farmers' expertise, making it difficult to predict the quantity and quality of agricultural produce in advance despite the government's disclosure of area estimates and annual production volumes. Additionally, government policies play an important role in affecting production volumes and product prices. The changing customer demands may also prevent the Company from procuring raw materials or packaging that have a characteristic, price, and quality that meet the needs of customers, which is an opportunity cost to earn income from the customer.



Although the cost of purchasing raw materials accounts for only about 34.3% of the total raw material purchase cost in 2021, the fluctuation in raw material prices may affect the gross profit margin of the Company. If the Company is unable to adjust the product price to reflect the rising cost of raw materials, whether in whole or in part, the Company's operating profit and results may be affected. Nevertheless, the Company has put in place a strategy to determine the appropriate proportion of sales for each type of product with different profit margins (Product mix) to allow the Company to maintain target profit margins.

Regarding packaging, the Company prevents risks by ordering packages that are regularly used during the period when the prices were relatively low, such as glass bottles. Moreover, risks are also mitigated by maintaining good business relationships with packaging manufacturers and distributors to serve as a channel for ordering specific packaging according to customer needs, whilst customers may also provide a list of packaging distributors for the Company, making the process more convenient.

The Company has a policy to procure raw materials, both agricultural products and packaging, from many suppliers to reduce the risk of relying on raw material procurement from any one of the sources. Therefore currently, the Company does not have any dependency on any supplier of raw materials for more than 30% of the Company's total raw material purchase price. The top five raw material suppliers account for 28% of the total raw material purchase in 2021. In addition, the Company plans to work with large customers on an annual basis and requires around a 3-month pre-order quantity from most customers. Each month, the Company will plan the amount of raw materials needed to fulfill orders from customers before sending raw material orders to suppliers. The amount of raw material remaining is updated to the most current, and the production projections that will be available in the market are kept track of, by inquiring both suppliers and farms that are partners with the Company. For containers and packaging raw materials, the Company distributes raw material

suppliers, depending on the order and customer's requirements for the type of packaging. This ensures that if there is a problem with sourcing raw materials from one supplier, it will not affect the production of another order. Currently, the Company has not encountered any significant raw material procurement problems yet. The Company selects raw material suppliers with experience and a reliable standard of operation. Even though each supplier will specialize in a different group of raw materials, other raw materials can be still be substituted if requested by the Company.

The Company realizes the importance of the quality of raw materials that will be used to produce high quality products. The Company therefore has a policy to order from raw material manufacturers and suppliers who can supply the material that meet the quality standards set by the company on a regular basis to create trade alliances and joint procurement plans between the Company and raw material manufacturers and suppliers. This ensures that manufacturers and suppliers will be able to deliver the raw materials as needed. However, if raw material suppliers deliver products that do not meet the agreed standards, the seller must accept all returns and send new products to the Company – this is an important quality standard policy of the Company.

In addition, to develop the quality of raw materials to be safer for consumers and have sufficient quantities of raw materials, the Company and Mahidol University have signed a Memorandum of Understanding. The intention of this memorandum is to jointly promote agriculture and food safety for both domestic and international consumers so that it can be used as an important raw material in the production and processing of food products for domestic consumption, and for further product development for export in the future.

3. Risk of dependence on labour or key personnel

The Company attaches great importance to invention, which is used to develop products that highly meet the customer needs. There is a research and development team responsible for this area with more than 20 years of experience who invent new flavors to meet customer needs, change according to the final consumer.



Furthermore, the presentation and promotion of the Company's products to both customers at home and abroad requires a sales team with expertise and experience. Therefore, to reduce reliance on the expertise of any special

personnel, the Company has a procedure for collecting information and knowledge that is considered the Company's property. The information and knowledge are kept in the central system and does not require a relationship between salespeople and customers. Instead, there is a focus on the quality system, reputation, and credibility of the Company that customers trust. After the change of management in 2017, the Company has been able to maintain its existing customer base until now.

4. Risks arising from the change in consumption trend of plant-based protein products, which may cause the Company to lose its investments in this business

Today, the population that consumes plant-based food is spread across many regions around the world, making up around 750 million people, or 10% of the world's population. The EU and North America market, especially the United States, are potential markets and trendsetters. The main factor affecting consumption is that consumers want to avoid eating meat, as antibiotics and hormones are often used, increasing the risk of carcinogenic accumulation. Additionally, meat production also involves environmental and ethical issues. As consumers believe that the livestock industry is the world's top source of greenhouse gas emissions, more and more consumers have begun to change their consumption behavior by choosing to eat alternative products to replace their meat consumption. However, if the consumption trend is only temporary, the Company may be at risk of losing its entire invested capital in the development of plant-based protein food production capacity is as follows:

In 2020, the Company signed a joint venture agreement with Brekes, a British plant-based protein food company. The investment was made through a new joint venture company called Plant And Bean Ltd., at a total value of £5 million, to enter the highly popular alternative protein market in the United States and Europe.

The joint venture produces plant-based protein products. The Company intends to expand such products to meet the changes in the needs of consumers in the world market. Moreover, the Company will have the opportunity to learn and increase expertise in producing such products. This gives the Company an opportunity to become one of the major Thai food contractors for product type in the future. The production plant that will materialize under this joint venture will be the first factory in the Company's group that is located overseas. In addition, the Company does not have total control over the operations, therefore, the Company faces risks from investment expansion. This may put the Company at risk of losing all the invested capital.

In 2019, the Company made an investment by holding a convertible bond (Loan Note Instrument) issued by Meatless Farm, a company located in England. The convertible bonds were converted into fully paid shares of Meatless Farm under certain conditions. The Company also received interest on the bonds, which the company has invested, totaling £500,000. The said debt securities were converted to ordinary shares in July 2020 and the Company holds approximately 1%. The Company believes that it is an investment to create good business relationships, enabling the possibility of the Company becoming a manufacturer and distributor in the future, including receiving various information and knowledge at the shareholder level, even though it is an investment holding of only 1% of common stock. However, if the country's farm has a problem with its business operations, the Company may be affected by the risk of foreign investment, which may put the Company at risk of losing all the invested capital.

The Company signed a contract investing in Big Idea Venture as a general partner, and joined the investment in New Protein Fund 1 as a limited liability partner. In 2021, the Company invested in Unovis NCAP Fund II. These funds support businesses that can improve or transform the food industry through



knowledge, new technology, and innovation that focus on plant-based protein foods. Although the Company will invest in funds that are reputable and have investment experience, few start-ups have been able to grow their businesses to a large extent and achieve success in terms of reputation, sales, and profits due to the current competitive situation of startups. Although the Company will invest in well-known funds with investment experience, the Company still faces the risk of expanding investment abroad in this instance as startups are unable to grow as expected. This may put the Company at risk of losing all the invested capital.

The Company invested in Phuture Limited ("Phuture"), a startup that focuses mainly on the development of artificial minced pork made from soy protein. Phuture can be considered as one of the food tech startups in Asia that has received interest from the global investment companies. The Company made a total investment of \$25,000 in instruments for the acquisition of convertible rights into ordinary shares or preferred shares, depending on the case. Today, Phuture is used in a variety of food menus in many restaurants in Singapore. The Company made the investment to strengthen business relationships and as an opportunity to be a product manufacturer for Phuture. If Phuture is unable to grow its business in the future, this may put the Company at risk of losing all the invested capital.

Additionally, there is also a risk of losing the investment for building a factory to produce plant-based protein food in Thailand, which was a joint investment in Nutra Regenerated Protein Co., Ltd. The plan was to start construction within the year 2021 and start operating by 2022 with a budget of no more than 200 million baht.

The Company is aware of the risks arising from the expansion of investment in the plant-based protein business. This may affect the operating results and financial status of the Company. The Company has managed such risks by closely monitoring the industry

conditions of such products, including sending representatives from the Company to join the management process by assuming important positions in the newly established joint venture company as clearly stated in the joint venture contract. The Company sees the potential for growth in the plant-based protein food products market, both domestically and internationally. This will help strengthen the product variety and create long-term growth of the Company's performance. Apart from this, the Company believes that people around the world are continually placing more emphasis on healthy consumption as seen from the sales statistics of health products that are growing, especially in the United States, Europe, and Southeast Asia. In addition, the increasing world population directly increases the food demand of the people around the world, contrasting with the limited availability of food resources. Research from Oxford University indicates that vegan food consumption will help reduce global warming more than using electric cars. For these reasons, the food industry is excited to produce new food alternatives such as plant-based protein products to provide food that is sufficient to meet the consumer needs of the world's population and reduce greenhouse gas emissions.

5. Risks from expanding online channels (NRF E-commerce Platform) that may be unsuccessful

At present, almost all of the Company's business operations are business-to-business. Coupled with the COVID situation that has made consumers more familiar with trading on e-commerce, the Company therefore aims to increase sales revenue through online platforms. The Company has made a total investment of approximately 10 million or 300 million baht in shares of Boosted Ecommerce Inc ("Boosted") (USA) and in a joint venture company with Boosted. This will be an investment through NRF Consumer Co., Ltd. ("NRF Consumer") (formerly Sabzu Co., Ltd.), which is a subsidiary of the Company. The objective of the joint venture is to invest in businesses that have sales on the Amazon e-commerce platform.



After the investment, the management team of Boosted will develop the invested business to grow continuously. Boosted plans to invest in e-commerce businesses and brands (e-commerce brand portfolio or house of brands).

The Company will divide the investment, which will be investments through NRF Consumer, into 2 parts, as follows: 1) The investment 100 million baht will be used to invest in Boosted, which is a joint venture with a group of investors and professional executives with expertise in investment and business management. The goal is to invest in businesses with attractive brands and products (e-commerce brands) of Third Party Sellers on the Amazon e-commerce platform (meaning other sellers on Amazon.com that are not Amazon.com Inc.), as mentioned above. This is to create the world's largest company in the future that sells products and brands online (The New Procter & Gamble), and 2) The 2,000 million baht investment will be used to invest in a joint venture with Boosted to establish the Boosted NRF Corp company for investing in businesses that have products in the Ethnic Food, Plant-Based Food, Functional Food, and Pet Food who have good sales on the Amazon's e-commerce platform and generate profits continuously. In addition, NRF Consumer is in the process of signing a joint venture agreement where the details are still being negotiated. Therefore, as of the date of the Company's listing on the Stock Exchange of Thailand, NRF Consumer only entered into a non-binding agreement, but has specified the main conditions of the joint venture agreement, causing the Company and NRF Consumer to be at risk of the investment being unsuccessful or delayed. Furthermore, there is a risk of being able to purchase a Branded e-commerce business that meets the criteria and conditions of the investment that have been specified. This may put the Company at risk of losing all the invested capital.

The Company and NRF Consumer are aware of such risk. Accordingly, the main terms of the joint venture agreement have been specified in the non-legal agreement. The agreement includes setting a clear criterion for selecting investments that match the Company's capabilities and

strengths at an appropriate price, not exceeding 3.5 times EV/EBITDA, and a settlement condition that allows the existing business owner to continue to participate in the business management and receive the final payment for the shares based on its performance for both the Company and NRF Consumer to get the most benefits. Moreover, the Company and NRF Consumer will be the owner of brands that have sales and profits on the Amazon E-commerce platform, and the Company will be able to bring the Company's products to sell on the Amazon Marketplace with a customer base where products can be promoted immediately (Upselling), reducing investment risks that cause negative effects to the Company.

6. Risk of relying on big customers

The Company's products are related to Thai food and local food seasonings in the Asian region, which is very popular with consumers around the world. The Company's end customers are retail stores, supermarkets, and large department stores spread in many continents around the world, such as North America, Europe, Australia, etc. These are regarded as customers with potential and demand for hiring the Company for mass production. If the Company has a large number of product sales to a particular customer and the Company cannot find other customers to purchase such products with suitable trade terms, or unable to find any other customers at all, it may have a negative impact on the operations of the Company. This may severely impact the Company's operations if such customers cancel the order contract or returns a large number of products. However, the Company has a diversified group of customers and does not depend on a particular customer. In 2017, sales of each customer accounted for less than 10.00% of total sales revenue. In 2019, the Company's top 5 and top 10 biggest customers accounted for 33.04% towards the total sales revenue and 50.32% towards the total sales revenue, respectively. In 2020, the Company's top 5 and top 10 biggest customers accounted for 32.8% towards the total sales revenue and 49.8% towards the total revenue, respectively. In 2021,



the Company and its subsidiaries' top 5 and top 10 biggest customers accounted for 37.8% towards the total sales revenue and 50.2% towards the total sales revenue, respectively. This does not include the sales revenue of the E-Commerce category. Moreover, product demand and the desired flavors varies from country to country, which is beneficial for the Company's product diversity of more than 2,000 SKUs, enabling the Company to able to capture customers in a variety of customer groups and many countries around the world. Therefore, it is another important factor that will help reduce the impact from the risk of relying on big customers.

7. The risk of contract or agreement termination, failure to comply with the contracts, or no renewal of contracts and/or memorandums that may generate revenue with key customersor

In the past, the Company would carry out contract product manufacturing for customers according to the orders on a case-by-case basis. Subsequently, after the change in management team in 2017, the Company negotiated to make contracts or agreements with big customers. Thus, at present, the Company's customers have both contracts or memorandums and do not have contracts, such as the joint contract between the Company and Fluid Energy Group Ltd., whereby the customer may not comply with the contract or has the right to cancel the contract or agreement. This may affect the Company's revenue and business relationship with such customers. Therefore, the Company faces the risk of cancellation or non-renewal of the contract or the inability to comply with the contract.

The Company is aware of the aforementioned risks and therefore has established a marketing and sales team, divided by regions to clearly take care of key customers and continually acquire new customers. The Company is committed to develop research and development and maintain product quality, as well as increase production efficiency to maintain the customer base.

8. Risk from the Company's insurance policy that may not be sufficient to cover all damages that could occur in the business or in any other action

The Company's business operations are subject to risks, generally those related to product manufacturing as well as the risk of damage, failure of machinery and equipment, or the inability to work according to specified standards, improper installation or use of equipment, accidents, incendiary, political instability, terrorism, operational problems, transportation disruption, and the disruption of labor. These risks can cause personal injury or death, may damage or destroy property and equipment, may cause the Company's business to be interrupted, and may also cause the Company to have legal liability. However, if the Company suffers a serious loss, insurance coverage to compensate for such losses may not be sufficient, and if the loss of the Company is significantly higher than the insured limit, or the Company is unable to receive compensation for such losses under the insured limit, it may have a negative adverse effect on the Company's business.

Financial Risk

1. Exchange rate fluctuation risk

As the Company engages in the business of manufacturing and distributing seasoning products, condiments, beverages, and various ready-to-eat and semi-finished meals for export, the Company's export revenue in foreign currency in 2019 was \$25.32 million and €1.12 million, and in 2020 it was equal to \$32.83 million and €0.38 million. In 2021, the revenue was equal \$42.85 million and €0.89 million, or equivalent to 73% and 1% of the Company's total sales revenue, respectively.

The Company procures raw materials and packaging to produce products, mostly from Thailand, and pays for raw materials mainly in Thai baht, with some raw materials being imported. In 2018, 2019 and 2020, the cost was to 6.75 million baht, 6.50 million baht, and 34.16 million baht (including the cost of V-Shapes machinery), or calculated as 1.14%, 1.10%, and 4.33% of the total raw material purchase value, respectively.



In 2020, the proportion was higher than the previous year during the same period as the Company has sales from alcohol gels in V-Shape packaging. The Company hired a manufacturer in Italy to produce and deliver products to customers as the Company could not install V-Shape machines due to travel restrictions because of the COVID situation. As for the import of raw materials or the hiring of foreign manufacturers to produce the products, the Company's payment is mainly in US Dollars. Therefore, the Company is exposed to the risk of high exchange rate fluctuations arising from the sale of products that are mostly in foreign currencies. Nevertheless, the cost of raw materials is mostly in Thai baht. In the event that the exchange rate between Thai baht and foreign currencies fluctuates a lot, this will have a significant impact on income profit margin and cash flow of the Company. When counting in baht currency, if the Company is unable to adjust the selling price according to the change in baht relative to the foreign currency, there may be a profit or loss from the exchange rate in the event that the rate as of the date of recording the purchase account, or sell of products differ from the exchange rate on the date the company receives or pays the payment.

To mitigate the risks from such exchange rate fluctuations, the Company closely monitors exchange rate changes to assess the situation and trend of the US dollar exchange rate. This is used as information for determining the price of products so that it reflect the exchange rate at each period and making contracts early to protect against foreign exchange fluctuations, which accounted for more than 50% of the outstanding foreign To mitigate the risks from such exchange rate fluctuations, the Company closely monitors exchange rate changes to assess the situation and trend of the US dollar exchange rate. This is used as information for determining the price of products so that it reflect the exchange rate at each period and making contracts early to protect against foreign exchange fluctuations, which accounted for more than 50% of the outstanding foreign

2. Financial cost risk

As of 31st December 2019, the Company's debt to asset ratio was 54.8%. Therefore, an increase in interest rates will affect the load interest rate, financial cost, and the Company's performance. Additionally, according to the loan agreement with financial institutions, during the year 2017 - 2019 the Company must maintain its financial and investment status as specified in the loan agreement, as seen in the table below. However, with the appreciation of the baht against the US dollar and the euro, the average exchange rate has been adjusted from 33.94 baht per USD in 2017 to 31.05 baht per USD in 2019, or approximately a change of 8.5%, whilst the exchange rate has been adjusted from 38.28 baht per Euro in 2017 to 34.75 baht per Euro, or approximately a change of 9.2%, including the company's continuous investment expansion. Consequently, the Company had to require for an approval for a waiver of compliance with the conditions of the loan agreement, whereby the bank has always given the waiver.

For the year 2020, prior IPO, the Company was unable to maintain the financial ratio as stipulated in the loan agreement. However, the Company received a waiver letter from the bank and received a letter of waiver of the repayment schedule from the bank. The Company has been exempt from repayment for a period 1 year from April 2020 to March 2021. Nevertheless, the Company has already repaid all loans under the loan agreements on 6th October 2021. Thus, the Company will have no risk from being unable to maintain the financial ratio according to the terms of the loan agreement that has already been repaid.

For the year 2021, the Company issued debentures, unsecured, at the interest rate of 6.5% and has entered into long-term loan agreements from financial institutions for investment in various projects. However, the Company has no risk from being unable to maintain financial ratios according to the terms of the load agreement.





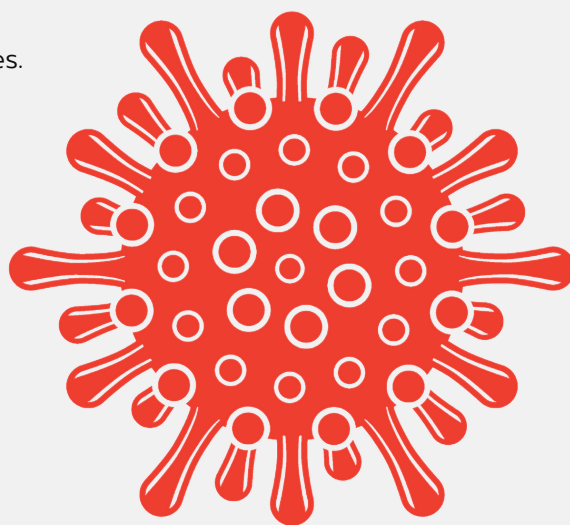
3. Risks from the COVID-19 situation

Since the COVID-19 pandemic last year, the Company has a good management system. However, the outbreak of delta and omicron strains, which are highly infectious, was more severe than expected by all parties, causing the Company to be affected by the situation, both in Thailand and the UK. Consequently, the Company was unable to fully operate in the short-term regarding production in factories in Thailand and the United Kingdom, with delays in the food safety audit process in the UK factory. Accordingly, the Company strictly monitored and prepared measures to prevent the spread of the pandemic and believes that the situation will continue to unravel and improve.

For the measures to deal with the COVID-19 pandemic, the Company has carried out an “Action Plan to Reduce Business Impact from COVID-19,” which has clear guidelines for treating each sector and responsible person. This plan aims to provide preparedness on how to deal with the pandemic situation that may be more severe in the future. All the Company’s employees have been vaccinated and been screened according to the risk groups. Additionally, the employees have been screened for infection by doing proactive swab tests.

The Company gives the utmost importance to the health and safety of its employees, business partners, consumers, and surrounding communities. There are more stringent screening measures for those coming back to work at the factory, increased measures to strictly maintain cleaning and disinfection, as well as providing advice to employees so that they can protect themselves from the spread of Covid-19 properly and in accordance with the guidelines of the public health. In addition, measures have been put in place to avoid frequent meetings, which covers both the Company’s employees and those who come to contact, by providing an online communication system as a substitute for in-person meetings.

COVID-19 CORONAVIRUS





Risks related to regulations

1. Risks from measures and trade barriers from importing countries

As the Company is mainly engaged in the business of producing products for export, the main customers of the Company are United States and Europe. These are a group of countries that have high regulation standards, especially for consumer products where safety and cleanliness from chemicals, residues, and contaminants are of utmost importance. Therefore, the Company is exposed to risks from measures and trade barriers of the importing countries related to the health and safety of goods. Examples include regulations on allergens, pesticides, contaminants, and product label standards.

The Company realizes the importance of different measures in each country. Therefore, the Company has studied and monitored the enforcement of regulations and trade measures of various countries, both from following news and contacting government agencies. This also includes the collection of information received from operators, who are the Company's trading partners, in different countries. The Company has clearly designated the responsible person for the collection of such information to perform the duty of collecting information and informing various related departments in the Company. As a result, the Company has a continuous and sufficient data tracking process for product quality improvement to comply with regulatory compliance, regulations, or measures. At present, the Company has been certified by Hazard Analysis Critical Control Point (HACCP), Good Manufacturing Practice (GMP), International Food Standards (IFS), The British Retail Consortium (BRC), and HALAL, which is an international certification of the Company's quality, safety, and production standards. Furthermore, the Company has diversified its risks by building customer bases in many countries to reduce the risks from the enforcement of regulations or trade measures in a particular country.



In addition, the Company's expansion of plant-based protein product sales will allow the Company to mitigate the risks associated with compliance with regulations related to meat products.

2. Technology risks in food processing

All the Company's products, such as seasoning sauces, curry pastes, instant food, etc., has a necessity to rely on technology in the production process and modern machines to obtain products that meet international standards, of high production efficiency, has production cost savings. The Company may be exposed to risks from technological advancements for production. This may affect the Company's competitiveness, production cost, response to consumer demands, etc. The Company regularly monitors changes in technology relating to food production processes. The Company has invested in new businesses to enable it to respond to consumer changes such as the investment in City Food Co., Ltd., which has a factory that can mainly produce products by using machines, amongst other. In addition, the investment in Big Idea Venture gives the Company the opportunity to access new technologies and new innovations that can be applied to the Company in the future to increase the productivity and efficiency of production.



• Climate Risk Management

Today climate change is exacerbating and demonstrated by exacerbated natural disasters, effects of rising temperatures, biodiversity loss as well as the uncertainty changing of the seasons around the world. Climate change risk is one of the key risks of business growth. The awareness of business on climate risks is necessary and the important issue to be considering is the impact of the risk and how businesses can adapt and continue to grow under this risk.

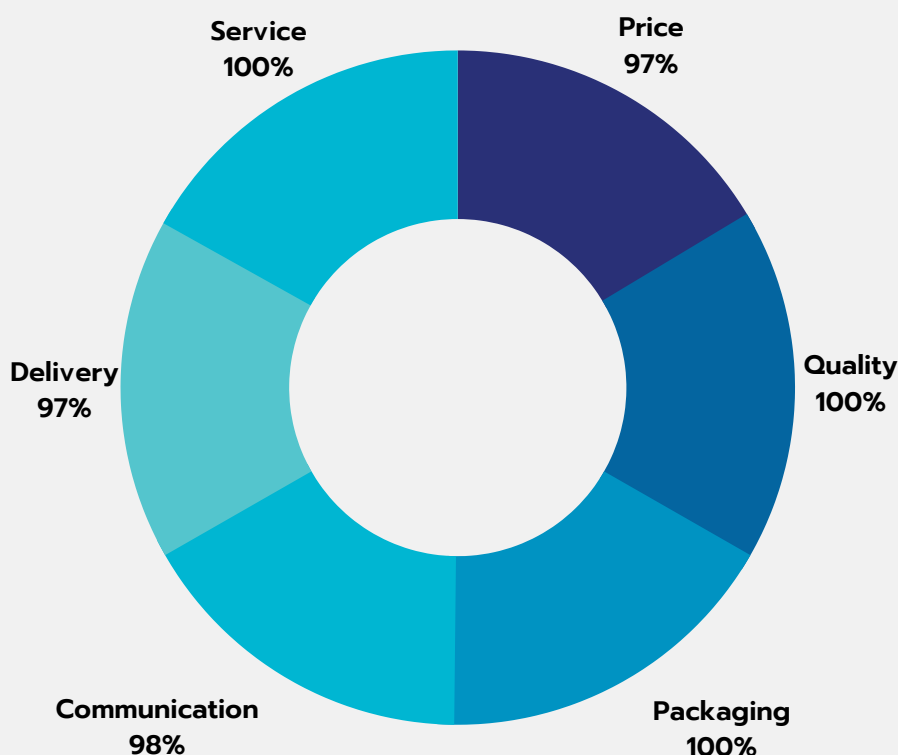
Risks	Impact on Business	Managing Approaches
Strategic Risk	Due to the Company is food manufacturer that uses water and agricultural raw materials, climate change affects businesses directly including the strategy and direction of business operations.	Develop a risk management plan for climate change impacts that may have direct impacts to the Company including monitoring and providing action plan with stakeholders.
Operation Risk	The severity of natural phenomena e.g. drought and flood that affect the Company's assets, raw material transportation, business travel and/or other business processes.	Analyze statistical data of disasters on the routes of raw materials/goods transportation to make a risk management plan and provide climate monitoring as a surveillance operation.
Financial Risk	Climate change affect people around the world to realize and focus on environmental conservation, food consumption, environmentally friendly products, online shopping and reducing fuel consumption which have a positive impact on the company. However, there may be some regulatory changes as the cost of adaptation increases.	Research and provide a joint action plan between the corporate departments including corporate sustainability, finance, marketing and sales to create a proactive plan to implement sustainability and greenhouse gas reduction issues that may have market opportunities and increase sales in the future.
Compliance Risk	The changing of government policies/rules for response to climate change especially a carbon tax is imposed on the amount of carbon emissions from responsible organization.	Monitor the direction of policy changes at the international and national level including setting the policy change as an opportunity for the company will be able to prepare the company structure to accommodate future changes.



• Customer Relations Management

Customers are one of the key stakeholders of the Company. The Company always strives to improve and develop its operations in accordance with the actual needs of the customers in order to create the most results and benefits for both of the company and the customers. The customer satisfaction survey has been set up at least once a year with a goal of achieving a score of not less than 95% which the survey topics are including price, quality, packaging, communication, delivery, and service.

In 2021, NR Instant Produce Public Company Limited conducted the customer satisfaction survey of 50 companies, the result has revealed that when compared to the 2020 result on product quality, packaging and service, still score 100% while the price section and communication increased by 1 and 2%, respectively.



Managing with Customer Satisfaction Survey Results

The results of customer satisfaction surveys and customer contact reports will be taken into account for grouping to consider the priorities of management by considering the factors that influence customer satisfaction coupled with the Company's ability of operation in order to develop operational approach for each groups such as the focus is on developments in issues that have a strong influence on customer satisfaction or determining the process to maintain the company's core competitiveness among the factors that greatly influence customer satisfaction and the company is already able to manage those satisfactions effectively.

• Business Innovation for Society and Environment



Become a company that is ready to support Plant-Based Platform

Plant-based food products have grown tremendously from health care trends and the desire of a better world. (Plant-based protein diets release less greenhouse gas emissions than animal protein as livestock emits large amounts of methane). Consumers look for food and beverage products that are beneficial and healthy, especially the US, UK, and European markets. In 2025, it is projected that Europe and North America will have a plant-based meat or meat substitute market size of 2.4 billion euros and 1.8 billion euros, respectively, representing 60 and 80 percent growth from 2018 to 2025, respectively (source: Deloitte, Plant-based alternatives-Driving industry M&A, 2019). Between 2017 and 2019, the value of meat substitutes grew by 37.8% in the United States (16% in 2018 and 18 percent in 2019)², especially in the wake of the COVID-19 pandemic. The pandemic may be another factor that drives consumers to try consuming more plant protein due to the belief that plagues may have an animal origin and that the consumption of plant-based protein diets strengthen the immune system. As a result, the sales growth rate of plant-based meat was much higher than that of Animal-Based Meat in the United States, particularly during March 2020 (source: SPINS, Plant Based Foods Association).

As the Company can currently produce plant-based protein foods, such as ready-to-cook food made from jackfruit, konjac, and eggplant, and has the ability to produce a variety of flavours and types of packaging, the Company is determined to become the leader in plant-based protein food industry in Thailand and become an internationally-recognized manufacturer in this industry. Therefore, the Company has a policy to enter into joint ventures with world-leading companies to increase knowledge and expertise in the production of plant based food at an international standard level and keep up with new technologies and products. The criteria for joint investments or acquisitions to promote the Company's business both in terms of finance and operations, are 1) upgrade knowledge, expertise, and technology in the business that it has invested in, 2) access to new products, giving the company a leadership position in the market, 3) promote the Company's reputation to increase visibility, and 4) increase channels to access new markets.

With the vision to become a leader in plant-based protein food production to meet the demand of the plant-based protein market with more than just the current production capacity (The Foxconn of plant-based food), the Company invested in the following companies and startups with the readiness to produce and sell plant-based protein food.





Dedicated plant-based food factory and research and development center

According to the FAIRR investor network report, in 2020 investments in the plant-based protein business reached \$1.1 billion, double the growth in 2019. Major food companies worldwide and various startups focus on technology development for raw materials and new products that taste more natural and have characteristics like meat. Most of the world-class food companies, especially startups, however, do not have their own factories. Based on its current plant-based protein food production capacity, the Company plans to further expand its production capacity to support the growing demand for plant-based food in most regions of the world. The demand for plant-based food is expected to grow from \$12.1 billion a year in 2019 to \$27.9 billion by 2025, especially to produce for companies that the Company has invested in. These companies include startups invested through the Big Idea Venture fund, and New Protein Fund I, Unovis NCAP II. The Company will build a factory in England dedicated to plant-based food through a joint venture with The Brecks Co., Ltd. ("Brecks"), and in Thailand through a joint venture with Innobic (Asia) Co., Ltd., a subsidiary of PTT Public Co., Ltd.

On 13 May 2020, the Company entered a joint venture with Brecks, a company in the UK specializing in the production of plant-based protein foods for over 27 years, such as plant-based sausages, to customers who are leaders in the plant-based protein industry and sells the products worldwide. The Company entered into a joint investment with Brecks in a new joint venture called Plant And Bean Ltd. (P&B or Plant and Bean), whereby the Company paid for the purchase of 25% of P&B with an amount of approximately 5 million pounds or 198 million baht to buy a new factory in England and for machines with larger production capacity. In addition, the Company has the right to purchase an additional 25% of P&B shares within approximately 12 June 2021 at a price of 4 million pounds, which could be lowered if P&B does not achieve the expected profits, except if P&B is able to raise capital of any investor at a price exceeding what is stated in the contract. As part of the joint venture, Brecks transferred all its plant-based protein business, customer base, and production technology to P&B. As P&B is currently selecting a suitable plant for expansion, P&B has leased space at Brecks' existing plant for production (rental rate of 60,000 pounds per year, payable rent 4 times per year,

with a 2 year contract, renewable for 2 years each and the tenant can cancel the contract at any time by giving a notice at least 3 months before the cancellation) until a suitable new factory can be found. However, to meet the increasing customer demand for production orders, in June 2020 P&B used the capital increase received from the Company in the amount of 0.8 million pounds to buy new machinery that will help increase production capacity by 40% (increased to approximately 4,700 tons). P&B successfully bought a new plant in January 2021, which became a factory responsible for 55,000 tons of sausage that was able to expand its production capacity to 70,000 tons. In 2021, production began and a license from the British Retail Consortium (BRC) was obtained, demonstrating the potential and production standards of P&B to support international customers. Additionally, P&B plans to raise additional funds from investors by using the proceeds to expand the production base in the United States as well. In the Asian region, in December 2021, the Company drew in business partners to establish the Plant & Bean (Thailand) Ltd. (P&B Thailand) company through a joint venture between Nutra Regenerative Protein Co., Ltd. (NRPT), in which the Company holds 50% of the shares together with Innobic. NRPT will hold 51% and P&B will hold 49% of the shares in P&B Thailand, and there is a plan to open a dedicated plant-based protein food factory. The production target is 3,000 tons per year and construction will start in 2022. The Company expects that this joint venture will give the Company the opportunity to learn and increase expertise in the production of such products, giving the Company the opportunity to become one of the major Thai food contractors for these type of products in the future.

The aforementioned partnerships demonstrates the vision for sustainable growth, for example, having a production base capable of manufacturing products of the same standard for customers who have a global restaurant network, as well as for tax benefits (e.g. reducing tax burden, imported goods) for example. P&B's capital increase in the future may affect the Company, decreasing shareholding proportion. The Company has a policy to maintain its investment ratio to no less than 40% of the P&B shares. In the past, Breck's UK factory was a contract manufacturer of plant-based proteins for brands such as Quom, The Vegetarian Butcher, and Cauldron Foods.



Investment in the Big Idea Venture LLC and New Protein Fund I, Unovis NCAP II, a fund focused on plant- and cell-based protein

To be a leader in the production of plant-based protein and gaining access to new technologies and customers around the world, the Company made a 1,500-million-baht investment as a non-managed investor in Big Idea Venture LLC (“Big Idea Venture” or “BIV”) and New Protein Fund I on 3rd October 2019 where Mr. Dan Pathomvanich, the Company’s director and executive is a co-founder. Big Idea Venture manages the New Protein Fund I, an accelerator fund that provides funding to start-up businesses in plant-based protein diets as well as provides advice on how to run a successful business. The goal is to invest in 100 start-ups, which at present there has been an investment of more than 30 start-ups. More than half of those start-ups have already made sales,³ such as Phuture Limited (“Phuture”) (imitation pork) that sells the products to many restaurants in Singapore ⁴. As an investor who does not participate in the management of Big Idea Venture, the Company has been granted the right to be a manufacturer for the Start-ups invested by the New Protein Fund when those start ups have a demand for manufacturers in both the trial market and the commercial scale. Such investments provide opportunities to access new technologies that can be applied to the Company in the future to increase the productivity and efficiency of the company’s production even more. Examples of companies in the New Protein Fund I include Black Sheep Food (mutton), Phuture Meat (pork), Eat Karana (beef), and Confetti Fine Foods (plant-based snacks).



In 2021, the Company invested in the Unovis NCAP II fund as a limited partner, which invests in start-ups related to technologies for developing alternative protein diets. Investments range from starting a business to expanding production capacity and selling products all over the world with the experience of Unovis Asset Management’s (“Unovis”) team and personnel. Investing in Unovis’ funds will increase the opportunity for the company to keep up with the technology of the food industry on a global scale as the Unovis Asset Management Fund is the world’s leading alternative protein fund and has modern technology and innovations in production, which are developed by fund’s portfolio companies. Moreover, investments will be a channel for business expansion and access to cutting-edge innovations as well as giving the Company an opportunity to be a manufacturer for businesses that have these products in the long run. The fund also has a team of experienced consultants and a business network that is in line with the industry. Examples of companies that Unovis NCAP I, Unovis’s first fund, are Beyond Meat (plant-based protein meat), Memphis Meats (synthetic meat), and Miyoko’s Creamery (plant-based protein cheese).





Wicked Foods, Inc. and Konscious Foods, Inc.

In May 2021, the Company invested in Wicked Foods, Inc. (Wicked) worth \$1.5 USD, or approximately 47.0 million baht. Wicked is a startup company that sells a full range of plant-based protein food and products under the Wicked Foods and Wicked Kitchen brands. There are a wide range of products to choose from, including ready-made plant-based foods, pizzas, sauces, and frozen foods. Currently, Wicked Company sells its products in Tesco stores in the UK and has plans to expand the business to the United States, Europe and other countries in the future. Additionally, the Company invested in Konscious Foods, Inc., a start-up focused on plant-based seafood, adding more choices for consumers and plant-based customers, who tend to focus on beef products made from plant-based proteins, for example. Konscious will focus on selling plant based seafood in North America and plans to add more categories to include other plant-based proteins, increasing sales in other continents in the future.



• Information Security and Information Systems



The Company will retain personal data only for as long as it is necessary for the purpose for which it was collected. as detailed in the policy announcement or in accordance with the relevant laws. The company will delete destroy personal data or make personal information unable to be further identifiable in accordance with the forms and standards of erasure of personal data. However, in the event of a dispute Exercise of rights or lawsuits related to your personal data The Company reserves the right to retain such information until the dispute has been ordered or finalized by a judgment. The Company has appointed a Personal Data Protection Officer to perform an investigation. Supervise and advise on the collection, use or disclosure of personal information including coordinating and cooperating with the Office of the Personal Data Protection Commission To comply with the Personal Data Protection Act B.E. 2562

Privacy Policy

The Company is committed to protecting the privacy of its users, partners, business partners and employees. Therefore, the privacy policy of NR Instant Produce Public Company Limited has been set in 2 versions as follows:

- 1.Privacy Policy NR Instant Produce Public Company Limited (For Third Parties)
- 2.Privacy Policy NR Instant Produce Public Company Limited (For Employees)

This policy It is designed to protect the privacy of users, partners and business partners and employees in the collection, use and/or disclosure of personal information. In order to comply with the Personal Data Protection Act B.E. 2562, the personal data that the company collects are as follows:

- Personal information of the owner of personal information such as name-surname, date of birth, copy of ID card, signature, gender, weight, age, marital status, nationality, work history, job position, signature, photograph, driver's license number, etc.

- Contact information such as address, phone number, email, name card.
- Financial information such as bank account information, copy of account book, shareholder registration number, income.
- Legal information such as company certificate, VAT registration form, taxpayer number
- Automation or device information such as IP addresses, photos
- ข้อมูลทางการแพทย์ ตามสถานการณ์ต่างๆ เช่น พาดตรวจ Covid 19 หรือผลการฉีดวัคซีนป้องกันโรค Covid 19
- Medical information according to various situations such as Covid 19 test results or Covid 19 vaccination results
- The Company will collect personal information with the consent of the owner of the personal information before or while collecting the personal information, except in the following cases:
 - 1.To perform the contract In the case of collecting, using or disclosing personal data for the purpose of providing services or performing the contract between the data owner and the company
 - 2.To prevent or suppress danger to life, body or health
 - 3.To comply with the law
 - 4.To keep legitimate interests of the Company In case of necessity for the legitimate interests of the Company's operations, the Company will consider the rights of the data owners as important, for example to prevent fraud. Network Security protection of freedom and the benefits of the data owner, etc.
 - 5.To do research studies or statistics In the case of historical documents or archives for the public benefit or related to research studies or statistics, where appropriate safeguards are in place to protect the rights freedom of data subjects
 - 6.To perform state missions In the event that it is necessary to carry out the mission for the public interest or performing duties under the powers of the state that the company has been assigned



Sensitive Personal Data

The Company may be required to collect sensitive information such as religion, medical information, and the Company will seek consent from the data provider each time it is collected, used and/or disclosed except;

- To prevent or suppress a danger to the life, body or health of a person.
- It is a legitimate activity with the appropriate protection of a foundation, association or non-profit organization with political, religious, philosophical, or trade union objectives for its former members. or who has regular contact with foundations, associations or non-profit organizations for such purposes. without disclosing that personal information to outside foundations, associations or non-profit organizations;
- The information that is made public with the express consent of the personal data subject.
- It is necessary for the establishment of legal claims, compliance or exercise of legal claims or raising the defense of legal claims
- It is necessary to comply with the law in order to achieve the objectives of
 - 1.Preventive Medicine or Occupational Medicine Employee competency assessment medical diagnosis Providing health or social services medical treatment health management or the social work service system
 - 2.Public health benefits such as health protection from dangerous communicable diseases or epidemics
 - 3.Labor protection social security National Health Insurance Welfare related to medical treatment of persons entitled to the law Protection of car accident victims or social protection
 - 4.Research study on science, history or statistics or other public interest
 - 5.Important public benefit

The company will use technical measures and proper management to protect and secure your personal information. It provides encryption for transmitting information over the Internet and controls access to your personal information only for those involved. both in the part of the information stored in the form of documents and electronically

Rights of the personal data subject

- The informant can request to exercise various rights. as required by law and as stated below
- The right to request access and obtain the copy of personal data
- The right to request that such information be updated and correct.
- The right to obtain personal information In the event that the company has put personal information in a form that can be read or generally used by means of automated tools or devices and that personal information can be used or disclosed by automated means;
- The right to request deletion or destruction or make personal data non-personally identifiable. when the data becomes unnecessary or when the subject of personal data withdraws consent
- The right to request suspension of use of personal data in the case when it is personal data that needs to be deleted or when such data is no longer necessary
- The right to withdraw consent in the processing of information previously provided by the service user
- The right to object The owner of the personal data has the right to object to the collection, use or disclosure of the information at any time.



• Raw Materials Used in Production

Raw materials used in production consist of fresh ingredients, dry goods, and food compounds. Most of the raw materials are agricultural products such as chili, lemongrass, lemon, and garlic. The Company's main raw materials are agricultural products, which has an uncertain yield and a short shelf life. Therefore, the Company has a strict production plan and schedule for receiving these raw materials to maintain the quality of the materials, which directly affect the quality standards of the Company's products. Generally, the Company will keep raw materials for about 3 to 7 days, whereby the reference price of the purchase of these materials are from the average price of Sri Muang Market and Thai Market, large fresh fruit, and vegetable market in Ratchaburi Province. The agricultural raw materials are mostly purchased from dealers where the Company is the one who determines the required quality.

Packaging

The Company will order packaging of all sizes and types according to the customer's order. Most of the packaging are ordered from local distributors. There are some parts that need to be ordered from overseas distributors, but this only occurs when there are specific requirements from the customer whom most of which are domestic producers. The Company procures raw materials from both manufacturers and suppliers to reduce the risk of relying on only one source. In addition, the Company has a policy of consistent and continual purchase orders with the same manufacturers and suppliers to build a good relationship between both parties. As a result, the Company has never encountered a shortage of raw materials for production and the business operations have remained unaffected from this aspect.

Production and Production Control

In 2021, the Company's average capacity utilization rate was at approximately 86% of the total production capacity (approximately 13,937 tons per year) for the sauce and seasoning factory. The average capacity utilization rate of City Food Co., Ltd. is at approximately 8% of the total production capacity (approximately 5,120 tons per year) for the sauce and seasoning production in Nakhon Pathom.

Production Process

In general, the Company mainly produces made to order products, whilst only a small proportion is produced as stock for distribution to large retailers and general retailers both domestically and internationally. The production department plans the production together with the sales and raw materials purchasing department. This enables efficient production, achievement of production goals, and the delivery of products within the time agreed with the customer. The production process is as follows:



Production department will start production planning when receiving orders from sales



The production department considers information for production planning such as production formula, stock, raw materials and packaging, machine capability and production capacity.



If the order has been changed, the sales department must revise Profarma Invoice sent to the customer to confirm in writing and notify the production department immediately



The production department issues production order according to the daily production plan to the production department to execute the planned production.



Quality control department visits to taste and measure the quality of the products.



Bring the manufactured products to be packaged according to customer requirements.



Sales department sends out documents to customers by e-mail. And the warehouse department prepares products for delivery to customers.

Sustainable Environment



The Company has a production and production control department, which is one of the most important parts of the Company's operations. The process controlled by the department directly affects the product's quality and standard. Therefore, the Company pays a lot of attention and gives great importance to the production and production control process to ensure all employees can work at the highest efficiency. The Company has divided the production division into 5 subdivisions as follows:

1) Powder Production Division - This production line produces various powder products such as seasoning powders, instant drink powders, etc. It also includes the process of mixing various powder components, and packing products into packets and boxes by automatic machines and manual labour.

2) Noodle Production Division - This production line produces various kinds of noodle products such as noodles and Hokkien noodles. In this production line, the process starts from mixing flour, rolling the dough, seasoning, and packaging it into a finished product that can be delivered to customers.

3) Raw Material Preparation and Frozen Product Production Division - This production line receives the incoming raw materials and takes them to the preparation stage so that they can be used for production in the next step. The process starts from cleaning and shaping the raw material before sending it to the various production processes. In addition, this production line also produces frozen products.

4) Curry and Sauce Production Division - This production line mainly produces curry and sauce products. It begins by receiving raw materials that have already been prepared from the raw material preparation division, which are then grinded, seasoned, packaged, and sterilized before being forwarded for delivery preparation

5) Label Production and Packing Division - This production line will carry out the labeling and packing of products from other production lines to ensure that they are ready to be delivered to the customer. This division receives products from the powder and curry and sauce division.

Production Control Procedure

The Company is determined to produce products that meet food safety standards. The products are mainly exported to European countries and the United States, which are a group of countries that are very strict in terms of imported food product quality and safety. Therefore, the Company has a quality control policy in each production process to ensure that every product issued from the factory to the hands of the customer will pass international standards.

• Quality of Raw Material Used in Production

The raw materials used in production will consist of fresh products, dry goods, and food compounds. The Company will determine the quality of all raw materials, making it a standard for selecting raw material suppliers for the Company. Additionally, the production control department uses a random selection method to choose and take raw materials to the laboratory for examination to prevent the use of raw materials that do not meet the required standards and to maintain the quality of raw materials from suppliers. In the event that the production or the production control department finds that the raw material received were not of the agreed quality, the Company will return all non-standard raw materials and have the distributors send compensation raw materials as soon as possible. If the supplier is unable to deliver the compensation material within the specified period, the Company will order additional raw materials from other suppliers in the list of qualified suppliers.

• Product Quality

The production control department inspects the quality of the products during the production process by using random sampling methods. The products undergo a physical examination including colour, size, temperature, humidity, and contaminants, and chemical examination such as taste, moisture, pH, and alkalinity. Additionally, microbial testing is also done, as well as checks on the product label information for completeness and accuracy.

Warehousing and Transportation

As the Company's products are food and condiments, there is no policy for keeping fresh ingredients and finished goods. Most of the company's raw material storage contains dry raw material, condiments and, packaging. The Company will contact with partners on a daily basis to specify the raw materials that need to be delivered to the factory according to the production plan. For manufactured goods with complete packaging, the Company will immediately contact the freight forwarding company for delivery to the port. The Company uses FOB (Free on Board) delivery conditions, whereby the Company, as the seller, is obliged to deliver the goods to the port of origin. Thereafter, it shall be the responsibility of the purchaser to transport the goods from the port of origin to the destination designated by the customer. By transporting goods to the port of origin, the Company will hire a transport company for the operations. Most of the company's products will be delivered to Laem Chabang Port.



- Quality of raw materials used in production.

The raw materials used in production will consist of fresh products. Dry goods and food compounds. The company will determine the quality of every raw material as a standard for selecting raw material suppliers for the company. In addition, the production control department uses a random method to bring raw materials to the laboratory for examination to determine Prevent raw materials that do not meet the required standards through the production process and to maintain the quality of raw materials from suppliers. In case that the production department or production control department finds that the raw materials received from the supplier are not of the agreed quality, the company will return all non-standard raw materials. and allow distributors to send compensation as soon as possible If the supplier is unable to deliver the compensation material within the specified period The Company will order additional raw materials from other suppliers from the list of qualified suppliers of raw materials.



- Product Quality

The production control department checks the quality of the products in the production line by using random sampling methods to check the physical, such as color, size, temperature, humidity and contaminants, and the chemical such as taste, moisture, acidity - alkalinity. and microbial testing Including checking the information on the product label to make sure it is complete and correct.



Warehouse and Transportation

From the company's products such as food and condiments, there is no policy to keep fresh ingredients and finished goods. Most of the company's raw material storage will be dry raw material condiments and packaging. The company will contact with partners on a daily basis to specify the raw materials that need to be delivered to the factory according to the production plan. For manufactured goods and packaging is complete. The company will immediately contact the freight forwarding company for delivery to the port.



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• Environmental Sustainability Management



Environmental Policies and Practices

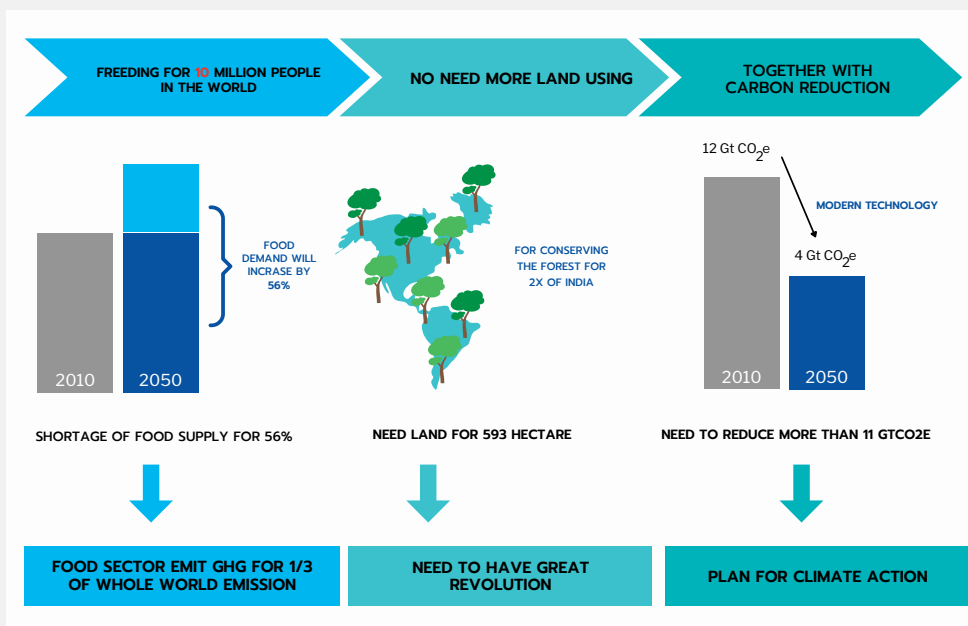
With the impact of climate change, environmental pollution, the problem of waste and loss of biodiversity that is becoming more serious every day, and limited resources that are about to run out, the quality of life of people in society, food security, and continuity of many business operations are both affected directly and indirectly. As a result, in 2021, the Company has committed to the continual preservation of the global environment by changing the concept of business operations to deliver products and services that are friendly to consumers and the environment in a sustainable manner. The Company has important policies to guide the practices of the executives, directors, and employees as follows:

- Commit to business operations that are environmentally friendly and sustainable
- Manage the organization to use resources that are cost-effective and efficient, reducing the impact on the environment and surrounding communities
- Operate with care for the safety of employees, surrounding communities, and consumers

The company has been setting short-term targets for greenhouse gas reductions that align with the goals of the Climate Science-based Paris Agreement, which aims to limit global average temperatures to no more than 2 degrees Celsius and work toward a temperature limit. the Not to exceed 1.5°C according to Science Based- Target Initiative (SBTi) standard by 2022. including planning to reduce greenhouse gas emissions throughout the supply chain

Moreover, the company also aims to become Net Zero Carbon Emission Company by 2050 or Carbon Negative Emission Company in food production sector, the core mission is to reduce carbon emissions in the food system, the company is committed to using clean technology in the production of goods and services. by planning operations in the supply chain to help the environment and promote biodiversity Using advanced technology to reduce carbon emissions Continue to expand plant-based capacity with lower carbon emissions than animal food production.

The company is studying blockchain technology in packaging and marketing and expanding sales channels through E-Commerce for customers, which will help reduce carbon in the process of transportation and distribution.





UN Leader Summit



The Global Compact Network Thailand (GCNT), the Local Network of the United Nations' world-class programme, hosted the "Virtual Leaders Summit 2021" to mobilize top leaders from around the world to cope with the challenges of the COVID-19 crisis and rapid climate change. This included policy makers, government sector, business sector, academia, and the civil society. Mr. Dan Pathomvanich, Chief Executive Officer, was invited as a speaker to share experiences on the topic "A New Era of Action, Accelerate Climate Action: Raising Business Pathway to Decarbonization" to combat climate change and increase business solutions to reduce greenhouse gas emissions. The Company aims to make the world carbon-free through transformation of the food system. It is committed to being the world's largest producer of plant-based protein foods. The Company is building the largest production network in the world, from foreign brands and networks connected to startups supermarkets, to transition into sustainable low-carbon food production. The Company's priority is supply chain management by conveying clear policies from the CEO to the middle management and to employees at all levels. This will ensure that the quality of the products meets the Company's standards. Apart from this, it also highlights the main challenges in the food business: the shift from chemical-based agricultural production to non-chemical products, and organic farming. Doing so will reduce greenhouse gas emissions in itself. The COVID-19 pandemic has changed the supply chain as everyone now wants to be in good health, eat clean food, and wants products "now." To meet the needs of the people, the Company will scale up its business plan towards sustainability.

The 26th UN Climate Change Conference of the Parties (COP26)



The 26th UN Climate Change Conference of the Parties (COP26) is an annual global climate change conference where leaders from all over the world meet to find solutions to the climate emergency under the United Nations Framework Convention on Climate Change (UNFCCC). Established in 1992, all countries have joined the cause and are bound by the treaty, which is to prevent the dangers of climate change and find a way to reduce greenhouse gas emissions in an equitable way. In 2021, Mr. Dan Pathomvanich, Chief Executive Officer, was invited to participate in COP26 and was a speaker at 3 stages:

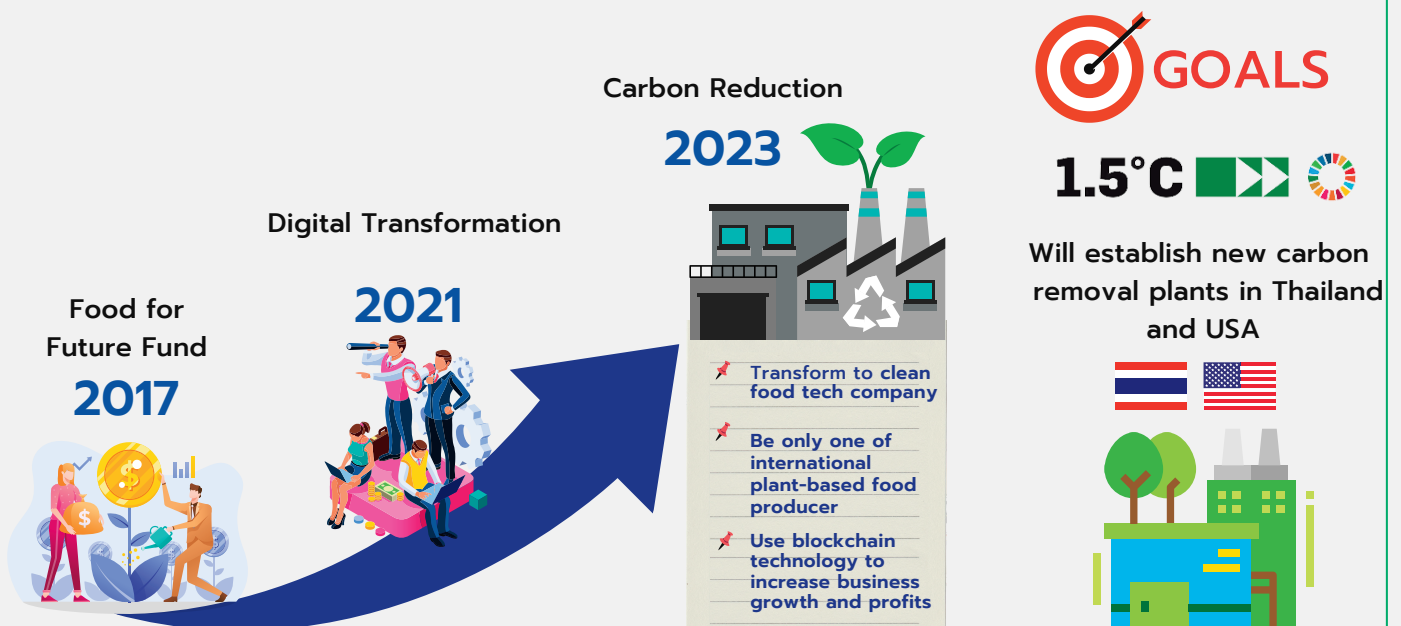
1. Business Leaders to Share Vision and Experiences on Net-zero Transformation, Thai Pavilion
2. Thailand Carbon Neutral Network: Climate Action Partnership towards Carbon Neutrality, Thai Pavilion
3. Toward Strengthening Transparency activities by the private sectors from the experience of the Partnership to Strengthen Transparency for co-Innovation (PaSTI) in Asia, Japanese Pavilion



Climate Change Strategy

The company has been taken action on climate change risk management by conducting through the corporate governance and sustainability committee including board of directors, top executive officers and independent directors. They are responsible for formulating sustainability policies which covers climate change issues including strategy in order to cope with the possible impact on organizations related to climate change and approach to reduce the impact that can occur.

The company has set strategies and goals for climate management, aims to be carbon negative emission company with a target to reduce greenhouse gases through combination of national and international climate change standards including Sciences Based Target Initiative, Race to Zero, carbon footprint for organization (CFO) of the Greenhouse Gas Management Organization (Public Organization) which complies with ISO 14064, Renewable Energy 100 Club. In addition, the company is also a collaboration with partners to develop and implement greenhouse gas reduction projects and promote the operations that reduce environmental impacts for stakeholders throughout the supply chain to become carbon neutrality community.



Resources Management

The Company has recognized the importance of development and improve various tools in the production process in order to help the factory can use limited energy cost-effectively and efficiently, and reduce the impact on the environment and surrounding communities such as energy saving measures or performance monitoring and maintenance of various equipment in the factory such as fine grinder, boiler system, steam capture and cooling system including installing solar panels on the factory's roof etc. The company is committed to reduce energy consumption and reduce the impact on the environment community around the factory and develop operations to be efficient and sustainable. In additional, the company also aims to raise awareness on environment, energy and climate mitigation for the employees and convince all employees to participate with the company for reducing the impacts that occur both directly and indirectly in order to strive towards net zero carbon emission factory in 2050, the company takes action on environmental management in terms of resources and consumed. energy as follow;

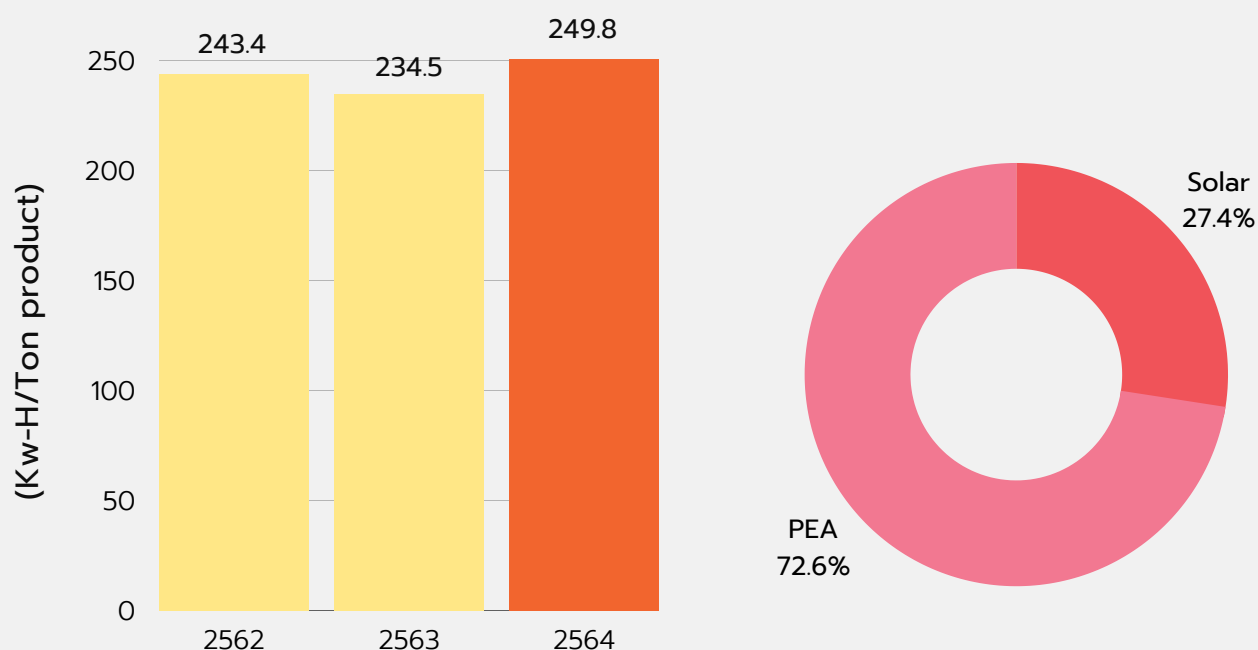
1. Electricity Consumption



In 2021, the Company focused on raising employees' and personnel's awareness of energy saving, for example by improving the machinery to reduce the rate of electricity use and had a campaign to turn off unused lights, which encouraged employees to turn off lights and air conditioners during lunch breaks for one hour every working day. The average electricity consumption rate for the organization in 2021 was 249.8 Kw-H/Ton product, increasing from the set target of 227.47 Kw-H/Ton product, or 6.52%. This increase is due to the government's measures to control and monitor the Covid-19 pandemic situation, which asks establishments to cooperate in enforcing these measures. Such measures include setting a curfew and social distancing measures that affect the amount of electricity required to operate the machines.

In addition, in 2021, the Company fully utilized electricity from the solar cell system installed on the factory's roof. It was found that the Company's solar system had a guaranteed efficiency in generating electricity is 900,133.96 Kw-H per year. It was also discovered that 27.44% of the factory could operate by using clean energy sources from its own solar panels.

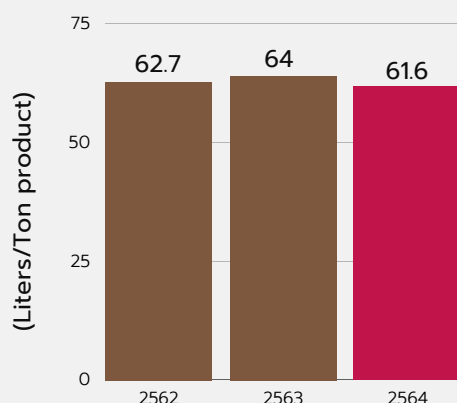
Electricity Consumption Rate



2. Fuel Consumption



Bunker Oil Consumption Rate

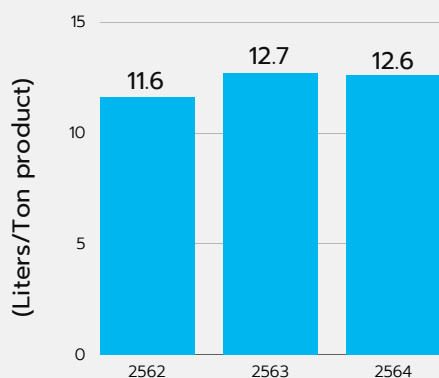


The Company gives great importance to machinery maintenance to maintain the efficiency of the machine's fuel combustion system in the production process. It hopes to be able to use energy from fuel oil efficiently and cost effectively. In 2021, the Company's crude oil usage rate averaged 61.6 liters/Ton product, which decreased from the base year (2019) by 1.79%.

3. Water Management



Water Consumption Rate



Water Management

The company realizes the importance of limited water resources. The company has strictly complied with the relevant laws. And there is a risk assessment in water management to promote the most efficient use of resources. Results of critical water risk assessments at the enterprise level It covers the following key issues:

- Amount of water and quality of water used in production

The company aware the water quality control and water use efficiency. Because it is a limited resource. This is a direct risk that may affect the Company's operations. Since water is one of the main resources used in the production of goods and services, the company recognizes the risk. Therefore, the efficiency of the use of machinery and equipment is monitored, as well as campaigns, promotion and awareness about the cost-effective use of water resources among employees.

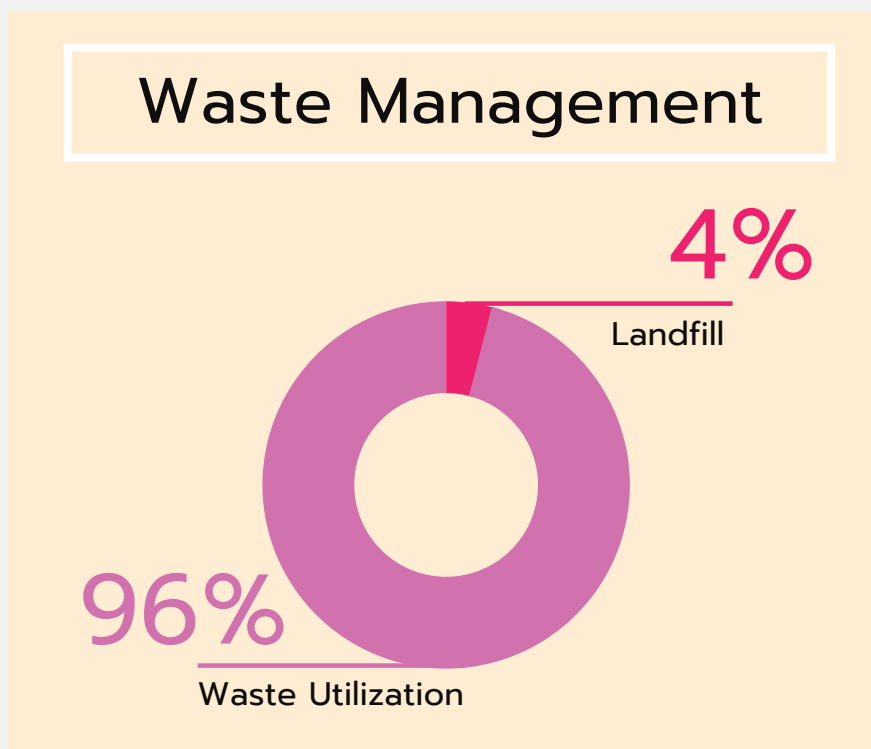
- Conflicts with communities surrounding the establishment from water use

From past operations, it was found that the Company has never had conflicts with the surrounding communities from using water.

Performance

All the factory's raw water is sourced tap water. It is used in all parts of the factory, including office buildings and production buildings. The equipment is regularly monitored and inspected to make sure that water use is cost-effective and efficient. In addition, the Company also carried out improvements to the water supply system in the factory, such as campaigning for the factory's employees to use water more economically, installing a smart water supply sensor at the handwashing sink to reduce the problem of taps being left on, and optimization of water quality control to reduce the amount of soft water from cleaning filters. In 2021 the Company had an average water consumption rate of 12.6 cubic meters/Ton product, which is 8.62% higher than in the base year (2019), due to government's measures to control and monitor the Covid-19 pandemic situation. Furthermore, the Company sedimentation system of the wastewater treatment system has been improved to increase the efficiency of sedimentation, resulting in the sub-standard cost of effluent before discharge from the factory. The Company has an average wastewater influent flow rate of 162.7 cubic meters per day and is determined to reduce wastewater from the factory to no more than 160 cubic meters per day.

4. Waste Management



The Company is committed to keeping the factory environment clean, hygienic, and sanitary, conducive to the performance of the staff's normal duties. This is done by effectively managing and controlling the amount of rubbish and waste within the Company, ensuring that it is in accordance with the Company's accredited standards. These include BRC Global Standard, International Food Standard, as well as other relevant laws and regulations that can be audited, improved, and corrected to manage problems and causes that can arise. The Company has hired a sub-contractor to transport all the factory waste to for disposal and sorting. The waste is separated into 5 groups, namely raw material waste, packaging waste, engineering waste, hazardous waste, and general waste. These are placed in a clearly defined area that is cleaned at least once a week.

The Company aims to reduce the amount of waste generated in the organization by planning to optimize the use of resources, such as procurement of raw materials in quantities that are suitable for the proportions required for production, resulting in the least amount of agricultural raw materials left behind. The Company also foresees that the utilization of factory waste is one way to reduce indirect greenhouse gas emissions from waste generation during operations, particularly from landfills. Therefore, various projects were carried out to utilize the waste produced from production processes and offices, in accordance with the circular economy concept. Examples include using waste to make animal feed, fertilizer, soil quality improvement agent, and fuel mix. In 2021, the Company's waste volume was 17.85 tons. From the implementation of the waste utilization project, it was found that the waste could be used, reducing the transmission of waste to landfill by up to 17.08 tons, or 95.69% of the total waste.

The Company is committed to preserving the world' environment by transforming the concept of business operations to create sustainable products that are environmentally friendly, maintains the ecosystem, and consumer friendly. This also includes the management of the installation site, both internally and externally, to ensure that it is environmentally friendly. The environmental management activities for employees outside the organization are as follows:

4.1 Earth Day Project



The Company foresees that waste sorting will help reduce energy consumption in the waste disposal process. Additionally, waste recycling is another way that we can help reduce the amount of global waste and carbon. The Company therefore organized an Earth Day project inviting employees to come together to clean and collect garbage around the factory for proper sorting and disposal.

4.2 Waste Utilization

The waste problem is an increasingly serious problem at present. The Company recognizes the importance of such problems. Therefore, a substantial solution was devised, namely reducing the amount of waste that goes into the disposal system by emphasizing on reducing, reusing, and recycling waste, under the circular economy concept. In 2021, the Company has utilized as much as 17.06 tons of waste from production processes and offices, which reduced greenhouse gas emissions from waste disposal by landfill by 39.63 tons CO₂ equivalent/year, or equivalent to planting 3,855 perennial trees (1 perennial plant can absorb 9.5 kg of CO₂/tree/year).



การใช้ประโยชน์จากของเสีย

Greenhouse Gas Emission (GHG) Reduction Management



5.1 Corporate Carbon Footprinting NR Instant Produce PCL



In 2021, the Company directly disclosed the amount of greenhouse gas emissions, which was 2,966 tons CO₂ equivalent, and the amount of indirect greenhouse gas emissions from energy use, which was 1,190 tons CO₂ equivalent. The total emissions of the factory's greenhouse gases were 4,156 tons CO₂ equivalent and has compensated for the total amount of greenhouse gases generated (Carbon Offset). Subsequently, the Company received a certificate

from the Greenhouse Gas Management Organization (Public Organization) certifying the Company as a Carbon Neutral Organization for the 3rd year in a row. There is an announcement of the registration of carbon labels from the meeting of the subcommittee No. 3/2022 dated 22nd March 2022 and published on the website on 23rd March 2022. The Greenhouse Gas Management Organization (Public Organization) will deliver the certificate to the company in the next step. The results of the organization's carbon footprint assessment found that the organization's greenhouse gas emissions have decreased. In the year 2021, the Company has fully utilized the electricity from solar cells, resulting in a 450 tons of carbon dioxide equivalent reduction of greenhouse gas emission values from to electricity consumption.

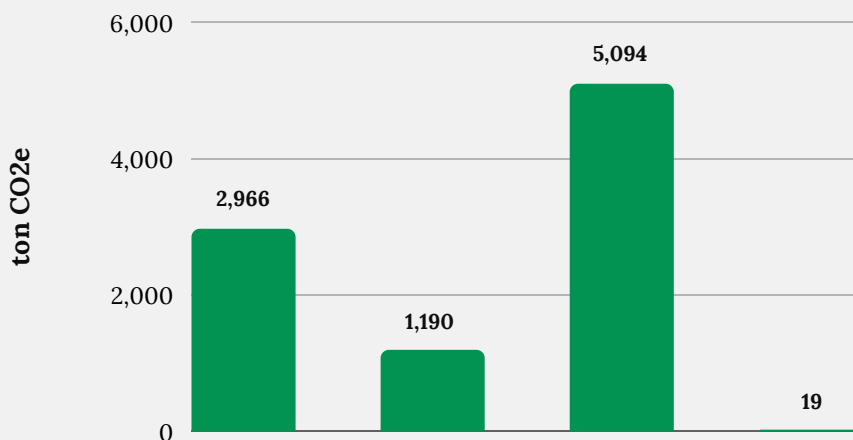




Additionally, the Company's management also received personal certificates. Three people, namely Mr. Dan Pathomvanich, Chief Executive Officer; Mr. Teerapong Lorratchawee, Director of Operations; and Mr. Chutinthorn Ananpiyapha, General Manager Sustainability & Public Relations and Farm Service Department

Scope	Greenhouse Gas Emission Source
Type 1	Combustion of Grade C fuel oil/Combustion of diesel (Fire pump/Generator)/Combustion of gasoline, rir drills, and lawn mowers/Forklift dieselcombustion/ Corporate vehicle diesel and gasoline combustion/ CO2 refrigerant leak/R-410A refrigerant leak, R- 32 and R 134A/Methane leakage from septic tanks and wastewater treatment systems
Type 2	Electricity consumption
Type 3	Raw material acquisition/Tap water use/Paper use/Fuel acquisition/Waste management by landfill
Others	R22 refrigerant leakage

Scope	Corporate Greenhouse Gas Emissions	Proportion Compared to Scope 1 and 2	Proportion Compared to Scope 1, 2, and 3
Type 1	2,966.00	71.37	32.06
Type 2	1,190.00	28.63	12.86
Type 3	5,094.00		55.07
Others	19.00		
Scope 1&2 Total	4,156	100.00	
Scope 1&2&3 Total	9,250		100.00
Carbon intensity (Scope 1+2)		0.298 tonCO2e/ton product	
Carbon intensity (Scope 1+2)		0.664 tonCO2e/ton product	



	Scope 1	Scope 2	Scope 3	Others
2021 Greenhouse Gas Emission	2,966	1,190	5,094	19

5.2 Corporate Carbon Footprint of City Food Co., Ltd. (Nakhon Pathom Plant)

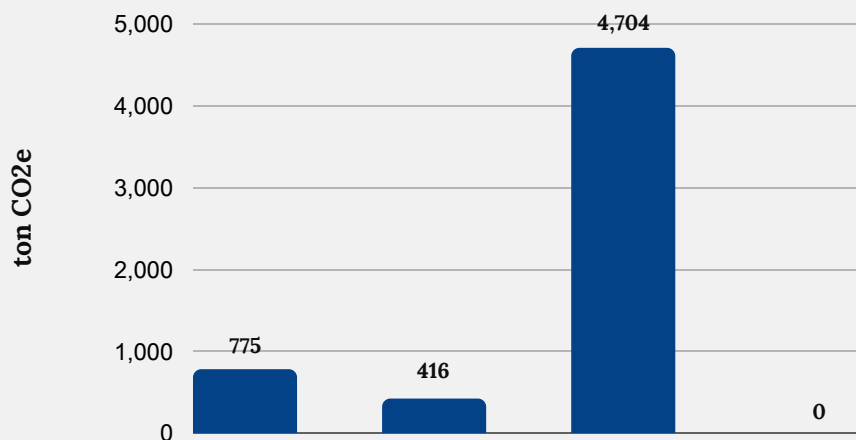


In 2021, City Food Co., Ltd. started assessing greenhouse gas emission sources, calculating, receiving verification, and applying for registration of the organization's carbon footprint in the assessment scope of City Food Co., Ltd. (Nakhon Pathom Plant). From the calculation results, it was found that the amount of direct greenhouse gas emissions was at 775 tons CO₂ equivalent, whilst the amount of indirect greenhouse gas emissions from energy use was 416 tons CO₂ equivalent. The total emissions of the factory's greenhouse gases are 1,191 tons CO₂ equivalent, which has compensated for the total amount of greenhouse gases generated (Carbon Offset). As a result, the company received a certificate from the Greenhouse Gas Management Organization (Public Organization) to certify that it is a Carbon Neutral Organization. There is an announcement of the registration of carbon labels from the meeting of the subcommittee No. 3/2022 dated 22nd March 2022 and published on the website on 23rd March 2022. The Greenhouse Gas Management Organization (Public Organization) will deliver the certificate to the company in the next step.



Scope	Greenhouse Gas Emission Source
Type 1	Combustion of Grade C fuel oil/Combustion of diesel (Fire pump/Generator)/Combustion of gasoline, rire drills, and lawn mowers/Forklift dieselcombustion/ Corporate vehicle diesel and gasoline combustion/ CO2 refrigerant leak/R-410A refrigerant leak, R- 32 and R 134A/Methane leakage from septic tanks and wastewater treatment systems
Type 2	Electricity consumption
Type 3	Greenhouse Gas Emission Source
Others	R22 refrigerant leakage

Scope	Corporate Greenhouse Gas Emissions	Proportion Compared to Scope 1 and 2	Proportion Compared to Scope 1, 2, and 3
Type 1	775.00	65.07	13.15
Type 2	416.00	34.93	7.06
Type 3	4,704.00		79.80
Others	19.00		
Scope 1&2 Total	1,191	100.00	
Scope 1&2&3 Total	5,895		100.00
Carbon intensity (Scope 1+2)		0.256 tonCO2e/ton product	
Carbon intensity (Scope 1+2)		1.267 tonCO2e/ton product	



	Scope 1	Scope 2	Scope 3	Others
2021 Greenhouse Gas Emission	775	416	4,704	0





Sustainability Performance Summary

Lists	Units	Year		
		2019	2020	2021
Electricity Consumption	Kw-H/ton product	243.4	234.5	249.8
Electricity Consumption from Solar Roof	kWh	N/A	N/A	68.55
Electricity Consumption from Provincial Electricity Authority	kWh	243.4	234.5	181.25
Bunker Oil Consumption	Litre/ton product	62.7	64	61.6
Water Consumption	Q/ton product	11.6	12.7	12.6
Waste Production	Ton	7.5	1.6	17.85
Waste Recycling and Reusing	Ton	N/A	0.23	17.08
Waste to Landfill	Ton	N/A	1.37	0.77
Carbon Footprint (Scope1+2)	TonCO2e	4,502	4,808	1,191
Carbon Footprint (Scope1+2+3)	TonCO2e	4,550	4,862	5,895

Social Quality Improvement

Policies and practices that align with the law, social regulations relating to the Company's business operations, as well as respect for human rights. The Company emphasizes the importance of operating its business with commitment to stakeholders, both within and external to the organization, to be the center of promoting potential development in performing duties, as well as supporting new activities that help develop communities around the organization create a sustainable, good quality of life.

- Fair corporate governance to make employees happy and ready to perform their duties with full efficiency
- Respect the human rights of all stakeholders involved
- Conduct and supervise the officers involved in business operations in accordance with the Code of conduct
- Provide opportunities and encourage employees to show their abilities and develop their potential to the fullest
- To ensure that all employees have the highest level of safety during work
- Promote and take care of producers and farmers for sustainable income and better living
- Support activities that develop the community giving new knowledge that can be built upon and create a good driver in living life

• Respect for Human Rights



The Company is committed to establishing Thai labour standards and social responsibility of Thai businesses. The Company has a policy of respecting human rights by promoting and protecting rights and freedoms; treating each other with equality and equally, both within and outside the organization; and does not discriminate against race, sex, age, skin color, religion, and physical condition. The Company will not do anything that violates the rights and freedoms directly or indirectly, and will not be involved in human rights violations, such as not supporting forced labor and child labor. The Company always recognizes that every employee is the Company's most valuable resource and is a factor of success in achieving the goals their goals. Therefore, the policy has been established to ensure fair treatment in terms of opportunities, rewards, appointments, transfers, and development of potential. The following practices have been adhered to:

1. Treat employees with respect for honour, dignity and individual rights.
2. Maintain the working environment to ensure it is safe for employees' lives and properties at all times.
3. Appointments and transfers, including rewarding and punishing employees, are done in good faith and based on employees' knowledge, abilities, and suitability.
4. Give importance to employees' knowledge development and competence, whereby improvements on this aspect are done on a regular basis. Examples include organizing seminars, training, and providing thorough opportunities for all.
5. Set fair compensation for employees, as according to industry conditions, business competition, nature of work, performance, and the ability of the Company to pay such remunerations
6. Avoid any unfair action. This may have an impact on the work stability of employees.
7. Provide opportunities for employees to make suggestions or complaints about their work, and determine the corrective methods for the benefit of all parties to build a good relationship in working together.



• Remedial measures for People Affected by Human Rights Violation

The Company is aware of the importance of social responsibility and participation in community and social development. This is achieved by supporting social assistance activities, improving the quality of life of people in the community, promoting volunteer activities related to continual community and social development, and instilling awareness of community, social, and environmental responsibility for all levels of employees. Executives must be responsible for overseeing the organization, it is important to inform employees under their command lines, and must strictly follow the Company's Code of Conduct. If any executive director and employee violate the principles of corporate governance that were set, they will receive the Company's disciplinary, rules, and/or regulatory penalties. Additionally, if there is an action that is believed to be illegal, the Company will investigate and refer the matter to the authorities without neglect. If the employee sees an illegal act, they can report complaints or allegations to the Chairman of the Board, Chairman of the Audit Committee Chief Executive Officer, or executive director of the Company immediately. The Company will conduct an investigation without revealing disclosing the source to protect the potential impact on the whistleblower.

• Communication with Employees

In 2021, the Company established an internal communication channel for all employees, informing them of news or important information, such as rules and regulations at work, or news that is beneficial to employees, including various policies announced to employees in general. A public relations board for department-specific meetings actions was set up. In addition, the Company has policies and procedures for receiving complaints, clues about wrongdoings and corruption, confidentiality guidelines, as well e-mail communication clarifying meetings. Furthermore, communications with employees also include the preparation of brochures that is accessible to all employees.

• Whistle Blowing

The Company provides channels for stakeholders to report clues and file complaint as follows:

- 1.Website: <https://www.nrinstant.com/en/corporate-governance/corporate-governance-policy>
- 2.E-mail: nrf.comsec@nrinstant.com

The Audit Committee is independent from management will consider the case together with Human Resource Division to screen the report and complaint. The report of information, clue, complaint, and investigation will be done on the non-name basis without disclosing address, photo, personal information, or any identity and shall be kept confidential. There were no whistleblower report in the previous year.

• Employment



In 2021, the Company strictly and thoroughly adheres to the principles of human rights from employment to caring for the Company's employees and personnel. This is so that all employees and personnel create a bond with the organization and is ready to walk alongside them towards sustainable goals. In addition, the Company attaches great importance to human equality and operates its business fairly without discrimination, as well as providing opportunities for employees to develop their potential without restrictions in gender and age range. The Company openly states the employment specifications as follows:



• The Number of Employees of the Company

Department/Division		31st Dec 2019		31st Dec 2020		31st Dec 2021	
		Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
1	Management	5	-	8	-	9	-
2	Production	71	433	75	454	79	516
3	Engineer	11	2	12	2	13	3
4	Warehouse	10	39	7	50	8	54
5	Business and Development Quality Control Quality Assurance Planning and Development (Headquarter)	37	11	40	17	38	22
6	Accounting and Finance	18	-	14	-	14	-
7	Human Resources Office Efficiency Development	16	6	16	16	23	19
8	Information Technology	11	-	14	-	16	-
9	Sales and Marketing Packaging Document Control Digital Marketing Investment	25	-	26	2	32	4
10	Internal Audit Project Management (General)	6	-	8	-	8	-
11	Product Development Project Management (Plant-based)	-	-	2	-	2	-
12	Sustainability and Public Relations	-	-	4	-	6	-
Total		210	491	226	541	248	618



The Company also takes into account the diversity and equality of people who play a role in driving the organization. This is not only regarding by gender, race, physical condition, and age, but also to honor and support a diverse group of people by giving them the opportunity to perform their full potential and with equality. The Company has played an important role in improving and developing operations under the diversity of the business workers to create norms, give equality to people in society, and be non-discriminating against workers in 2021. The Company presents the list of employment by nationality as follows:

NO.	Nationality	Number (person)		
		2562	2563	2564
1	Thai	294	333	332
2	Myanmar	470	567	541
3	Philippines	2	2	1
4	Italy	1	1	1
Total		767	903	875





• Employee Training

The Company provides training to develop skills, knowledge, and abilities. This is from the daily employee level to the supervisor level. In 2021, a total of 479 employees out of 875 employees participated in the training, representing a proportion of 55%. Of employees who received training, details of the number of training hours and the average training of employees are as follows:

Table showing the number of hours of employee training

List	Employee Training		
	Number of Trainees (person)	Total Number of Trainings (hours/years)	Average Employee Training (hours/years)
Daily Employee Level and Above *Target training of at least 6 hours/person/year	391	2,526	6.46
Supervisor Level and Above *Target training of at least 12 hours/person/year	88	642	7.30
Total	479	3,168	6.61

Employee Engagement

The Company places full importance on employees and personnel in the organization. The focus is on enabling employees to show their potential with quality and pride in performing their duties and being in unity. Additionally, the Company rewards employees for their work to the best of their ability by continually awarding various rewards to employees on a regular basis, raising salary, hosting thank you banquets, and improving the working environment and atmosphere for employees to have quality and livable living spaces. The Company aims to build employee engagement and listen to their needs so that they can conduct accurate employee engagement using an employee satisfaction assessment form that has been created. The Company has collected the employee turnover rate in 2021 as well as the relevant statistics, and set a goal to control the turnover rate. The turnover rate is recorded as follows:

Lists	Number (person)	Percentage
Monthly Employees *Target not more than 2% /year	76	4.4
Daily Employees * Target no more than 8 % /year	463	5.6
Total	539	5.0



Safety, Occupational Health, and Work Environmental Policy

The Company is aware of the importance of occupational safety, occupational health, and working environment, which may affect all employees. Therefore, the following policies have been formulated as guidelines for business operations:

- Safety at work is the first duty of every employee
- All employees must consider their own safety and their colleagues. Furthermore, the Company's assets are always important during the operation
- All employees must consider cleanliness and orderliness in the work area
- The Company will support and promote work safety activities to achieve the most practical results for all parties
- The Company is aware of the importance of measures to prevent accidents caused by work to employees
- The Company will support and promote the improvement of the environment and safe working practices, including the good health of all employees

For occupational health operations and safety in the Company's operations the data of employees' injuries caused by performing duties during work hours have been collected, and the indicators of employee injury rate until time of absence (Injury Frequency Rate (IFR) have been identified. This includes fatalities from work in 2021, as follows:

Item	Units	Year 2021
Number of employees injured from work	Person	5
The rate of injuries from work to the extent of taking work off	Cases per 1,000,000 hours of work	0.58
Occupational death	Person	0

In addition, the Company gives importance to all relevant stakeholders who come to work in the Company's area. Therefore, the injury data of contractors/partners caused by performing duties during working hours has been collected and has identified the indicators of employee injury rate until the time off (Injury Frequency Rate; I.F.R.), including death from duty in 2021. In the past 2021, there was no number of contractors / partners who received Injury from work or death from work.



Guidelines for Managing and Dealing with the Coronavirus (COVID-19) Outbreak for Employees in the Organization as a Whole



The Company has assessed the risks that may occur and damage the business operations, and specified guidelines for coping with such impacts. at large. The Company has measures to control and prevent systemic coronavirus infections that are in accordance with the government's strict measures. The Company has set strict surveillance measures to prevent the Coronary Disease 2019 (COVID-19) where there will be a daily communication team who creates awareness amongst all personnel and give advice on conduct and self-care guidelines to employees. This is to build confidence in personnel in the organization and the surrounding society. Regarding the Company's business operations, the Company announced the following measures and guidelines for communicating to personnel, and those related, that must be followed:

- The Company has a policy for all employees to be 100% vaccinated, reducing the risk of infection and prevent severe symptoms. If the employee is unable to get vaccinated, they must have a medical certificate confirming that the vaccination affects their health.
- Change the method of communication between departments, with emphasis placed on using online communication methods instead of manual coordination. If manual coordination is necessary, the supervisor must be notified and permission must be requested first.
- Create a database of employees and personnel managing the spread of the pandemic, and have guidelines for prevention and operation if there is a risk of the virus spreading.
- Encourage employees to protect themselves from COVID-19 at the highest level (Universal Prevention), provide screening measures before entering the area by measuring temperature, sanitize hands with alcohol, and set up disinfection tunnels at the entrance of the Company's areas.
- Regularly clean the premises and equipment with disinfectant
- Establish and enforce rigorous screening measures for employees related to production processes
- Modify the employee's lunch break to reduce the density of food hall users



**Accelerate Vaccination
for Our Employees**

• Social Operation



The Company prioritizes responsibility towards the community's and society's environment by promoting the reduction of environmental impacts and avoidance of operations that directly and indirectly affects the quality of the community. Additionally, this also includes the improvement of ecosystems and sustainable farming methods. Currently, issues on climate change, environmental pollution, waste problems and loss of biodiversity are becoming more severe every day, limited resources that are running out, and the epidemic situation of the coronavirus (COVID-19) that has both direct and indirect effects on people's quality of life in society and food security. Therefore, in 2021, the Company hosted various activities to support the society on appropriate terms and occasions, according to social assistance projects that the Company has always operated. The Company will not be involved in human rights violations and not infringe on intellectual property, including setting up policies supporting activities that enhance quality occupational health and environment. Furthermore, the Company will maintain the working environment to ensure that it is always safe for the employee's life and property. Throughout the year 2021, the Company has organized various activities, as follows:



Decarbonization Project for farmer better living

The Decarbonization Department was established by considering the health problems of people in the Northern region, caused by the burning of agricultural residues. This is a result of socio-economic factors, both from inequality, as well as from the limited choices in the lifestyle of farmers. The Company saw an opportunity to improve the livelihood of farmers in terms of fertilizer and their health problems from dust and smoke caused by burning. The aim of the biomass carbon sequestration business is to generate income for farmers by selling agricultural residues, such as corn plants, and to prevent burning in open ground. The Company also hopes to improve the quality of life of farmers so that they do not fall into poverty by turning towards the use of bio-fertilizer to improve the soil, reducing the cost of using chemical fertilizers affecting the soil in the long run. The company hopes the pilot's early goals will show the potential revenue streams if the market is supported by agricultural processing technology, so that farmers do not have to burn the leftovers outdoors, by turning waste into income. The Company plans to build cooperations with villagers, local municipality, and community enterprises to help them understand the objectives of the pilot program to gain community acceptance from the benefits of the project, whether it is the income of farmers, improved cultivable soil conditions, and clean air.

• Community Engagement



• Happy Employee Project



The Company places great importance to all stakeholders, especially the staff. The Company believes that if employees are happy, they will be able to work efficiently and effectively, and will pass on that happiness through good quality products to the consumers. The Company has helped farmers from Chiang Rai province who were affected by economic problems in pineapple exports, by purchasing 1,000 pineapples from those farmers to distribute to the Company's employees to eat. This received a very good response from all employees.



• Donations for the Coronavirus (COVID-19) Pandemic

DONATIONS FOR THE CORONAVIRUS (COVID-19) PANDEMIC



As presently the coronavirus (COVID-19) outbreak is still ongoing, the health and mental health of Thai people remain affected. The Company thus gives great importance to the matter with all parties, including employees, partners, and consumers. Accordingly, many activities have been organized to deliver good health to people in various communities and medical personnel, to be a part of those supporting the healthcare workers who are working hard to control and prevent the spread of coronavirus. The Company provided medical supplies (such as SDB alcohol, PPE suits, headgear, N95 masks, body bags, vaccine freezers, pressure gauges, oxygen generators, etc.), and food (such as rice and curry sauce), amounting to 10,500 sets of goods, to hospitals in Samut Sakhon Province and government agencies such as Krathum Baen Hospital, Samut Sakhon Hospital, Ban Phaeo Hospital, Don Kai Dee Subdistrict, Ban Phaeo District, and Mueang Samut Sakhon District Mirror Foundation. In addition, the Company also donated 50 mattresses and 50 mosquito nets to the field hospital in Khae Rai Subdistrict Municipality, Samut Sakhon Province, to support the construction of 100 field beds as well. From activities throughout 2021, the Company expects to be able to help more than 50,000 medical personnel and people in nearby communities and share more than 10,500 meals.

การมีส่วนร่วมกับชุมชนและสังคม



• Food For Future Generation

Global food security is now under increasing pressure due to a number of factors for example the rapidly growing and growing population, changing dietary habits, and covid-19 epidemic situation including climate change. As mentioned previously, there are important problem that needs to be solved. Therefore, the Company attaches great importance on food and has created the "Food For Future Generation" the project keep its intention on helping to make people feel full, delicious and happy including keeping its important on needs of the community as first priority It has also continued to use business processes in the type of a circular economy to drive the project.

Community Needs and Problems



- Communities are not supported by government agencies for quality and nutritious food.
- Communities lack continuous coordination with donators or relevant government agencies

Expected Results for Community



- Communities will receive high quality and nutrient rich food.
- Communities are able to solve the crisis and become non-vulnerable people.
- Communities are able to coordinate with a strong supporting network.

Action Plan



- Establish a working team for checking the company's food stock and sorting out products that cannot be sold but still be good quality product. The working team will coordinates with external organizations and vulnerable communities to deliver food to the communities including monitoring.
- Share company's network and business processes.

Output



- Helped 5,000 vulnerable people
- Delivered 11,000 meals of high quality and nutrient rich food

Outcome



- Reduced expense of vulnerable people and government agency more than 725,547 THB
- Reduced carbon emission from waste disposal to landfill 8 tCO₂e/Month

Benefit for us



- Saved cost of expired product disposal 3,200 THB/Month
- Saved cost of stock management 10,000 THB/Month

Monitoring results



- Communities are able to solve vulnerability
- Communities have a strong supporting network and ready to expand to other areas





- **Supranational Thailand x Nove Foods x Bangkok Community Help Foundation (SDG 1, 2, 11, 12)**



Nove Foods Co., Ltd., a subsidiary of NR Instant Produce PCL, together with the Bangkok Community Help Foundation and the organizer of the contest “Miss & Mr. Supranational Thailand”, presented a plant-based protein dim sum set, including 15,000 sets of steamed buns, dumplings, and gyozas through the “FROM THE GROUND UP” project. The Company hopes that these people have access to nutritious food, rich in plant fibers, and happiness is passed on through healthy plant-based food to the villagers in Khlong Toei Community and the School Children at Mercy Center, helping communities fill their stomachs through healthy food of the future. This is another channel that will help promote Thai society towards a healthy society.

- **Happy Elderly (SDG 1, 2, 11, 12)**



The change in world population structure causes the proportion of the elderly population to increase. Therefore, improving people's quality of life is an important goal in the country's development. A good quality of life means that a person has good health and well-being, has the potential to help yourself and your family, and can live normally according to their potential. The Company gives importance to people in the community of all ages, especially the elderly. The elderly are often the group at the highest risk of developing various diseases, especially chronic diseases such as diabetes, high blood pressure, osteoporosis, osteoarthritis, heart disease, stroke and dementia, amongst many others. Most of the time, it is found that the elderly have more than one chronic disease, thus, requiring special care. Accordingly, the Company has donated 320 pieces of adult diapers to the Ban Bang Khae Social Welfare Development Center for Older Persons, Bangkok.

SUMMARY

- First purpose led company that listed in SET
- Listed in Thailand Sustainability Investment (THSI) 2021 in the first year from IPO
- Received an award of Business Excellence : Deal of the Year : Capital Market Fund Raising Deal by SET Awards 2021
- Listed in SET100 that includes the top 100 stocks with market capitalization and trading liquidity.



- listed in ESG Emerging and ESG100 index from 1 of 803 listed company by ThaiPat Institute
- Listed in FTSE Micro Cap
- Received 4 stars out of 5 (Very Good level) by corporate government assessment
- Has certified to be carbon neutral organization for 3 consecutive years by Thailand Greenhouse Gas Management Organization (Public Organization)

- The first company in Thailand that committed in Science Based Targets Initiative (SBTi)
- The first company in Thailand that joined Race to Zero Campaign
- The Company and executive has recognized as climate actor nationally and internationally
- The Company operates a sustainability strategy "3P" in line with "Sustainable Development Goals (SDGs)"

RACE TO ZERO



carbon
neutral
network

- Signed pledge in private Sector Collective Action Against Corruption : CAC)
- Signed pledge in Climate Neutral NOW
- The Company has joined the Carbon Neutral Thailand network (TCNN) which Chief Executive Officer has been elected to be member of the council board and sub-committee.
- Joined Renewable Energy 100 club

- Food innovation and new product development to meet customer satisfaction and stay one step ahead of other companies.
- Green investment to increase knowledge expertise and our technology in the future of food
- Research and development of food of the future
- Raise environmental awareness for employees, partners and society.
- Build a Plant-based Community through our social enterprise "Root the Future"
- Launched plant-based food awards that is the first in Thailand and the largest plant-based and sustainability festival in Asia.

ROOT THE
FUTURE

"FOOD FOR FUTURE: Transforming the food system for a low carbon world"

