



NRF-IR-39/2025

Date 15 August 2025

Subject Notification of Rights Offering for Subscription of Newly Issued Ordinary Shares of NR Instant Produce Public Company Limited

To Shareholders of NR Instant Produce Public Company Limited

- Enclosures:
1. Notification Letter Regarding the Allocation of Newly Issued Ordinary Shares to Existing Shareholders (Rights Offering)
 2. Certificate of Subscription Rights for Newly Issued Ordinary Shares issued by Thailand Securities Depository Co., Ltd.
 3. Details on the Subscription Procedure and Payment for the Newly Issued Ordinary Shares
 4. Subscription Form for the Newly Issued Ordinary Shares of NR Instant Produce Public Company Limited
 5. Bill Payment Form for Subscription Payment
 6. Map of the Subscription and Payment Location
 7. FATCA/CRS Status Declaration Form (for Individuals and Juristic Persons) – applicable only for those who wish to deposit securities into an Issuer Account
 8. Power of Attorney for Share Subscription

Pursuant to the resolutions of the Extraordinary General Meeting of Shareholders No. 1/2025 of NR Instant Produce Public Company Limited (the "Company") held on 24 July 2025, the meeting approved the issuance and allocation of 94,510,486 newly issued ordinary shares, with a par value of Baht 1.00 per share, to be offered to the existing shareholders in proportion to their shareholding (Rights Offering), at an offering price of Baht 1.00 per share. The allocation ratio is 15 existing ordinary shares to 1 newly issued ordinary share. Any fractional shares resulting from the calculation shall be disregarded. In addition, existing shareholders are entitled to subscribe for the newly issued ordinary shares in excess of their entitlement ("Rights Offering").

Furthermore, the said Extraordinary General Meeting of Shareholders No. 1/2025 also approved the issuance and allocation of up to 472,552,430 units of Warrants to Purchase Ordinary Shares of the Company No. 2 (NRF-W2) ("Warrants"), to be allocated without cost to the shareholders who subscribe and are allocated the newly issued ordinary shares under the Rights Offering, at the allocation ratio of 1 Warrant for every 5 newly issued ordinary shares subscribed and allocated.

The Company has set the Record Date for determining the shareholders entitled to subscribe for the newly issued ordinary shares in proportion to their shareholding (Rights Offering) as 4 August 2025. The

subscription and payment period for the newly issued ordinary shares will be from 11–12 and 15–17 September 2025 (a total of 5 business days).

Accordingly, the Company hereby notifies you of your rights to subscribe for the newly issued ordinary shares under the Rights Offering, in the amount specified in the Certificate of Subscription Rights issued by Thailand Securities Depository Co., Ltd. (Enclosure 2). The terms, conditions, and details of the offering and allocation of the newly issued ordinary shares are provided in the Notification Letter Regarding the Allocation of Newly Issued Ordinary Shares to Existing Shareholders (Rights Offering) (Enclosure 1). The procedures for subscription and payment for the newly issued ordinary shares are outlined in the Subscription Procedure Guide (Enclosure 3).

Company's Subscription and Payment Schedule for the Rights Offering of Newly Issued Ordinary Shares is summarized as follows:

Subscription and Payment Schedule for the Rights Offering:

1. Rights Offering Subscription and Payment Period

From 9:00 a.m. to 4:00 p.m. on 11–12 and 15–17 September 2025 (total of 5 business days)

2. Rights Offering Subscription and Payment Location

Name: Liberator Securities Co., Ltd.

Address: 944 Samyan Mitrtown Project, 17th Floor, Units 1702–1705 and 1710, Rama 4 Road, Wang Mai Subdistrict, Pathumwan District, Bangkok 10330

Phone: 02-028-7441 ext. 9078 or 02-028-7441 ext. 9144 Email: operation@liberator.co.th

3. Rights Offering Allocation of Newly Issued Ordinary Shares under the Rights Offering

The Company will allocate the newly issued ordinary shares to its existing shareholders in proportion to their respective shareholding, as follows

3.1 In the case that a shareholder subscribes for shares equal to or less than their entitlement, such shareholder will be allocated the full number of shares subscribed.

3.2 In the case that a shareholder wishes to subscribe for shares in excess of their entitlement (Oversubscription), the shareholder must indicate their intention to oversubscribe in the same subscription form used for the subscription under their entitlement. The oversubscription allocation will proceed as follows:

(1) If the number of unsubscribed shares from the initial Rights Offering exceeds or equals the total number of oversubscribed shares, the Company will allocate such unsubscribed shares in full to all oversubscribing shareholders according to the number of shares oversubscribed and fully paid for.

(2) If the number of unsubscribed shares is less than the total oversubscription requests, the Company will allocate the shares in the following steps:

(a) Allocate based on the original shareholding ratio of each oversubscribing shareholder by multiplying their original shareholding proportion with the number of remaining shares. Any resulting

fractional shares will be disregarded. In any case, the number of shares allocated shall not exceed the number of shares subscribed and paid for by each shareholder.

(b) If there are still remaining shares after allocation under (a), the Company will further allocate those remaining shares to oversubscribing shareholders who did not receive their full allocation in step (a), again using the original shareholding ratio and disregarding fractional shares. The number of shares allocated shall not exceed the number of shares each shareholder subscribed and paid for. This process will be repeated until no shares remain.

Please note that the allocation of shares to existing shareholders who subscribe in excess of their entitlements (Oversubscription), under any circumstance, must not result in any shareholder (including persons acting in concert) or persons under Section 258 of the Securities and Exchange Act B.E. 2535 (as amended) of such shareholder or of persons acting in concert, holding shares in the Company in a manner that would cause their shareholding to reach or exceed the threshold that requires a mandatory tender offer, as prescribed under the Notification of the Capital Market Supervisory Board No. TorChor. 12/2554 Re: Rules, Conditions and Procedures for the Acquisition of Securities for Business Takeovers, dated 13 May 2011 (as amended) ("Notification No. TorChor. 12/2554"), unless such shareholder has been granted an exemption from making a mandatory tender offer pursuant to the terms of said notification.

Furthermore, in the event that there are any remaining shares after the allocation to existing shareholders under the Rights Offering and the Oversubscription process, the Company shall proceed to reduce its registered capital by cancelling the remaining unsubscribed shares. Such capital reduction must be approved by the shareholders' meeting in the subsequent meeting.

For any inquiries regarding the allocation, procedures, or methods for subscription of the newly issued ordinary shares, please contact: NR Instant Produce Public Company Limited: Investor Relation, Tel. +6665-508 9666 or via email ir@nrinstant.com. Liberator Securities Limited – Securities Operations Department: Ms. Nattakarn, Tel. +662-028-7441 ext. 9078, Mr. Wisanu, Tel. +662-028-7441 ext. 9144 or via Email: operation@liberator.co.th

Yours sincerely,



(Mr. Dan Pathomvanich)

Chief Executive Officer

NR Instant Produce Public Company Limited