

ZEN Corporation Group Public Company Limited and its subsidiaries

---

(Translation)

Conflict of Interest Policy

Zen Corporation Group Public Company Limited and its subsidiary "the Company" are committed to conducting business under the principles of good corporate governance with integrity and emphasizing the prevention of conflicts of interest to ensure transparency in business operations. Adhering to the principles of good governance, the Company has set guidelines for the Board of Directors, administrator Employees have implemented the prevention of such conflicts of interest with policies and guidelines, as follows

1 Meaning

Conflict of interest refers to a conflict between personal interests and the interests of the Company or its subsidiaries, whether directly or indirectly.

2 Connected transactions shall comply with the Connected Transaction Agreement Policy and the Connected Transaction Manual. In order to conduct such transactions, the transactions must be monitored and supervised without the involvement of stakeholders related to the interests in making decisions on connected transactions. In the event that there is a transaction that requires approval from the Board of Directors, the Audit and Governance Committee will consider and give an opinion as well as ensure that the information is disclosed to the public accurately and completely.

3 Avoid any action that would cause a conflict or conflict of interest with the Company, including using one's position or allowing others to use it for personal or related gains, whether directly or indirectly.

4 Shareholders should avoid holding shares, or engaging in transactions or participating in external activities or holding other positions, including being a director. Consultants, agents in other businesses or organizations in which such businesses or organizations or activities have conflicts or transactions or operations that are directly or indirectly contrary to the interests of the Company, including actions that must not affect or damage the Company nor affect the internal operations of such persons.

- 5 Referee Executives, employees, and related persons If any transaction or operation may have direct or indirect interests that may cause a conflict or conflict of interest with the Company. The person is obliged to:

Notify the agency or the designated person or the supervisor or the authorized person and such person shall not participate in the decision making of the interest.

- 6 Executives, full-time employees or temporary employees in other businesses whose business is the same as the Company or competitors of the Company or businesses that may have conflicts of interest or are contrary to the interests of the Company are prohibited.

This policy is effective from 11 November 2022 with the approval of the Board of Directors in Meeting No. 8/2022

Mr. Paitoon Taveebhol

Chairman of the Board of Directors