

Ref. NRF-IR-18/2026

26 May 2026

Subject: Disclosure of Material Litigation or Dispute ([Revised](#))

To: Director and President
The Stock Exchange of Thailand

NR Instant Produce Public Company Limited ("the Company") would like to notify the public of significant litigation or disputes involving the Company, the details of which are as follows:

1. Case No. 1: Between the Company and Kasikornbank Public Company Limited

Date of lawsuit	The Court accepted the complaint on 29 April 2026 under Black Case No. Por E 979/2569. The Company received the summons and complaint in the ordinary civil case on 24 May 2026.
The party/parties	Kasikornbank Public Company Limited ("the Bank")
Summary of the main points of the lawsuit or dispute	- On 16 March 2021, the Company obtained a Combined Credit Line facility, under which the Company could draw down loans of various types at any given time in an aggregate amount not exceeding THB 100,000,000. - On 25 March 2024, Kasikornbank Public Company Limited (the "Bank") entered into a memorandum agreement to reduce the aforementioned credit facility to THB 60,000,000. In this regard, the Bank issued a promissory note to the Company in the amount of THB 54,800,000, with repayment due by 31 October 2025. Mr. Dan Pathomvanich, the Chief Executive Officer of the Company, acted as guarantor for such obligation. - Upon the maturity date mentioned above, the Company was unable to repay the promissory note within the specified period due to ongoing economic volatility and reductions in credit facilities by several financial institutions, which temporarily affected the Company's liquidity management and working capital required for its business operations. In addition, during such period, the Company was in the process of adjusting its coordination procedures with financial institutions, resulting in errors in communications regarding debt

NR INSTANT PRODUCE PUBLIC COMPANY LIMITED

Register Number : 0107562000483 TAX ID : 0107562000483

Head Office: 99/1 Moo 4, Khae Rai, Krathum Baen, Samut Sakhon 74110

Tel: (6634) 849-576-80 Fax: (6634) 849 586

Bangkok Office: 518/5 Maneeya Center Building, 6th floor, Ploen Chit Road,

Lumphini, Pathum Wan, Bangkok 10330 Tel (6622) 556 851 Fax (6626) 520 527

Facebook : NRFThailand

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

บริษัท เอ็นอาร์ อินสแตนซ์ โปรดิวซ์ จำกัด (มหาชน)

ทะเบียนเลขที่ : 0107562000483 เลขประจำตัวผู้เสียภาษี : 0107562000483

สำนักงานใหญ่: 99/1 หมู่ที่ 4 ตำบลแคราย อำเภอกระทุ่มแบน จังหวัดสมุทรสาคร 74110

โทรศัพท์: (6634) 849-576-80 โทรสาร: (6634) 849 586

สำนักงานกรุงเทพฯ: 518/5 อาคารเมณียา เซ็นเตอร์ ชั้น 6 ถนนเพลินจิต แขวงลุมพินี เขตปทุมวัน

กรุงเทพมหานคร 10330 โทรศัพท์ (6622) 556 851 โทรสาร (6626) 520 527

เฟสบุ๊ก : NRFThailand

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

	restructuring with the Bank. Accordingly, the Bank issued a notice of default to the Company and the guarantor. However, the Company did not receive such notice of default and the repayment period subsequently lapsed. As a result, the Bank initiated legal proceedings against the Company, claiming damages in the amount of THB 52,485,442.08, and the Company received the summons and complaint for the ordinary civil case on 24 May 2026.
Proceedings and Management of the Dispute	The Company has periodically engaged with Kasikornbank Public Company Limited (the “Bank”) to negotiate a debt restructuring arrangement. The parties were able to reach an agreement on the debt restructuring, and the Company received the approval letter setting out the restructuring terms on 21 May 2026. The Company will enter into a compromise agreement before the Court in connection with the aforementioned case, which means that the Company will continue to be in default with the Bank until it has made monthly repayments under the new debt restructuring agreement for three consecutive months. The Bank will then lift the default status, which is expected to be around September 2026 onwards.
Repayment Terms	The approval letter issued by the Bank confirms the approved terms for the debt restructuring, with details as follows: 1. The principal repayment will be made over a period of 2 years and 10 months, with interest charged at a rate of 6.52% per annum. The installment payments are set at THB 1.245 million per month in Year 1 and THB 1.785 million per month in Year 2. Repayment will commence in June 2026 and be fully completed by March 2029. 2. The accrued interest under the claim will be calculated at a rate of 9.52% per annum up to 31 May 2026 and will be repaid over a period of 2 years and 10 months in monthly installments of THB 70,000, starting from June 2026 and to be fully settled by March 2029. 3. Court fees not ordered to be refunded and legal counsel fees shall be paid by June 2026.
Impact on Business Operations	The Company and its subsidiaries continue to operate their businesses as usual. The aforementioned event does not have any impact on the provision of services to customers or the Company’s key business partners in any way.
Possible effects	The Company is currently in the process of complying with the debt restructuring conditions approved by financial institutions and will closely monitor and manage its liquidity and financial obligations. In this regard, if there are any significant developments affecting its financial position or business operations, the Company will disclose additional information in accordance with applicable regulations.

NR INSTANT PRODUCE PUBLIC COMPANY LIMITED

Register Number : 0107562000483 TAX ID : 0107562000483

Head Office: 99/1 Moo 4, Khae Rai, Krathum Baen, Samut Sakhon 74110

Tel: (6634) 849-576-80 Fax: (6634) 849 586

Bangkok Office: 518/5 Maneeya Center Building, 6th floor, Ploen Chit Road,

Lumphini, Pathum Wan, Bangkok 10330 Tel (6622) 556 851 Fax (6626) 520 527

Facebook : NRFThailand

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

บริษัท เอ็นอาร์ อินสแตนซ์ โปรดิวซ์ จำกัด (มหาชน)

ทะเบียนเลขที่ : 0107562000483 เลขประจำตัวผู้เสียภาษี : 0107562000483

สำนักงานใหญ่: 99/1 หมู่ที่ 4 ตำบลแคราย อำเภอกระทุ่มแบน จังหวัดสมุทรสาคร 74110

โทรศัพท์: (6634) 849-576-80 โทรสาร: (6634) 849 586

สำนักงานกรุงเทพฯ: 518/5 อาคารมนียา เซ็นเตอร์ ชั้น 6 ถนนเพลินจิต แขวงลุมพินี เขตปทุมวัน

กรุงเทพมหานคร 10330 โทรศัพท์ (6622) 556 851 โทรสาร (6626) 520 527

เฟสบุ๊ก : NRFThailand

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

2. Case No. 2 between Botany Petcare Company Limited, (which was a subsidiary of the Company until 12 November 2025 and is currently no longer a subsidiary of the Company), the Company as guarantor, and Land and Houses Bank Public Company Limited.

Date of lawsuit	The Court accepted the complaint on 29 April 2026 under Black Case No. Por 18/2569. The Company received the summons and complaint in the ordinary civil case on 24 May 2026.
The party/parties	Land and Houses Bank Public Company Limited ("LH Bank")
Summary of the main points of the lawsuit or dispute	Botany Petcare Company Limited ("Botany") obtained credit facilities from Land and Houses Bank Public Company Limited (the "LH Bank") as follows: 1. Loan Agreement No. 1 from LH Bank in the amount of THB 104,000,000, dated 7 June 2023, bearing interest at a rate equal to the average MLR minus 1.7175% per annum. The loan was used to purchase and install machinery for the second production line of pet food manufacturing (Dry Foods Phase 2). The loan is repayable with a minimum principal installment of THB 2,477,000 per month plus monthly interest, with full repayment required within 4 years. 2. Loan Agreement No. 2 from LH Bank in the amount of THB 16,000,000, dated 7 June 2023, bearing interest at a rate equal to the average MLR minus 1.7175% per annum, for the "Wet Foods" project. The loan is repayable with a minimum principal installment of THB 381,000 per month plus monthly interest, with full repayment required within 4 years. Both loan facilities are secured by machinery used in the second pet food production line and Wet Foods machinery, and the Company acts as guarantor for the obligations. The Company made efforts to contact LH Bank to request a release of its obligations under the loan guarantee. However, LH Bank declined to release the guarantee on the grounds that Botany was unable to make the monthly repayments in accordance with the agreement. In addition, the credit facility was granted by the Bank to the group of companies, during which time Botany was a subsidiary of the Company.
Proceedings and Management of the Dispute	The Company has been in contact with the debt restructuring department of LH Bank to support Botany in these negotiations, with the aim of ensuring that this arrangement does not become a burden on the Company as the guarantor of the debt. However, once LH Bank approves Botany's debt restructuring plan and the relevant restructuring agreement is signed, and after Botany has made repayments in

NR INSTANT PRODUCE PUBLIC COMPANY LIMITED

Register Number : 0107562000483 TAX ID : 0107562000483

Head Office: 99/1 Moo 4, Khae Rai, Krathum Baen, Samut Sakhon 74110

Tel: (6634) 849-576-80 Fax: (6634) 849 586

Bangkok Office: 518/5 Maneeya Center Building, 6th floor, Ploen Chit Road,

Lumphini, Pathum Wan, Bangkok 10330 Tel (6622) 556 851 Fax (6626) 520 527

Facebook : NRFThailand

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

บริษัท เอ็นอาร์ อินสแตนซ์ โปรดิวซ์ จำกัด (มหาชน)

ทะเบียนเลขที่ : 0107562000483 เลขประจำตัวผู้เสียภาษี : 0107562000483

สำนักงานใหญ่: 99/1 หมู่ที่ 4 ตำบลแคราย อำเภอกระทุ่มแบน จังหวัดสมุทรสาคร 74110

โทรศัพท์: (6634) 849-576-80 โทรสาร: (6634) 849 586

สำนักงานกรุงเทพฯ: 518/5 อาคารมนียา เซ็นเตอร์ ชั้น 6 ถนนเพลินจิต แขวงลุมพินี เขตปทุมวัน

กรุงเทพมหานคร 10330 โทรศัพท์ (6622) 556 851 โทรสาร (6626) 520 527

เฟสบุ๊ก : NRFThailand

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

	accordance with the restructuring terms, this guarantee obligation will no longer constitute a liability requiring the Company to make payments on Botany's behalf.
Impact on Business Operations	The aforementioned event does not have any impact on the provision of services to customers or the Company's key business partners in any way, and the Company and its subsidiaries continue to operate their businesses as usual.
Possible effects	The Company is currently monitoring the progress of debt restructuring negotiations of Botany Petcare Co., Ltd. and is continuously assessing the potential impact on the Company's obligations as a guarantor. In this regard, if there are any material developments, the Company will disclose additional information in accordance with applicable regulations.

The Company will closely monitor the progress of the legal proceedings in parallel with expediting negotiations for debt restructuring with relevant financial institutions and creditors. This is to safeguard the best interests of shareholders, investors, and all stakeholders. Should there be any material developments, the Company will inform shareholders, investors, and relevant parties through the Stock Exchange of Thailand's disclosure system in due course.

Please be informed accordingly.

Yours sincerely

-Signature-

(Ms. Penhurai Chaichatchaval)

Chief Financial Officer

NR INSTANT PRODUCE PUBLIC COMPANY LIMITED

Register Number : 0107562000483 TAX ID : 0107562000483

Head Office: 99/1 Moo 4, Khae Rai, Krathum Baen, Samut Sakhon 74110

Tel: (6634) 849-576-80 Fax: (6634) 849 586

Bangkok Office: 518/5 Maneeya Center Building, 6th floor, Ploen Chit Road, Lumphini, Pathum Wan, Bangkok 10330 Tel (6622) 556 851 Fax (6626) 520 527

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

บริษัท เอ็นอาร์ อินสแตนท์ โปรดิวซ์ จำกัด (มหาชน)

ทะเบียนเลขที่ : 0107562000483 เลขประจำตัวผู้เสียภาษี : 0107562000483

สำนักงานใหญ่: 99/1 หมู่ที่ 4 ตำบลแคราย อำเภอกระทุ่มแบน จังหวัดสมุทรสาคร 74110

โทรศัพท์: (6634) 849-576-80 โทรสาร: (6634) 849 586

สำนักงานกรุงเทพฯ: 518/5 อาคารมณีนียา เซ็นเตอร์ ชั้น 6 ถนนเพลินจิต แขวงลุมพินี เขตปทุมวัน กรุงเทพมหานคร 10330 โทรศัพท์ (6622) 556 851 โทรสาร (6626) 520 527

เฟสบุ๊ก : NRFThailand เว็บไซต์ : <https://www.nrinstant.com>