

ZEN Corporation Group Public Company Limited and its subsidiaries.

(Translation)

Pricing policy and selling price determination

To provide pricing of the Company's products and services, ZEN Corporation Group Public Company Limited and its subsidiaries "the Company", excluding ZEN & GOSUM Inter Foods Co., Ltd. and King Marine Foods Co., Ltd., are effective and have the same standard guidelines and practices. It is a price that can be competitive in the market and generate profits for the company in a sustainable manner.

Objective

To achieve the sales volume and profit margin according to the set targets satisfaction for stakeholders

Scope

Setting prices and setting sales prices to cover the case of opening a new branch, changes to food items, including discounts, promotional transactions shall be analyzed and implemented on the following issues:

1. Determine marketing objectives different strategies define customer segments, targets, products, product positioning, consumer demand, and other marketing elements.
2. Determine the marketing strategy, taking into account the relationship of the key elements in the marketing operation or marketing mix. The proportion will change according to the strategy laid out according to the appropriateness of a certain period of time. The ultimate goal is to meet the needs of consumers.
3. Taking into account the competitive conditions, competitors in that market, the strength of competitors.
4. Set prices in line with marketing strategies, taking into account the cost and profit margin according to the target.
5. Taking into account Business Code of Conduct, the operation is in accordance with the Business Code of Conduct, Competition Policy, Social Responsibility Policy, and Other Related Policies

Pricing Criteria

1. In the same brand, the same type of food item, the same conditions, the same price shall be set in each area, including the calculation of service charges and value-added tax (VAT) in accordance with the same standards and in accordance with the law. In the case where different prices are set, it is under the approval authority of the Chief Restaurant Business Officer or the Chief Commercial officer approved together with Chief Marketing Officer.
2. In the event that there is a promotional program including various discounts in each area and each branch of the same brand, it can be done, but nevertheless, the service charge and value-added tax (VAT) shall comply with the same standards and as required by law.
3. Participation in promotions or provision of services with the Company or other persons. In the form of a sales promotion (Co-Promotion), there will be communication to partners and the user clearly.
4. The restaurant business group or the Thai brand business group shall coordinate with the marketing group to approve the food items, pricing, promotion assignment, review the selling price, improve and change the food list. This is in consideration to be in accordance with the approval authority
5. To prepare a working methodology for the relevant parties to implement according to the prescribed procedures.

This policy is effective from December 22, 2023 with the approval of the Board of Directors to Meeting No . 8/2023

Mr. Paitoon Taveebhol
Chairman of the Board of Directors