

ZEN Corporation Group Public Company Limited and its subsidiaries.

(Translation)

Risk Management Policy

Zen Corporation Group Public Company Limited (the "Company") and its subsidiaries are aware of the risks and uncertainties that arise in business operations, both positive (opportunities) and negative (obstacles), covering sustainability risks, including environmental risks, social risks, and corporate governance risks. Therefore, the Risk Management Committee has been established to systematically formulate the Company's risk management policies in accordance with the principles of good corporate governance so that the Company and its subsidiaries can achieve the objectives and objectives according to the strategies set. In order to ensure sustainable growth for the Company and its subsidiaries. The Company has the following risk management policy:

1. Formulate a strategy, set up a system. Determine the risk management process and assess risks of the Company and its subsidiaries, both caused by external factors and from management and internal operations, in order to be able to implement the policy with full efficiency and in accordance with the acceptable level of risk.
2. Promote a risk management culture in the management process and operations throughout the Company to create understanding, awareness, and shared responsibility regarding risk management, control, and impact of risks on the Company and its subsidiaries.
3. Audit the Group's risk management operations to identify significant risks. The Company and its subsidiaries shall be assessed qualitatively and quantitatively based on potential opportunities and impacts on the Company and subsidiaries.
4. The Company shall have a process of guidelines and measures for risk management that are of international and appropriate quality, including indication, analysis, evaluation, sequencing, management, control, monitoring, reporting, evaluation, and communication to provide information about risks continuously, consistently, and throughout the Company.
5. Communicate, organize training, workshops, and educate employees in the organization regularly to understand and realize the importance of risk management.

6. The Risk Limit shall be set to limit the potential damage to the level that the Company can accept. The Company considers measures to effectively reduce the opportunities and/or impacts of potential risks, as well as determines the incident or level of risk that is a warning sign for the operator to take one of the following actions: In order not to exceed the risk ceiling level.
7. There shall be written operating regulations for executives and employees to comply with as a way to control operational risks.
8. There shall be a risk management unit that coordinates and considers with the management in matters related to risk assessment and management. The Company shall review and evaluate the performance and review of risk management, as well as provide advice on the internal risk management process and prepare a risk report to be submitted to the Risk Management Committee for acknowledgement for continuous improvement and development.
9. Promote and develop the use of modern technology and other systems to use and support risk management more effectively.

This policy is effective from December 22, 2023 with the approval of the Board of Directors at the 8th Meeting / 2023.

Mr. Paitoon Taveebhol
Chairman of the Board of Directors