

3. Driving Business towards the Sustainable Development

3.5 Sustainability Report

Zen Corporation Group Public Company Limited presents the Sustainability Report for 3rd year, 2023

The purpose of this study is to convey to stakeholders about business and corporate sustainability development challenges, with an inclusion on 3 major areas: environmental, social, and economic, all of which are critical components of sustainable company operations in today's world.

1. Scope of Work

This annual sustainability report 2023 presents the operating results from 1 January to 31 December 2023 for the ZEN Group restaurant business, which includes the brands of ZEN Japanese Restaurant, On the Table, AKA, Dins, Sushi Cyu& Carnival Yakiniiku, Tetsu, Tummour, Lao Yuan, and Khiang, as well as the head office.

2. Value Chain

The Company Group operates food-related businesses, with a focus on restaurants that provide consumers with high-quality, standardized food and services. Furthermore, the Company Group has additional restaurant-related businesses such as franchising businesses, retail businesses, and food delivery businesses that are now developing gradually and rising in proportion.

In each process in the business value chain from procurement, production, service, distribution, marketing and sales, after-sales service, the Company Group has considered the significance of stakeholders in each process in the Company Value Chain, from procurement through manufacturing, service, distribution, marketing and sales, and after-sales service, from the beginning to the end. To establish a balance between the Company and its stakeholders, the Company Group must regularly create understanding for them and satisfy their expectations, as well as undertake annual surveys.

2.1 Main activities

2.1.1 Production Factor Management

The Company Group prioritizes the selection of trade partners who meet safety standards that have been certified by government agencies in the production of raw materials so that customers can have confidence in the standards of the Company Group, as well as inspects the production processes from origin to destination on a regular and comprehensive basis. Aside from quality, the Company Group considers its suppliers who care about social concerns such as human rights, the environment, and governance to ensure that the Company Group's whole value chain is driven the business for true sustainability through an efficient and transparent procurement process. Most importantly, the Company Group promotes the use of community raw

resources or small SMEs in a variety of fields that highlight the importance of developing a robust economy to produce long-term revenue for communities and society.

2.1.2 Operation

The Company Group is committed to providing outstanding food and service to its consumers. It is always developing products to meet consumer trends while also keeping health and environmental concerns in mind. The Company takes actions to reduce waste and environmental impact, makes the best use of resources, considers food safety and nutrition to provide customers with an experience that meets the standards set by each brand, has a food inspection system and continues operations in accordance with international standards to build customer confidence, conducts customer satisfaction surveys, values interaction with customers, and receives feedback through social media, email and mobile applications to bring survey results to regularly improve service standards.

2.1.3 Distribution of goods and services

The Company Group has business alliances with worldwide storage and distribution standards. WMS (Warehouse Management System) is used to manage inventory and includes a quality control system to monitor commodities receipt, storage, and distribution, as well as a traceability system. In terms of transportation management, the Company Group has used a standardized system that can monitor the transportation status in real time using a GPS system and control the temperature of the goods on the truck to be stable according to standards throughout the route and can be traced temperature reversal. The Company Group has discussed with partners to better understand each other and enhance work in warehouse management and transportation in order to support the Company Group 's future business development.

2.1.4 Marketing and Sales

The Company Group conducts marketing activities with a focus on creating the best experience for customers through various brands under the ZEN Group, namely ZEN Japanese Restaurant, On the Table, AKA, Dins, Sushi Cyu& Carnival Yakiniku, Tetsu, Tummour, Lao Yuan, and Khiang, by creating food menus that are excellent in both taste and quality, presenting menus and services in innovative forms, and offering various promotions and attentive service at every step. Furthermore, the Company Group employs Omnichannel strategies to enable customers to access products and services via a variety of channels, ranging from online (Digital E-commerce) and offline services, including dine-in or take-out services, Delivery and Food Applications, Social Media and E-marketplace, including the creation of a CRM system under the name of ZEN Group Member by analyzing customer Big Data and utilizing new technologies to provide consumers with goods and promotions that best match their requirements and to guarantee that customers have the greatest possible experience across all ZEN Group businesses.

2.1.5 After-sales service

The Company Group values customer satisfaction and is willing to listen to consumer feedback in order to improve goods and services. To sustain service standards and maintain customer satisfaction levels, the company has assessed Customer Satisfaction using the NPS (Net Promoter Score) approach. Furthermore, the Company Group offers channels to listen to customer opinions through Social Media and Call Center to serve customers and address issues in a timely manner.

business value chain



3. Stakeholder Participation

The organization’s various business operations require the participation of various stakeholder groups. The Company Group thus values the perspectives of all stakeholders, both primary and secondary. As a result, a policy for stakeholder participation in the company’s operations needs to be established. As a result, the Company Group must understand the relationship between stakeholders, including both positive and negative impacts and related issues, as well as identify and assess the importance of stakeholder issues. The Company Group should therefore manage in accordance with expectations, including collaboration between the Company and stakeholders to find methods that are mutually beneficial to all parties in order to reduce operational risks and negative impacts while also promoting organizational sustainability.

3.1 Policy on participation of stakeholders who receive or may receive from the company's operations

The company group has developed a stakeholder engagement policy to help the company assess the importance and understand the perspectives and expectations of stakeholders towards the organization, without violating the rights of stakeholders, for the sustainability and resilience of the business. Stakeholders are prioritized in the following order: 1. Employees 2. Customers 3.

Partners/Business Partners/Business Allies 4. Investors/Shareholders 5. Regulatory and Governmental Authorities 6. Communities, Society, and Environment 7. Competitors.

3.2 Evaluating Stakeholder Priorities

The Company has determined the order of importance of stakeholders with the greatest to least impact, including stakeholder expectations that affect both stakeholders and the Company.

Stakeholder Expectations

Stakeholder Group	Expectations	Response to Expectations	Communication Channels
1. Employees	<ul style="list-style-type: none"> - Fair compensation and appropriate benefits - Stable and progressive job responsibilities - Good safety and health conditions - Employee commitment to the organization - Promotion of learning and development of employee potential - Non-discrimination - Respect for human rights and fair treatment 	<ul style="list-style-type: none"> - Receive fair compensation and appropriate benefits - Have opportunities for skills development and growth - Have a clear Career Path and structure to ensure a stable and progressive job role - Adhere firmly to respect human rights and be treated fairly - Have good occupational health and safety 	<ul style="list-style-type: none"> - Annual employee engagement survey - Employee relationship activities - Communication, activities, news - Internal channels for complaints - Skills development training courses
2. customers	<ul style="list-style-type: none"> - Quality and safety standards for goods and services - Raw materials/sources of raw materials - Responsibility towards customers/consumers 	<ul style="list-style-type: none"> - Products and services meet international standards and expectations - Prices of products and services are fair and reasonable - Conducting business transparently, socially responsible, and environmentally friendly 	<ul style="list-style-type: none"> - Interaction to receive feedback for improvement of standards - Customer satisfaction surveys after receiving services - Utilizing market research findings to develop consistently high-quality products to meet customer needs..

Stakeholder Group	Expectations	Response to Expectations	Communication Channels
		<ul style="list-style-type: none"> - Responsiveness to errors and follow-up on problem resolutions until customers are satisfied 	
3. Partners / Business Partners / Allies Associates	<ul style="list-style-type: none"> - Business ethics - Long-term strategic partnership creating value and mutual benefits - Resisting corruption and collusion - Sustainable supply chain management 	<ul style="list-style-type: none"> - Treat partners fairly and equally - Have a fair and transparent procurement process - Have procurement policies and guidelines that can be implemented - Pay attention to environmental, social, and corporate governance throughout the supply chain 	<ul style="list-style-type: none"> - Hold annual trade partner meetings to build good relationships - Recognize and participate in Thailand's private sector's efforts to combat corruption - Communicate business plans with partners regularly, including announcing policies through the company's website - Support knowledge sharing and joint development
4. Investors /Shareholders	<ul style="list-style-type: none"> - Good business performance and returns - Good corporate governance, transparency, full disclosure of information, and compliance with all legal requirements - Fair and equal treatment of all shareholders 	<ul style="list-style-type: none"> - Good business performance and worthwhile investment returns - Effective corporate governance and risk management and crisis management - Transparency of business information and accurate disclosure, providing opportunities for investors/shareholders to participate in expressing their opinions 	<ul style="list-style-type: none"> - Annual ordinary shareholders' meeting - Organizing activities to meet with institutional investors - Quarterly operational performance reports to the stock exchange - Annual reports (Form 56-1) and sustainability reports

Stakeholder Group	Expectations	Response to Expectations	Communication Channels
			<ul style="list-style-type: none"> - Regular communication through the company's website
<p>5. Regulatory and oversight agencies and the government sector</p>	<ul style="list-style-type: none"> - Comply strictly with laws, regulations, and announcements of regulatory and government oversight agencies - Combat corruption in all forms - Support and adhere to measures and activities of the government at both local and national levels 	<ul style="list-style-type: none"> - Adherence to laws, regulations, and announcements strictly - Combatting corruption in all forms - Providing support and compliance with measures or activities of the government at both local and national levels 	<ul style="list-style-type: none"> - Prepare annual reports and public announcements accurately and completely - Regularly attend meetings, training seminars, and events organized by regulatory agencies - Have policies and procedures that comply with the law - Organize activities for knowledge sharing, staff development, and ensure compliance with regulations set by regulatory agencies and the government
<p>6. Community and society</p>	<ul style="list-style-type: none"> - The community has income and good financial stability. - Good quality of life and health. - Sustainable economic development for the community, promoting 	<ul style="list-style-type: none"> - Promote the production of community products and agricultural products for income generation, good quality of life, and good health. - Develop a sustainable economy for the community. 	<p>Participate through employment and procurement to promote the development of community product manufacturing.</p>

Stakeholder Group	Expectations	Response to Expectations	Communication Channels
	<p>the environment and community environment.</p> <ul style="list-style-type: none"> - Creating stability for the community (increasing GDP). 	<ul style="list-style-type: none"> - Promote the production of community products to be competitive and meet standards. 	
7.Competitors	<ul style="list-style-type: none"> - Support fair and free trade competition - Do not infringe on intellectual property or rights of others - Do not engage in unfair trade practices 	<ul style="list-style-type: none"> - Conduct business in accordance with principles of fair and free trade competition - Adhere strictly to the law and do not infringe on the intellectual property of others - Conduct business with integrity, do not defame or spread false information 	<p>Have a competition policy announced through the company's website</p>

2. Corporate Sustainability Management Policy

The Company has a Sustainability Management Policy that focuses on the environment, society, and the economy in an integrated manner in line with the United Nations' Sustainable Development Goals (SDGs), taking into consideration all stakeholders associated to the Company both internally and externally. It is a critical aspect in concentrating on satisfying stakeholder expectations and driving business in a responsible and sustainable way in order to establish a balance alongside economic development in accordance with the SDGs 6 listed below:

Environmental Dimension; Actions on natural resources and the environment include responsible consumption and production, continuous attention to product and service quality standards, end-to-end.

Efficient and responsible resource production and usage, climate change response action, developing and improving processes, and efficiently managing business value chains to reduce environmental impacts.

Social Dimension; Actions on people's quality of life include Zero Hunger, social engagement in food and well-being,

Reducing inequalities, and conducting business that respects human rights through promoting the employment of persons with disabilities for a secure and sustainable income.

Corporate Governance Dimension; Actions on sustainable and all-encompassing economic growth include decent work and economic growth, as well as providing employees with stability in terms of remuneration, welfare, safety, occupational health, and a pleasant working environment, growing and sustainable business operations, transparency and consistent risk management.

Sustainable cities and communities, career development, income distribution to communities through supporting community raw materials.

Identification of key points



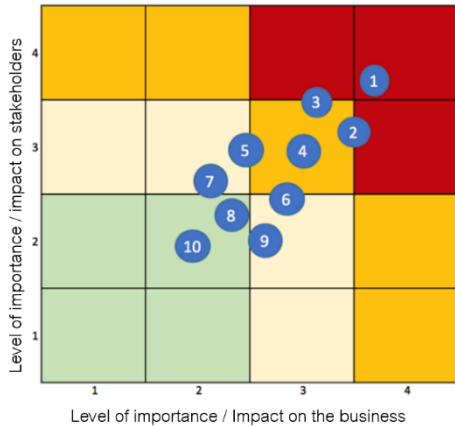
Innovation, and intense competition, which are key considerations for assessing the level of importance and impact on stakeholders that cannot be avoided, the Company has organized the important sustainability issues in the following order.

Sustainability Key Issues	Factors affecting the business	Factors affecting stakeholders
Responsibility to customers and consumers	Responsibility to customers and consumers will enable the Company to do business under the significance of constantly being responsible for customers and consumers in all aspects. It will have an influence on the reputation, reputation trust, and business if it is not carried out.	Responsibility to customers and consumers will instill confidence stakeholders in the standards and quality of raw materials, food, and services provided by the Company, as well as follow up, develop, and enhance efforts to mitigate the effect of complaints.

Sustainability Key Issues	Factors affecting the business	Factors affecting stakeholders
Customer health and safety	Customer health and safety is the aspect that drives customers to utilize the Company's services and is the fundamental standard of the restaurant. If it is not prioritized, it will harm the Company's reputation, credibility, and business.	The health and safety of our consumers motivates our stakeholders to ensure food safety from raw ingredients to the final product, including safe procedures and processes to minimize the effect of complaints.
Supervise employees on human rights and fair labor practices.	Human rights prevention and remedial strategies will assist to reduce the danger of human rights violations in the business process due to unlawful labor or conflicts causing business harm.	The Company's supervision and execution of the human rights policy will ensure that all stakeholders' rights are protected equally, and that employees are treated equitably.
Efficient supply chain management	Efficient supply chain management across the entire corporate value chain will help the company perform well, quickly, decrease expenses, reduce energy consumption, minimize losses, and allow for steady and sustainable development.	Effective supply chain management enables stakeholders to benefit from their operations and businesses both directly and indirectly.
Corporate governance and structural policies.	Good corporate governance effectively decreases existing risks, positions organizations for opportunities, and mitigates potential economic, social, and environmental changes.	Good corporate governance will reduce the impact on stakeholders from all aspects of the Company's business activities.
Sustainability policies and strategies	Sustainability policies and strategies will assist in making the Company's operation paying attention to environmental, social, and governance	Sustainability policies and strategies will assist in responding to the advantages of all stakeholders and reducing effects in order to promote sustainability for stakeholders.

Sustainability Key Issues	Factors affecting the business	Factors affecting stakeholders
	<p>concerns in order to lessen short-term and long-term consequences and achieve sustainability in the Company's business.</p>	
<p>Community and Social Responsibility</p>	<p>Business operations must be accountable for the community and society in order to avoid and limit the effect on the community or society so that they may coexist in a sustainable manner, which affects the business.</p>	<p>Business activities must be accountable to the community and society or stakeholders in order to avoid and reduce effects on the community or society that may result in harm to property, health, or mind, including creating a high quality of life for stakeholders.</p>
<p>Sustainable raw material selection</p>	<p>Sustainable raw material selection that is safe and includes criteria for the environment, human rights, and raw material selection enables the Company to produce good business value.</p>	<p>Sustainable raw material selection that is safe and has criteria that take into consideration stakeholders who promote sustainability for all parties to provide sustainable revenue and careers.</p>
<p>Efficient resource utilization and garbage and waste management</p>	<p>Efficient resource utilization and garbage and waste management lead to high-quality, efficient operations, and reducing a company's negative environmental and economic factors, as well as results in a rise in business value.</p>	<p>Efficient resource usage and waste management have an indirect impact on stakeholders. If the corporation manages its resources effectively and properly handles trash, it will lessen the burden on government agencies and society.</p>
<p>GHG management and energy</p>	<p>GHG management and energy consumption reflect energy efficiency, lowering costs and increasing business value.</p>	<p>GHG management and energy consumption assist local and international organizations, as well as indirect stakeholders, in addressing the causes of natural catastrophes, global warming and climate change.</p>

Materiality Assessment






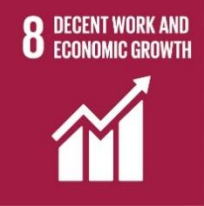

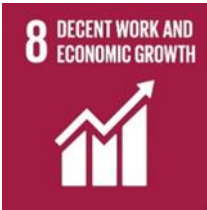

Issues in each dimension of ESG		
Environment Dimension (E)	Social Dimension (S)	Corporate Governance Dimension (G)
Supply Chain Management (4)	Take care of employees on human rights and fair treatment of workers (3)	Responsibility to partners and consume (1)
Sustainable selection of raw materials (7)	Community and Social Responsibility (8)	Customer hygiene and safety (2)
Cost-effective use of resources		Corporate Governance Policy Structure and System (5)
Waste and waste dispos (9)		Sustainability Policies and Strategies (6)
Greenhouse gas management and energy consumption (10)		

Materiality Assessment



Summary of Sustainability Performance

Sustainable Development Goals	Sustainable Development Goals	2023 Performance	2026 Long-Term Goal
Environmental Dimension  	1) Garbage and Waste Management 2) GHG management and energy saving 3) Change of plastic packaging to paper packaging	291 tons There has been a new baseline adjustment. 49.04%	150 tons Reduce in quantity of 5% per unit/sqm 50% of all packaging
Social Dimension 	1) Human Rights Operations	NON 100%	- Human Rights Violation =0 - 100% trained and tested staff

Sustainable Development Goals	Sustainable Development Goals	2023 Performance	2026 Long-Term Goal
 	2) Employee Engagement to the organization	92.88%	Survey results not less than 80% Best Employer Brand Awards
	3) Employee potential development	100%	Employees at the supervisor level both in the operational line and 100% of the support lines were evaluated for competency and have a 100% individual development plan
	4) Employment of disabled employees	Employed 32 disabled persons under Section 33, total amount 107,270 baht.	Employees with disabilities under section 33 at 100%
	5) various support projects Including the Jaidee Farm project, the FOOD FOR GOOD project, the Zen scholarship project for the children of employees	-	continually support as well as generate income for the supported projects totaling 150,000 baht per year
<p>Economic Dimension</p>  	1) Product and service quality standards	QA = 91.39% MS = 91.50%	Quality Assurance =92% Mystery Shopping = 90%
	2) Increasing Efficiency per sales area and efficiency of employees per hour	Salesarea efficiency: 10,9 2 3 baht per sqm. Employee efficiency: 741 baht per hour.	Productivity Selling area = 12,000 baht / sqm. Productivity Employ = 550 baht / sqm.
	3)Sourcing and procuring local community and SME raw materials.	15.15%	The value of purchasing products from SMEs and communities by the company.

Sustainable Development Goals	Sustainable Development Goals	2023 Performance	2026 Long-Term Goal
	4) Innovations to increase production or work efficiency	3 projects	Prepare technology project development plan Collaborate with all departments at least 3 project per year.

6. Sustainability Operations, Environmental Dimensions

6.1 Policies and Compliance with Environmental Management Standards

The Company recognizes the importance of the environment, therefore it is committed to reducing negative environmental impacts caused by its operations in all dimensions to ensure that the Company's environmental management, whether it is resource management, energy management, water management for the most cost-effective and efficient recycling of garbage and waste, including establishing guidelines for managing greenhouse gases from energy and resources usage throughout the business chain that are important causes of climate change and global warming to achieve the goals and in accordance with the intent of doing business to develop the organization to grow steadily and sustainably.

6.1.1 Environmental Management Policies and Practices

The Company has a primary policy to manage the environment that has a negative impact on the environment, to create a culture of environmental and social responsibility within the organization, including the efficient use of electricity, water, and other resources, and to reduce the amount of waste that occurs during the manufacturing process.

The Company operates on environmental management, compliance with environmental laws, regulations, and government requirements or agencies, taking action to prevent, reduce the occurrence of waste from the Company's operations, and supporting recycling to reduce the impact on the environment to a minimum, focusing on reducing energy use by using only what is necessary and for maximum benefit. Furthermore, the Company has regularly arranged environmental training with Company personnel to stimulate and develop awareness of manufacturing process concerns that effect the environment.

In 2023, the Company found no unlawful environmental activities, no accidents caused by the environment, and no disagreements or complaints about environmental concerns from communities or external authorities.

6.2 Energy Management

6.2.1 Energy Management Plan

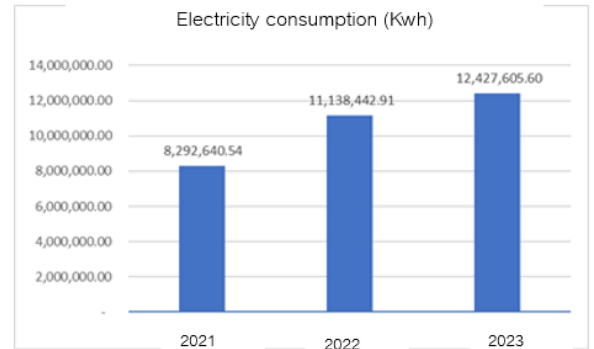
The Company recognizes the importance of efficient energy management by setting goals and developing plans to reduce energy consumption, as well as establishing guidelines for both office and restaurant branches to ensure that the Company can effectively control energy consumption and truly reduce the cost of business operations, as well as promoting and raising awareness of the importance of energy conservation, as well as allowing employees to participate in the operation and act in the same manner.

In terms of energy management practices, the Company has set goals and strategies to reduce electricity consumption, including practices in office buildings, there are measures to set the opening-closing time for lighting and air conditioning, perform inspection and maintenance of the machines on a regular basis, improve and change various electrical equipment to be energy-saving, which can be seen in more detail at the Company's website <https://www.zengroup.co.th>

6.2.2 Power consumption (electricity/fuel)

Summary of electricity consumption for the whole company

Power Source	volume	Unit	Area/square meters	Remake
2020	7.94	cubic mete/ square meters	31,430.00	Head office and 140 branches
2022	6.96	cubic mete/ square meters	35,844.40	Head office and 165 branches
2023	9.70	cubic mete/ square meters	40,226.14	Head office and 194 branches



6.2.3 Energy management goals

Target In 2023, the rate of electricity consumption per unit (energy intensity) in the company decreases by 3%.

Target In 2026, the rate of electricity consumption per unit (energy intensity) in the company decreases by 5%.

6.2.4 The amount of energy consumed per unit (Energy Intensity)

Power Source	volume	Unit	Area/square meters	Remake
2020	263.83	Kwh / square meters	31,430.00	Head office and 140 branches
2022	231.35	Kwh /square meters	35,844.40	Head office and 165 branches
2023	308.90	Kwh / square meters	40,226.14	Head office and 194 branches

Note: In 2022 ; the company implemented a Work From Home policy at 30% capacity and reduced the use of common areas by 30%.

In 2023 ; the company returned to normal operations with employees working in the office and using the full space at 100% capacity.

6.3 Water management

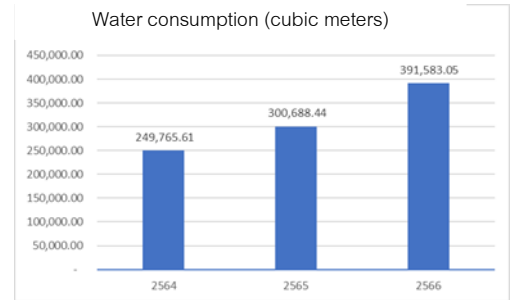
6.3.1 Water management plan

The Company places importance on efficient water management in the work process. And the company has set guidelines for reducing water use. Practice in both the office and the restaurant branch. It also promotes awareness raising. Through water saving campaign activities Which can see more details at the company's website <https://www.zengroup.co.th>

6.3.2 Water consumption

Summary of the total water usage for the entire company (headquarters and branches).

Water consumptic	volume	Unit	Area/square meters	Remake
2020	7.94	cubic mete/ square meters	31,430.00	Head office and 140 branches
2022	6.96	cubic mete/ square meters	35,844.40	Head office and 165 branches
2023	9.70	cubic mete/ square meters	40,226.14	Head office and 194 branches



6.3.3 water consumption

Target In 2023, the rate of water consumption per unit (water intensity) in the company decreases by 3%.

Target In 2026, the rate of water consumption per unit (water intensity) in the company decreases by 5%.

6.3.4 Water consumption per unit

The use of water.	volume	Unit	Area/square meters	Remake
2021	7.94	cubic mete/ square meters	31,430.00	Head office and 140 branches
2022	6.96	cubic mete/ square meters	35,844.40	Head office and 165 branches
2023	9.70	cubic mete/ square meters	40,226.14	Head office and 194 branches

Note: In 2022: the company implemented a Work From Home policy at 30% capacity and reduced the use of common areas by 30%.

In 2023: the company returned to normal operations with employees working in the office and using the full space at 100% capacity.

6.4 Garbage and Waste Management

The Company Group has a policy of reducing the negative impact of cities on the per capita environment by paying special attention to air quality and municipal waste management through food production waste management, such as plastic bottle waste segregation, stretching plastic to achieve recycling, performing Circular Economy, managing the segregation of food waste that accounts for the majority of waste in restaurants to be used as animal

feed or fertilizer to minimize trash output in landfills by collaboration with multiple organizations, as well as adjusting packages to be environmentally friendly.

6.4.1 Garbage and Waste Management Plan

The Company prioritizes waste segregation, reuse, and recycling in both offices and restaurants in order to decrease landfill and promote sustainable waste management by segregation of waste at the source in a systematic and proper manner.

Moreover, the Company has raised awareness and understanding of sustainable waste management through a waste separation campaign prior to dropping in order to systematically manage waste, such as the Company's headquarters joint waste separation from the source, separating paper waste in the office for recycling and reuse, and using GEPP Application for systematically recording waste monitoring data.

The Company intends to manage waste from the cooking process by focusing on waste segregation at restaurants by segregating recyclable plastic materials, segregating food scraps and bringing them to the waste segregating point in various shopping centers in collaboration with various projects, such as plastic waste segregation with the Loop Project, plastic bottle segregation with the CENTRAL Tham Project, segregating food waste to reduce waste to landfills, and providing education and understanding to branch employees in proper waste segregation.

6.4.2 Food Waste Management

In 2023, the Company recognized and addressed the environmental pollution problem in waste management from business operations on an ongoing basis by continuously improving and controlling work processes to help reduce the amount of waste to a minimum, such as reducing the amount of loss from raw material trimming, proper raw material ordering management, raw material loss prevention by calculating raw material quantity and ordering planning for efficiency, as well as having a menu development plan in place to consistently decrease raw material waste in the restaurant.

Furthermore, it has collaborated with shopping centers that have food waste management by segregating food waste from dry garbage and not combining them. To decrease food waste to landfills, the Company has partnered with Central World Shopping Center to utilize food waste to manufacture animal feed and with Central Festival Samui to bring food waste to compost to make organic fertilizer to reduce food waste from going to landfill.

The head office has implemented a project to recycle food waste, turning it into compost. The project began in November 2023 onwards.



Management of food waste for beneficial use

Food waste (kg)	2566	
The amount of food waste used for composting fertilizer at the company head office	174.53	Project started in November 2023.
The amount of food waste used for composting fertilizer (branch)	7,270.00	Branch: Samui
The amount of waste used for animal feed (branch)	8,500.00	Branch: CentralWorld
Total quantity (kg)	15,944.53	

6.4.3 Garbage and Waste Management Goals

Goals In 2022, 125 tons of recyclable waste sorting management

Goals In 2026, 150 tons of recyclable waste sorting management

6.4.4 Amount of garbage and waste that go through the process of Reuse or Recycle

1) office paper waste separation

Head office paper waste separation forward to the project “SCG Paper X” old paper and new paper project to collect waste paper to bring back to recycling Operational results In the year 2023, the paper can be collected number of recyclable 1,800 kg

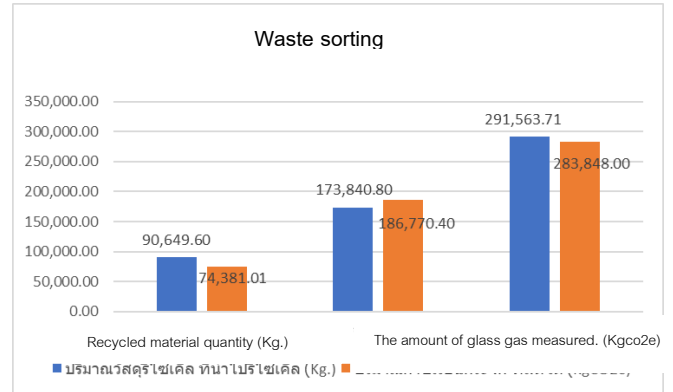


2) Waste Management

In terms of garbage recycling, the Company segregates waste both inside the head office and branches in order to manage waste that can be disposed of properly and reused according to the circular economy principle, which has resulted in the Company being able to segregate waste arising from the use of resources from the cooperation of the head office and 7 affiliated brands, totaling 91 branches across the country, with up to 291 tons, Thanks to all employee’s cooperations.

Recycled waste sorting management volume (head office and restaurant branches)

*Waste segregation	Amount of recycled material The amount recycled (kg)	Greenhouse gas emissions Reduction achieved (KgCO2e)
2021	90,649.60	74,381.01
2022	173,840.80	186,770.40
2023	291,563.71	283,848.00



Key issues



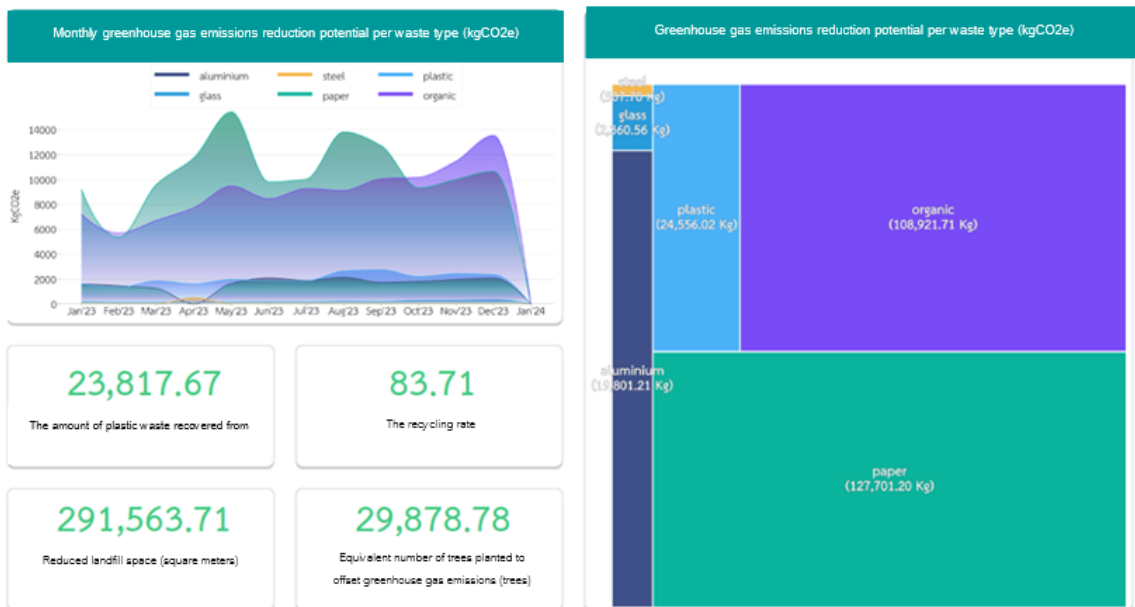
Report of waste data from January 1, 2023, to December 31, 2023.



Environmental impact report



Report of waste data from January 1, 2023, to December 31, 2023.



3) Electronics Waste Management

The Company has the management processes for the useless electronics waste, such as categorizing the types of equipment that must be disposed of, performing a device check to ensure that those devices can no longer be used, or separating some devices that can be used as a backup device, such as a hard disk, memory (RAM) to register, and then weighing. After that, the department will directly collaborate with the electronics waste disposal agency.

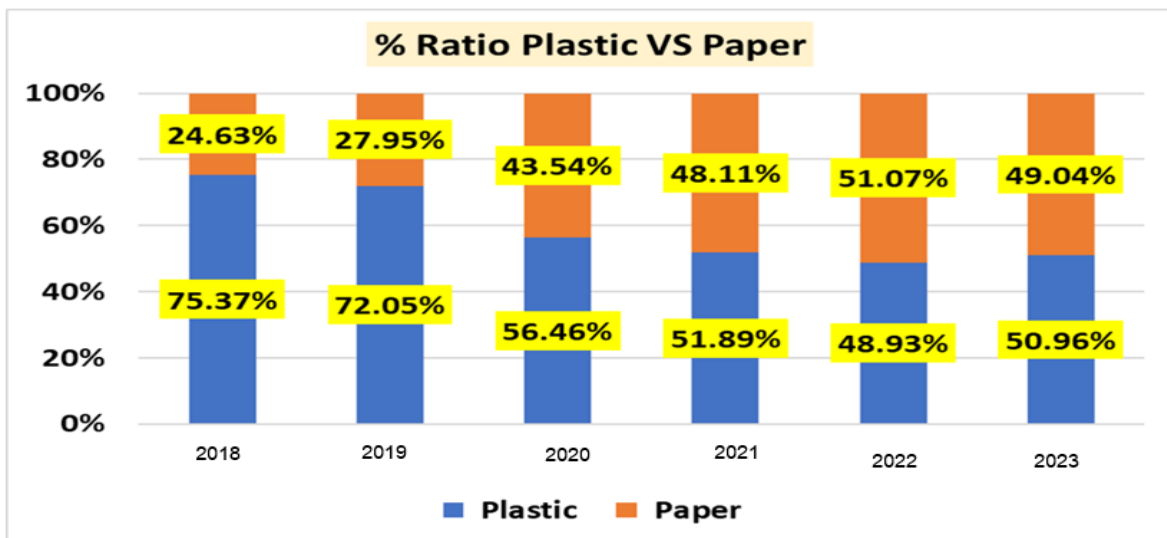
Waste sorting	Year 2020	Year 2021	Year 2022	Year 2023
Weight of electronics waste (kg.)	918.00	1,656.14	2,029.40	6,257.80

4) Converting food-containing plastic containers to paper or natural biodegradable materials;

In 2023, The Company Group prioritizes delivering safe and ecologically sustainable packaging, addressing consumer demands, conserving and sustaining food quality for consumers, and committing to minimize the use of single-use plastics by converting them into paper packaging to minimize their effect on the environment and the globe.

The goal In 2022, 48% of all packaging can be replaced with paper packaging.

The goal in 2026 can replace 50% of all paper packaging.



Amount of plastic and paper products used each year (in Tons)

Use of Packaging	Q'ty (Tons.)						% (Y2023)
	Y2018	Y2019	Y2020	Y2021	2022	2023	
Plastic	118.92	121.60	131.07	171.61	125.70	105.01	50.96%
Paper	38.85	47.18	101.10	159.09	131.21	101.07	49.04%
Grand Total	157.77	168.79	232.17	330.70	256.91	206.08	100.00%

6.5 Greenhouse Gas Management

The Sustainable Development Task Force is the main unit responsible for planning and setting goals for various operational plans, as well as monitoring and analyzing operations to achieve the set goals and plans. Progress reports on various operations are submitted to the Management Committee, the Marketing and Sustainable Development Committee, and the Board of Directors every quarter.

The Board of Directors is responsible for overseeing risk management, including approving budgets, policies, and action plans related to climate change by having roles and responsibilities as follow:

- Risk Management Committee:
 - Overseeing the assessment, monitoring, and management of risks related to climate change.
 - Assessing the risks of climate change.
 - Regularly reporting climate-related risks to the Board of Directors.
- Marketing and Sustainable Development Committee:
 - Reporting progress on climate-related operations to the Board of Directors.
 - Reviewing and monitoring operations related to climate management.
- Executive Committee:
 - Approving budgets related to climate-related operations.
 - Overseeing operations and progress regularly, including assigning responsibilities and appointing relevant working groups.
- Sustainable Development Task Force (Representatives from appointed units):
 - Coordinating and implementing activities to achieve set goals and plans.
 - Collecting relevant information on climate change and reporting to the Management Committee and the Marketing and Sustainable Development Committee every quarter.
 - Developing knowledge and awareness of issues and impacts of climate change resulting from operations, in order to effectively manage and reduce greenhouse gas emissions within the organization.

6.5.1 Greenhouse Gas Management Plan

It was known that the food system is associated with methane emissions that inevitably warm the planet. Whether it is agricultural food production or livestock production, these are all indirect factors that affect greenhouse gases. However, the main activities that occur in restaurant operations include transportation, processing, and packaging, including cooling and waste management. They all require a lot of energy, which causes the release of more greenhouse gases as well.

The company is aware of the importance of developing the organization's carbon footprint. Therefore, it has participated in projects to assess the organization's greenhouse gas emissions and consider effective ways to reduce them, in order to mitigate the impacts of climate change.

In terms of management guidelines for 2023, the Company focused on energy management, energy reduction, preparation of the organization's carbon footprint, waste reduction from manufacturing processes to reduce greenhouse gas emissions as much as possible. It was in the process of organizing a plan to embrace the transformation to a Carbon-Neutra to contribute to the country's greenhouse gas reduction, climate change action, and social responsibility.

6.5.2 Verification of greenhouse gas emissions data by external agencies

In 2023, the Company engaged in the evaluation of the organization's carbon footprint and prepared reports on emissions and greenhouse gas removal with advice and support from the Center of Excellence in Green Business Strategies, Faculty of Environment, Kasetsart University (VGREEN). The organization's carbon footprint calculation data has been verified by LRQA (Thailand) Co., Ltd., which is registered with the Thailand Greenhouse Gas Management Organization (Public Organization), an independent third-party agency specialized in greenhouse gas data verification.

6.5.3 The total amount of greenhouse gas emissions from Scopes 1, 2, and 3

In 2023, the Company revised the carbon footprint assessment under ZEN BRAND for 46 branches in place of the original one to make the carbon assessment more effective and can be further expanded from 1 January to 31 December 2022 with the limited certification level at materiality level 5% and certified by Thailand Greenhouse Gas Management Organization (Public Organization) on 28 August 2023.


Operations	Measurement period	BRAND ZEN	Greenhouse gas emissions (TonCO ₂ e)			ISO Certification
			Scope 1	Scope 2	Scope 3	
2022	1 Jan– 31 Dec 2021	42 Branch	430	4,261	5,623	November 29, 2022
2023	1 Jan– 31 Dec 2022	46 Branch	490	4,087	5,757	August 28, 2023

Note: TonCO₂e: Tonnes of carbon dioxide.

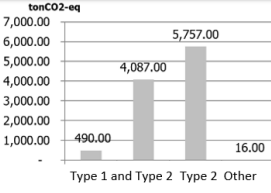
6.5.4 Greenhouse gas management goals

The Group will jointly assess the carbon footprint annually Ready to find ways to reduce the use of greenhouse gases regularly, along with continuing to cooperate and support activities to reduce greenhouse gas emissions, offset carbon credits.

6.5.5 The amount of greenhouse gas emissions per unit (carbon intensity)



Scope	GHG emissions (tCO2e/year)	Proportion when comparing Type 1 and 2
Scope 1	490	10.71
Scope 2	4,087	89.29
Scope 3	5,757	
Other	16.00	
Total Scope 1&2	4,577	



TCFO_P_01_V1

BRAND ZEN : 46 Branch

Industry type	Service (Restaurant)
Organization address	662 Soi On Nueh 17, Suan Luang, Bangkok 10260
Data collection period	The 12-month period (January 1st - December 31, 2022)
Registration date	According to the 5th review cycle
CFO value	Base year 4.362 tCO2e / year Current year 4.577 tCO2e/year
Carbon Intensity (Scope 1+2)	Base year 0.0033 tCO2e / person Current year 0.0025 tCO2e/person
List of consultants	Specialized business strategy center environmentally friendly
Audit department	LRQA
Certification level	Limited
Auditor supported by	Thada Wananit Chotikul
Supported by	Self-operated

Primary source of emissions


Scope 1 [The amount of LPG used](#)

Scope 2 [The amount of electricity used](#)

Scope 3 [Raw material acquisition](#)

Primary source of emissions

The expansion of branches has led to increased resource utilization.



Greenhouse gas emissions source	Quantity: Unit	
	TonCo2e/per person	
	2021	2022
Carbon Intensity (Type1 + 2)	0.0033	0.0025
Carbon Intensity (Type 1 + 2 +3)	0.0070	0.0056

Note: In 2023, assessed under the ZEN brand, there were a total of 46 branches.

Performance was measured from January 1st to December 31st, 2022, details as per section 6.5.3

6.5.6 Greenhouse Gas Emissions Offset

The company places great importance on continuous environmental efforts to reduce environmental impact, demonstrating a commitment to sustainably mitigate the effects of climate change. The company offsets greenhouse gas emissions through participation in the carbon credit project from the Betong Green Power biomass power plant, with a capacity of 7.5 megawatts.

Thailand Voluntary Emission Reduction Program | T-VER

โครงการโรงไฟฟ้าชีวมวล เบตง กรีน เพาเวอร์ ขนาด 7.5 เมกะวัตต์

7.5 Megawatt Biomass Based Power Plant Betong Green Power

ผู้พัฒนาโครงการ: บริษัท เบตง กรีน เพาเวอร์ จำกัด

เจ้าของโครงการ: บริษัท เบตง กรีน เพาเวอร์ จำกัด

ที่ตั้งโครงการ: เลขที่ 105/37 หมู่ที่ 5 ตำบลตาเนาะแมเราะ อำเภอเบตง จังหวัดยะลา

ระยะเวลาที่เครดิต: 7 ปี (1 มกราคม 2563 - 31 ธันวาคม 2569)

ข้อมูลของโครงการ

The 7.5-megawatt Beth Green Power Biomass Power Plant Project is a project developed by Betong Green Power Co., Ltd. a power generation project that uses biomass fuel. By using chopped wood, which is mostly from rubberwood in the area. The project has a total installation capacity of 7.5 megawatts. The amount of electricity produced is 65,640,000 units / year. The electricity produced will be sold to the Provincial Electricity Authority. Under the VSPP - Non-Fam power distribution contract, the sky plant uses about 99,000 tons of chopped wood biomass fuel / year. The main fire source is Rubberwood processing factory in the area. At the wood processing factory that has operated the activity, correctly according to the law on the origin of wood and wood processing. The project uses 600 million baht and is able to reduce the amount of greenhouse.

องค์การบริหารจัดการก๊าซเรือนกระจก (องค์การมหาชน)
THAILAND GREENHOUSE GAS MANAGEMENT ORGANIZATION (PUBLIC ORGANIZATION)

สำนักงานคณะกรรมการกำกับและส่งเสริมการประกอบธุรกิจหลักทรัพย์
The Government Complex, Northrasamekwanthard Road, 4th Fl., 120 Chompradit Road, Laksi, Bangkok 10220, Thailand
โทร: 0202 5767 หรือ 0202 8802 อีเมล: gmo@gmo.go.th

Transfer Notification

Dear Sir,

The following transfer has been completed in the registry:

Transfer Details:

From:

Account Name: Betong Green Power Company Limited
Account ID: TH-710-10236-0
Project Name: 7.5 Megawatt Biomass Based Power Plant Betong Green Power
Credit Type: TVERs (tCO₂e)
Amount of Transfer: 2300 tCO₂e

Serial Number: TH1-VER-S0194-40-2020-8039225-8041524-0-0
Issuance Date: 26 August 2021
Vintage Year: 1 January 2020 - 31 December 2020

To:

Account Name: ZEN RESTAURANT HOLDING CO., LTD.
Account ID: TH-710-10556-0
Transfer Date: 23 November 2023

7. Sustainable development

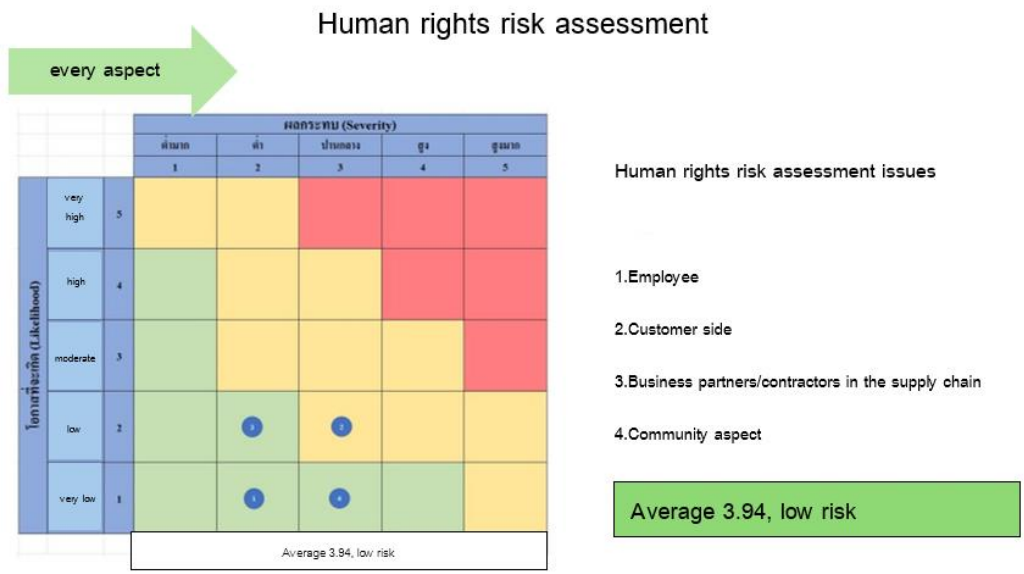
7.1 Human Rights

7.1.1 Human Rights Policy and Guidelines

In 2023, the Company Group had a policy to conduct business with integrity by adhering to social responsibility and accountability to all groups of stakeholders according to the principles of good governance and the Company's code of conduct, emphasizing on the United Nations Guiding Principles on Business and Human Rights (UNGPR), the UN Global Compact (UNGC), and the Declaration on Fundamental Principles and Rights at Work of the International Labor Organization (ILO), which is the foundation of the Company's sustainable business operations and conducts internal communications for employees to strictly understand the rights of the Company's Human Rights Policy. The Executive Committee will post the Human Rights Policy on the Company's website in order to communicate to external parties, Suppliers, Contractors, Business Partners, and Joint Ventures for participating in quality business, respect and treat everyone according to human rights principles, and adhere to the same social responsibility standards as the Company.

7.1.2 Assessment of risks from violations of human rights in business operations (Human Rights Due Diligence: HRDD) along with corrective measures

The Group has developed procedures for conducting comprehensive human rights risk assessments in business operations (Human Rights Due Diligence) along with corrective measures at www.zengroup.co.th. The risk assessment covers employees, customers, business partners/contractors in the supply chain, and communities. The results will be presented to the Risk Management Committee.



Summarise the human rights of customers related to the service.

Respect for the rights of equality/equality <u>The person</u>	Take care of customers equally and strictly and equally comply with the conditions, regardless of race, religion, gender, <u>education</u> and social council.
Covering personal information	Protect the personal information of customers <u>To receive the highest security</u> due to the use of products or services of the company
<u>Publicising</u> information to customers	Consider and be careful in violating personal rights in communication, public relations, promotional activities, marketing activities, related to the sale of products or services.
Protection of health and safety of customers	Take care of the environment of the service location, including equipment, appliances or take care of health, cleanliness, hygiene according to the standards of products / services that will be delivered to customers.

7.1.3 Number of human rights violations incidents with corrective and remedial actions.

In 2023, the company group did not have any labor disputes or issues involving human rights violations, both within the organization and externally. There were only minor accidents involving branch service users twice. The company group provided appropriate remedial actions, both monetary and non-monetary, resulting in settlements in all cases.

7.2 Fair Labor Practices

Furthermore, the Company Group prioritizes hiring employees by developing employment and labor management policies that are determined to be consistent with international human rights guidelines and standards, such as the Universal Declaration of Human Rights and the International Labour Organization Declaration on Fundamental Principles and Rights at Work, as well as the labor laws of the countries in which the company does business. The criteria are consistent with international standards, as well as the Company's management policy and work practices, in order to promote a high quality of life and employee commitment to the Company through fair treatment and mutual respect.

7.2.1 Respect for Diversity and Equality

7.2.1.1 Policy and practice regarding respect for diversity and equality within the organization and supply chain, without discrimination based on gender, age, nationality, disability, religion, and others.

1. **Child Labor:** The company will comply with the laws regarding minimum age for employment and will not employ young workers in hazardous work that is detrimental to their health and development, and may impact their compulsory education.
2. **Forced Labour;** The Company will not engage in or support the use of forced labor in any manner, and will not collect money or retain any employee identifying documents unless the conduct is not illegal.

3. **Non-discrimination;** The Company shall respect diversity and treat employees equitably, without unfairly favoring or depriving employees' rights based on race, nationality, ethnicity, skin color, ancestry, religion, socioeconomic standing, gender, age, handicap or infirmity, political philosophy, or marital status. Furthermore, the Company will devise strategies to avoid and resolve sexual harassment issues, as well as help the community by hiring personnel from the community, particularly those who are underprivileged in society.
4. **Compensation;** In compliance with labor legislation, the Company will pay wages, compensation, cost of living, and benefits in various forms. The company will follow the principle of equal pay for equal work for men and women.
5. **Working hours;** The Company shall establish regular working hours that do not exceed the legal restrictions and will ensure that employees' overtime hours are in conformity with the law.
6. **Freedom of Association and negotiation;** The Company will respect the rights of employees to associate or unite in any manner that is not illegal, including engaging in the legal negotiation process.
7. **Safety, Occupational Health, Environment and Facilities;** The Company will continue to promote, support, maintain, and develop a safe working environment in order to avoid negative effects on the health of employees and those involved.
8. **Protection of pregnant employees;** The Company will make arrangements for pregnant employees to work safely, at the appropriate time, and in a way that is not damaging to the pregnancy or the unborn child.
9. **Discipline and punishment;** The Company will not utilize improper verbal or corporal punishment.

The Company Group intends to conduct business while respecting employees' labor rights and adhering to labor standards for excellent organizational human resource management, as well as freedom of expression of opinions and concerns through channels to listen to the Company's opinions, and aiming to create fairness and suitability in terms of employment, wages, working hours, breaks from work, as well as creating a good environment and social welfare. As an example shown in the table below, the Company has allocated various welfare and benefits to employees in a fair and appropriate manner.

Welfare benefit	Legal rights	Rights given by the company to employees
Number of days to raise children for female employees	98 Day	98 Day
traditional holiday	Not less than 13 days per year	14-16 Day
Annual vacation	Not less than 7 days per year	7-15 Day

Welfare benefit	Legal rights	Rights given by the company to employees
Business leave	3 Day	3 Day

Furthermore, the Company provides various economic welfare advantages to employees, such as welfare loans with special interest rates from financial institutions, allowances for visiting overseas / upcountry, allowances, and so on. Employees also receive special benefits regarding life security, such as provident funds, group insurance (life insurance, accident insurance, medical expenses for in-patients - out-patients), subsidies in the event of an employee's death, granting scholarships for employees' children, long employment period gratuity, and financial assistance in the event of disasters, and so on.

7.2.1.2 Number of incidents or complaints regarding human rights violations, inequality, and unfair labor practices with corrective and remedial actions.

The company had no incidents or complaints regarding human rights violations, inequality, and unfair labor practices.

7.2.2 Employment;

The Company Group has a policy on fair and equitable employment without discrimination, offering equal and transparent chances to persons with knowledge and ability.

According to employee employment legislation, the Company Group offers equal employment opportunities based on knowledge, talents, and qualifications in compliance with employee qualifications and has a transparent selection procedure. The Company publishes the recruitment announcement and considers qualifications, expertise, ability, determination, and attitude by the Human Resources Group, the Recruitment and Hiring Department, as well as the department's supervisors jointly perform recruitment and selection considerations.

The Company's job advertisements for various positions demonstrate respect for human rights, provide equal opportunities for genders to apply for jobs, as well as posting jobs for special positions with disabilities in order to open up job opportunities for people with disabilities. In addition, the Company Group gives importance to the promotion and development of the quality of life for the disabled, along with guidelines for the implementation to promote the disabled to have a better quality of life in various forms, including employment, providing financial support for career development, and any other assistance including financial support as required by law.

7.2.1.1 Number of employees classified by gender, age, position level Including disabled people

Employee details	2021		2022		2023	
	Man	Woman	Man	Woman	Man	Woman
Number of Employees Classified by Type of Employment Contract						
Permanent staff (person)	722	1,016	915	1,304	1,005	1,505
Part-time employees (persons)	191	375	339	613	367	710
Number of employees classified by job performance level.					Man	Woman
Senior executives (persons)	5	5	7	7	3	2
Director-level executives (persons)	4	9	3	10	6	15
Manager-level executives (persons)	81	91	56	45	26	31
Department head-level executives (persons)	105	180	50	141	45	43
Operational staff	718	1,106	1,138	1,714	1,292	2,124
Number of female employees, classified by position level					Man	Woman
Senior executives					9	17
Director-level					71	74
staff					1,292	2,124
Number of employees by age					Man	Woman
Age <30	581	819	852	1,244	1,000	1,485
Age 30-50	333	499	381	606	351	638
Age >50	12	60	21	67	21	92
Number of employees by nationality					Man	Woman
Thailand					1,249	2,129
Myanmar					115	84
Cambodia					3	-

Employee details	2021		2022		2023	
	Man	Woman	Man	Woman	Man	Woman
Laos					3	2
Others					2	-
Number of employees with disabilities					Man	Woman
Employees with disabilities					9	20
Total number of employees (person)	913	1,391	1,254	1,917	1,372	2,215
	2,304		3,171		3,587	

7.2.2.2 Number of employees with disabilities and/or the elderly

Disabled Employees

In 2023, the Company Group operated in accordance with the Persons with Disabilities Empowerment Act, B.E. 2550 (2007) by supporting people with disabilities with equal practices, organizing works suitable for people with disabilities, and allowing people with disabilities to work in their place of residence in order to achieve the goal of creating jobs for people with disabilities and distributing income to the community residence.

In 2023, the Company Group employed 44 disabled persons, who were divided into 2 groups:

1. Section 33 Group - The Company has employed 2 persons with disabilities as employees.
2. Section 35 Group - The Company assisted the disabled via a contract to oversee the projects and support 2 community enterprise projects including disabled people at the company Supporting 12 people as follows
 - 2.1) Jaidee Farm Hankha Project/Prainokyoong, Chainat Province for 8 people;
 - 2.2) Contract for services under the supervision of Jaidee Farm Project for 4 people

Elderly

Employees are required to retire at the age of 60, according to the Company Group 's Work Regulations. Currently, the Company maintains a policy of renewing staff retirements on a year-by-year basis. The voluntary retirement renewal will include perspectives from both the employer and employee parties.

In 2023, the group of companies had 3 employees retire and requested the company to terminate their employment upon reaching retirement age. They received severance pay according to labor laws.

7.2.3 Promotion of Women's Labor

7.2.3.1 Policies and Practices related to the Equal Promotion of Women at Workplaces

The Company is in the process of developing specific policies and guidelines for equal promotion of women in the workplace, which will reflect the creation of equal professional growth opportunities for all employees without regard to gender.

7.2.4 Opposition to Child Labor

Section 5 (5.3) outlines the Company's human rights policy. The Company will not participate in actions that strictly violate human rights, particularly forced labor, the use of migrant workers by illegal means, child labor, and human trafficking.

7.2.4.1 Policies and Guidelines Regarding Anti-Child Labor Within the Organization

The Company is developing policies and guidelines to prevent child labor or the employment of children under the age of 15 as defined by the International Labour Organization. The Group does not employ child labor as defined above.

7.2.4.2 Policies and Guidelines Regarding Opposition Child Labor in the Supply Chain

The Company has developed a business code of conduct for suppliers who do business with the Company and its subsidiaries through the supply chain. It has been followed as a guideline for conducting business ethically and legally, as well as adhering to human rights principles and fair labor practices. Suppliers will not participate in actions that violate human rights, particularly forced labor, illegal migrant worker use, child labor, or human trafficking, according to Section 2.2 of the Supplier Business Ethics Manual.

7.2.4.3 Number of Incidents or Cases of Child Labor that have been Reported or Detected within the Organization and Supply Chain, as well as Corrective and Remedial Measures

The Company has no incidents or complaints regarding child labor within the organization and supply chain.

7.2.5 Employee Compensation

The Group has considered appropriate compensation based on the position and specifics of the employees' work duties, as well as providing appropriate benefits. The Company provides a variety of welfare benefits to meet the needs of its employees. Furthermore, the Company considers annual salary adjustments based on employee performance in order to create motivation for work, encourage employees to be committed to continuous work, and retain talented personnel who are committed to the Company.

7.2.5.1 Total Amount of Employee Compensation

The Group has provided appropriate compensation to employees based on their job positions. In 2023, the Group of Companies paid a total fixed income compensation to employees of 742.74 million baht, divided into two types as follows.

Employee type	Compensation for total employees for the year 2023 / million baht
Full time employee	633.59
Part time employee	109.15
รวม	742.74

7.2.5.2 Percentage of Employees who are Provident Fund Members;

As an incentive to employees, the Company Group offered provident fund welfare for permanent employees, with the goal of saving money for retirement. By the end of 2023, 665 employees applied to become provident fund members, accounting for 42% of all permanent employees.

7.2.5.3 Gender Pay Differences

The Group determined the compensation ratio of female employees to male employees in 2023 to be 0.80:1, indicating that male employees of the Company Group were paid roughly 0.29% more than female employees.

7.2.6 Employee Development

The Group places a high priority on "Human Resource Development and Support," which is reflected in the organization's fundamental principles and strategic goals for long-term growth. We believe that competent employees with positive attitudes will help the business expand and stay competitive in the long run, as well as provide value to society as a whole. As a result, we are dedicated to providing a safe and healthy work environment that supports the well-being, The Company Group is committed to creating a safe and healthy work environment and promoting a good quality of life for its employees. Additionally, the Group supports learning and career development alongside fostering a sense of social responsibility. The Group's human resources development targets three levels, namely:

- Members of the community and educational institutions
- Employees Group
- A group of executives and leaders with strong potential.

7.2.6.1 Employee development work plans or activities;

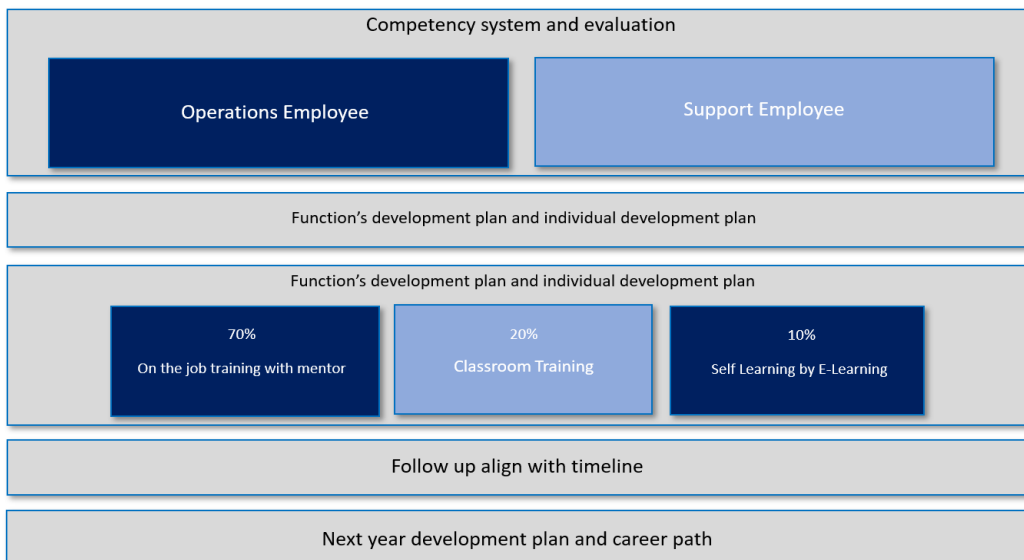
1) Community Members and Educational Institutes

The Company Group has always prioritized community and societal participation, which has resulted in numerous projects in collaboration with educational institutions and the government sector by encouraging students to have the opportunity to work with the organization, beginning with an orientation for employees to get to know the organization and have an understanding of the restaurant business, and then the company has organized an official learning plan for students. After that, the Company developed an official learning plan for students to study and work in both operational and support lines, as well as providing students with the chance

to meet and discuss with the Company's executives. In addition, the company has also organized learning through the digital system for students to learn together with actual work.

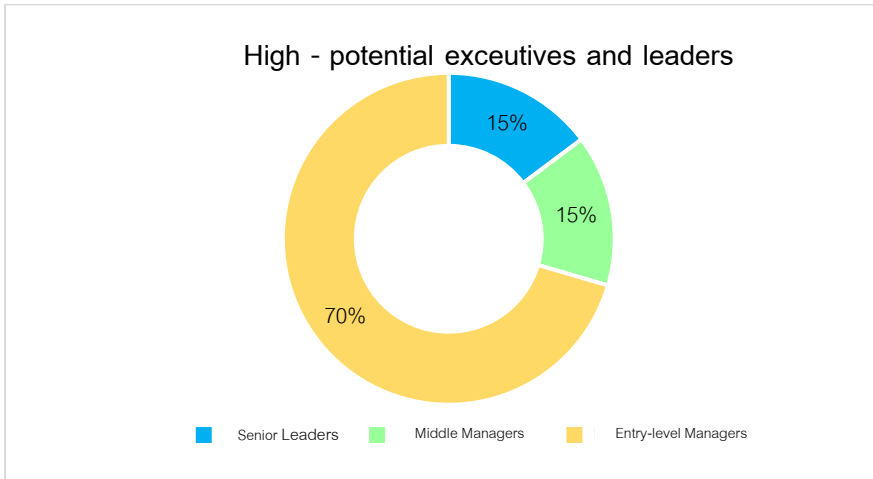
2) Employees;

The Company Group is committed to promoting the development of employees' knowledge and potential at all levels, including all employees in all departments, both operational and support lines, by preparing and analyzing their competencies and developing personnel development plans for each line as well as an individual personal development plan. Then the Company develops employees using the 70/20/10 Model, which means that 70% encourage employees to train from actual work with mentors, 20% promote classroom training, and 10% promote self-learning through the E-Learning system, with a follow-up on development results within a specified period of time and a continuous development plan, including a career development plan to support as follows.



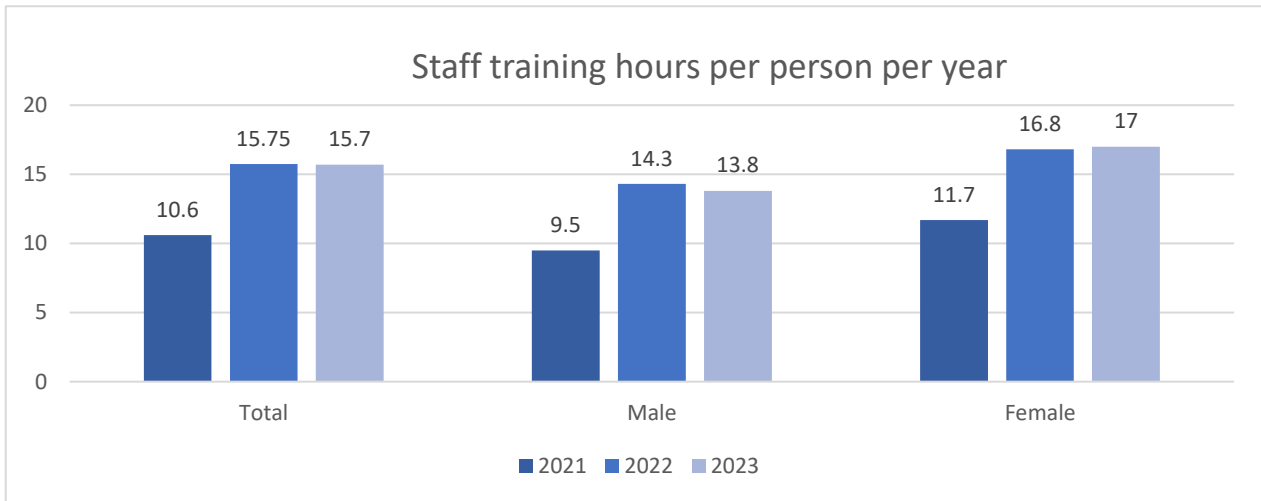
3) High-potential executives and leaders

The Group has determined the selection of Talent and Successor and has prepared an Executive Program & Leadership Program based on the competencies that have been determined and evaluated in order to promote knowledge and skills in strategic planning in conducting business and managing human resources and other operational resources, as well as promoting positive attitudes in order for executives and senior leaders to become sustainably effective personnel for the organization and society, and so on.



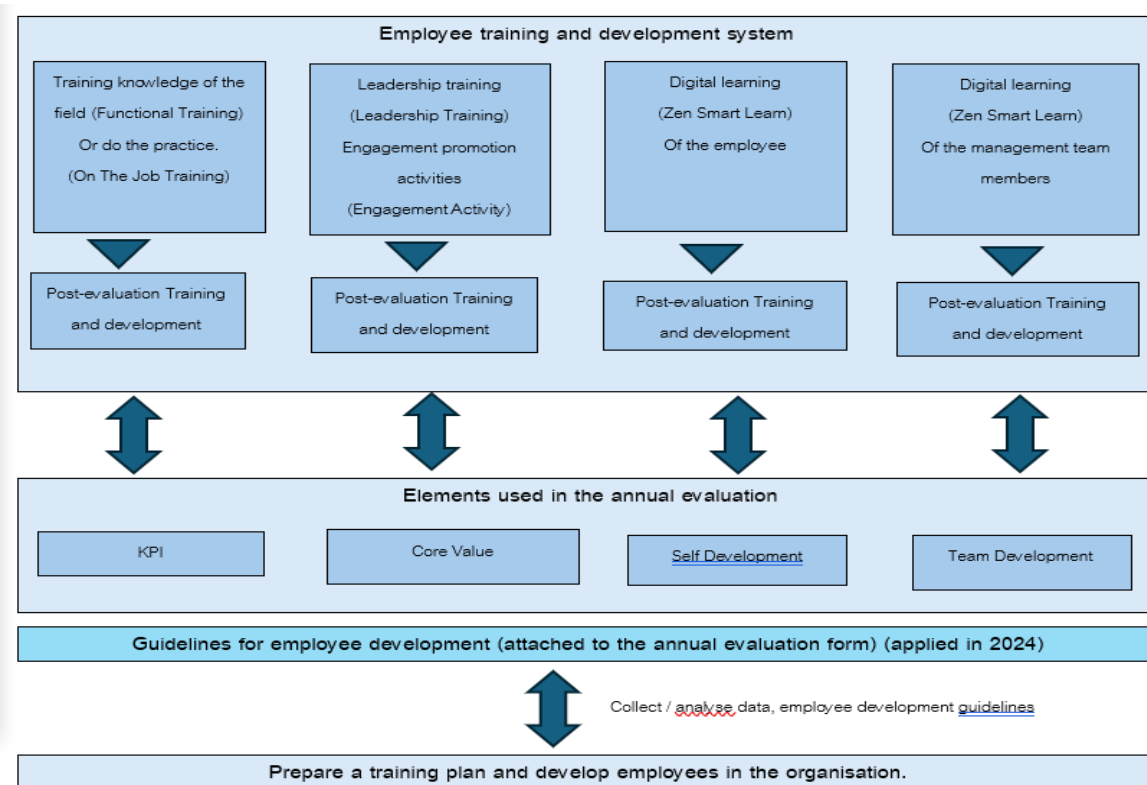
In addition to employee development, the company also recognizes the importance of business ethics training to help employees gain knowledge and understanding, and apply that knowledge correctly in their work. New employee groups will receive training starting from orientation day, while existing employees will attend training to review their knowledge through digital learning systems. After training, employees must take tests and pass the specified criteria. Additionally, the company also keeps records of employees' training attendance and completion.

7.2.6.2 Average number of training hours for employees



7.2.6.3 The employee development plan is included in the annual performance appraisal

The Group attaches great importance to employee development and has consistently implemented a range of employee development programs targeting at groups of employees at various levels. Importantly, the Company has explicitly integrated employee development with the assessment system using the conceptual framework outlined below:



Development of job-related knowledge or Functional Training, including hands-on practice training with mentors or On-the-Job Training (OJT), not only Improving operational knowledge by providing functional training courses and hands-on training with mentors or on-the-job training, in addition to conducting a test after training, the Company is also integrated to the annual performance review of the KPI.

Development of desired behaviors (Leadership Training) is aimed at promoting leadership qualities among employees. Besides pre- and post-training assessments, the company also links this employee development aspect to the annual performance evaluation known as Core Value Behavior Assessment.

Digital Self-Learning Also known as the Zen Smart Learn system, quarterly goals are clearly defined for employees at all levels, and learning history is kept as part of the annual evaluation process. The section is also called Self-Learning or Self-Development. This aspect of the Company's employees' learning outcomes is also factored into the executive Team Development score.

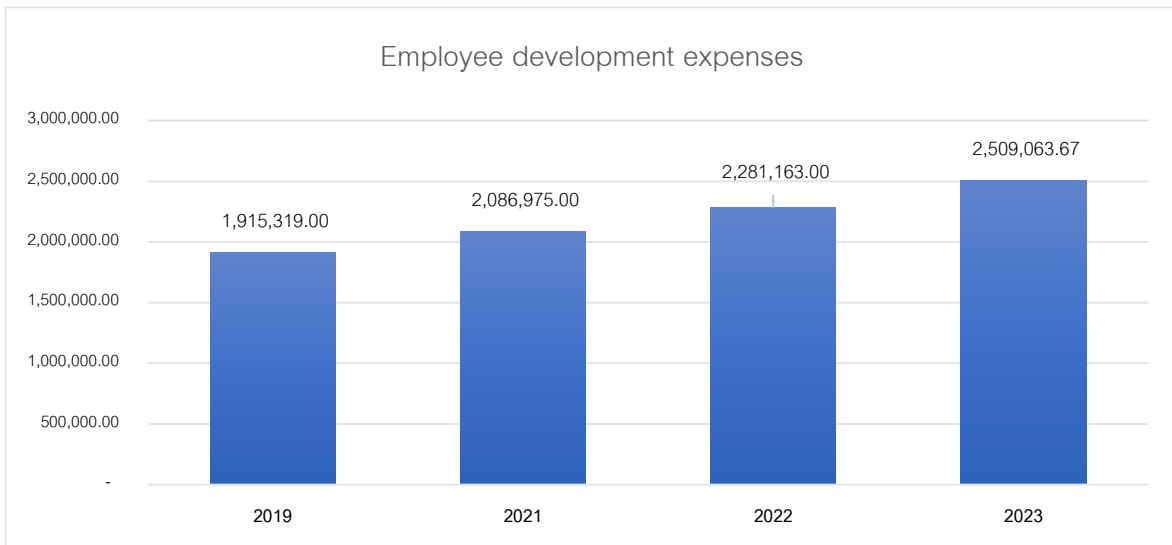
Furthermore, promoting team learning is an evaluation criterion for the management level that the Company has clearly established by taking into account the percentage of self-learning or self-development of everyone on the team when evaluating the team leader.

For the 2024 plan, the Company has improved the form to specify guidelines for employee development and attached additional annual performance evaluation forms to compile and analyze employee results at all levels, as well as create a training and development plan for the organization's employees.

7.2.6.4 Employee development goals

Community and educational groups	Community and educational groups	Group of employees	A group of high-potential executives and leaders
Goal: Students practice with the organisation in the ratio of 50% of the total number of part-time employees.	Goal: Hiring governors and supporting agencies that promote the employment of people with disabilities, 100% according to Specification	Goal: Train employees within the organisation at all levels 100% throughout the line. Operations and support lines	Goal: Training the management group and 100% of the leaders in the field of operations and the support line
<u>More than achieved goals set.</u> That is, there are students to practice with Organisations at the rate of 75% of the number Part Time staff	<u>More than achieved goals set.</u> That is, there is employment of people with disabilities and support. The agency promotes the employment of people with disabilities in a ratio of 164.3% compared to Specification	<u>Achieve the set goal.</u> Is to train employees within the organisation All levels of 100%, both lines Operations and support lines	<u>Achieve the set goal.</u> Is there a training group and group Leaders in the field of operations and lines 100% support work
Monitoring and evaluation : Verification by external assessors (employment and community) : Internal follow-up by organizing training and education			
Responsible agency : Human Resources Group			

7.2.6.5 Amount of expenses for employee development



7.2.6.6 Benefits that employees and/or the organization receive from employee development.

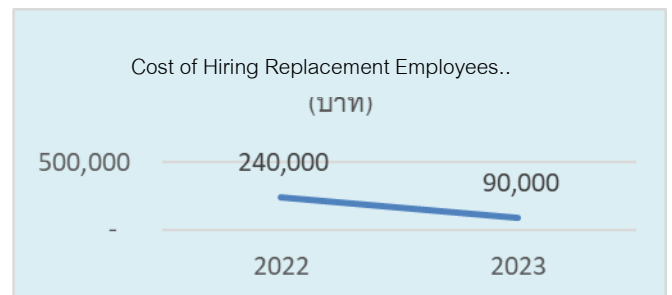
Employees Benefit from Employee Development

Receiving development is similar to promoting potential by providing guidelines, methods, and tools that will assist employees in acquiring the knowledge, understanding, and skills required to perform their jobs, promoting employees' ability to perform their jobs correctly and smoothly, reducing employees' anxiety about performing their jobs, and fostering teamwork. This result is reflected in increased engagement scores. Furthermore, the Company has created a career advancement plan to assist employees who have been

developed and prepared in accordance with the competency criteria established. Employees who received position adjustments will attend the annual position adjustment ceremony, where many executives and employees will congratulate them on creating valuable work and career stability.

Organizations Benefit from Employee Development

Employee development allows the organization to have employees with high potential, knowledge, abilities, and positive attitudes and behaviors, resulting in a highly efficient and effective operational process, helping the organization grow, and having the potential to compete very well in business. Additionally, in today's world, macroeconomic changes are constant, which can have an impact on the business operations of organizations that must constantly adapt. Developing employee potential enables the organization and employees to respond quickly and appropriately to future growth and various changes. In addition, employee development promotes a higher level of employee engagement towards the organization. It was 80.35 in 2022, but increased to 90.22 in 2023. It also helps to reduce the turnover rate of support group employees from 22.9% in 2022 to 13.0% in 2023. This lowers the cost of replacing employees by 90,000 baht, or 41.25%.



7.2.7 Practices pertaining to occupational safety, health and working conditions

7.2.7.1 Plans or efforts for improving occupational safety, health and working conditions

The Company Group places a high priority on employee's occupational safety, health and working environment, and as a result, has established following policies and guidelines for adherence to operations, including a plan to set up a security system and an alarm system that has a sufficient and appropriate amount of efficiency in offices and workplaces to prevent and control risks that may result in losses due to accidents, injuries, or illnesses at work, loss or damage to property, incorrect work practices, and so on by setting out as a policy which can be summarized as follows.

- Encourage employees to operate in an environment where safety is everyone's responsibility, including the protection of employees' lives, property, the Company Group, and those associated;

- All Company employees must strictly comply with all laws, rules, acts or announcements of government authorities, Company policies regarding occupational safety, health and working environment;
- The Company will encourage and support workplace improvement, develop workplace security and safety, offer sufficient safety-related equipment and further training to educate employees on the significance and possible risks, as well as the causes and proper approaches for prevention;
- The Company will continue to establish a clean and sanitary atmosphere in the workplace and surrounding the office area for the public's decent quality of life;
- Encourage and promote safety initiatives as well as efforts to enhance working conditions for the benefit of all employees;
- The Company shall constantly analyze and evaluate the safety and working environment in order to carry out suitable improvements;
- The supervisor must serve as a good role model, conduct assessment based on policy in order for optimal efficiency and effectiveness. Employees must pay close attention to accidents and incidents that affect life and property, offer help to impacted individuals promptly and with the best effort, as well as determine the cause, and avoiding recurrence; and
- In the event that employees breach the work regulations, the Company considers penalties and corresponding actions in accordance with the relevant rules and regulations.

The Group's objective is to establish a culture of safety in the organization so that employees at all levels pay attention and understand their obligation to work safely and in accordance with safety regulations. The following are the safety activities conducted by the Company:

- 1) Providing safety information and guidance;
- 2) Training to accomplish learning
- 3) Disseminating safety information through e-mail.

In 2023, the Company organized a occupational safety, health, and environment training course for new employees and general employees, comprising a basic safety course for new employees and a course on occupational safety, health, and working environment, which includes the following topics: (1) Knowledge of occupational safety, health and working environment (2) Related laws; and (3) Occupational Safety, Health and Working Regulations.

Furthermore, the Company Group has designated a person in responsibility to examine all equipment on a regular basis to guarantee that it is always ready for use.

7.2.7.2 The number of incidences or cases of work-related injuries that resulted in absence

There were 86 cases of employees suffering accidents and injuries while working in the restaurants/branches, accounting for 2.40 % of the total number of employees, with no severe or fatal injury, and the number of employees who experienced work-related injuries resulting in 1 day leave from work totaled 86 persons.

7.2.7.3 Occupational safety, health, and working environment development objectives

The Group has established a Safety, Health, and Environment Committee in the workplace. The Company Group is aware of the importance of safety, health, and environmental factors in the workplace to align with the vision of being a leading restaurant business group. Therefore, the Safety Committee was appointed to work in accordance with the Ministry of Labor's regulations on setting standards for managing safety, health, and environmental factors in the workplace. The goal is to minimize accidents and injuries or have zero employees injured.

7.2.8 Promoting Employee Relations and Engagement

7.2.8.1 Employee Engagement and Retention Development Plan

The Company Group prioritizes developing employee engagement in order to retain potential employees to work with the organization in the long term. As a result, the Company Group has prepared a Knowledge Management Framework emphasizing on-5 parallel operations that are constantly aligned with the Company Group's target by setting goals for all target employees (100%) to be developed and participating in learning and determined activities, and achieving the performance goals in all aspects details as follows:

<p style="text-align: center;"><u>The main mission</u></p> <p style="text-align: center;">The Human Resources Group will be a Strategic Partner with all executives and employees to help promote and support the <u>organisation</u> to achieve the set goals.</p>				
<p>Training courses</p> <p>The standard of the line of work (Functional Knowledge)</p>	<p>Training courses</p> <p>The standard of farming (Leadership Knowledge)</p>	<p>Prepare and <u>evaluate</u> Capability (Competency) and <u>make a plan</u>. Develop individually.</p>	<p>Develop the curriculum. Standard and packed provided. There is a learning in the system. Digital (Zen Smart Learn)</p>	<p><u>Organise</u> activities to promote Participation of employees in all lines of work and work level thoroughly and equally.</p>
<p>Target group</p> <p>100% of employees and supervisors</p> <p>Target group</p>	<p>Target group</p> <p>100% of employees and supervisors</p> <p>Target group</p>	<p>Target group</p> <p>100% of employees and supervisors</p> <p>Target group</p>	<p>Target group</p> <p>100% of employees and supervisors</p> <p>Target group</p>	<p>Target group</p> <p>100% of employees and supervisors</p> <p>Target group</p>
<p>Performance</p> <p>Successfully proceed accordingly.</p> <p>The goal that is set</p>	<p>Performance</p> <p>Successfully proceed accordingly.</p> <p>The goal that is set</p>	<p>Performance</p> <p>Successfully proceed accordingly.</p> <p>The goal that is set</p>	<p>Performance</p> <p>Successfully proceed accordingly.</p> <p>The goal that is set</p>	<p>Performance</p> <p>Successfully proceed accordingly.</p> <p>The goal that is set</p>
<p style="text-align: center;">Develop the corporate culture to be a standard of <u>behaviour</u> and attitude of employees in the <u>organisation</u> at all levels</p>				

7.2.8.2 Employee voluntarily leaving percentage

According to the Company Group established a policy to keep employees to love, bond, and remain with the organization for a long time, taking care of employees is thus important. However, the labor market remains very competitive, and people quit on a monthly basis. As a result, the turnover rate is determined to regulate, oversee, and retain staff.

As a result, based on the employee resignation statistics in 2023, it could be determined that the reasons for voluntary resignation accounted for 100% of all employees.

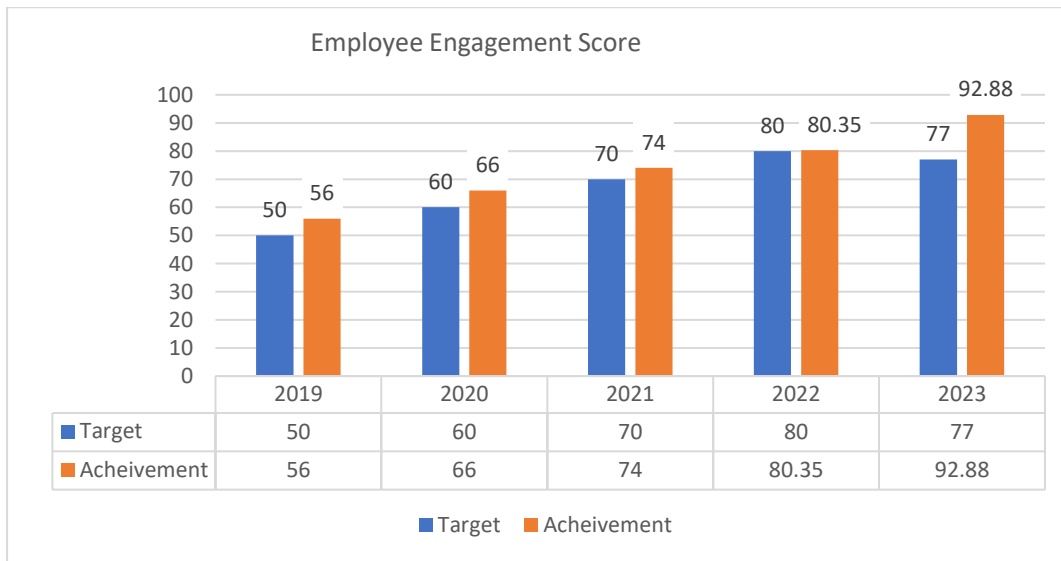
7.2.8.3 The number of major labor disputes with corrective measures

in 203, The Group has no labor disputes with employees and had prioritized employees by executing employee-related activities, complying with employee work requirements, and following to labor law principles.

7.2.8.4 Employee engagement and retention development goals

The Company Group values employee well-being at all levels; therefore, the Company has performed an employee engagement evaluation for the organization, with a target group of 100% full-time employees at all levels, and the findings are as follows.

Assessment of employee engagement with the organization



Note: Due to the change in the measurement scale from 5 levels to 6 levels in 2566, the target setting for 77 in 2566 was adjusted proportionally to align with the changed measurement scale.

After obtaining the results of the employee engagement assessment, the company has implemented the use of Power BI for data analysis and used the analyzed data to develop the annual operational plan. The objective is to continuously improve and promote a high level of employee engagement and quality of life.

7.2.8.5 A gathering of employees to discuss employee benefits and welfare with the employer;

The Group has provided appropriate monetary and non-monetary welfare to employees, as well as announced a clear welfare policy to employees, such as provident fund, employee group insurance (life insurance, accident insurance, medical expenses for in/out patients), and discounts at the Group restaurants, etc.

As a result, by 2023, the Company Group took care of its employees and provided appropriate welfare that was equivalent to or greater than the labor market, and there was no employee negotiating or making demands on employee benefits and welfare.

7.3 Customer/Consumer Responsibility

7.3.1 Consumer rights;

Initially, the Group saw that product and service standards were very important in operating a restaurant business, but this may not be enough in today's world. Therefore, the Company satisfies customers and develop highest efficiency and productivity through innovation or continuous development to achieve effective use of human or natural resources, which truly creates sustainability for the Company and Thailand's economy.

7.3.1.1 Customer privacy policies and guidelines;

Implementation of the Personal Data Protection Act

The Group has prioritized the implementation of the Personal Data Protection Act by announcing the Personal Data Protection Policy for general public and the Personal Data Protection Policy for employees to provide practices for the collection, use and processing of personal data. The Company Group has the right to process personal data in a secure, honest, and transparent manner, not allowing data to be misused or leaked, as well as the right of the data owner in the process of different matters relating to the data subject's personal data. Furthermore, the Company Group has created a Personal Data Protection Manual to serve as a guidance for the conduct of individuals concerned and the detailed implementation of the Personal Data Protection Act.

The Group has provided training for all executives and employees so that they are knowledgeable and comprehend the Personal Data Protection Act.

7.3.1.2 Number of occurrences of customer data leaking with corrective measures

In 2023, the Company Group had no personal data leakage instances involving consumers, business partners, contractual parties, or employees. However, in accordance with the Personal Data Protection Act, the Company Group have defined the operations and corrective measures in the event of a personal data leakage in the personal data protection manual, including requiring the responsible person to closely monitor the Personal Data Protection Committee's announcements.

7.3.1.3 Number of occurrences or complaints involving infringement of consumer rights, as well as corrective actions Implementation of the Consumer Protection Act

The Company Group's business operations are governed by the Consumer Protection Act, which must be observed in terms of advertising, product and service safety, damage compensation, and other related matters. The Group has regularly and continuously trained all relevant employees to have knowledge and awareness of the Consumer Protection Act, including having a legal department provide advice/comments on product advertisements in line with the Consumer Protection Act. In 2023, the Group has a complaint from a customer with the Office of the Consumer Protection Board, which has negotiated and mediated until reaching a satisfactory resolution for both parties.

7.3.1.4 Channels that the company accepts complaints from customers/consumer

In addition, complaint channels from customers and/consumer about products, services or other matters Actions can be taken by customers/consumers in accordance with our Complaints and Whistleblowing Policy at

- Internal Audit Director (email: internalaudit@Zengroup.co.th) or
- Company Secretary (email: corporatesecretary@Zengroup.co.th) or
- Audit and Corporate Governance Committee (email: auditcom@Zengroup.co.th)

7.3.1.5 Customer Satisfaction Development Plan

1) Product and Service Development

The Company Group operates the restaurant business with the highest commitment to provide quality, tasty, clean, sanitary, and standardized food, as well as excellent restaurant services, in order to maximize customer satisfaction.

The Research and Product Development Department of each brand is responsible for developing new menu items, including special seasonal dishes, promotional menus to boost sales, and regular main menu items. For example, "New Year Party Set" from the "On the Table" brand, "Lemon Shot" from the "AKA" brand, "Dragon Fruit of Fortune" from the "ZEN" brand, and "Dog Hunter" from the "Din's" brand. Additionally, the company develops new ingredients by working with agricultural groups. For example, a "Seedless Watermelon Juice" made with naturally sweet watermelons from the community enterprise in Tha Uthen District, Nakhon Phanom Province. Also, a "Spicy Chicken Soup" made with organic chicken from the community enterprise in Pracharat Rak Samakkhi, Khon Kaen Province, to support and help these communities. Furthermore, the company can compete with the market and adapt to changes in consumer behavior. In addition to developing new menus, continuous improvement of recipes to maintain the unique identity of each brand is carried out.

This includes devising efficient production processes to reduce costs. Basic cooking training, quality and taste tests for all restaurant brands are conducted to ensure that the food served to customers meets the specified standards and can deliver genuine promises to consumers. This is to meet the current lifestyle demands. The company emphasizes the development of delivery menus, which can generate good sales, and the use of environmentally friendly packaging to minimize environmental impact.



2) The Company's raw material standards

The Group has procured safe raw materials for consumers by selecting raw materials from sources that meet the Company's standards, have quality standard documents, comply with the law, and have traceability to manufacturers, have quality and safety controls from storage, transportation, and distribution to maintain product quality and safety standards that comply with international standards such as ISO 22000, BRC, and GMP/HACCP to provide customers confidence that the food ingredients in the Company Group's restaurants are truly standardized and safe.

3) Sources of raw materials selection

The Group has standards for selecting raw material sources, a raw material supplier selection process, procuring and selecting potential partners, and complying with relevant laws and regulations, as well as having guidelines to promote, support and develop the potential of partners under the responsible procurement process and supply chain management. Sustainability risks are assessed throughout the procurement process, beginning with the registration of new partners, selecting and evaluating suppliers to satisfy customers' ever-

changing demands and expectations. Sustainability risks are defined internationally into 3 dimensions: environmental, social, and governance, which encompass a variety of sustainability challenges such as water resource management, human rights, and business ethics.

4) Research and development in improving work efficiency

Furthermore, the Company Group has carried out concurrent developments in information technology and process reengineering in order to reduce work procedures and sustainably increase efficiency at the branch in the long run, as well as immediate access to information for decision-making, determine strategies or action plans to respond to customer satisfaction in a timely manner.

In terms of Governance Process, both in the head office and branches, for example, organizing board meetings and management meetings whether it is both online and offline meetings The company is constantly evolving to be more transparent and efficient in every process.

5) Creating innovative restaurant concepts and enhancing sales area efficiency

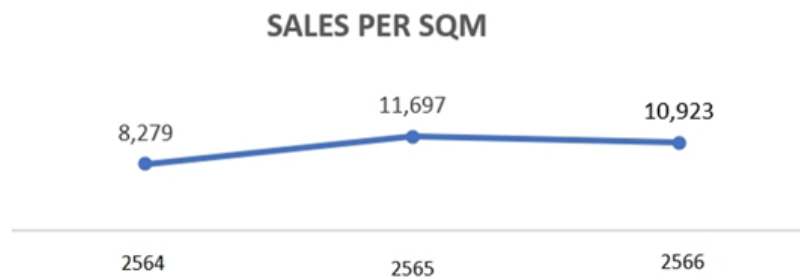
In order to achieve maximum efficiency, the Company Group has developed a full service restaurant style using an area of 60 - 100 - 150 square meters rather than the original 200 square meters, including developing a small model restaurant style such as Khiang restaurant to support current consumer behavior that focuses on convenience and value for money. In addition to increasing sales, the Company has calculated sales per square meter to ensure that the space is managed with optimum efficiency, making the investment worthwhile.



For the establishment of restaurant design standards in the cooking area, the Company establishes a standard model of equipment that can be manufactured and is compatible with all brands, accounting for around 90% of the total, except for specific equipment such as AKA grills. In the service area, the Company has built up seating arrangements that consumers can touch and reach, such as sushi bars, beverage and dessert bars, as well as papaya salad bars, all of which are located in the same section as the customer's seating area. It enables consumers to observe the precise preparation of foods, the attention of the employees,

and the creation of confidence in the cleanliness of the customers and the Company standards. Furthermore, the restaurants will employ loose furniture that can be removed, installed, and moved later by purchasing them from the manufacturers, resulting in the Company significantly decreasing construction expenditure per square meter and each branch, as well as service space rental.

Before making an investment, the Company will evaluate investment and sales volume, determine adequate service and cooking areas, the cost of different goods and services, and the rental fee. Once the restaurant is open for business, the restaurant management will operate it with utmost efficiency, offering standard food and services and driving sales in accordance with the Company objectives.



6) Developing employees' capability for understanding of their job and improving service quality will lead to the development of sustainability services and increased customer engagement with the organization

In addition to efficient area management, Labor Productivity Measurement of the restaurant staff is used to achieve the greatest efficiency by comparing sales volume and number of employees, as well as scheduling work appropriately and adequately with the set sales volume each day to prepare for delivering good service without affecting customers, reducing complaints and instead receiving praise from customers.

In addition to measuring Labor Productivity, the Company has employed the MS (Mystery Shopper), a data analysis tool for gathering the opinions of anonymous consumers in order to enhance the quality of excellent service. The Company assigned representatives to use the service without informing the branches, and analyzed the data collected in various aspects of the service, such as the cleanliness of the restaurant, the availability of services, and the accuracy and cleanliness of food, in order to improve the service even further, as part of its ongoing brand development.

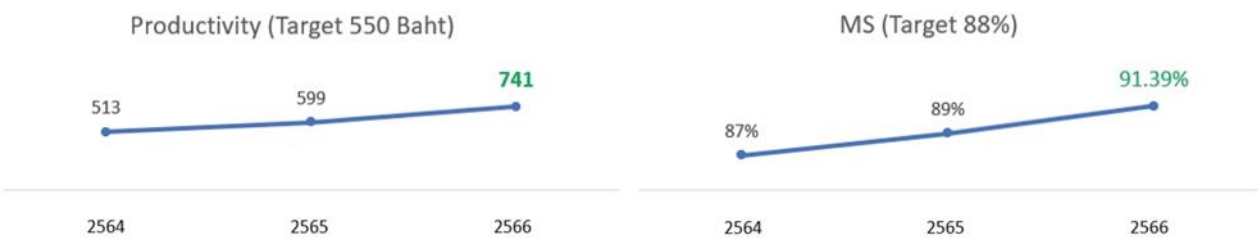
As the Company measures Labor Productivity and MS (Mystery Shopper), it also has a work development plan with a training plan for new and existing employees in food and service throughout the year, as well as implementing the Mobile Ordering system in the restaurant to increase Labor Productivity and customer satisfaction in order to achieve the objectives established.

The Company emphasizes the importance of allowing external organizations to evaluate the quality of work in terms of food quality, service, and cleanliness for restaurants. The company participates in the Thai

Select project organized by the Department of Business Development, Ministry of Commerce. The brand has been awarded the Thai Select emblem for the year 2566 for the Tummour and Lao Yuan brands.



7.3.1.6 Satisfaction development goals and customer satisfaction assessment results



7.3.2 Responsible marketing and advertising

7.3.2.1 Responsible Marketing and Advertising Practices;

Fundamentals of Marketing and Advertising:

- 1 All advertising must be legal, respectful, honest and truthful;
- 2 Advertising should not be created in a manner that contradicts good morals and social order; it should be done with a sense of social responsibility and within the generally recognized principles of fair competition in business;
- 3 Advertising must not make the people feel untrustworthy of the advertisement.

Details of the practice:

1. Perform duties with integrity in line with practical and academic standards, as well as the provisions of the law;
2. Do not conduct anything that may bring discredit to the profession's dignity;

3. Have social responsibility while without jeopardizing ethics and good culture;
4. Do not engage in marketing or promotion that insult the general public's race, religion, creed, or worship;
5. Do not conduct marketing/advertising that produces misunderstanding in material issues about products, services; performances, or others, or exaggerate the properties to the extent that the audience or listeners are misled;
6. Do not use superstitious or fortune beliefs as a motivation in marketing or advertising;
7. Do not conduct marketing/advertising by imitating other people's trademarks, slogans, or significant statements, or others of individual's advertisements that cause others to misunderstand or mislead about the product, service, or others' performance.
8. Do not conduct marketing/advertising by using statistical terminology, study findings, or allude to scientific reports in an inappropriate or misleading manner when the product does not qualify as stated.
9. Do not conduct marketing/advertising by referring to any individual or organization that does not actually exist and does not utilize products and services or watch that performance.
10. Do not conduct marketing/advertising that may cause physical, mental, or moral damage to children or minors, or that relies on the improper negligence of such a person as a method of persuasion.

7.3.2.2 Guidelines for communicating to customers/consumers information regarding the effect of goods and services;

A business crisis may occur at any time, but it is more often in an age when Social Media has a significant influence. This is known as a Social Media Crisis because news spreads rapidly, encouraging individuals on Social Media to participate, such as commenting and sharing. The more the involvement, the more Social Media algorithms will promote the broader expansion. We often see Social Media Crisis in Thailand. The following lists are approaches to assist deter the social media crisis by offering the guidelines for disseminating information to customers/consumers regarding the effect of goods and services:

- Stop communicating via Social Media platforms (in the early stages);

When a crisis occurs, the comment channel and the Inbox are inundated with messages from social media users; now stop communicating back to consumers and have a formal discussion with the team on the impact, including response guidelines to reduce violence and stop replying using automatic bots with patterned responding messages and posting content on schedule, because it appears that the Company is unconcerned about the impact;

- Make a statement acknowledging the issue and outlining a specific solution:

It should be dealt with the arising problems as soon as possible at this stage. Don't leave the situation occur for too long time, because it will appear that the Company don't care about the problem. Instead, issue a statement in a concise, easy-to-read format, expressing sincerity and attention to the arising problems, as well as informing preliminary solutions and methods to remedy issues, which can be in the form of images, text, or video. It is preferable to build a FAQ page dedicated to this crisis.

- Respond to comments, but do not bring up a side issue to complicate the matter, instead stressing that you are aware of the problem and providing information on how to resolve it.

At this phase, you may respond to comments, but attempt to limit how much you know about the issues and how you act to resolve them without bringing up a side issue to complicate the matter, as it may cause dissatisfaction. Stop replying using automatic bots with patterned responding messages, but answering the inquiries with more naturally humanity will help mitigate the crisis.

7.4 Community / Social Responsibility

7.4.1 Policy on community/society development and involvement;

The Company is in the process of creating a development policy and engaging with communities / society affected by the business.

7.4.2 Development Promotion Plan and Community Engagement / Social

In 2023, the Company Group will continue to conduct business while giving back to society in the form of various projects that focus on preparing and developing disabled people until they are able to help and care for themselves. In accordance with government policy, the Company Group is dedicated to supporting the disabled in accordance with the Act on Promotion and Development of the Quality of Life of Disabled Persons by supporting funds from the Promotion and Development of Quality of Life of Disabled Persons Fund under Jai Dee Farm Project.

In addition to employees within the organization, the Company believes that social responsibility is an important mission that should not be overlooked. Promoting society and incorporating it into the Company's supply chain aims to create long-term economic, social, and environmental prosperity for the country.

7.4.3 Plans to encourage community/society development and involvement;

In the year 2023, the Group has no disputes with the community and society around the office area. In carrying out the Company Group's activities, such as fire evacuation drills, the surrounding communities will be

informed verbally and/or in writing. Moreover, the Company Group has established a comment box in front of the Company's office, allowing people in the community and society surrounding the office to express their opinions and complaints directly to the Company.

7.4.4 Benefits and amount of money spent on projects or activities for community/social development and assistance

Jai Dee Farm Project

Organic Agriculture Project for the Community, Chainat Province, with the Disabled Persons Capacity Development Foundation as a consultant. The working area for the disabled group is at house number 109, Moo. 6, Prai Nokyung Subdistrict, Hankha District, Chainat Province.

The project's goal is to provide disabled people and their families with careers and income in organic agriculture that will allow them to be self-sufficient as needed, as well as to create a small community market for organic agriculture. Members of the project participate as a production base, which serves as a model for promoting social enterprise in collaboration with disabled people, non-disabled people, and the business sector.

The main principle is to help disabled people and their families become self-sufficient by raising chickens and doing organic farming, as well as managing marketing that can generate income for people with disabilities and setting a good example for the social community so that people with disabilities can live in society with pride and equality with the general public, and this will be another channel for people with disabilities to survive and get through the crisis.

It operates as a group with business management, raising laying hens and growing organic vegetables both inside and outside the greenhouse. In exchange for group members and income from sales, product costs, and other expenses are calculated, and the remainder is distributed as dividends to members.



On July 20, 2023, the Sustainable Development Working Group visited and followed up on the operations of the Disabled Agriculture Group “Jai Dee Farm Project” at the Disabled Persons Capacity Development Center at Chainat Province.

In addition to agricultural work, it is designed to enable people with disabilities to participate in agriculture. Jai Dee Farm also serves as a living skills training center for people with disabilities, where they can practice life skills, social skills, and agricultural work in order to assist groups of people with disabilities from



On June 15, 2023, the Sustainable Development Working Group attended the project opening ceremony “Thap Fah Housewives Develop the Potential of People with Disabilities in Southern Border Provinces for the Year 2023” at the 9th Special Air Force, Bo Thong Airport, Nong Chik District, Pattani Province.

Through the “Jai Dee Farm Project” at the Chainat Potential Development Center, the Company has historically supported the employment of people with disabilities. It is a model center for helping to develop the potential of people with disabilities to be effective by accepting disabled people who come from the Southern Border Provinces to develop their potential at the Chainat Potential Development Center through work in the Jai Dee Farm project. The individual in question is prepared to return to work as an official in order to further develop the potential of people with disabilities in the Southern Border Provinces.

Food For Good Initiative

In 2023, the Company has a policy to promote the quality of life for children in remote areas sustainably through the Food For Good project under the concept "Good nutrition is the foundation of growth." The goal is to promote balanced nutrition for students in Thailand and support the sustainable nutrition care mechanism for children.

The operation involves systematically promoting knowledge and follow-up in providing meals to teachers in schools in various provinces so that students receive complete nutrition. This supports the creation of a sustainable nutrition care mechanism for children, reducing the number of malnourished children in Thailand. It is about providing not just a meal but also comprehensive nutrition care.



In 2023, the Company provided funding of 200,000 baht for the third consecutive year to support the food and agriculture budget, enhancing the ability to provide nutritious and varied meals to students, ensuring an adequate quantity for growth, good nutrition status, and enhancing comprehensive nutrition knowledge for school personnel to properly care for students' nutrition. <https://www.zengroup.co.th/csr-detail/79/esg-food-for-good-2>

More than just refueling meals, we are passionately building mechanisms to promote sustainability."



The goal is to support the school budget so that the school can provide nutritious meals and deliver knowledge to school personnel to enable them to provide quality food services. Detailed operational results as per the information below:

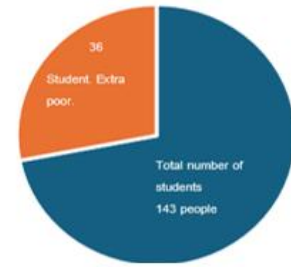
1. Ban Sop Yang School (Kindergarten - primary school level) 40 students

Ban Sop Yang School It is a small school that is at risk of being dissolved. Due to the small number of students This is a result of the birth rate in the service area of 4 villages being very low. Currently, the birth rate is 2 people. The school found that a group of students with nutritional problems There are factors related to the living conditions of the family, financial status and physical health of students Each family still lacks importance in consuming nutritious food, and parents' knowledge about consuming nutritious food and parents' knowledge in promoting children's nutrition



2. Ban Huai Hae School (Kindergarten-Junior High School)

- A total of 103 students
- 80 extra poor students
- 28 high school students who did not receive a lunch budget at Ban Huai Hae School. It is a school that expands the opportunity for secondary school students to not receive food support from the government. But the school has provided food for high school children by bringing the budget of the average elementary school



The number of students receiving nutritional care at 2 schools.



at Ban Sabyang School and Ban Huay Haeo School in Nan Province.

Cage-Free Chicken Eggs Project

In 2023, we will strengthen our commitment to sustainable development and social responsibility. The Group advocates for the procurement of sustainable food ingredients that are environmentally and socially responsible, with the goal of promoting income distribution to communities, animal welfare practices, and providing quality products to consumers.

Kung Fu Farm, Mae Rim District, Chiang Mai Province

The Group has backed the use of cage-free chicken eggs as raw materials; these eggs are produced by hens that are allowed to roam freely. Contrary to the principles of animal welfare, do not cage. ZEN Restaurant, AKA, and On the Table are the three restaurants in the chain that offer high-quality produce that is ready to be delivered to customers without the use of antibiotics for the sake of health and the environment. The raw material, cage-free eggs, was first used at the Central Festival Chiang Mai Festival branch and will progressively be used in all Chiang Mai province branches starting in July 2023. The total cost of the raw material is 82,830 baht. <https://www.zengroup.co.th/csr-detail/84/cage-free-3>

In this regard, the Company intends and places a high value on supporting Kung Fu Farm, which is a gathering of agricultural groups in the area through community enterprise groups that process agricultural products and eggs from villagers in the village raising cage-free chickens and other small entrepreneurs to promote careers and provide a sustainable income for the community.

Jai Dee Farm, Hankha District, Chainat Province

By supporting the purchase of organic chicken eggs from the Disabled Persons Project in quantities appropriate to production capacity to promote sustainable careers for the disabled group in the project. The Company has started using organic egg ingredients from the project at ZEN Japanese Restaurant, Central Ladprao branch, the first branch in Bangkok province since August 2023 onwards, generating income until the end of the year in the amount of 24,440 baht.

Furthermore, the funds to support the project for people with disabilities can be used to purchase hens to raise organic eggs to sell in the community, circulating money in the project from January to December 2023 in the amount of 64,114.80 baht.

In addition, the house of disabled members receives 30 hens per house for 5 families, generating income from selling eggs at home approximately 2,500 baht per month, approximately 150,000 baht per year.

The income received from the Jai Dee Farm Project totals 238,554.80 baht.

Neville Organic Egg Farm, Ang Thong Province

By jointly supporting the use of eggs certified to organic livestock standards and free-range poultry farm standards. Free from toxins from antibiotics and growth promoters Every egg produced by these happy and healthy hens is used to prepare quality meals at On the Table restaurants, which have 20 locations in Bangkok, beginning in October 2023, for a total of 309,285 baht, with the goal of gradually increasing the amount of cage-free usage for restaurants in the chain in accordance with the Company's policy.ร้านอาหารในเครือให้มากขึ้นอย่างต่อเนื่อง ตามนโยบายของบริษัทฯ <https://www.zengroup.co.th/csr-detail/9/on-the-table-cage-free-20>



7.4.5 Developmental objectives and community/society involvement;

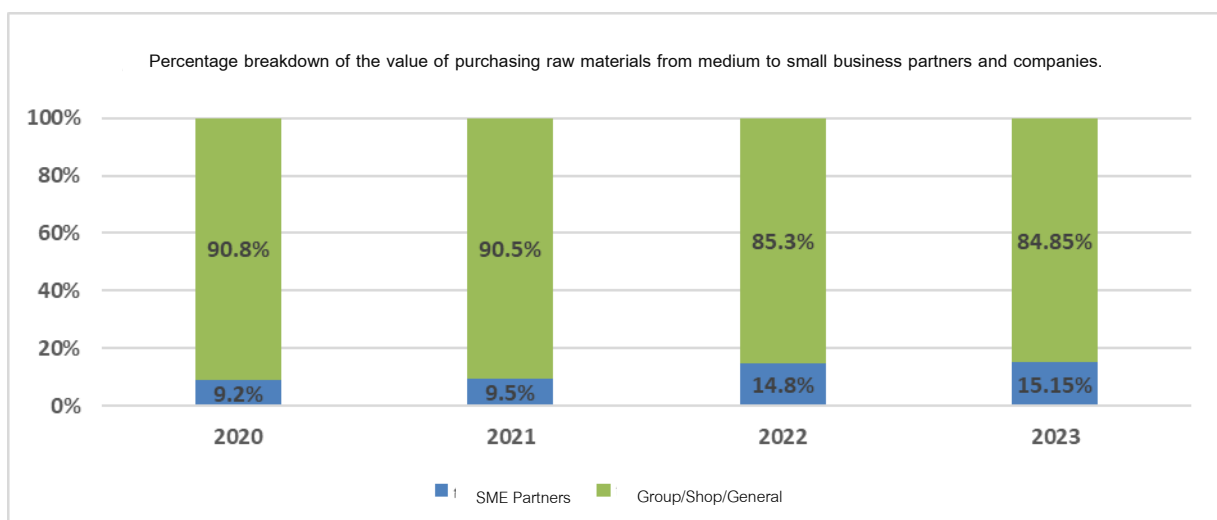
The objectives of the projects funded by the Company in 2022 was to generate a sustainable income in the community of 100,000 baht per year in addition to financial assistance.

The objectives of the projects funded by the Company in 2026 is to generate a sustainable income in the community of 300,000 baht per year in addition to financial assistance.

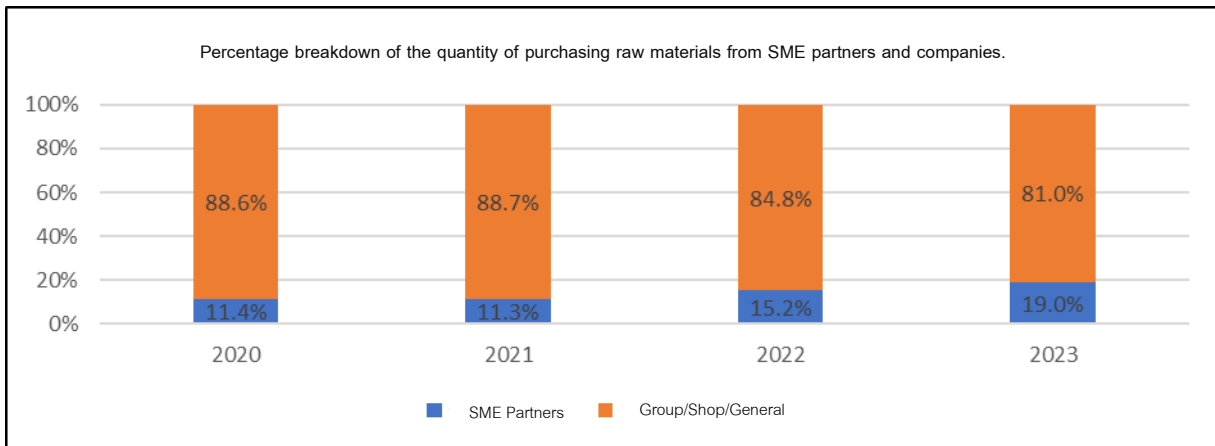
7.4.6 Balancing revenue creation and distribution to society;

Supporting community employment, small businesses, and fostering community vocations in order to have a secure income are all actions for the distribution of the country's economic revenue. The Company is highly committed and focused on this matter, and it recognizes the role that the company will play in establishing sustainable income in a variety of areas, including revenue and seller growth. Furthermore, the Company believes that the community's determination to select products that fulfill standards and are of high quality will have a significant impact on consumer satisfaction.

Year	Total turnover	SME partners	companies/ general stores
2020	811,449,103.36	75,001,539	736,447,564
2021	917,809,425.47	87,117,453	830,691,973
2022	1,091,667,147.30	162,073,227	931,356,885
2023	1,308,869,578.66	198,243,238	1,110,626.340
		15.15%	84.85%



Year	Number of vendors	Medium to small-sized business partners	General companies / stores
2020	429	49	380
2021	391	44	347
2022	422	64	358
2023	421	80	341



7.4.7 Total amount spent on projects or activities for community and social development

Targets In 2022, the proportion of purchasing and selling products, both in terms of value and quantity, from communities/ SME partners accounted for 12% of total company sales.

Targets In 2026, the proportion of purchasing and selling products, both in terms of value and quantity, from communities/ SME partners is expected to grow by 1% annually, reaching 15% compared to total company sales.

8. Sustainability Operations, Corporate Governance, and Economic Dimensions

8.1 Consumer Health and Safety

8.1.1 Policies and Measures for Safe Management of Raw Materials and Agricultural Products

The Company has put measures in place to manage and develop the agricultural industry in a sustainable manner, achieving balance and maximum benefit in all dimensions, including raw material quality, the environment, and society. The Company places importance on and is aware of food safety for consumers. Currently, raw materials and agricultural products used for food are selected from large groups of entrepreneurs, small groups, and community groups or SME groups in order to distribute income to all groups of entrepreneurs within the country and reduce inequality between societies by establishing criteria for considering standards for the safe management of raw materials and agricultural products.

However, the Company is in the process of developing policies and measures for the safe management of raw materials and agricultural products.

Raw Material Group	Basic Standard	Quality and Safety Management System Standard
Beef product group	<ul style="list-style-type: none"> - Cattle that produces food that does not qualify as a factory (Form Sor Bor. 1) - Food production license (Form Aor. 2) - License to trade animals or carcasses (Form Ror. 10) - license allowing the movement of animals and carcasses (Ror. 3 form or Ror. 4 form) - Community product standards (Mor Por Chor) One Tambon One Product Project (OTOP). 	GMP 420 FDA., GMP&HACCP from the Department of Livestock Development, GHPs, HACCP, BRC, FSSC, ISO22000.
Pork product group	<ul style="list-style-type: none"> - Food production location that does not qualify as a factory (Form Sor Bor. 1) - Food production license (Form Aor. 2) - License to trade animals or carcasses (Form Ror. 10) - license allowing the movement of animals and carcasses (Form Ror. 3 or Ror. 4) - Community product standards (Mor Por Chor) One Tambon One Product Project (OTOP) 	GMP 420 FDA., GMP&HACCP from the Department of Livestock Development, GHPs, HACCP, BRC, FSSC, ISO22000.
Poultry product groups include chicken, duck, chicken eggs, etc.	<ul style="list-style-type: none"> - Food production locations that do not qualify as factories (Form Sor Bor.1) - Food production license (Form Aor. 2) - License to trade animals or carcasses (Form Ror. 10) - license allowing the movement of animals and carcasses (Form Ror. 3 or Ror. 4) - Community product standards (Mor Por Chor) /One Tambon One Product Project (OTOP) 	GMP 420 FDA., GMP&HACCP from the Department of Livestock Development, GHPs, HACCP, BRC, FSSC, ISO22000.

Raw Material Group	Basic Standard	Quality and Safety Management System Standard
Aquatic animal product groups include fish, shrimp, shellfish, crabs, squid, etc.	<ul style="list-style-type: none"> - Food production locations that do not qualify as factories (Form Sor Bor. 1) - Food production license (Form Aor. 2) - License to import aquatic animals or aquatic animal products - Notification of approval to import animals or carcasses into and through the Kingdom (import) - Community product standards (Mor Por Chor) /One Tambon One Product Project (OTOP) 	GMP 420 FDA., GMP&HACCP from the Department of Fisheries, GHPs, HACCP, BRC, FSSC, ISO22000.
Vegetable/fruit product groups	<ul style="list-style-type: none"> - Food production locations that do not qualify as factories (Form Sor Bor. 1) - Food production license (Form Aor. 2) - Community product standards (Mor Por Chor) One Tambon One Product Project (OTOP) 	GMP 386 FDA., GAP, GHPs, HACCP, BRC, FSSC, ISO22000, ISO9001.

8.1.2 Percentage of Products or Agricultural Products that Meet Food Safety Standards

Raw materials and agricultural products are chosen. This will be determined by the manufacturer's factory quality system standards or certified raw material quality requirements. This includes third-party suppliers (suppliers who do not directly do business with the company) who assist with the preliminary risk assessment of raw materials and agricultural products prior to selecting vendors to participate in product presentations.

Raw Material Group	Quality and Safety System Standards	Percentage of Agricultural Products Certified to Food Safety Standards
Beef/Cattle Products Group	GMP 420 FDA., GMP&HACCP from the Department of Livestock Development, GHPs, HACCP, BRC, FSSC, ISO22000.	88.89%
Pork Products Group	GMP 420 FDA., GMP&HACCP from the Department of Livestock Development, GHPs, HACCP, BRC, FSSC, ISO22000.	88.24%
Poultry Products Group	GMP 420 FDA., GMP&HACCP from the Department of Livestock Development, GHPs, HACCP, BRC, FSSC, ISO22000.	86.67%

Raw Material Group	Quality and Safety System Standards	Percentage of Agricultural Products Certified to Food Safety Standards
Aquatic Animal Products Group	GMP 420 FDA., Department of Fisheries, GMP&HACCP from the Department of Fisheries, GHPs, HACCP, BRC, FSSC, ISO22000.	82.93%
Vegetable Oil Products Group	GMP 420 FDA., GMP&HACCP from the Department of Livestock Development, GHPs, HACCP, BRC, FSSC, ISO22000.	100%

Note: Agricultural products certified to quality standards at food production facilities may not reach 100% due to being produced by subgroups such as state enterprise communities, community development groups, and OTOP groups. These groups may have permits for food production facilities from government agencies, such as the Food Production Facility License (Form Aor.2) and the Food Production Facility License for Non-factory Premises (Form SOBOR.1), etc

8.2 Sustainable Raw Material Sourcing

8.2.1 Animal Welfare Principles

The Company understands the significance of animal welfare because it affects the quality and safety of food throughout the supply chain. As a result, it encourages the selection of important suppliers who operate on sound business principles and prioritize animal welfare, animal husbandry ethics, and governance.

However, the Company is in the process of preparing policies and practices regarding animal welfare.

Products	Standard Certified Food Safety Standards	Percentage of Production Volume Certified to Food Safety Standards	Percentage of Purchase Volume Compared to Total Animal Product Purchases
Group of beef/cow products	<ul style="list-style-type: none"> - Good Agricultural Practices (GAP) for pig farms from the Department of Livestock Development - Good Manufacturing Practices (GMP) and Hazard Analysis and Critical Control Points (HACCP) standards from the Department of Livestock Development 	99.83%	16.49%
Group of pork products	<ul style="list-style-type: none"> - Good Agricultural Practices (GAP) for pig farms from the Department of Livestock Development 	91.79%	21.14%

Products	Standard Certified Food Safety Standards	Percentage of Production Volume Certified to Food Safety Standards	Percentage of Purchase Volume Compared to Total Animal Product Purchases
	<ul style="list-style-type: none"> - Good Manufacturing Practices (GMP) and Hazard Analysis and Critical Control Points (HACCP) standards from the Department of Livestock Development 		
Poultry product group	<ul style="list-style-type: none"> - Good agricultural practices in livestock for free-range poultry farm operators from the Department of Livestock Development - Free-range poultry farms (laying chickens) from the Department of Livestock Development - Q-Mark standards from Department of Livestock Development - Standards of good agricultural practices for broiler chicken farms from the Department of Livestock Development (GAP) - Standards for cage-free egg laying chicken farms from the Department of Livestock Development - GMP and HACCP standards from the Department of Livestock Development 	94.19%	6.10%
Aquatic animal product group	<ul style="list-style-type: none"> - Good Aquaculture Practice Standards (GAP) from the Fisheries Department - GMP and HACCP standards from the Fisheries Department 	97.11%	52.42%

Note: Small producer groups like community enterprises, community development groups, and OTOP groups will need a license for a food production location from a government agency, such as a food production location license (Form Aor. 2), a food production location license that does not qualify as a factory (Sor Bor. 1), etc. Animal welfare partners with certified factory quality systems and established animal welfare policies are not 100% complete.

8.3 Sustainable Supply Chain Management

8.3.1 Policies and Practices for Sustainable Supply Chain Management

Guidelines for Sustainable Supply Chain Management

The Company values and is dedicated to managing its supply chain and partners in order to conduct business and grow sustainably. This includes maximizing the potential of both current and past partners as well as potential new trading partners in order to lower risks and have a more sustainable short- and long-term impact on the Company’s business operations.

1.1 Specifying Details of Supplier Assessment Topics in the Production Site Assessment Form (Supplier Audit Checklist)

With the topics specified “Environmental Management” into “Report on Assessment of Suppliers in Every Trading Partner Group and Strength Assessment Form”, the Company Group places importance on social and environmental issues in the process of obtaining raw materials from trading partners whose business operations are consistent with the Company’s policy throughout the supply chain in a sustainable manner. Every supplier subjected to an audit is audited using a Supplier Sustainability Audit Report.

Supplier evaluation	2022		2023		2024
	Operating goals	performance results	Operating goals	performance results	Operating goals
Environmental management and self-assessment of sustainability management practices and labor standards	with 31 suppliers	with 31 suppliers, 100%	with 36 suppliers	with 36 suppliers, 100%	with 37 suppliers

1.2 Partner Development

The Company Group views the development of suppliers as a critical component that will enable the Company to expand and thrive in a sustainable manner. If trading partners are put at risk, the Company may suffer. As a result, the Company has invited key trading partners to participate in the development by inspecting the premises and providing feedback and recommendations for improvement.

Supplier evaluation	2022		2023		2024
	Operating goals	performance results	Operating goals	performance results	Operating goals
Supplier Development	With 4 suppliers	With 4 suppliers, 100%	with 5 suppliers	With 4 suppliers, 80%	with 4 suppliers.

Current Partners It is a follow-up inspection to improve raw material quality and maintain standards, as well as to assist trading partners in developing quality standards to the level of “Very good (Grade A)” and “Good (Grade B).” The following will be taken into consideration when developing the supplier quality system based on the annual production site inspection plan that has been prepared:

1. suppliers in the main product groups with trading volumes of at least two million baht, as well as the grade scores from the most recent assessment, which range from Grade B to Grade D.
2. The planning of the assessment to develop partners and decrease the number of complaints.

Monitoring and Developing Current Suppliers Based on the Annual Audit Plan

Year	All suppliers (units)	Excellent (A) suppliers (units)	Good (B) suppliers (units)	Total	
				Quantity (units)	%
2021	50	27	6	32	64 %
2022	31	16	8	24	77.42 %
2023	36	26	7	33	91.67

1.3 Supplier categorization

Due to the current diversity of product types and quality system certification groups among trading partners, raw materials, and agricultural products. Business partners are categorized into six groups for partner assessment based on factory quality groups,

Supplier	Certified standards
including those with quality systems	GMP 420 FDA., GHPs, HACCP, BRC, FSSC, ISO22000 etc
Group developing quality systems	open up opportunities, and distribute income to entrepreneurs at all levels. A quality system for food production locations not classified as factories (Form Sor Bor. 1), food production licenses (Form Aor. 2), community product standards (Mor Por Chor) / One Tambon One Product Project (OTOP), etc.
project is the fresh fruit and vegetable packing plants	project is the fresh fruit and vegetable packing plants; GMP 386 FDA, GAP, etc
the group warehouse group	ISO9001; the occupational health and safety management system GHPs, HACCP etc

Supplier	Certified standards
Food-contact products group (Non-food)	ISO9001, ISO22000, GHPs, HACCP etc
the Seaweed Farm Group.	Agricultural Product Standards, GAP, GHPs, HACCP, etc.

8.3.2 Percentage of New Business Partners Screened for Sustainability Issues

An organization’s supply chain needs supplier audits to guarantee seamless business operations and lower potential risks or issues that could arise and impact customers. The supplier assessment will aid in the decision-making process when choosing participating partners for new partners, as the Company takes this matter very seriously. It is also a means of regularly checking on the effectiveness and caliber of raw materials provided by present suppliers through the following production site inspections

New Suppliers

Prior to bidding, the production site will be inspected to determine the initial risk of raw material safety. Additionally, a self-assessment of environmental management and sustainability assessments will be conducted in order to create trade opportunities and encourage new trading partners to engage in business operations that generate income for the nation and support employment.

New Supplier	2022		2023		2024
	Operating goals	performance results	Operating goals	performance results	Operating goals
Environmental management and Management Practice & Labour standard	Suppliers 9	Suppliers 9 (100%)	Suppliers 4	Suppliers 4 (100%)	Suppliers 5

8.3.3 Supplier Code of Conduct

The Company has developed a code of conduct for its suppliers, which they can abide by in order to conduct business with the Company and its subsidiaries within the supply chain. The code addresses issues such as treating labor fairly, adhering to human rights principles, conducting business ethically in accordance with the law, and recognizing and prioritizing environmental preservation and friendliness in order to foster growth and sustainability. Partners are defined as vendors, contractors, and/or service providers for the Company and its affiliates, whether they are legal entities or not. The following rules and parameters apply to partners’ adherence to the Company’s code of ethics:

1. Business Ethics and Legal Compliance

-
- 1.1. Conduct business with integrity, comply with laws, regulations, and requirements, operate ethically, uphold correctness, integrity, morality, and transparency, and refrain from engaging in unfair competitive practices, non-compliance with laws, regulations, and requirements.
 - 1.2. Uphold morality, conduct business by considering stakeholders, operate and treat stakeholders fairly and equitably.
 - 1.3. Conflict of interest, suppliers must not have any relationship or other connection with directors, executives, and/or employees of the company in a manner that is interrelated or conflicting. If involved in such a situation, it must be disclosed to the company and must be dealt with according to the criteria set by the company.
 - 1.4. Disclosure and Confidentiality: Suppliers must disclose information as agreed to the Company and its subsidiaries in full, and must not disclose the Company's and its subsidiaries' information without consent to others, for the benefit of any individual or person. Additionally, this must be in accordance with relevant legal principles..
 - 1.5. Respecting Intellectual Property: Respect the intellectual property of others and conduct operations without violating the intellectual property of others.
 - 1.6. Anti-Corruption: Suppliers must resist all forms of corruption. Corruption refers to the act or omission in the performance of duties or the use of power in a manner that is inconsistent with morals, ethics, laws, regulations, and policies towards officials of the state or other persons conducting business with the Company, its subsidiaries, or group companies, whether in Thailand or abroad, to gain undue benefits, whether for the organization, oneself, or related parties.
 2. Failure to comply with labor laws and human rights principles, where the partner must take the following actions:
 - 2.1 Non-discrimination shall respect differences and treat employees equally, without benefiting or discriminating against them unfairly on the grounds of race, nationality, ethnicity, skin color, religion, social status, gender, age, disability, or political beliefs, marital status, and shall include measures to prevent and address sexual harassment.
 - 2.2 In addition, measures to prevent and solve problems related to sexual harassment must be established. /Do not participate in acts that violate human rights, especially forced labor, illegal migrant labor, child labor and human trafficking.
 - 2.3 For labor protection in hiring foreign workers, business partners must comply with the law, correctly and completely. In the case of pregnant women, safe work will be arranged during

- appropriate periods of time and will not be dangerous to the pregnancy or to the unborn child.
There will be no termination, demotion, or reduction in benefits due to pregnancy.
- 2.4. Wages and other compensation are paid in a variety of ways in compliance with labor laws, on schedule, and in various forms. Employee wages are not withheld unless doing so would be in violation of the law. Male and female employees are paid equally.
 - 2.5. Working hours are set in accordance with the law and the overtime hours of employees are monitored to be in accordance with the law.
 - 2.6. Provide freedom of association and negotiation by respecting the right of employees to associate or form groups in any form that is not contrary to the law, including participating in the negotiation process in accordance with the procedures of the law.
3. Operation in terms of occupational health, safety, and environmental conditions in the workplace.
- 3.1. Implementation of safety, occupational health, and working environment / Promote, support, maintain, and continuously improve a safe working environment, preventing any impact on the
 - 3.2. Focus on maintaining, protecting, and reducing impacts on the working environment due to the business's activities.
 - 3.3. There is regular training on safety, occupational health and working environment.
4. Friendly and environmentally friendly operation
- 4.1. Strictly comply with laws or regulations regarding the environment
 - 4.2. There is a procurement of raw materials and a process to develop products that are environmentally friendly. Not using toxic substances that have an impact on the environment, natural resources and society.
 - 4.3. Cooperate and have guidelines to solve problems from climate change, including problems from greenhouse gases and impacts from the business operations of trading partners. Solving the global warming.
 - 4.4. There is a systematic solution to garbage and waste management problems by promoting knowledge on reducing waste in all business locations, reusing, and creating a separation system from the beginning to reduce the volume and costs of management
 - 4.5. Social operations include business operations that recognize and value their impact on society and communities, including respecting the cultural diversity, rights, and opinions of communities in the area of business. There is regular communication to build relationships with the community.

8.3.4 Percentage of Important Suppliers who have Signed to Comply with the Business Supplier Ethics

The Company is in the process of getting suppliers to sign to abide by the Code of Business Supplier Ethics.

8.4 Innovation Development

From the tendency of organizational adjustment that concentrates on integrating technology to engage in business development to compete and grow effectively based on the utilization of information and adjustments to customer service from all angles to carry out in-depth analysis and bring improvements to create and provide services that are targeted at customers.

The Company has placed a high value on implementing the right technology and consistently funding innovation development to satisfy the needs of customers, society, and the environment. It has also supported ongoing research and development as well as numerous partnerships. Managing the use of technology to help enhance innovation not only meets current needs but also looks ahead to the future, where lifestyles will change while taking into account social and environmental sustainability in order to use in operations and increase management efficiency at each step.

8.4.1 Policies and Guidelines regarding Organizational Innovation Development

The Company aims for sustainability in business operations. Information technology is used in accordance with the principles of business growth and innovation in order to keep up with changes and their impact on society. Policies on information technology and innovation have been established with the goal of becoming an organization with a modern information technology system that is appropriate for the changing world today.

1. Support management in choosing appropriate information technology to use in the organization, reduce the creation of electronic waste, send waste to agencies that destroy electronic waste for proper destruction or reuse according to the intended purpose.
2. Promote the use of information technology in operations and develop information-related processes to increase efficiency and effectiveness in operations by focusing on maximum benefits.
3. Promote knowledge, understanding, and communication of technology management policies and measures, as well as the importance of developing and using information technology data for safety and benefit. It is a guideline for completing tasks without violating organizational or legal requirements.
4. Support resources in terms of personnel, budget, and training to operate technology efficiently, leading to sustainable development.

8.4.2 Process of Developing and Promoting the Organization's Innovation Culture

The Company's focus remains on developing, improving, and expanding its technological capabilities. This is a collaboratively planned and approved project that will benefit the organization while also providing a positive consumer experience.

- 1) Some of the interesting projects that are underway include the upgrading of the central computer system or server to a cloud system based on customer data management principles; increasing the system's capacity to support the growth of users in accordance with the plan; and supporting business continuity plans in compliance with international standards. Customer usage will increase in accordance with plans to expand or be able to reduce system capacity during times when there are no customers or low usage or deactivate during periods of non-use.

The cloud-based project will only be utilized in work systems that interact with customers due to the modern convenience of program support that improves work and has a mechanism to effectively support business continuity.

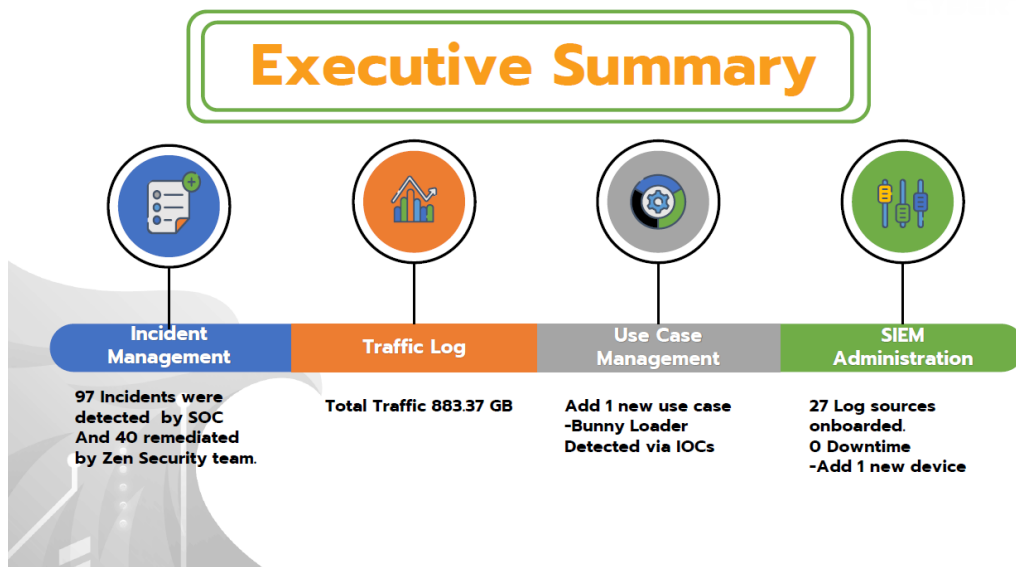
The project is currently 75% complete and will be completed around February. The operating budget will be in the form of paying according to actual use. When weighed against the cost of buying new equipment and additional charges like annual maintenance, operating system and database program licenses, security service fees, and so on, it becomes clear that the duration of use is less expensive

- 2) Improve information technology security systems. When the infrastructure is improved, the technology security system must be adjusted to account for the changes in the infrastructure as well as changes in the usage behavior of related program systems. Because of changes in consumer behavior, programs must offer customer service. It must be presented quickly and tailored to the needs of the customer, resulting in continuous development and improvement. When the amount of traffic increases, it creates vulnerabilities for attacks from outside bad actors as well as internal system instability.

The information technology department must therefore improve data security methods to raise the level and be up-to-date to prevent bad intentions from outside and inside. An information technology system security monitoring center has been established to monitor, monitor and protect the organization's important systems or equipment from intrusion or unauthorized access. A security incident occurs when a system is compromised, attacked, or unauthorized data is

modified. The system is in charge of evaluating, investigating, and resolving events in order to keep the impact and damage to the organization to a minimum, with an operating budget of 930,000 baht for the first year of operation which will have continuous operations to maintain technology security.

In addition to monitoring the security that will occur, the surveillance center also has the duty to update security information that occurs in order to prevent or improve the surveillance settings to be consistent and consistent with the incident. The monitoring center will prepare monthly reports summarizing events that occur, such as incidents of unauthorized attempts to enter the system, reports of each user entering and exiting the system, reports of attacks from malicious groups, etc.



รูป 1 ตัวอย่างรายงานการเฝ้าระวังความปลอดภัยทางด้านไซเบอร์

- 3) Conduct a vulnerability scan for vulnerabilities, from vulnerabilities in the work processes of server and network systems to security devices, which will reveal vulnerabilities within the organization and lead to corrective action and improvement. Operations will be carried out by specialists in technology security, who will have the details and expertise and experience to help fix and improve the Company's systems to be more secure.

In addition, detailed intrusion testing of Zen Group member systems and online sales systems at the website 1376Delivery.com has been carried out in order to reduce the risk of potential threats that may directly affect customers.

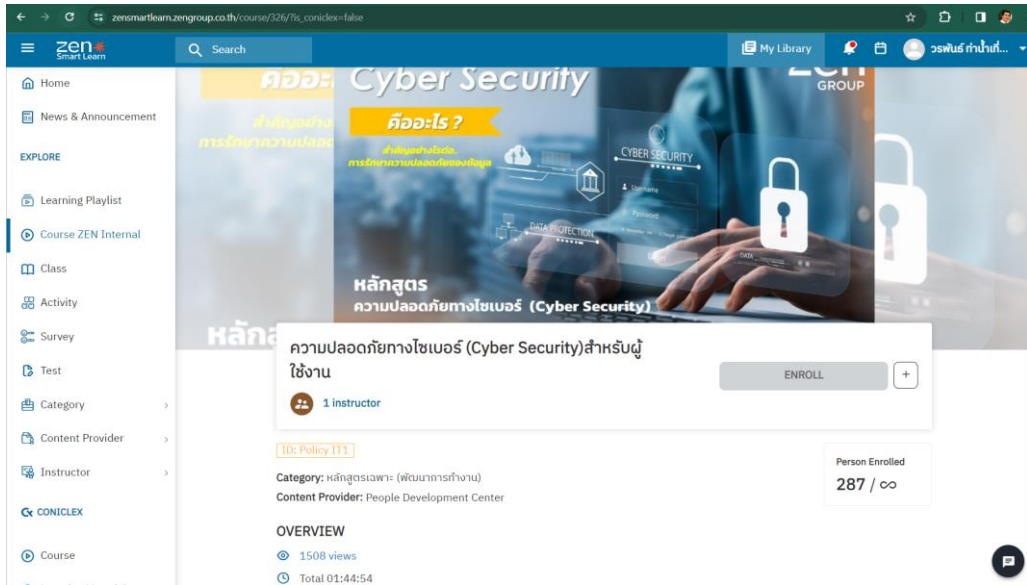


4) Strengthen and develop personnel to have knowledge and understanding of information technology security by organizing training on knowledge and understanding of threats that occur for employees at all levels and specifically for the technology department.

- The technology department's specific course will focus on both theory and simulation, as this is the primary group that must have the most knowledge and understanding to prevent and solve problems as soon as an incident occurs, as well as be able to assist general employees in gaining sufficient knowledge and ability at work.



The course for general employees will cover basic safety, being aware of adverse events, and being able to solve problems before they occur. When an incident occurs, report it to the responsible person in accordance with the procedures. The training content will be included in the course, requiring employees to complete at least one training course through online channels for convenient training.



รูป 2 หลักสูตรความปลอดภัยด้านเทคโนโลยีที่ถูกบรรจุในช่องทางออนไลน์

Cyber Security or Cyber Security

Is a way to reduce the sound from the Internet attack that may affect the work, equipment and services that are used, which Cyber Security is considered a very important helper because creating stability about the security of information on the cyber is important. Cyber Security (Cyber Security)

หลักสูตร ความปลอดภัยทางไซเบอร์ (Cyber Security)

(Cyber Security for User)

Objective

- To provide employees with knowledge, understanding and awareness of the importance of Cyber Security or Cyber Security.
- So that employees can use computer technology safely and solve basic problems when encountering threats
- In order for employees to be able to assess cyber risks And have appropriate operating guidelines

In order to comply with the cyber security policy, we would like to invite all employees to register for training.

To comply with our cybersecurity policy, we kindly request all employees to register for cybersecurity training.

Training topics

- What is Sabre security?
- Types of Cyber harassment
- How to prevent
- Security policy
- In the case of finding a threat, what should I do?

Lecturer: Watcharalak Pongpavaret
Agumesh Co., Ltd.

Training date :
October 10, 2023
Time 13.30-15.30 hrs.

Target group:
All Zen Group employees.

When you have registered, the trainer will send the training to everyone within October 8, 2023

Training location :
MS Team

Register for the training.
Registration is open from today -6 Oct. 2023

For more information, please [contact](#)

Kumari
 081-550-5788

to training, 64 employees were at risk of causing an impact, with four at high risk. Following training and testing, no people at risk of causing an impact were discovered

In addition to training that will remind employees to be aware of cyber threats, the technology department will provide regular updates on technology security to keep them alert. This will improve the data security.

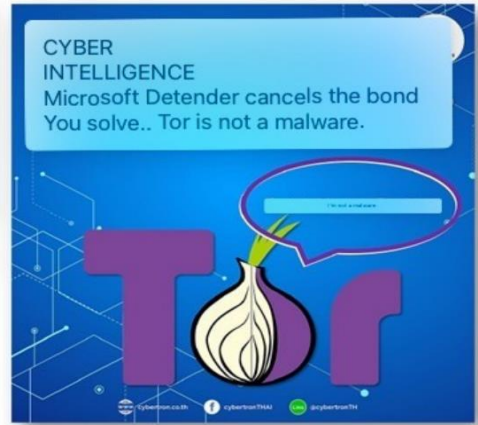
Microsoft Defender cancels the flag.
Edit.. Tor is not a malware.

The TorBrowser program is reported to be in the latest version. Windows Defender said that it may cause risk. The user will be notified that it is a Trojan and cause internal turbulence. Which is actually a failure of error (False Positive) TorBrowser has updated this issue after the coordination to Microsoft, which Microsoft stated that after reviewing Considering that it does not comply with their definition of malware or unwanted applications, this information is removed from the Windows Defender review condition.

Fo League is built. But how many times is it with 1253?

Byte

Most recently, from the latest database of Windows Defender (version 1.397.1910.0), it was no longer suspended to identify torex files as Trojans.



Fortinet updates RCE vulnerability anKs FortiOS, FortiProxy la: FortiWeb

Fortinet announced the release of updates for Fortios, FortiProxy and FortiWeb. Edit the vulnerability that results in receiving the same level of rights as the Service Account that is used at that time. And can install the program, view, change, delete data, create a user account. Set full user rights (Full User Rights)

- Vulnerability CVE-2023-29183 (CVSS: 7.3)

เป็นช่องโหว่ Cross-site Scripting ใน FortiOS และ FortiProxy อาจส่งผลให้ผู้โจมตีสามารถตรวจสอบสิทธิ์และสามารถขโมยข้อมูลของโหนดในการโจมตีเพื่อ execute

Malicious JavaScript code through the guest management setting that is dangerous by bad people.

- Vulnerability CVE-2023-34984 (CVS: 7.1)

Is a vulnerability of protection mechanism that is not suitable in FortiWeb that may result in bad people can take advantage of this vulnerability in the attack to bypass the protection of XSS protection and CSRF protection Affected software There are several versions of FortiProxy (72.0 to 7.24, 7.0.0 to 7.0.10).

FortiOS (72.0 to 7.2.4, 7.0.0 to 7.0.11, 6.4.0 to 6.4.12, 6.2.0 to 6.2.14)

FortiWeb (72.0 to 721, 7.0.0 to 7.0.6, 6.4 and 6.3 all versions)

Advise organizations running products affected by this vulnerability to immediately perform software updates from Fortinet.



รูป 4 ตัวอย่างข่าวสารที่มีการนำเสนอ

Other technology projects that the Company is currently implementing include a project to expand the ability to use the Power BI program to analyze insights for other personnel in the organization for use in further developing capabilities, as well as a project to improve the process of bringing products to affiliated stores in order to make it more convenient and faster. The company will continue to develop new innovations to improve the food and service delivery experience for its customers and stakeholders.

(Link: <https://www.zengroup.co.th/Innovations>)