Personnel Development Policy

ZEN Corporation Group Public Company Limited (the “Company”) places great emphasis on personnel development by promoting training, skills development, and continuous learning to enhance employees’ capabilities and career advancement. The Company recognizes that developing its people is essential to building a strong workforce that contributes to sustainable business growth. The Company is committed to developing personnel at all levels, including Directors, executives, and employees.

Employee Development

The Company places great importance on developing employees’ knowledge and capabilities by providing them with equitable and continuous opportunities for development, enabling them to perform their duties effectively and contribute to achieving the Company’s goals and sustainable business growth. All employees are provided with equal opportunities for development, subject to job requirements, approval by their supervisors, and the availability of an approved budget.

Supervisors are responsible for providing on-the-job training and guidance to their subordinates to improve their work performance and create opportunities for career growth.

The Company promotes a learning culture by providing online learning resources that enable employees to participate in their own development and share knowledge and expertise within their respective functions with other functions. This fosters a sense of responsibility for continuously enhancing capabilities and work efficiency.

Career Development and Advancement

To support employees in pursuing clear career development, the Company encourages the preparation of Individual Development Plans to address areas requiring improvement or further development. These plans are intended to support employees’ growth along their planned career paths while aligning their development with the Company’s needs and requirements in an effective manner. Development may be undertaken through various approaches, including internal and external training, learning from knowledgeable individuals or experts through coaching or mentoring programs, and learning through work assignments, such as project-based work, additional responsibilities, or job rotation. These approaches are designed to broaden employees’ knowledge, skills, and experience and prepare them to progress toward their established career goals.

Career development planning forms part of the annual performance evaluation process. Supervisors and employees jointly establish or review career goals and the employees’ development plans on an annual basis.

In addition, the Company promotes both horizontal and vertical career advancement. Horizontal career development is supported through development opportunities and job rotation to broaden employees' knowledge and experience, while vertical career advancement is supported through promotion to higher positions. Accordingly, the Company has established a policy framework identifying three key factors that support career development and advancement, as follows:

1. Employees possess the knowledge and expertise required for their roles and demonstrate the skills necessary to perform their duties effectively and successfully.
2. Employees demonstrate the capabilities required and expected at their respective job levels and are able to perform assigned responsibilities and achieve the established objectives.
3. Employees possess sufficient and diverse work experience, demonstrating their readiness to advance to higher levels of responsibility.

Succession Planning

The Company establishes succession planning to support continuity in management, mitigate the risk of talent shortages in critical positions, prepare personnel to support the organization's long-term growth, and ensure that suitable successors are identified and prepared in a timely manner. The succession planning process covers positions at the Chief level, senior management positions, and other key positions, as appropriate, and consists of three main steps as follows:

1. Identification or nomination of potential successors, based on two key assessment areas:

   (1) Performance; and

   (2) Potential, taking into consideration leadership capabilities, growth potential, and behaviors that align with the Company's Core Values.

   Employees who are identified as potential successors are considered to have the appropriate potential for further development and will receive development opportunities appropriate to their level of readiness. The Company will support the development of their knowledge, skills, experience, leadership capabilities, and understanding of relevant roles and responsibilities to ensure that they are prepared to assume leadership roles or responsibilities for key functions of the organization in the future.

2. Review of Potential Successors

   The Company reviews and consolidates the list of potential successors, as appropriate, by considering the importance of the position, the individual's readiness, qualifications, capabilities, experience, and suitability for the position to be succeeded.

The Company may identify more than one potential successor for a position and may determine the readiness level of each potential successor. Such information will be used as a basis for workforce planning and subsequent employee development planning.

3. Development Plan Formulation

The Company formulates development plans for successors—encompassing both career path development and individual development—through leadership development, job rotation, on-the-job training or learning in relevant roles, and the assignment of special tasks or projects, all aimed at preparing them to assume or perform the duties of designated positions.

The inclusion of an employee's name as a potential successor or identified talent does not constitute an automatic entitlement to appointment, transfer, or promotion. Any such decision shall be made based on appropriateness, business needs, organizational structure, applicable criteria and procedures, and the approval authority prescribed by the Company.

Development of Directors and Senior Executives

The Company promotes training and knowledge development for individuals involved in corporate governance, including Directors, executives, and the Company Secretary, through both internal and external training programs. These programs are intended to enhance their knowledge and understanding of their roles and responsibilities, applicable laws, regulations, rules, criteria, and relevant practices, enabling them to apply such knowledge to continuously improve their performance.

For newly appointed Directors or executives, the Company provides relevant documents and information to support the performance of their duties, as well as orientation or briefings on the Company's business characteristics, organizational structure, business practices, and other important information. This is intended to support them in performing their duties appropriately and effectively.

This Policy shall be effective from September 1, 2026, as approved by the Board of Directors at its Meeting No. 5/2026.

Mr. Paitoon Taveebhol

Chairman of the Board of Directors