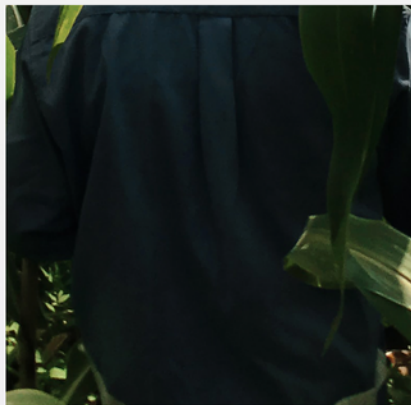





2022

SUSTAINABILITY REPORT



FOOD FOR GENERATIONS

The background is a collage of images related to sustainability and commerce. At the top, a large commercial airplane flies over a world map. Below the map, there are faint images of an oil rig and a cargo ship. At the bottom, a lush green field of crops is visible. In the foreground, a man is speaking into a microphone, gesturing with his right hand.

"We will be a food
manufacturer and
distributor for people of all
genders and ages who are
mindful of climate change
and sustainable growth"

Dan Pathomvanich, CEO

List of Contents



Introduction

- Message from the Chairman of the Board of Directors and Chief Executive Officer, page 1
- Business Overview of NRF, page 3



Overview Of Sustainability Operations

- Sustainability Goals and Indicators, page 6
- Sustainable performance according to the United Nations Sustainable Development Goals (UNSDGs), page 8
- Governance Structure for sustainable development, page 9



Sustainability Material Topics

- Identification of Material Topics, page 11
- Stakeholder Management Guidelines, page 14



Cooperation With Partners

- page 17



Sustainability Performance

- Environment, page 20
- Social aspect, page 29
- Good Corporate Governance, page 44



NRF's Next Step

- page 45



Information About The Report

- page 46

Message from the Chairman of the Board of Directors



Kesara Manchusree

Chairman of the Board of Directors,
NR Instant Produce Public Company Limited

Dear Shareholders and All Stakeholders

Due to rapid and continuous change in many dimensions: economic, society, geopolitics, and climate change that present current major challenges, the Company prepared a management plan that aims to stimulate development, integrate innovations and prepare to handle changes that may occur at all times.

In this regard, the Company has clearly established policies and guidelines for environmental and social responsibility to be consistent with the mission, vision and core values of the organization so that business can be conducted continuously and sustainably.

Our strong intention is to be a leading company in clean and sustainable food technology (Global Clean Food Tech) and to drive the organization towards becoming a carbon negative organization by adhering to good governance principles in conducting business governance based on sustainability by integrating the Sustainable Development Goals (SDGs) of the United Nations into the Company's operations for good performance in terms of economy, society and environment. As a result, the company was assessed on the Corporate Governance of Thai Listed Companies (CGR) with a very good score (4 stars) and was selected to be in the list of "Sustainable Stocks" or Thailand Sustainability Investment (THSI) for 2 consecutive years, reinforcing the Company's determination to create both strength and growth potential along with being responsible for the economy, society, environment and playing an important part in the steady development of the food industry.

The Company adheres to and places great importance on driving and promoting environmental and social responsibility operations. as well as support all employees Including customers, partners, business partners, society, communities and other stakeholders to become aware and have a sense of responsibility towards the economy, society and environment so that the business can continue to grow sustainably.

Message from the Chief Executive Officer

"FOOD FOR GENERATIONS"

Dan Pathomvanich

Chief Executive Officer, NR Instant Produce Public Company Limited

Dear Shareholders and All Stakeholders

2022 is a completely different year with many unforeseen events happening, both in terms of the epidemic and international political conflict. As the Chief Executive Officer of NR Instant Produce Public Company Limited, I would like to thank all employees, customers, shareholders, partners, business partners and everyone related to the Company who helped support the company in overcoming these challenges.

From the global situation where all roads lead to sustainable development, the company is well aware of the need to change its business to one of sustainable management, especially to reduce carbon emissions from the production process. Over the past 3 years, the company has built and developed a team with knowledge to manage problems and cope with climate change. We discussed the issues with many partners and devoted resources to researching the technology in carbon sequestration from the incineration of waste generated by the agricultural industry (Agricultural residue streams), which is a process that reduces the emission of greenhouse gas (GHG) into the atmosphere.

The company is very pleased in going forward to become the first public food producer in the ASEAN region that has tools to fight global warming sustainably. We strongly believe that the company, customers and consumers are ready to support businesses that focus on sustainability with a mission to protect the environment. All private businesses must prove themselves on this standpoint. Ultimately, global warming poses a great challenge and is an opportunity for the company to make a positive impact for the earth, the environment and nature. The company sincerely hopes to be one of the leaders in creating a new world that is stable and sustainable for all.

I look forward to 2023 and beyond when the company will be able to become a leader in the food business that will allow stakeholders of the company to grow together from strength to strength and reinforce Thailand's status as the world's kitchen for the international community. We hope that in the near future, NRF will be the first company that will be the first Carbon Negative Company in Thailand.

Business Overview of NRF



Assessed in the list of sustainable stocks for the year 2022 from the Stock Exchange of Thailand for the second year in a row.



Received a "Very Good" or 4-star rating from the 2022 Corporate Governance Report of Listed Companies (CGR 2022) conducted by the Thai Institute of Directors Association (IOD) for the second consecutive year



Certified by Thai Private Sector Collective Action Against Corruption



Received Thailand's Best Managed Companies 2022 award from Deloitte Thailand



Won the Master Entrepreneur Award from ASIA PACIFIC ENTERPRISE AWARDS 2022

Business Performance

The Company has its business into 3 main business groups as follows:

1

ETHNIC AND SPECIALTY FOODS



SEASONINGS

READY-TO-EAT FOOD

BEVERAGES
AND OTHERS

1.1 Contract Manufacturing business (OEM)



1.2 2. Product under the brand of the Company and City Food Co., Ltd.



1.3 Pet food production, marketing, distribution and wholesale of pet food in Thailand under Botany Petcare Co., Ltd.

2

E-Commerce



2.1 Food Supplement business on Amazon.com through joint investment with Boosted Ecommerce, Inc.



2.2 Direct sales business through membership of Indeem Group Co., Ltd. platform, comprising consumer products, cosmetics and food supplements.

3

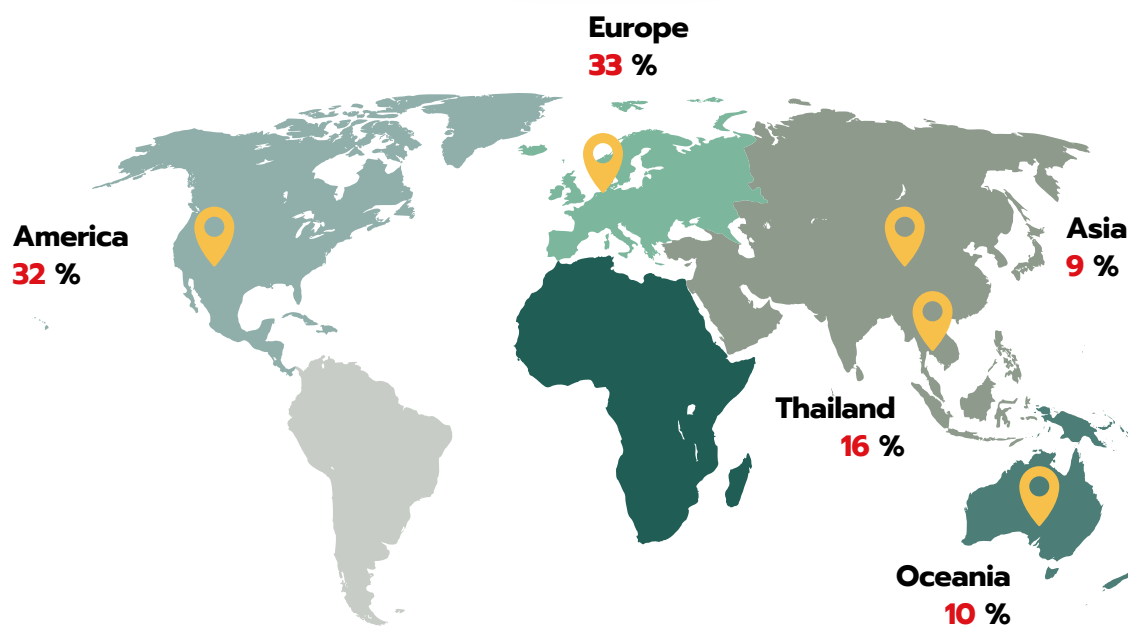
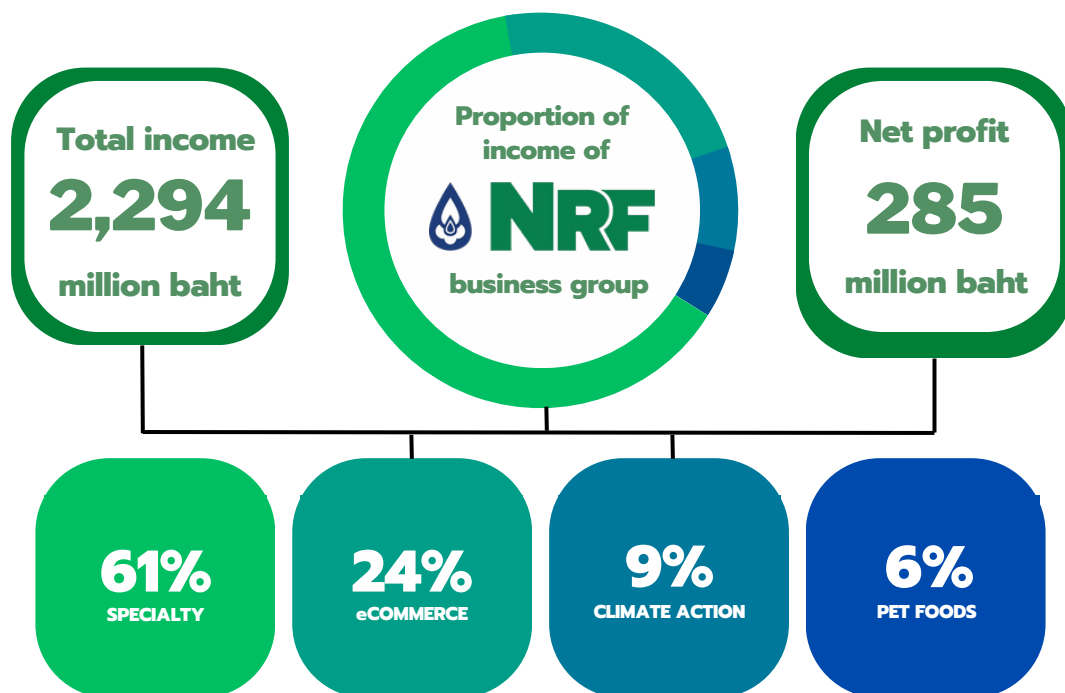
Plant-Based Food



3.1 Plant-based food production whose main components are young jackfruit and konjac.

Business Performance

Proportion of Revenue



2 OVERVIEW OF SUSTAINABILITY OPERATIONS

The company has goals and guidelines for driving business towards sustainability in line with the United Nations Sustainable Development Goals (UNSDGs). The Company prepared operational processes in line with all 13 SDG goals and has also become a member of the United Nations Global Compact Network Thailand (UN GCNT) since 2018. Mr. Dan Pathomvanich, the Company's Chief Executive Office has served as a member of the Sub-committee on the Environment from 2020 - 2021, having played a role in proposing creative ways to build awareness and participation in the business sector together with many leading businesses in Thailand. In addition, at present, Mr. Dan Pathomvanich, the Company's Chief Executive Officer is also serving as Chair of the Technology and Innovation Subcommittee and Board Member of the Thailand Carbon Neutral Network, underscoring his commitment to economic, social and environmental development in Thailand and internationally towards a truly sustainable future.

The company operates with dedication and looks after all groups of stakeholders equally from upstream to downstream in order to deliver good products and services to consumers. Its operation does not only to set a framework of change for supply change that will generate profit but also emphasize the importance of being a leading company in food production and distribution with innovative future growth that is sustainable and aware of the impact on the environment and society throughout the supply chain and must effectively create economic value according to the Triple Bottom Line principle as follows:



People

The company has dedicated itself to focus on people both inside and outside the organization by supporting and helping develop their full potential, taking into account the human rights principles of employees and personnel. Taking a role in the development of the communities surrounding the factories and supporting Thai farmers to grow sustainably with good hygiene, as well as producing quality products and services to create the best satisfaction for customers and consumers are also our mission.



Planet

The Company focuses on conservation of the global environment by changing the concept of operations to create products that are environmentally friendly and dealing with risks that may affect the environment, including technological development and innovative production of the factory to ensure sustainable social and environmental responsibility.



Performance

The Company aims to achieve success that is not only measured through profit, but through effective operations to repay stakeholders and create long-term value for the organization, with a focus on people and the environment coupled with development of quality products and consistent and just services.

NRF SUSTAINABILITY FRAMEWORK

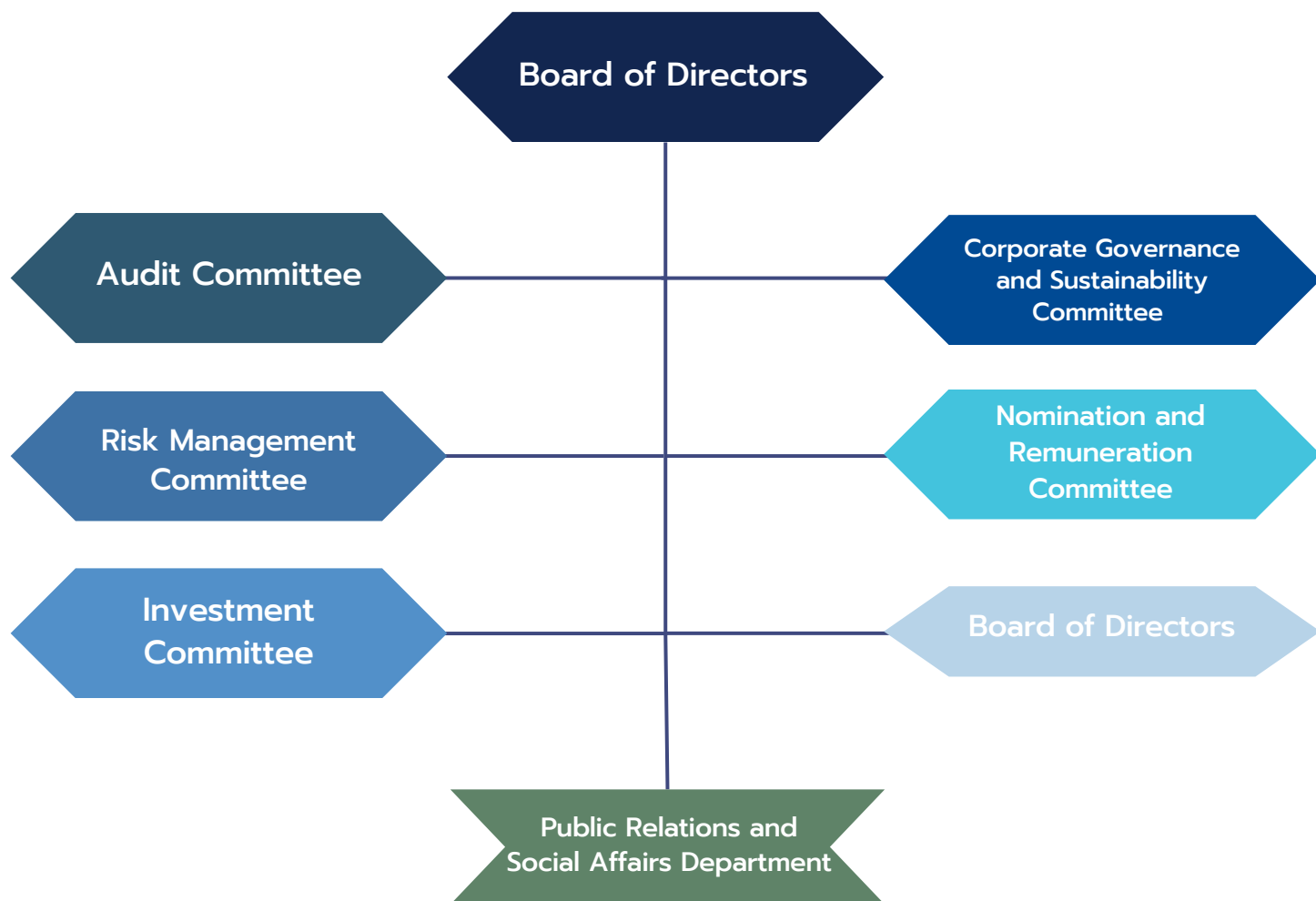


Ride to the
FUTURE

Sustainability Achievements according to the Sustainable Development Goals of the United Nations (UNSDGs)

1 NO POVERTY 	<p>Help 70,000 needy children, youth and persons who lack food</p>	10 REDUCED INEQUALITIES 	<ul style="list-style-type: none"> Employed 8 people with disabilities Proportion of employment by age group (under 30 years old, 30 - 50 years old and over 50 years old) 1 : 1.37 : 0.17 There is no discrimination against age, gender, physical disability, race, ethnicity, origin, religion, or economic or other status
2 ZERO HUNGER 	<p>Support the poor to have equal access to 140,447 meals</p>	11 SUSTAINABLE CITIES AND COMMUNITIES 	<ul style="list-style-type: none"> Prepare and maintain the cleanliness of the shuttle buses for factory workers to facilitate employee travel and reduce the chance of spreading COVID-19 from traveling through public transportation Reduce waste to landfills Meet the communities surrounding the factory to gather feedback on problems and support medical equipment regularly
3 GOOD HEALTH AND WELL-BEING 	<ul style="list-style-type: none"> Support 45 bedridden patients and people who receive annual health check-ups with supplies bags to help relieve the impact of COVID-19 provided COVID-19 vaccination to employees and conduct ATK checks before entering work 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	<ul style="list-style-type: none"> Utilize 5,600 kilograms of waste from the production process Systematically and properly dispose of hazardous waste Improve production processes to reduce waste and food loss
5 GENDER EQUALITY 	<ul style="list-style-type: none"> Equally employ male and female employee (ratio 1 : 1.57) The organisation respects the right to freedom of expression based on the gender of employees, allowing everyone to demonstrate their potential and ability at work 	13 CLIMATE ACTION 	<ul style="list-style-type: none"> Mr. Dan Pathomvanich has been recognized as a Climate Actor such as being invited to participate in COP27 in Sharm el Sheikh, Egypt and the UN General Assembly 2022. in the United States Evaluate the carbon footprint of the organization for the 4th consecutive year Organize a project to utilize waste from the production process to reduce waste that goes into landfills Established 350 Corporation to advance the Climate Action business through research and development of technology to sequester carbon dioxide from the reduction of waste from agricultural activities. Organized an Earth day 2021 activity to clean up the area within and around the boundary of the establishment annually, delivering more than 2,000 kilograms of agricultural raw materials from production to farmers, and organizing activities to separate PET bottles to produce PPE sets with more than 400 PPE sets produced in collaboration with Phyathai Hospital
6 CLEAN WATER AND SANITATION 	<ul style="list-style-type: none"> Establish clean drinking water points for employees Treat wastewater through the system before releasing to natural water sources Meet the communities surrounding the factory to survey the impact of water usage from Company's operations 	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	<ul style="list-style-type: none"> Certified as member of the Thai Private Sector Collective Action Against Corruption Organize training on security policies for information systems and personal data protection policies (PDPA) for all employees. Establish Anti-Corruption policies and guidelines Establish mechanism for receiving complaints and action in the event that there is notification of fraud (Whistle Blowing Policy) Set up policies that promote non-discrimination and support violence.
7 AFFORDABLE AND CLEAN ENERGY 	<ul style="list-style-type: none"> Use electricity from renewable source (Solar Rooftop) 27% 		
8 DECENT WORK AND ECONOMIC GROWTH 	<ul style="list-style-type: none"> Expand the business into Climate Action category, by building the largest plant-based food factory in Asia Pacific and a business to develop carbon sequestration technology and build carbon credits Protect the rights of both Thai and foreign workers Take care and pay attention to the working environment to be as safe as possible Allocate jobs and proper wages for both male and female workers including people with disabilities taking into account the equal value of work Create projects to support agriculture with modern technology, reduce pollution, reduce chemicals and increase income sustainably 		
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	<ul style="list-style-type: none"> Invested in the research and development of carbon sequestration technology from agricultural waste reduction with global organizations in the United States and leading universities in Thailand Study business innovation technology Set up plant-based alternative protein food factory in Thailand under NRPT Joint Venture Company Invest in joint venture to expand production bases in all continents around the world. and reduce logistics constraints Expand the production capacity of the company's main factory Development animal feed production to respond to an expanding customer base Research and develop plant-based alternative protein foods 		

Governance Structure for Sustainable Development



Since 2021, the Corporate Governance & Sustainability Committee (CGSC) has approved the announcement of the sustainable development policy of NR Instant Produce Public Company Limited to affirm the intention and commitment to create social and environmental value based on good corporate governance. The Company has integrated sustainable development guidelines in line with the United Nations Sustainable Development Goals (SDGs) with the strategy and operations of the company with operating policies as follows:

1.

Manufacture quality products that have received certification standards both within and outside the country using quality raw materials and packaging with consideration the growth and development with partners throughout the supply chain. The target is to deliver quality products that complies with food sanitation and nutrition principles while creating maximum customer satisfaction.

2.

Conduct business on the basis of legal requirements and compliance with relevant national and international regulations where the Company's business operates. Comply with the Company's good corporate governance and anti-corruption and anti-bribery policies with transparency, verifiability and compliance with sustainable development guidelines.

3.

Conduct business with regard to reducing environmental impacts, adapting to climate change, environmental conservation, and efficient use of resources and energy. Procure eco-friendly raw materials and packaging as well make sure that products and services are environmentally friendly.

4.

Openly report information on sustainability operations to stakeholders. Ensure transparency and continual responsibility for society.

5.

Invest in research and product development to continue innovation and technology in the manufacture of environmentally friendly products that respond to the needs of today's consumers. Growth will follow the concept of the Green Economy under the sustainable development context.

6.

Build a green supply chain network through cultivation of consciousness to promote virtue, good ethics and social responsibility as a organizational culture and enhance knowledge and awareness of environmental and climate management for all employees, customers, business partners and relevant stakeholders

7.

Respect and protect human rights of stakeholders throughout the business chain. Treat employees with equality and fairness and promote local employment for the disadvantaged and the disabled. Ensure there is no discrimination whether in terms of race, religion, sex, age, education, belief or any other matter. Provide welfare, safety and hygiene in the workplace, with coverage for new and re-emerging diseases. Organise personnel development and training to raise the standard of professionalism for employees.

8.

Support Thailand towards becoming a Net Zero Emission country before 2065 (according to the government announcement) through building partnerships for development. and carrying out GHG mitigation projects and promoting operations that reduce environmental impact for stakeholders throughout the supply chain in order to move towards a carbon neutral society.

3 SUSTAINABILITY MATERIAL TOPICS

Materiality Identification

The Company has established processes and procedures for identifying important issues and prioritizing processes as follows:

1 Gathering relevant information and identifying material topics

The Sustainability Department gather sustainability material topics taking into account the company's operating activities along the value chain and supply chain, national and international laws, regulations and requirements, world trend, the United Nations Sustainable Development Goals and other topics related to industry such as E-commerce business group, technology group, food business group, etc.

The company, in addition, also applied material topics in accordance with the international reporting standards for agriculture, aquaculture and fisheries (GRI 13: Agriculture Aquaculture and Fishing Sector) and studied trends of international standards

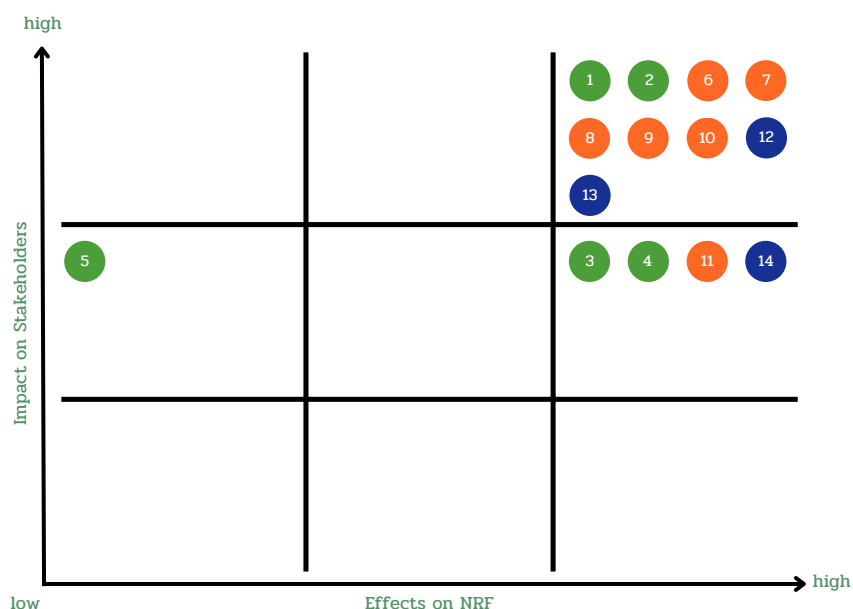
2 Prioritization of sustainability material topics































The company gathers material topics, analyzes communication channels, expectations of stakeholders, as well as the Company's response channels. In addition, material topics in industries relevant to the Company are reviewed to be aware of important sustainability issues.






3 Validation of material topics and constant review for continual development

The prioritization of material topics will be reviewed by the Corporate Sustainability Working Group, taking into account the level of influence and decision of stakeholders, as well as decision-making along with the level of importance affecting the economy, society and environment.

Sustainability Prioritization Process



Topic No.	Impact on Stakeholders	Impact on the Company	List of Material Topics	Compliance with Sustainable Development Goals (SDGs)
Environmental				
1	High	High	Climate change response management	    
2	High	High	Energy management for environmentally friendly production	  
3	Medium	High	Waste management	 
4	Medium	High	Water management	  
5	Medium	Low	Biodiversity and Ecosystems	 
Social				
6	High	High	Respect for human rights and labor practices	 
7	High	High	Consumer Responsibility	  
8	High	High	Information security	 
9	High	High	Personnel development	   
10	High	High	Occupational health and safety management	
11	Medium	High	Community development Conflict management and building acceptance from surrounding communities	  

Issue No.	Impact on Stakeholders	Impact on the Company	List of Key Points	Compliance with Sustainable Development Goals (SDGs)
Governance				
12	High	High	Anti-Corruption and Anti-fraud	
13	High	High	Production of quality products that meet standards	 
14	Medium	High	Technology development and innovation	 



Guidelines for managing relationships with stakeholders

The Company gives great importance to the interests of stakeholders, respecting their rights including operating with fairness and transparency. The company has identified and analyzed stakeholders into 8 groups, covering both individual and other forms of organizations so that stakeholders can participate in the audit as follows:

Stakeholders	Communication	Stakeholder expectations	Company response
Stakeholders inside the organization			
Employee	<ul style="list-style-type: none"> - Notification of news via electronic mail - Meetings - Surveys and Complaints 	<ul style="list-style-type: none"> - Appropriate compensation and resources for the performance of duties - Equal importance to employees 	<ul style="list-style-type: none"> - Comprehensive distribution of compensation and welfare - 360 Degree Assessment for Corporate Justice - Communication of news and information via electronic mail
Investors (Shareholders, Investors, Analysts, Creditors, Credit Rating Agencies) business partners)	<ul style="list-style-type: none"> - 56-1 One Report - Annual General Meeting of Shareholders (AGM) - Announcement of quarterly results Including the annual operating results and the disclosure of information on the company's website - Quarterly Analyst Meeting - Roadshow for investors - Quarterly Management Discussion and Analysis (MD&A) and Investor Relations News - Company's communication channels: Company's website, email, telephone, social media platforms (Facebook and Instagram) 	<ul style="list-style-type: none"> - Transparent and verifiable operations - Stable and sustainable operations with social and environmental responsibility - Return on investment - Risk Management 	<ul style="list-style-type: none"> - Confidence-building among shareholders by disclosing truthful, transparent and verifiable information - One annual general meeting of shareholders - Sustainable Business Operations - Annual report preparation to continually communicate with investors

Stakeholders	Communication	Stakeholder expectations	Company response
--------------	---------------	--------------------------	------------------

Stakeholders outside the organization

Customers and Consumers	<ul style="list-style-type: none"> - Call center - Information through social media (website, Facebook, Instagram) - Channels for receiving suggestions and complaints - Social activities 	<ul style="list-style-type: none"> - Product quality - Variety of products - Logistics - Operations with consideration for social and environmental responsibility and climate change 	<ul style="list-style-type: none"> - Channels for comment, suggestions and complaints - Satisfaction survey of customers according to BRC Standards - Summary of customer satisfaction survey with the company's products and services along with a strategic planning meeting to continue to respond to customer needs - Sustainable Business Operations - Preparation of annual reports and sustainability reports
Community		<ul style="list-style-type: none"> - Protection against environmental impacts - Community-related resource management - Assistance and creation of benefits for the community 	<ul style="list-style-type: none"> - Compliance with measures to reduce impact on the community - Organisation of activities to help the community
Partners and joint ventures	<ul style="list-style-type: none"> - Meeting with customers and signing cooperation contracts - Supplier selection and evaluation process - Definition of a Code of Conduct for business partners 	<ul style="list-style-type: none"> - Factory quality assurance - Operations under standardized requirements - Operations that are transparent, fair and can be audited to enhance the business in the future - Procurement policies and regulations 	<ul style="list-style-type: none"> - Maintenance of the level of quality of products and services, including development of new projects to meet future partners. - Clear, transparent and fair procurement-employment standards and policies - Co-develop and provide advice on sustainable procurement development.
Farmers	<ul style="list-style-type: none"> - Online communication - Organisation of educational activities 	<ul style="list-style-type: none"> - Fair business - Exchange of agricultural knowledge and environmental management - Provision of capital 	<ul style="list-style-type: none"> - Channel for comments, suggestions and complaints - Ethical assessment of business partners - Summary of customer satisfaction with the company's products and services along with a strategic planning meeting to continue to respond to customer needs

Stakeholders	Communication	Stakeholder expectations	Company response
Stakeholders outside the organization			
Mass media	<ul style="list-style-type: none"> - Communication platform and a whistleblowing channel to collect suggestions, comments, complaints, etc. - Press conferences / press releases - Exclusive interview - Media visits 	<ul style="list-style-type: none"> - Information disclosure that is clear, transparent and verifiable 	<ul style="list-style-type: none"> - Media interviews and press conferences - Press releases related to the Company's information through Facebook, Instagram and the Company's website.
Government agency	<ul style="list-style-type: none"> - Meetings with government agencies on various issues and cases - Preparation of performance reports and operations to relevant government agencies - Communication with government officials to foster a good understanding of the expectations of those involved - Participation in activities and projects of government agencies on a regular basis. - Participation in meetings to acknowledge policies and governance guidelines 	<ul style="list-style-type: none"> - Operations are in compliance with laws and regulations. - Transparency and compliance with the law in every step of the operation. - Business conduct based on principles of corporate governance and sustainable development in compliance with relevant laws and within the scope of appropriate risk management - Government agencies support in sustainable development and - Climate change 	<ul style="list-style-type: none"> - Strict compliance with relevant laws - Communication with government officials to enhance understanding and accurate response to government agencies' expectations - Engage with government agencies and organizations through various activities.

4 COOPERATION WITH PARTNERS

The company is committed to the intentions and goals of sustainable development in creating growth both nationally and internationally and has foreseen the importance of creating cooperation between organizations that support environmental and social development. Since 2018, the company has cooperated with many world-class organizations such as United Nations Global Compact (UNGC), UN Global Compact Network Thailand (GCNT), Science-based target initiative (SBTi): 1.5-degree pledge, Race. to Zero, Climate Neutral NOW, World Economic Forum (WEF), Thailand Carbon Neutral Network and RE100 Club (Renewable Energy 100 Club), etc. Throughout the years, the Company has taken part in building a sustainable society and environment, including provision of knowledge. In 2022, the company has participated in and supported many activities with our partners.

27th Meeting of the Parties to the United Nations Framework Convention on Climate Change

The 27th United Nations Framework Convention on Climate Change Conference of the Parties (UNFCCC or COP27) was held in Sharm El Sheikh, Egypt during 6-18 November 2022 with an aim to bring together leaders from the public, private and civil society sectors around the world to jointly discuss climate change with more than 35,000 participants.

Mr. Dan Pathomvanich, Chief Executive Officer, was invited to speak at the COP 27 global forum as a member of the Global Compact Thailand Network and a member of the Carbon Neutral Thailand Network which Mr. Dan has attended for the 2nd year, having the opportunity to participate as a speaker in the following 2 big stages:

1. Decarbonizing the ASEAN Way – Harnessing the Collective Actions of ASEAN Private Sectors COP27 Event Details, as the only representative from Thailand together with private sector leaders in ASEAN countries that are members of the Global Compact Network
2. UNFCCC Pavilion Thailand's Top Business Leaders to Share Vision and Experiences on Net-Zero Transformation



77th UN General Assembly

The 77th session of the United Nations General Assembly was held in New York City, United States from 13 to 27 September 2022, which is a governmental and member countries meeting on various issues such as peace, security, hunger and the environment, among others.

Mr. Dan Pathomvanich, as the only representative from the Global Compact Thailand network, was invited to attend the meeting to acknowledge development trends, risks and investments in Sustainability in the following 2 sub-forums for private sector representatives from all over the world:

Private Sector Forum

This is a meeting that brings together leaders around the world to jointly address globally important issues such as climate change, sustainable development, and human rights. Jointly organized by the United Nations Secretary-General and the UN Global Compact, the event is a unique opportunity for senior executives, head of states and governments as well as UN leaders to engage in stakeholder dialogue to formulate guidelines to deal with urgent situations and mutually deal with crises occurring around the world.



SDG Investment Forum

Conference on Investment and Support for Sustainable Development by leaders from public and private sectors along with representatives from the United Nations, civil society and educational institutions to discuss the role of the private sector in funding and investment in projects or innovations that will move the economy towards sustainability. This includes defining a role in directing funding towards the Sustainable Development Goals (SDGs) of governments around the world.



5 SUSTAINABILITY PERFORMANCE

With climate change impact, environmental pollution, waste and even more serious biodiversity loss, coupled with the limited and depleting resources, the quality of life of people in society as well as food security and business operations continuity are directly and indirectly severely affected.

For this reason, in 2022, the company was dedicated to conserving the global environment by changing business operation concepts to deliver sustainable products and services that are friendly to both consumers and the environment:

Conduct business with commitment to the environment and sustainability.

Ensure available resources in the organization are used worthily and efficiently to reduce the impact on the environment and surrounding communities.

Work with care for the safety of employees, surrounding communities, and consumers.

In addition, the company also plans to become a Net Zero Carbon Emission Company by the year 2050, as well as a carbon-negative food manufacturing company in the future by adhering to the mission of reducing carbon emissions in the food production process. The Company is committed to using clean technology for manufacturing products and services through careful planning of supply chain operations to protect the environment and promote biodiversity. Advanced technology is used to reduce GHG emissions while continuing to expand production capacity for plant-based foods with lower carbon emissions than animal-based production. The Company also studies the use of advanced technology to sequester carbon dioxide from agricultural activities.



ENVIRONMENT

1. Responding to Climate Change

Climate change is intensifying today as can be seen from severe natural disasters phenomenon, rising global temperature, decreased biodiversity as well as varying weather patterns in many continents around the world. Climate Change Risk is one of the major business growth risks. It is imperative that businesses are aware of climate risks and the key issue to consider is the impact of the risks and how businesses can adapt and continue to grow under this risk.

Management approach

1) **Policy formulation** - Implement the sustainable development policy with emphasis on GHG management throughout the supply chain.

2) **Risk and Opportunity Management** - Analyze and assess risks, opportunities and the impact of the company's operations including both direct and indirect impacts that affect the company.

3) **Finding Opportunities and Coping with Consequences** - Use business model to Study and develop business opportunities through climate change issues. The concept is integrated into the organization's strategy setting process, including the development of innovation and technology to increase the capacity for climate change adaptation for the food industry.

4) **Social engagement** - Communicate climate change issues to all stakeholders through corporate communication channels, with readiness to listen to expectation of stakeholders to develop appropriate guidelines.

Climate Change Risk Management

Risk	Impact on the Company
Strategy	Because the company is a food producer that uses water and agricultural raw materials, changes in climate condition directly affects businesses. Shortage of agricultural raw materials or raw water for production from severe drought or damage to agricultural areas from flash floods may result in delay or inoperability of the business and may affect the strategy and direction of business operations.
Performance	Severity of natural phenomena, droughts, and floods that affect property; process of transporting raw materials and products business travel or business process of the company
Finance	Increased cost to the company from technology and innovation in advanced food production to reduce GHG emissions and development of processes and transfer of organizational knowledge to farmers to produce environmentally friendly raw materials. Cost from hiring external agencies to certify environmentally friendly production processes throughout the supply chain, etc.
Regulatory	Changes in government policies/regulations in response to climate change, in particular, levying a carbon tax on the amount of carbon dioxide emitted by the responsible organization.

Our Operation

The Company has set strategies and targets for climate management as well as a net zero emission goals by 2050 through participation in national and international climate change standards, such as Sciences Based Target Initiative, Race to Zero, Carbon Footprint according to the requirements of the Thailand Greenhouse Gas Management Organization (Public Organization) in line with ISO 14064, and Renewable Energy 100 Club.

In addition, cooperation with partners has been established in the development and implementation of GHG reduction projects and promote operations that reduce environmental impacts for stakeholders throughout the supply chain to become a carbon neutral community.

In 2022, the company assessed the GHG emissions both Scope 1, 2 and 3 of NR Instant Produce Co., Ltd. (Headquarters) and City Food Co., Ltd. (Nakhon Pathom factory) and found that the quantity of direct GHG emissions are 3,348 tCO₂e while indirect GHG emissions from energy use are 1,572 tCO₂e as well as other indirect GHG emissions equal to 15,664 tCO₂e. The total GHG emissions of the factory are then 20,584 tons of carbon dioxide equivalent which has been verified for the carbon footprint assessment of the organization from the Greenhouse Gas Management Certification Body, Faculty of Energy and Environment, University of Phayao. There is a plan to offset the total amount of greenhouse gases generated by May 2023.

• GHG emission results of NR Instant Produce Public Company Limited

Scope	Corporate GHG emissions (equivalent to tons of carbon dioxide)	Proportion compared to Scope 1 and 2 (%)	Proportion compared to Scope 1, 2 and 3 (%)
Type 1	2,649.00	69.40	25.53
Type 2	1,168.00	30.60	11.26
Type 3	6,558.00		63.21
Other	12.00		
Total Scope 1&2	3,817.00	100.00	
Total Scope 1,2 &3	10,375.00		100.00
Carbon intensity (Scope 1+2)		0.32 tonCO ₂ e/ton product	
Carbon intensity (Scope 1+2+3)		0.87 tonCO ₂ e/ton product	

• GHG emission results of City Food Co., Ltd.

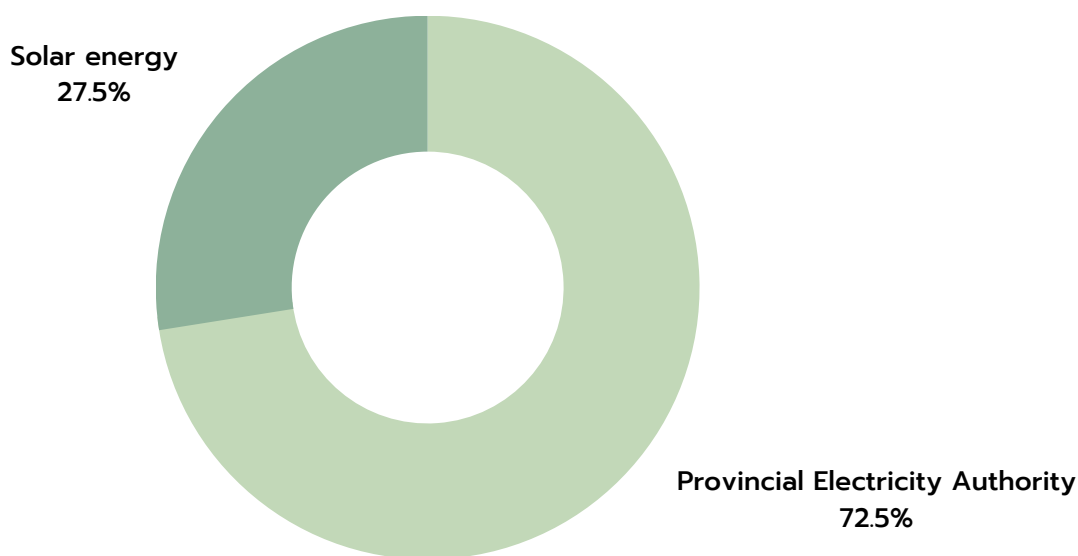
Scope	Corporate GHG emissions (equivalent to tons of carbon dioxide)	Proportion compared to Scope 1 and 2 (%)	Proportion compared to Scope 1, 2 and 3 (%)
Type 1	699.00	63.37	13.22
Type 2	404.00	36.63	7.64
Type 3	4,186.00	100.00	79.15
Other	1.00		100.00
Total Scope 1&2	1,103.00		
Total Scope 1,2 &3	5,289.00		100.00
Carbon intensity (Scope 1+2)		0.26 tonCO ₂ e/ton product	
Carbon intensity (Scope 1+2+3)		1.25 tonCO ₂ e/ton product	

• Performance comparison

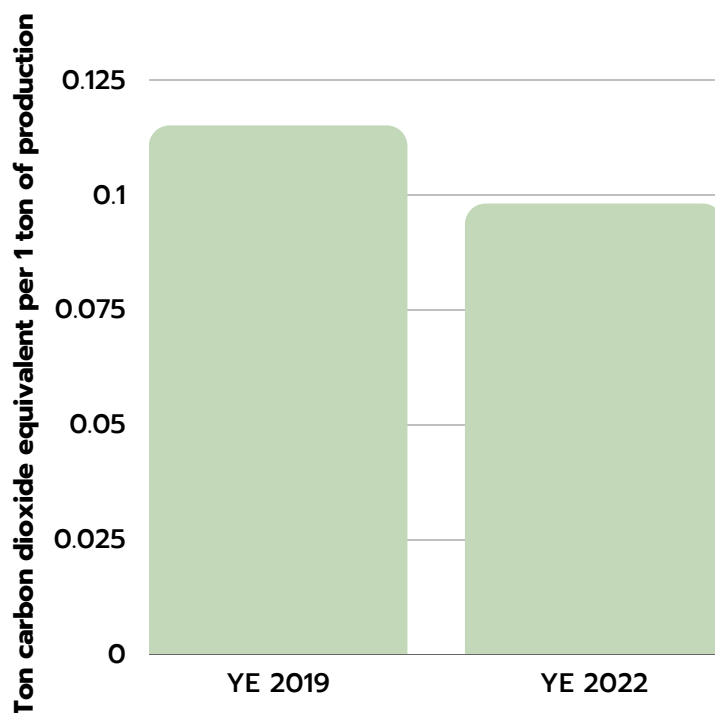
Certified company	units	2563	2564	2565
NR Instant Produce Public Company Limited	tCO ₂ e/Ton - production	0.33	0.30	0.32
City Food Company Limited (Nakhon Pathom Factory)		Not yet certified	0.26	0.26

- **Reducing GHG emissions**

The company uses clean electricity from solar cells in the production plant of NR Instant Produce Public Company Limited, with solar panels installed on the roof of the production plant to increase the proportion of clean energy in the production process and reduce the Company's GHG emissions.



It was found that in 2022, the company was able to reduce its GHG emissions from indirect emissions from use of purchased electricity by the Provincial Electricity Authority by more than 0.017 tons of carbon dioxide equivalent equal to 1 ton of production or 14.78% compared to the base year 2019.



2. Efficient use of resources

The company realizes the importance of developing and improving various tools in the production process, enabling the use of limited energy cost-effectively and efficiently. Such operation also help reduce the impact on the environment and surrounding communities: energy saving measures, or monitoring and follow-up of effectiveness, maintenance of various equipment in the factory such as the shredders, boiler and steam capture systems and cooling system, Including the installation of solar panels on the roof of the factory, etc.

The Company is committed to reducing energy consumption and the impact on the environment and the community surrounding the factory, as well as develop sustainable and efficient operations. Another task is to raise awareness of the environment conservation, energy and climate change adaptation in employees in the organization and encourage all employees to participate in the adaptation process by helping reducing the impacts both direct and indirect. In 2022, the Company undertook the following resource and energy management measures:

Management approach

1. Formulate policy that is well aligned with the UN Sustainable Development Goals by managing the efficient usage of fuel and electricity in the production process.
2. Develop processes, tools and secure technology, survey, define and monitor processes that consume fuel and electricity to collect data for improvement of the production process for maximum fuel efficiency, including the provision of high-performance and modern technology equipment to increase the production rate while using fewer resources.
3. Engage with social groups and communicate issues on efficient use of resources to all stakeholders through corporate communication channels while being ready to listen to expectation in order to develop appropriate guidelines.

Performance

- Electric power management

In 2022, the Company focuses on creating awareness about the importance of energy savings for employees and personnel in the organization by improving machinery to help reduce the rate of electricity consumption. Campaigns are also organized to turn off lights when not in use by encouraging employees to turn off lights and air conditioners during their lunch break for 1 hour every working day, etc. In addition, the proportion of electricity generated from renewable energy from solar rooftops is increased on average by 27 percent.

Electricity consumption rate from the Provincial Electricity Authority is on average 271.6 kWh used per 1 ton of product (KWh/ ton product). The Company's target is to reduce the rate of electricity consumption to 220.0 kWh per ton of product (KWh/ ton product) in 2023.

- Fuel consumption

The company regularly maintains machinery to ensure good fuel combustion system of all machinery in the production process so that energy usage from fuel oil will be efficient and cost-effective. In 2022, the company has an average crude oil usage rate of 61.8 liters per ton of production, which the Company is aiming to reduce to 60.5 liters per ton of production (Liter/ t son product) in 2023.

	2020	2021	2022	2023 Goal
1) Electric power management (kWh used per 1 ton of product)	234.5	249.8	271.6	220.0
2) Fuel consumption (Liter per 1 ton of product production)	64.0	61.6	61.8	60.5

Water management

The Company recognizes the importance of limited water resources and has strictly complied with relevant laws. There is also a water management risk assessment to promote the most efficient use of resources.

Management approach

1. **Compliance with the law** on quality of wastewater from the production process by referring to the standard value of effluent discharged from industrial factories as specified in the Notification of the Ministry of Industry No. 2 B.E. 2539 (1996) issued under the Factory Act B.E. 2535 (1992).
2. **Formulation of policy** to implement the UN Sustainable Development Goals by emphasizing efficient water resources management in the production process and use in office buildings.
3. **Develop processes, tools and secure technology**, survey, define and monitor processes to collect data for improvement of the production process for minimum waste production, including the provision of high-performance and modern technology equipment to increase the production rate while using fewer resources.
4. **Engage with social groups** and communicate issues on efficient use of equipment and office resources to both production staff and office staff to save water and see the value of the water. Communicate issues on efficient use of water resources to all groups of stakeholders through corporate communication channels while being ready to listen to expectation in order to develop appropriate guidelines.

Performance

1. Water consumption in the production process

All factory raw water is sourced entirely from tap water and is used in all parts of the factory, including office buildings and production buildings. The equipment are regularly cared for and inspected to ensure that water is used efficiently. The Company has also improved the water supply system in the factory, for example, campaigning for factory employees to use water sparingly and installing intelligent water supply sensors at the sinks to reduce the problem of waste. In addition, there is increase in the efficiency of water quality control to reduce the amount of soft water from washing the filter.

In 2022, the Company has an average water consumption rate of 13.38 cubic meters per ton of production. The company aims to reduce the average water consumption rate to 11.10 cubic meters per ton of production. In 2023, in addition, from the survey of possible conflicts of water resources from the waterworks system, the Company did not find any problems or concerns from communities surrounding the factory.

	2020	2021	2022	2023 Goal
water in the production system (Cubic meter per 1 ton of production)	12.7	12.6	13.38	11.1

2. Wastewater quality

The Company also improved the sedimentation system of the wastewater treatment system. To increase sedimentation efficiency that affects the effluent value before releasing it outside the factory. In 2022, the company did not release wastewater whose quality exceeds the legal limit. From the conduct of satisfaction survey, the company also did not find any problems. or concerns from communities surrounding the factory.



Waste management

The Company is committed to keeping the factory environment clean, hygienic and sanitary, conducive to the normal performance of employees. The amount of garbage and waste within the company is managed and efficiently controlled in accordance with the standards set by the company as accredited by the BRC Global Standard and International Food Standard, including other related laws and regulations. Any problem that occurs can be reviewed, amended and corrected at cause.

Management approach

1. **Compliance with the law on control and management** of all waste that will be taken outside the factory area. An annual report is prepared according to the form Sor Kor. 3 of the Department of Industrial Works.
2. **Formulation of policy** to implement the UN Sustainable Development Goals by emphasizing efficient waste management in the production process and in office buildings for minimal waste and maximum use and to reduce waste to landfills.
3. **Process development, tools and technology supply.** Explore, define and monitor processes. To collect data and seek opportunities to improve the production process and work to reduce the amount of waste to a minimum. Including the provision of high-performance and modern technology. to increase the production rate using less resources to produce
4. **Engage with social groups** to raise awareness and ask for cooperation with both production and office employees in using office equipment wisely. and jointly segregate waste Including communicating issues on proper waste utilization and management to all groups of stakeholders through corporate communication channels while being ready to listen to expectation in order to develop appropriate guidelines.

Performance

The company has hired sub-contractors to take out all waste from the factory for sorting and eliminating. Waste is sorted into 5 groups: raw material waste, packaging waste, engineering waste, hazardous waste, and general waste and all are set up in a clearly defined area and the area is cleaned at least once a week

The Company has set a goal to reduce the amount of waste generated in the organization by planning for the most cost-effective use of resource. One way is the utilization of waste generated in factories to reduce GHG from indirect GHG emissions from waste generation in operations, especially from landfills. So various projects are carried out to bring waste from production processes and offices to be put to greatest use in accordance with the concept of the Circular Economy, namely: 1. Processing raw material waste into animal feed. The Company has contacted farmers who are working in animal husbandry to carry out waste directly from the factory by separating only the waste that can be consumed by animals. 2. Plastic waste that is processed into briquette fuel. The Company hires an outside agency to produce briquette from waste that cannot be cost-effectively recycled from sorted plastic waste that cannot be resold and, 3. waste from agricultural raw materials that animals cannot consume. The Company organizes trucks to deliver the above waste to a group of farmers for use in fermentation, fertilizer or soil improvement agent.

In 2022, the Company had waste amounting to 16.94 tons. From the waste utilization project, it was found that from utilization of such waste, waste sent to landfill was reduced by 5.61 tons, representing 33% of total waste. The company aims to increase the proportion of waste to be recycled by 35% in 2023.

EARTH DAY PROJECT

The company sees waste sorting as a strategy to reduce energy consumption used in waste disposal. Another strategy is to recyclable waste. These are the ways in which we can help reduce the amount of waste and reduce carbon on the planet. The company has therefore campaigned for a "Waste Waite" activity in April to November 2022, which is in line with Earth Day period in April. Employees are invited to come together to clean and collect waste around the factory to be sorted and sent for proper disposal. This includes activities to create benefits along side stakeholders so that leftovers are used to maximum benefit as follows:

1. Lemongrass to fertilizer

The Company has surveyed the production process and found that there were agricultural raw materials in large quantities, trimmed and sorted vegetable scraps such as lemongrass and onion, that are not used in the production process corresponding to the production volume left over every day. To avoid the waste from going to landfills, the Company cooperated with several organization that make use of leftovers. One of the organizations is the Agribusiness Development Institute, a group of farmers who jointly established a learning center on the cultivation of chemical-free vegetables, that has a large number of students and there is a demand for organic

waste for making samples of organic fertilizers and soil improvement materials for use in teaching and learning and real cultivation. As a result, the institute needs raw materials to be processed into organic fertilizers. to develop teaching and learning.



The Company then started the process of collecting leftovers every day for delivery to to the Agribusiness Development Institute once a week. In summary, the company has donated agricultural waste totaling 2,000 kilograms. This activity helps reduce the cost of procuring raw materials for making organic fertilizer for farmers and the company also reduces the cost of waste disposal services of external organizations.

2. From bottle to PPE suit activity

Due to the nationwide spread of COVID-19, medical personnel and the country's public health institutions have been severely affected, both in the shortage of personnel Including the shortage of medical aids, especially PPE (Personal Protective Equipment) suits that are in great demand.



The Company has therefore joined forces with Phayathai 2 Hospital to donate PET bottles to produce PPE suits for medical personnel. All sectors in the factory and offices were requested to set up a PET bottle donation point to collect used PET bottles and through this joint donation, up to 400 PPE suits was produced for medical personnel in the Phayathai Hospital network.

SOCIETY

The Company places importance on sustainable management throughout the organization's value chain in accordance with standards and regulations covering all components of Environmental and Social and Governance (ESG) that respect human rights, transparency, fairness and reducing negative impacts on the environment from upstream to downstream. The principles also cover the selection of partners receiving raw materials and services production with international standards delivery of goods and reception of feedback from customers to deliver the best products.

The Company emphasizes the importance of conducting business with commitment to stakeholders both within the organization as center to promote capacity building in performing duties including supporting new activities that help develop a sustainable good quality of life for the communities surrounding the organization.

1. Sustainable Procurement

The company takes into account the acquisition of the highest quality, safe and reliable raw materials because the company is confident in producing food that is palatable and of good quality. Selection of the best raw materials from upstream, quality and traceability are of the utmost importance so that customers and consumers who receive the company's products experience the highest satisfaction and have maintained confidence in NRF for the past 30 years.

Management approach

1. Formulation of policy and guidelines. The Company has established a supplier code of conduct for business partners, procurement policy, sustainable development goals policy, and self-assessment forms of partners that covers the evaluation and control of the operations of both partners. and employees of the Company to comply with sustainability principles.
2. Development of processes, tools and standards. The Company places importance on the selection of raw materials to deliver standard quality products throughout the production process from upstream to downstream, using standardized raw material inspection tools. The company has been certified with many international production standards, including BRC, IFS Food, GHP, Halal and HACCP and is still committed to continually developing quality products.

Performance

The company has established a Supplier Code of Conduct for business partners in the supply chain and affiliated companies as well as employees that represent the company must strictly follow. The business partners will receive a copy of the Supplier Code of Conduct document. to sign and acknowledged as a condition before working with the company. The company also determines the procurement policy for the Company's purchasing department and those involved to follow. Strict procurement-hiring is also required by specifying procurement-employment methods: competition, procurement from a single supplier, procurement of distributors and tender process which the Company's procurement department must comply with including framework of ethics, rights and responsibilities.

This is to ensure awareness of the importance of fair, honest and transparent procurement of goods/services, promoting fair competition among traders so that the right supplier, and quality product / service that meets the standards can be obtained including having the best value for the organization. In this way, compliance with environmental laws and regulations as well as equitable treatment of labor and safety at work can be achieved.

Major trading partners with trade value greater than or equal to 3 million baht per year can be classified into 3 groups: fresh raw materials, dry materials and packaging. The percentage of major trading partners trading are as follows.

1. **Fresh raw materials** – accounting for approximately 94 percent of the total fresh raw material orders.
2. **Dry raw materials** – accounting for approximately 67 percent of the total dry raw materials orders.
3. **Packaging** – accounting for approximately 86 percent of total packaging orders.

The Company has also designed a traceability process for the acquisition of raw materials including monitoring business partners operations with the company by preparing a traceability test according to the BRC Global Standard for Food Safety (GFSI) and the Supplier Self-Assessment document covering governance, social and environmental issues. In 2022, 100% of all trading partners of the Company have completed the assessment.

2. International production

The company continually develop processes and technology in production to respond to the needs of customers from all over the world. Trends, measures and relevant legal requirements are studied to develop production processes in line with relevant international certification standards. In addition, the aim is to ensure that downstream consumers receive the highest quality products and build reputation and confidence in the brand under company production around the world.

Management approach

1. Formulation of policy and guidelines. The Company has established a supplier code of conduct for business partners, procurement policy, sustainable development goals policy, and self-assessment forms of partners that covers the evaluation and control of the operations of both partners. and employees of the Company to comply with sustainability principles.
2. Development of processes, tools and standards. The Company places importance on the selection of raw materials to deliver standard quality products throughout the production process from upstream to downstream, using standardized raw material inspection tools. The company has been certified with many international production standards, including BRC, IFS Food, GHP, Halal and HACCP and is still committed to continually developing quality products.

3. Use of modern technology by regularly keeping up with technological changes in the food production process including investments in startups to create opportunities to access new technologies and new innovations that can be applied to the company in the future to increase the productivity and efficiency of the company's production.

Performance

1. Maintain international production standards

The Company is aware of the importance of measures that are different in each country. The Company has therefore studied information and followed up on the enforcement of regulations and trade measures of different countries, both from monitoring news and contacting government agencies including the collection of information received from businesses who are the Company's trading partners in various countries. The Company has clearly designated the person responsible for collecting such information and notifying related departments in the company so that there is a process to continuously track information and sufficient enough to improve product quality regularly and to comply with regulatory requirements. Currently, the company has been certified by HACCP (Hazard Analysis Critical Control Point), GHP (Good Hygiene Practices), IFS (International Food Standards), BRC (The British Retail Consortium) and HALAL Certificate, which is a guarantee of the quality, safety and production standards of the Company's products at international levels. In addition, the Company has diversified its risks by building a customer base in many countries in order to reduce the risk from the enforcement of regulations or trade measures in a particular country.

2. Create a food safety culture

Today, more than 420,000 people worldwide die from unsafe and unhygienic food consumption (data from the World Health Organization). As a company with the determination to be a leader in the country's food industry to deliver food to consumers around the world, the company sees the importance of developing a food safety culture throughout the production process and thus has sought to modify its production process to international standards. We found that many standards have set an assessment outcome for Food Safety Culture such as the BRCGS Global Standard For Food Safety Issue 8, GHPs Version and IFS Food Version 7 etc.

Thus, in 2022, the company established a food safety culture management working group to set guidelines and strategies for building a comprehensive food safety culture within the organization, designating both short-term and long-term operational plans for all employees. The committee consists of employees in various sectors, including production department, work system development department, purchasing department, personnel department, and safety department. In order for the working group to be able to create a complete 360-degree food safety culture development process, the working group has established a Core Value for the organization for communication to all personnel in the company. Activities were also designed around this culture of food safety.

3. Customer Relationship Management

Customers are one of the key stakeholders of the Company, and for which the Company always strives to improve and develop its operations in line with the customer's real needs and to create maximum results and benefits for both the company and its customers.

Management approach

1. **Customer Engagement.** Prepare a customer satisfaction assessment questionnaire covering key issues in product and service quality improvement by conducting an assessment at least once a year
2. **Improving quality and service assessment** of customer satisfaction and applying various proposals to develop the quality of the product to meet the needs of customers. This includes the implementation of significant suggestions to develop the company's products and services to have the highest quality.

Performance

The company has distributed a satisfaction assessment form to all customers. Key issues for assessment on the following topics: Price, Quality, Packaging, Communication, Delivery, and Service. It was found that in 2022, there were the scores on the following issues:



Note: Satisfaction Summary data is in the finalization stage.

Results from customer satisfaction surveys including all feedback from customer contact reports will be taken into account for classification to determine management priorities by considering the composition of factors that influence customer satisfaction together with company operation. The aim is to obtain guidelines for the operation of each group, such as giving importance to issues that have a strong influence on customer satisfaction or determining the process to maintain the Company's core competitiveness based on factors that greatly influence customer satisfaction and how the company can manage those satisfactions effectively, etc., for future development of products and services of the company in the future.

4. Respect for human rights

The company is committed to creating a society that promotes and protects rights and liberties as well as treats each other with equality and equality both inside and outside the organization. It does not discriminate against race, gender, age, skin color, religion, and physical condition. The Company will prevent any actions that directly and indirectly violate rights and freedom with zero tolerance for harassment and violation of human rights throughout the value chain, such as not supporting illegal forced labour or use of child labour and not discriminating and providing space for all employees to demonstrate their talents etc.

Management approach

1. Formulation of policies and guidelines. The Company has established a policy on human rights to supervise and manage the impact of the Company's operations to the personnel of the organization and the relevant stakeholders Including setting up channels for stakeholders to complain in order to allow further corrections and remedies in the future.
2. Open organizational structure. Employment is also open and there are no limits on gender, age, race, religious beliefs including physical disabilities o account the suitability of working in various positions and the ability to create growth of the organization.
3. Build Engagement. The Company allows everyone in the organization to showcase their talents without discrimination and limitation. The company has a chairman. and executive members who are female in organizational leadership including the proportion of young employees who form important driving mechanism of the Company.



Performance

1. Human Rights Impact Management

The company is aware of the importance of social responsibility and encourage participation in the community and social development by supporting social assistance activities to improve the quality of life of people in the community. Volunteer work related to development community and society are also continuously encouraged including instilling awareness of community, social and environmental responsibility among employees at all levels. Executives in the organization will be responsible for overseeing such activities and it is important to pass on information to employees under their chain of command and strictly follow the Company's Code of Conduct. Any employee who violates the principles of corporate governance as specified will receive both disciplinary punishment according to rules and regulations of the Company. If there is an action that is believed to violate the law, the company has opened up channels to receive complaints in the workplace that is both safe and confidential, including electronic channels according to the whistleblowing complaints policy so that stakeholders can conveniently report clues.

<https://www.nrinstant.com/th/corporate-governance/anticorruption/whistleblowing>

The Company will conduct investigations and send the matter to the authorities for processing without overlooking any complaints. If the employees see any illegal acts, they are able to report complaints or allegations to the Chairman of the Board of Directors, Chairman of the Audit Committee, Chief Executive Officer or Executive Director of the Company immediately. The investigation will be carried out without revealing the name of the whistleblower to protect possible impact that may occur to the complainant. In 2022, the Company did not find any cases of human rights violations.

2. Respect for diversity

In 2022, the company strictly complies with human rights principles from employment to taking care of employees and personnel of the company thoroughly so that all employees and personnel become loyal to the organization and are ready to walk alongside the organization towards sustainable goals. In addition, the company gives importance to human equality and operates fairly without discrimination, as well as giving opportunities to employees to develop their potential regardless of gender or age with openly stated employment details as follows:

2.1 The number of people employed by gender

Gender	2020	2021	2022
Female	527	538	518
Male	339	341	323
Total	866	879	841

2.2 Number of employment by Age group

Age Range	2020	2021	2022
Under 30 Y/O	338	360	331
30 - 50 Y/O	478	469	455
More than 50 Y/O	50	50	55
Total	866	879	841

In addition, the Company also takes into account the diversity and equality of people who play a role in driving the organization. The Company not only considers gender and age, but also honors and supports people who are capable but have disabilities, providing them with the opportunity to display their full potential equally. In 2022, the company has hired 9 disabled workers.

5. Personnel quality development

The Company gives full importance to employees and personnel in the organization by encouraging employees to express their full potential with quality and pride in performing their duties in unity. The Company also rewards those employees who work to the best of their abilities by presenting awards to employees on a regular basis, salary increase, thank you feast as well as continually improving the working environment and atmosphere for employees to create a quality and pleasant living space. Another effort is to ensure appropriate and correct evaluation of employees' work.

Management approach

- 1. Formulation of practice guidelines.** The Company is committed to promoting employee learning by listening to the issues proposed by employees to develop themselves including following appropriate guidelines for career advancement of employees. In addition, the Company also sets guidelines for evaluating the performance of employees by using KPIs that are in line with the mission of the company to deliver appropriate compensation to employees.
- 2. Build engagement.** The Company openly allows employees in each division to express their desire for training including opinions on remuneration to supervisors and the human resources department so that the Company understands the context and real needs of the company.

Performance

The company has provided training to develop skills, knowledge and abilities both at the level of regular employees to the supervisor level. In 2022, there were a total of 621 employees out of 841 employees, representing 74% of employees who received training with details on the number of training hours. and the average training of employees as follows:

Age range	Employee Training		
	Number of trainees (people)	Total number of training (hours/year)	Average training of employees (hours/person/year)
Daily staff level and above. <i>*The training goal is not less than 6 hours/person/year.</i>	561	3,096	5.52
Supervisor level and above <i>*The training goal is not less than 12 hours/person/year.</i>	106	1,908	46.95
Total	622	5,004	8.05

6. Health and safety in the working environment

The company is highly aware of the importance of safety, occupational health and working environment that may affect all employees. Therefore, the policy has been established as a guideline for business operations as follows:

- Safety at work is the first duty of every employee.
- All employees must consider their own and colleague's safety as well as the assets of the Company as important at all times.
- All employees must pay attention to the cleanliness and orderliness of the work area.
- The Company will support and promote work safety activities in order to maximize practical results for all parties.
- The Company is aware of the importance of measures to prevent accidents arising from work for employees.
- The Company will support and promote the improvement of the environment and how to work safety, including good health of all employees



Management Approach

1. Formulation of policies and guidelines. The Company establishes a safety policy in the workplace that all employees must be trained in before starting work. Emergency management guidelines are also established by determining the roles and responsibilities of safety officers, supervisors and procedures for incident management in accordance with professional safety guidelines. There are also strict measures to prevent COVID-19 according to the situation and public measures as required.
2. Build engagement. A safety committee in the workplace has been appointed with employees from various departments as members to conduct a regular survey of employees on the issue of well-being at work and jointly consider risk management and issues that may recur in occupational safety and health at work.

Performance

1. Accident

For occupational health operations and operational safety work of the Company, data from any injuries sustained by employees from performing duties during working hours has been collected and identified as indicators of employee injury rates until lost time (Injury Frequency Rate; I.F.R.) including fatalities from work in 2022 as follows:

Item	Unit	2020	2021	2022
Number of employees injured during work	Person	30	5	34
Lost time injury rate	Cases per 1,000,000 hours of operation	3.03	0.58	7.27
Occupational fatalities	Person	0	0	0

In addition, the company gives importance to all relevant stakeholders who come to work in the company's area. Therefore, data on injuries of contractors/partners sustained during work performance during working hours have been collected and identified as indicators of employee injury rates until lost time (Injury Frequency Rate; I.F.R.) including fatalities from work. In 2022, there was no number of contractors/partners Injury at work or death from work.

2. Occupational Safety Committee

In 2022, the company established an occupational safety committee in accordance with the ministerial regulations, setting standards for administration and management in accordance with Safety, Occupational Health and Working Environment Act 2006, with the authority to consider policies and plans for work safety, report and propose relevant measures, follow-up the results of management of incident and work-related accidents including promote and support safety activities in the workplace.

The Occupational Safety Committee consists of management representatives, professional safety officer and employee representatives (Elected by employees in the company), a total of 13 people, with a 2-year term. In 2022, the committee held occupational safety meetings every month, with activities on fire-fighting training and fire evacuation, holding discussions with employees to promote knowledge on health and safety in the workplace (Safety Talk). The committee also proposes management service plan on health and safety and following up on accidents in the workplace. In addition, risk assessments were also taken into account in the case of an accident with a risk of recurrence and consideration of guidelines for preventing such risks.

Photos of the activities of organizing fire fighting training and
fire evacuation drills for the year 2022



3. Management and handling of the outbreak of Coronavirus (COVID-19)

The Company has assessed risks that may occur and cause damage to business operations, and identify ways to deal with such impacts through systematic control and prevention measures of COVID-19, adhering closely to the measures required by the government. The Company has set a strictly precautionary measure to prevent the COVID-19 from spreading. Every day there will be a communication team to raise awareness for all personnel along with advice on care and self-care guidelines. The Company has also cooperated with the Ministry of Public Health to do random sampling checks on employees in the organization to build confidence for the organization and surrounding society. In regular business operations, the Company announces measures and guidelines to communicate to personnel and related parties as follows:

- The company has a policy for all employees to be 100% vaccinated to reduce the risk of infection and prevent severe symptoms. Any employees who cannot be injected, must have a medical certificate confirming that it affects his/her health.
- Communication between departments must be changed to electronic means instead of manual coordination. If it is necessary to use personal coordination, the supervisor must first be informed to request permission every time.
- A database of employees and those involved in the management of surveillance and prevention of the spread of the epidemic must be established with guidelines for prevention and operation if there is a risk of an epidemic.
- Employees are reminded to protect themselves from COVID-19 at the highest level (Universal Prevention). Screening measures must be provided before entering the working area by measurement of temperature, use of hand spray with alcohol and organize a disinfection tunnel before entering the company's area.
- Regular cleaning of premises and equipment with disinfectant.
- Establish and enforce rigorous screening measures for employees involved in the production process.
- Modify employee lunch time to reduce the density of the number of canteen users.



7. Engagement with the community and society

The company places importance on responsibility for the environment of the community and society by promoting reductions of environmental impacts and avoid operations that directly or indirectly have negative impacts on community quality. Work that should be done include restoring the ecosystem and using sustainable farming methods, reducing climate change environmental pollution, dealing with waste problems and the loss of resources and biodiversity that are increasing in intensity every day, dealing with the outbreak of the Coronavirus (COVID-19) that directly and indirectly affects the quality of life of people in society and ensuring food security.

Management approach

1. Formulation of policies and guidelines. The Company establishes a safety policy in the workplace that all employees must be trained in before starting work. There are also strict measures to prevent COVID-19 according to the situation and public measures as required.
2. Build engagement There is a survey of employees on the issue of well-being at work regularly, including the allocation of appropriate equipment to protect oneself to ensure safety in the workplace. and prevent the spread of COVID-19.

Performance

1. Donations for the Coronavirus (COVID-19) Pandemic Situation

As the outbreak of the Coronavirus (COVID-19) which has greatly affected the health and mentality of Thai people are still active, the Company along with employees, suppliers and consumers have arranged many activities to try and deliver good health to people in various communities and to medical personnel. In 2022, the Company visited and donated survival bags to 25 bedridden patients and 20 health check-ups patients at Khae Rai Subdistrict Hospital for morale and encouragement and support in dealing with the spread of the Coronavirus (COVID-19).

After the donation, the company learnt about many problematic issues that people in the communities surrounding the factory are still facing, both in term of the shortage of food, medicine and other necessities. Thus these important issues and the real needs of people in the community have been included to develop further fieldwork in 2023.



2. Food For Future Generation

Global food security today are under increasing pressure due to many factors, for example, the population is growing rapidly with increasing trends, changes in food consumption behavior, the Coronavirus (COVID-19) epidemic situation, including climate change. All of the above form important problems that need to be solved. The Company gives great importance to food, therefore, the project "Food For Future Generation" was created. Due to the outbreak of the COVID-19, highly vulnerable groups and their families were unable to find occupation and earning income to support themselves, so this project the intention of helping make these people full, delicious and happy, taking into account the needs of the community as its location. The Circular economy principle is also applied in the business processes to drive the project continuously since 2021.

In 2022, the Company developed management processes. There is a stock management team that takes care of managing the amount that can be selected for donation and expiration date so that the people receiving the donation will benefit the most. There is also a rigorous quality screening. to prevent the leakage of non-quality products before delivery. The team then coordinated with the Scholars of Sustainable Foundation, a long-standing partner network in the area to deliver products to vulnerable groups on site. These foods are by donated to the underprivileged and vulnerable groups including forest guards in parks across the country.

Problems and needs of the community.



- The community does not receive support from government agencies for quality and complete nutritional food.
- The community lacks ongoing coordination with agencies wishing to provide food.

Output



- Assisted 70,000 vulnerable people.
- More than 117,407 meals of quality food from 5 food groups were delivered to the needy.

Expected results that the community will benefit from the project



- The community will receive quality food and complete nutrition.
- The community was able to surmount the crisis and was no longer a vulnerable group.
- The community can request the support needed from a strong corporate network

Outcome



- Reduce the cost of government budget by more than 800,000 baht for vulnerable people and for government agencies.
- Reduce GHG emissions into the atmosphere from landfills by more than 2,790 kgCO₂e

Benefit for us



- Reduction of waste disposal expenses by 3,200 baht per month
- Reduce inventory management fee by 10,000 baht per month.
- More people know the brand and the company's products.
- Shareholders and investors believe in the business sustainability

Company operating plan



- Set up a sub-team for monitoring the company's food stock and sorting out products that cannot be sold but also good quality. Another team also coordinates with external organizations and vulnerable communities to deliver food to the community and follow up.
- Use the company's corporate network and business processes to ensure strong cooperation.

Monitoring results



- The community is strong and is able to escape being in a vulnerable group
- The community has a strong support network, ready to extend to other areas

PICTURE OF DONATING FOOD TO PARK RANGERS AND FOREST RANGERS



GOOD CORPORATE GOVERNANCE

Prevention of fraud and corruption

The Company places great importance on establishing a corporate governance process to prevent corruption and misconduct in all areas. The Company does not accept and does not condone any misconduct, corruption and action in any form regardless of the level or position of the person, in order to maintain the confidence that shareholders, investors and various stakeholders have had in the organization for the last 30 years. All personnel in the organization from the Board of Directors, executives and employees at various levels will join hands to become part of a society without corruption for future sustainable growth.

Management approach

1. Formulation of policies and guidelines. The Company establishes anti-corruption policies to ensure proper corporate governance and provide stakeholders involved in corruption prevention with guidelines. This includes a policy to provide channels to receive complaints of any wrongdoing to allow all stakeholders to report clues so that the Company can properly and appropriately manage, punish offenders and remedy those affected by the offence.
2. Encourage participation. The company became a certified organization under the Private Sector Collective Action against Corruption (CAC) by developing anti-corruption policies in line with CAC Including sending employees in the company to attend anti-corruption training from CAC.

Performance

In 2022, the company developed anti-corruption policies in line with CAC standards, including inviting Mr. Pana Ratanabanangkul, director of CAC, to provide training to the company's employees. Mr. Teerapong Lorratchavee, Chief Operating Officer (COO), represented NR Instant Produce Public Company Limited and presided over the opening ceremony of the lecture for Executives and Employees under the topic "The Roles of executives and employees in anti-corruption" which received excellent feedback from employees. In addition, the Company has passed certification from the "Thai Private Sector Collective Action Against Corruption" for the year 2022 on December 30, 2022, where the company will continue to strive to develop good corporate governance processes. and continuously support anti-corruption in Thai society.



6 NRF'S NEXT STEP

In the near future, it seems that the outbreak of the Coronavirus (COVID-19) that has caused the world and Thailand much difficulties and has slowed down businesses will soon ease and become normalized. Another possibility is that an economic recession is on its way. People and entrepreneurs around the world may be paying more attention to economic change than ever. However, at the same time, the conditions of global climate change have not improved. Moreover, the situation is heading to a point where there is no turning back and this change could cause many economic, social and environmental disasters, hunger, scarcity, severe plague and the largest wave of migration.

International organizations including the United Nations or the World Economic Forum have declared a state of emergency in all countries and entrepreneurs around the world must urgently work together to reduce greenhouse gases in the atmosphere and ensure that the concentration of carbon dioxide does not reach the 425 ppm concentration point, which will be the point where the world cannot recover from climate change. At present, scientists around the world agree that 350 ppm is the concentration that our world can support and prevent climate change from becoming more severe.

Based on the aforementioned situations, in 2023, the company plans to sustain 3 pillars of growth, namely (1) Specialty Food Group, which will be the main source of revenue driving the Company; (2) e-Commerce business and Food Tech, businesses that the Company has committed to develop over the past few years as another way to generate income and create a more sustainable food business ecosystem; and (3) Climate Action Business Group, a New S-Curve business that will revolutionize the food business and agribusiness industry by creating added value from agricultural waste to carbon sequestration and carbon credit trading. These three pillars are based on sustainable growth, coupled with low-carbon production development processes and the creation of a network for producers of environmentally friendly agricultural raw materials producers. Another feature in becoming a Carbon Negative Company is the development of carbon sequestration technology.

Under our three pillars of sustainable business development, NRF believes that we will make an impact on the food production industry for a change towards sustainability from upstream to downstream. Passing on the body of knowledge and carbon sequestration technology will be a way to develop the carbon credit trading business and provide opportunities for small entrepreneurs and grassroots farmers to earn more income for their wellbeing. As such value will be added to their products so that Thai farmers can compete strongly with other major competitors and with along with the development and application of advanced technology, they will tremain the backbone and the core of Thailand's economy.

Finally, NRF will strive to develop the business for sustainable growth and seek opportunities for sustainable business development to respond to the needs of all groups of stakeholders and create sustainable growth together with people in society, customers, consumers, farmers and the nation.

7

INFORMATION ABOUT THE REPORT

NR Instant Produce Public Company Limited or "NRF" has been continuously producing a sustainability report since 2020 to communicate the Company's commitment to sustainable development and report on the development process in all aspects both in economic, social and environmental aspects for all groups of stakeholders of the Company.

Reporting Period

Fiscal year 2022 from 1 January 2022 to 31 December 2022

Reporting Frequency

Annual

Reporting Guidelines

This report discloses the performance according to the guidelines of :

- (1) Global Reporting Initiatives Standard (GRI Standard)
: Agriculture, Aquaculture and Fisheries
(GRI 13: Agriculture Aquaculture and Fishing Sector)
- (2) United Nations: Sustainable Development Goals

Contact

Public Relations and Social Affairs Department

NR Instant Produce Public Company Limited, Bangkok Office
518/5 Maneeya Center Building, 6th Floor, Ploenchit Road, Lumpini,
Pathumwan, Bangkok 10330

Email: sustainable@nrinstant.com

Phone Number: 034-849576

Website: <https://www.nrinstant.com>



SUSTAINABILITY REPORT 2022