

3. Driving Business towards the Sustainable Development Goals

3.5 Sustainability Report

Zen Corporation Group Public Company Limited presents its 4th Sustainability Report for 2024 (B.E. 2567).

This report aims to communicate key business and sustainability issues to stakeholders. It encompasses three core aspects: environmental, social, and economic considerations, which are essential for sustainable business operations today.

1. SCOPE OF OPERATIONS

The 2024 Sustainability Report covers ZEN Group's performance from January 1 to December 31, 2024, across its restaurant businesses under Zen Group. This includes brands such as ZEN Japanese Restaurant, AKA, On the Table, Din's, Sushi Cyu & Carnival Yakimiku, Tetsu, Tummour, Lao-yuan, and Kaing, as well as its corporate headquarters.

2. BUSINESS VALUE CHAIN

ZEN Group operates within the food industry, with restaurant businesses as its core focus, striving to deliver high-quality food and services that meet established standards. Additionally, ZEN Group continues to expand into related business segments, including franchising, retail, and delivery services, which have demonstrated consistent growth.

ZEN Group places great importance on value chain management throughout the entire business process from procurement, production, service delivery, distribution, marketing, and sales to after-sales service while considering stakeholders at every stage. To ensure a balanced relationship between the organization and stakeholders, ZEN Group conducts annual stakeholder expectation surveys, using the insights to enhance and refine its business operations continually.

2.1 Core Activities

2.1.1 Production Factor Management

ZEN Group emphasizes the selection of partners that adhere to recognized safety and quality standards certified by government authorities for sourcing raw materials. Regular end-to-end production inspections ensure ZEN Group's standards, fostering customer confidence. Beyond quality, ZEN Group prioritizes partnerships with suppliers committed to social responsibility, including human rights, environmental protection, and corporate governance. This approach ensures that ZEN Group's entire value chain operates sustainably. Additionally, ZEN Group upholds a transparent, fair, and efficient procurement process and actively supports locally sourced materials, including small and medium-sized enterprises

(SMEs) across various regions. This commitment contributes to economic resilience by fostering sustainable income generation for local communities and society.

2.1.2 Operations

ZEN Group is committed to delivering high-quality food and services by continuously developing products in response to consumer needs and prioritizing health and environmental considerations. Resources are managed efficiently to minimize waste and reduce environmental impact. Give importance to food safety and nutritional value, ensuring compliance with international quality standards through a rigorous inspection system. Additionally, customer feedback and suggestions are gathered through various channels to support the continuous improvement of service quality.

2.1.3 Distribution and Services

ZEN Group collaborates with international business partners to manage warehousing and logistics efficiently. Advanced technology is utilized for inventory management, quality control in receiving and dispatching goods, and traceability systems. A real-time GPS tracking system monitors transportation, ensuring temperature control throughout with industry standards. Additionally, ZEN Group continuously enhances its operational systems with partnerships to improve efficiency and support future growth.

2.1.4 Marketing and Sales

ZEN Group focus on creating the best customer experience through its brands, including ZEN Japanese Restaurant, AKA, On the Table, Din's, Sushi Cyu & Carnival Yakiniku, Tetsu, Tummour, Lao-yuan, and Kaing. It offers high-quality, flavorful cuisine, attentive service, and valuable promotions to enhance customer satisfaction. Using an Omnichannel strategy to connect customer experience online and offline across in-store dining, home delivery services, food ordering platforms, social media, and E-marketplaces. Additionally, the ZEN Group Member CRM system leverages Big Data analytics to understand customer behaviour and deliver personalized products and promotions that align with their preferences.

2.1.5 After-Sales Service

ZEN Group prioritizes customer satisfaction and values customer feedback to enhance its products and services. ZEN Group measures customer satisfaction through the Net Promoter Score (NPS) system to ensure service excellence and maintain customer satisfaction. Additionally, ZEN Group has established channels for receiving customer feedback, suggestions, and complaints through social media and a call centre to facilitate customers and promptly address their issues.

business value chain



3. STAKEHOLDER ENGAGEMENT

In the various business operations of the organization, stakeholder engagement involves multiple groups. ZEN Group of companies places great importance on the opinions of all stakeholders, both primary and secondary. Therefore, to formulate a stakeholder engagement policy that addresses the impacts or potential impacts of ZEN Group's operations, ZEN Group must understand the relationships between stakeholders, including both positive and negative effects and issues. Additionally, ZEN Group must identify and assess the significance of the problems raised by stakeholders. ZEN Group should manage these expectations and foster cooperation between ZEN Group and stakeholders to find mutually beneficial solutions, reduce operational risks and negative impacts, and enhance organizational sustainability.

3.1 Stakeholder Engagement Policy

ZEN Group of companies has established a stakeholder engagement policy to help ZEN Group assess the importance and understand the perspectives and expectations of stakeholders towards the organization. This policy ensures that the rights of stakeholders are not violated, contributing to the stability and sustainability of the business. Priority of the stakeholders as follows:

1. Employees
2. Customers
3. Partners/Business Partners/Business Alliances
4. Investors/Shareholders
5. Regulatory Agencies and Government
6. Community, Society, and Environment
7. Competitors

3.2 Stakeholder Prioritization Assessment

ZEN Group of companies has conducted an assessment to prioritize stakeholders based on their level of impact, from high to low. Adds-pn the expectation of stakeholders that affect them and ZEN Group.

Expectation of Stakeholders

Stakeholders	Expectations	Response to Expectations	Communication Channels
1. Employees	<ul style="list-style-type: none"> - Fair compensation and benefits - Job stability and career advancement - Safe and healthy working conditions - Employee engagement and commitment - Opportunities for learning and development - Equality and non-discrimination - Respect for human rights and fair treatment 	<ul style="list-style-type: none"> - Competitive compensation and benefits - Have the opportunity to develop potential and opportunities for growth. - Have a clear career path and structure to ensure a stable and progressive career - Commitment to non-discrimination, respect for human rights, and fair treatment - Occupational health and safety measures 	<ul style="list-style-type: none"> - Annual satisfaction and engagement survey - Organizing employee relations activities - Communication, activities, news - Provide internal channels to receive complaints - There is a training course for developing skills - There are policies on employment and labor management, human rights policies, safety, occupational health and working environment policies, career development policies and succession plans announced to all employees.
2. Customers	<ul style="list-style-type: none"> - High product and service quality and safety standards - Transparency in sourcing and raw materials - Customer responsibility 	<ul style="list-style-type: none"> - Deliver high-quality products and services that meet international standards - Fair and reasonable pricing - Conducting business transparently, with responsibility towards society and the environment. - Respond to errors and follow up on 	<ul style="list-style-type: none"> - Interaction, receiving suggestions for improving standards - Satisfaction Survey Customers after receiving service (NPS Score) - Market research for continuous product development

Stakeholders	Expectations	Response to Expectations	Communication Channels
		the results of problem solving until the customer is satisfied.	- Pricing and sales policy publicly available on ZEN Group website
3. Business Partners & Suppliers	<ul style="list-style-type: none"> - Ethical business practices - Strategic long-term partnerships with mutual business benefits - Anti-corruption measures - Sustainable supply chain management 	<ul style="list-style-type: none"> - Fair and equal treatment of business partners - Transparent and fair procurement processes - Have a procurement management policy and established principles for implementation. - Attention to environmental, social, and corporate governance (ESG) throughout the supply chain. 	<ul style="list-style-type: none"> - Annual supplier meetings and relationship-building activities - Participate in the Thai Private Sector Collective Action against Corruption (CAC) initiative - Communicate the joint business plan with business partners annually, including the announcement of related policies such as the business partners' ethics, social responsibility policy, and anti-corruption policy via ZEN Group's website. - Knowledge-sharing and joint development efforts
4. Investors & Shareholders	<ul style="list-style-type: none"> - Strong financial performance and returns - Good corporate governance with transparency and legal compliance - Fair and equal treatment of all shareholders 	<ul style="list-style-type: none"> - Strong business performance with attractive investment returns - Robust corporate governance, risk, and crisis management - Transparent business disclosures and opportunities for investor input 	<ul style="list-style-type: none"> - Annual general meetings - Investor meetings and briefings - Quarterly financial reports - Annual reports, 56-1 reports, and sustainability reports - Regular updates via ZEN Group website

Stakeholders	Expectations	Response to Expectations	Communication Channels
5. Regulatory Bodies & Government	<ul style="list-style-type: none"> - Strict compliance with laws, regulations, and governmental directives - Zero tolerance for corruption - Support and participation in local and national government initiatives 	<ul style="list-style-type: none"> - Full compliance with all applicable laws and regulations - Strong anti-corruption measures - Active support and adherence to government initiatives and programs 	<ul style="list-style-type: none"> - Annual reports and public disclosures - Regular participation in government meetings, seminars, and training sessions - Compliance with all legal policies and procedures - Employee training on regulatory compliance - Employee training on regulatory compliance
6. Community & Society and Environmental	<ul style="list-style-type: none"> - Economic stability and improved financial security - Good quality of life and public health - Sustainable local economic development and environmental protection - Community well-being and economic growth 	<ul style="list-style-type: none"> - Supporting local producers and farmers to enhance their income and quality of life - Sustainable economic initiatives for community development - Promotion of community-made products to improve standards and competitiveness - Corporate social responsibility and community engagement 	<ul style="list-style-type: none"> - Employment and local procurement initiatives enhance Community development and product quality. - CSR and community engagement policies published on ZEN Group website
7. Competitors	<ul style="list-style-type: none"> - Fair and ethical business competition - Respect for intellectual property rights - Ethical business practices without unfair competition tactics 	<ul style="list-style-type: none"> - Commitment to fair and open market competition - Full legal compliance and respect for intellectual property rights - Honest business practices without defamation or unethical competition 	<ul style="list-style-type: none"> - Fair competition policy published on ZEN Group website

2. Corporate Sustainability Management Policy

ZEN Group is committed to a comprehensive sustainability management policy that integrates environmental, social, and economic dimensions in alignment with the United Nations Sustainable Development Goals (SDGs). This approach considers all internal and external stakeholders as key factors in ensuring ZEN Group meets stakeholder expectations while conducting business responsibly and sustainably. ZEN Group aims to achieve a balance between sustainable business growth and social responsibility by focusing on six key SDGs:

Environmental Dimension (ENVIRONMENT)

Natural resources and the environment encompass responsible consumption and production, continuous attention to product and service quality standards, and the efficient and responsible use of resources from start to finish.

Climate action involves developing and improving processes and managing the business value chain efficiently to reduce environmental impacts.

Social Dimension (SOCIAL)

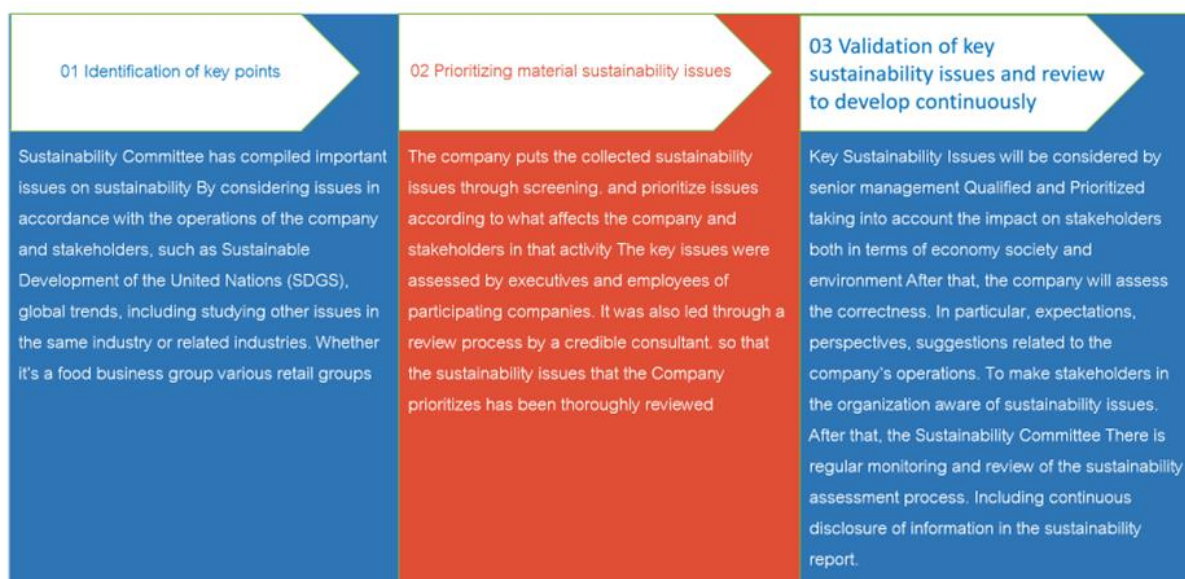
Quality of life includes efforts to eliminate hunger (Zero hunger) by participating in societal initiatives to support food security and well-being.

Reducing inequalities involves conducting business with respect for human rights and supporting the employment of disabled individuals to ensure stable and sustainable income.

Governance and Economic Dimension (GOVERNANCE)

ZEN Group ensures employee stability and covers decent work and economic growth through fair compensation, benefits, workplace safety, and a healthy work environment. It is committed to sustainable business growth, transparency, and continuous risk management. Promoting sustainable cities and communities by creating jobs and distributing income to communities through the support of local materials.

Identification of key points



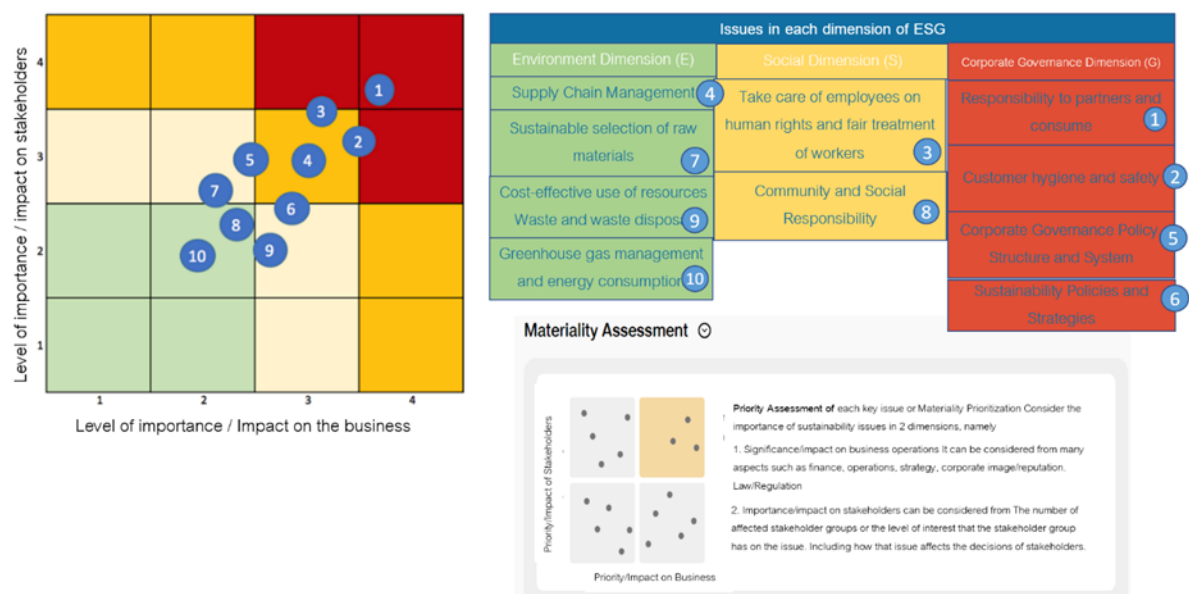
Given the significant trends and challenges that have emerged—ranging from shifting consumer behaviours and technological innovations to intense market competition—it is inevitable that these factors must assess the level of importance and impact on stakeholders. Accordingly, ZEN Group has prioritized key sustainability issues in the following order:

Key Sustainability Issues	Business Impact Factors	Stakeholder Impact Factors
Customer and Consumer Responsibility	Consumer responsibility ensures that ZEN Group operates with a comprehensive commitment to ethical practices. Failure to uphold these responsibilities may negatively impact ZEN Group's reputation, credibility, and overall business.	Customer and consumer responsibility builds stakeholder confidence that ensures the provided from ZEN Group to the standards and quality of raw materials, food, and services. It also facilitates continuous monitoring, development, and improvements to mitigate complaints.
Customer Hygiene and Safety	Customer hygiene and safety are critical factors that influence customers' choice to use ZEN Group's services and are fundamental standards of restaurants. Neglecting these aspects can adversely affect ZEN Group's reputation, credibility, and business.	Ensuring stakeholders receive food safety from the source of raw materials to the final product, including safe procedures and processes to minimize the impact of complaints.

Key Sustainability Issues	Business Impact Factors	Stakeholder Impact Factors
Employee Rights, Human Rights, and Fair Labor Practices	These Human Rights Protection and Remediation Measures will help mitigate the risk of human rights violations in business processes, including the use of illegal labour or disputes that could harm the business	Effective governance and compliance with human rights policies ensure equal rights protection for all stakeholders, fostering a fair and ethical work environment for employees.
Supply Chain Management	An efficient supply chain enhances operational effectiveness, reduces costs, optimizes energy use, and minimizes waste, contributing to stable and sustainable business growth.	A well-managed supply chain benefits stakeholders directly and indirectly by improving work efficiency and overall business operations.
Corporate Governance Policies, Structures, and Systems	Strong corporate governance minimizes risks, enhances business preparedness for emerging opportunities, and mitigates economic, social, and environmental challenges.	Effective corporate governance reduces the potential negative impact of business operations on stakeholders across all areas.
Sustainability Policies and Strategies	Sustainability policies and strategies ensure that ZEN Group integrates environmental, social, and governance (ESG) considerations into its operations, reducing short-term and long-term negative impacts while fostering sustainable business growth.	These policies benefit all stakeholders by promoting sustainability and reducing risks, creating long-term value for all parties involved.
Community and Social Responsibility	Conducting business must involve responsibility towards the community and society to prevent and mitigate impacts, ensure sustainable coexistence and reduce adverse effects on the activities.	Business operations must uphold community and social responsibility to prevent harm to property, health, or mental well-being. Additionally, companies should work toward enhancing stakeholders' quality of life.

Key Sustainability Issues	Business Impact Factors	Stakeholder Impact Factors
Sustainable Raw Material Sourcing	Selecting sustainable raw materials that meet safety and environmental standards while upholding human rights enhances ZEN Group's business value.	Sustainable sourcing practices contribute to economic and social sustainability, benefiting all stakeholders by generating income and creating long-term employment opportunities.
Efficient Resource Use and Waste Management	Efficient resource utilization and proper waste management improve operational efficiency and quality while minimizing negative environmental and economic impacts, ultimately adding business value.	Using efficient resources and proper waste management indirectly impacts stakeholders. If ZEN Group manages resources well and handles waste appropriately, it will help reduce the burden on government agencies and society in addressing these issues.
Greenhouse Gas Management and Energy Use	Managing greenhouse gas emissions and optimizing energy use reflect operational efficiency, reduce costs, and add business value.	These efforts align with global and local regulatory requirements, benefiting indirect stakeholders by addressing climate change and mitigating environmental risks such as natural disasters.



Materiality Assessment)



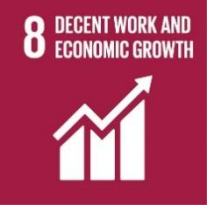
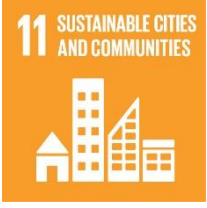
4. Sustainability Strategy

ZEN Group aims to foster sustainable and inclusive economic growth and promote a better quality of life through food and services for consumers and stakeholders by considering natural resources and the environment following the foundational concept of the ZEN Model = Goodness to Growth.

Summary of Sustainability Performance (Using 2022 as the Baseline Year)

Sustainable Development Goals	Sustainable Development Targets	Performance year 2022	Performance year 2023	Performance year 2024	Targets on 2026
Environmental Dimension  	1) Waste management	178 Tons	291 Tons	718 Tons	150 Tons
	2) Greenhouse gas management	Participate in the assessment of Greenhouse gas emissions	Participate in the assessment of Greenhouse gas emissions	Participate in the assessment of Greenhouse gas emissions	NET ZERO 2050 Goal
	3) Changing plastic packaging to paper packaging	52%	49.04%	47.25%	50% of all packaging

Sustainable Development Goals	Sustainable Development Targets	Performance year 2022	Performance year 2023	Performance year 2024	Targets on 2026
Social Dimension   	1) Human rights operations (Human rights violations)	None (Violation=0)	None (Violation=0)	None (Violation=0)	Human rights violations =0
	- Training human rights	Trained and Tested 100%	Trained and Tested 100%	Trained and Tested 100%	Trained and Tested 100%
	2) Employee engagement with the organization	80.35	92.88	90.03	Results survey > 80%
	3) Employee Potential Development	100%	100%	100%	100%
	4) Hiring disabled employees Hiring disabled employees in groups section 33 and 35		Total 32 people	Total 33 people	Section 33 = 100%
	5) Various Support Programs: These include the Jai Dee Farm Project, the Organic Farming for Communities Project in Pattani Province, the FOOD FOR GOOD Project, and the Zen Scholarship Program for Employees' Children.	Continued support	Continued support	Continued support	Continuously support the project and create sustainable income.
Corporate Governance and	1) Product and service quality standards	QA = 98.90 %	QA = 91.39 %	QA = 88.81%	QA = 92 %

Sustainable Development Goals	Sustainable Development Targets	Performance year 2022	Performance year 2023	Performance year 2024	Targets on 2026
Economic Dimensions  	2) Increasing sales area efficiency and employee hourly efficiency	11,697 THB per sq.m.	10,923 THB per sq.m.	10,066 THB per sq.m.	Sales area = 12,000 baht per sq m.
	3) Selection and sourcing of local raw materials, communities and SMEs	14.8%	15.15%	17.90%	The value of orders from SMEs and communities of the entire company.
	4) Innovation to increase production or work efficiency	5 projects	3 projects	3 projects	Technology project development plan, working with various agencies at least 3 projects per year.

6. Occupational Health, Safety, and Workplace Environment

6.1 Environmental Management Policy and Compliance

ZEN Group recognizes the importance of the environment and is committed to minimizing its negative environmental impacts across all dimensions of its operations. To ensure effective environmental management, ZEN Group focuses on optimizing resource utilization, energy management, and water efficiency. It also emphasizes waste reduction and recycling, strategies for greenhouse gas emissions management throughout the business value chain.

These efforts aim to address key factors contributing to climate change and global warming while aligning with ZEN Group's business philosophy of fostering sustainable and stable growth.

6.1.1 Environmental Management Policy and Practices

ZEN Group has core policies, including a sustainable development policy and an environmental policy, to manage environmental impacts that negatively affect the environment. Building a culture and instilling a sense of responsibility within the organization through the environment and society. The policies also emphasize the efficient use of electricity, water, and other resources, as well as reducing waste generated from production processes.

Environmental management, compliance with relevant laws, regulations, and governmental or industry requirements. ZEN Group implements proactive measures to prevent and minimize waste generation, supports recycling initiatives, and strives to mitigate environmental impacts to the greatest extent possible and reduce energy, using only necessary and maximizing efficiency. Furthermore, ZEN Group regularly provides environmental training for employees to enhance awareness and instil a sense of responsibility regarding the environmental impact of production processes.

In 2024, ZEN Group reported no violations of environmental laws, no environmental-related incidents, and no conflicts or complaints from communities or external agencies concerning the environment.

6.2 Energy Management

6.2.1 Energy Management Plan

ZEN Group recognizes the importance of efficient energy management and has set clear objectives and action plans to reduce energy consumption. These initiatives cover corporate offices and restaurant branches, ensuring effective energy control to optimize operational costs while fostering awareness of energy conservation. Also, awareness of the importance of energy saving by having employees participate in the process and act in the same way.

As part of its energy management strategy, ZEN Group has established specific energy reduction targets and guidelines, particularly for electricity usage. Measures include setting schedules for lighting and air conditioning operations in office buildings, conducting regular inspections and maintenance of electrical appliances, and upgrading equipment to energy-efficient alternatives. For further details on ZEN Group's energy management policies and initiatives, please visit our website at <https://www.zengroup.co.th>.

6.2.2 Energy Consumption (Electricity/Fuel)

As part of ZEN Group's annual data collection process, the total energy consumption, including electricity usage across corporate offices and restaurant branches, can be summarized as follows:

Power Source	Volume (Kwh.)	Unit	Area/square meters	Remake
2022	11,138,442	Kwh/square meters	35,844	Head office and 165 branches
2023	12,427,605	Kwh/square meters	40,226	Head office and 194 branches
2024	17,642,487	Kwh/square meters	39,119	Head office and 187 branches

6.2.3 Energy Management Goals

ZEN Group has set a target to reduce energy intensity by 5% by the year 2026.

6.2.4 Energy Intensity

Based on the annual data collection, the energy consumption per unit can be summarized as follows:

Power Source	Volume (Kwh.)	Unit	Area/square meters	Remake
2022	231	Kwh/square meters	35,844	Head office and 165 branches
2023	308	Kwh/square meters	40,226	Head office and 194 branches
2024	450	Kwh/square meters	39,119	Head office and 187 branches

Note: Year 2022 : Staff of head office work from home 30 percentages and do not use 30 percentages of common areas.

Year 2023 : Staff come back to work at head office and use 100 percentages of common areas.

Year 2024 : There is more training On-site.

6.3 Water Management

6.3.1 Water Management Plan

ZEN Group prioritizes efficient water management and has established guidelines for reducing water consumption across office locations and restaurant branches. Additionally, ZEN Group promotes awareness through water conservation campaigns. Further details can be found more on ZEN Group's website: <https://www.zengroup.co.th>.

6.3.2 Water Consumption

A summary of ZEN Group's total water consumption, including both office locations and restaurant branches, has been compiled based on the annual data collection. The details are as follows:

Water consumption	Volume (Cubic meter)	Unit	Area/square meters	Remake
2022	300,688	Cubic meter/square meters	35,844	Head office and 165 branches

Water consumption	Volume (Cubic meter)	Unit	Area/square meters	Remake
2023	391,583	Cubic meter/square meters	40,226	Head office and 194 branches
2024	542,921	Cubic meter/square meters	39,119	Head office and 187 branches

6.3.3 Water Consumption Target

ZEN Group aims to reduce water intensity by 5% by the year 2026.

6.3.4 Water Consumption per Unit (Water Intensity)

Based on the annual data collection, the summary of water consumption is as follows:

Water consumption	Volume (Cubic meter)	Unit	Area/square meters	Remake
2022	6.96	Cubic meter/square meters	35,844	Head office and 194 branches
2023	9.70	Cubic meter/square meters	40,226	Head office and 194 branches
2024	13.87	Cubic meter/square meters	39,119	Head office and 187 branches

Note: Year 2022 : Staff of head office work from home 30 percentages and do not use 30 percentages of common areas.

Year 2023 : Staff come back to work at head office and use 100 percentages of common areas.

Year 2024 : There is more training On-site.

6.4 Waste and Waste Management

ZEN Group has implemented a policy to minimize the negative environmental impact of urban activities, focusing on air quality and municipal waste management through managing food production waste through waste separation initiatives, such as segregating plastic bottles and stretch plastic for recycling under the Circular Economy approach. Additionally, food waste, which constitutes a significant portion of restaurant waste, is separated for use as animal feed or fertilizer to reduce landfill waste. ZEN Group collaborates with various organizations to support these initiatives and has also transitioned to environmentally friendly packaging.

6.4.1 Waste and Waste Management Plan

ZEN Group places great importance on waste segregation and reuse or recycling of waste, both in its offices and restaurant branches, to minimize landfill disposal. ZEN Group actively supports sustainable waste management by implementing a systematic and proper waste segregation process from the source.

ZEN Group is raising awareness and understanding of sustainable waste management through waste segregation campaigns before disposal, ensuring a systematic waste management approach. The headquarters has designated areas and separate waste bins to encourage employees to segregate waste at

the source, paper waste in offices for recycling and reuse and use the GEPP application to record and monitor data.

ZEN Group is committed to managing waste from food preparation processes by focusing on waste segregation at its restaurants and separating recyclable plastic materials and food waste to send to designated waste collection points in various shopping centres. ZEN Group collaborates with multiple initiatives, such as the "Won" project for flexible plastic segregation, the "Central Tham" project for plastic bottle collection, and food waste separation programs for decreasing waste in landfills. Additionally, employees at branch locations are provided with training and knowledge to ensure proper waste segregation practices.

6.4.2 Waste and Food Waste Management

In 2024, ZEN Group remains committed to addressing environmental pollution by continuously improving its waste management practices. Efforts have been made to enhance operational processes to minimize waste generation, including reducing raw material trimming losses, optimizing procurement practices, and preventing raw material wastage through accurate demand forecasting and efficient purchasing planning. Additionally, ZEN Group has implemented menu development initiatives to reduce raw material waste in its restaurants.

Additionally, ZEN Group has partnered with various shopping centres that manage food waste by separating it from dry waste to prevent mixing. At the headquarters, ZEN Group has implemented a recycling project, transforming food waste into compost for tree maintenance. This initiative helps reduce the volume of waste requiring collection and disposal. The compost is also distributed to employees and members of the public who are interested in the compost.



Food Waste Management for Utilization

Food waste (kg)	2024
The amount of food waste used for composting fertilizer at ZEN Group head office	3,166
The amount of food waste used for composting fertilizer and animal feed (branch)	533,716
Total quantity (kg)	536,882

6.4.3 Waste and Waste Management Goals

The target for 2026 is to achieve the segregation and recycling of 150 tons of recyclable waste.

6.4.4 Volume of Waste and Recyclable Materials Processed

1) Office Paper Waste Segregation

ZEN Group has implemented separating office paper at its headquarters, collaborating with the "SCG Paper X" initiative. This project focuses on collecting old and new paper for recycling. In 2024, ZEN Group successfully collected and recycled 2,770 kilograms of paper waste.



The headquarters has participated in the "Send Waste Back Home" project in collaboration with Better World Green Public Company Limited (BWG). As part of this initiative, ZEN Group has established a drop-off point for unwanted items such as old clothing, worn-out uniforms, undergarments, and socks. This effort aims to reduce waste and convert it into alternative energy. The collected waste is processed into fuel briquettes for electricity generation.

From 1 September to 30 December 2024, ZEN Group contributed 277 kilograms of waste, effectively reducing carbon dioxide emissions by 0.0069 TonCO₂e.

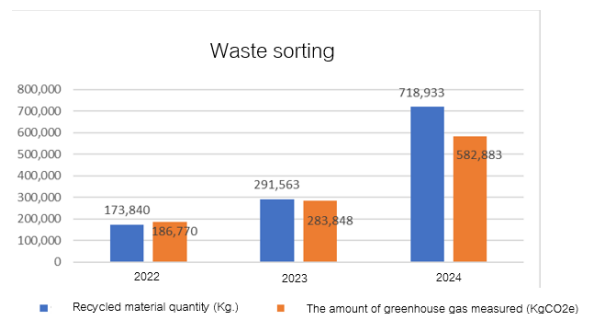


2) Waste Management

ZEN Group has implemented a comprehensive waste segregation system across its headquarters and branch locations with the primary goal of reducing general waste sent to landfills. This initiative aims to minimize greenhouse gas emissions and promote circular economy principles, ensuring that waste is repurposed and utilized efficiently. As a result of the collective efforts between the headquarters and seven affiliated brands across 130 branches nationwide, ZEN Group successfully segregated 718 tons of waste generated from resource consumption. This achievement was made possible through the collaboration and dedication of employees across all departments.

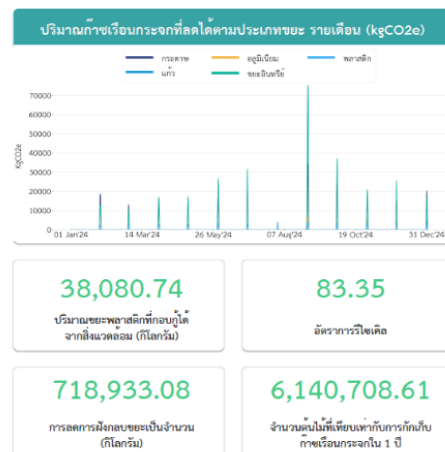
Volume of Recyclable Waste Management (Headquarters and Restaurant Branches)

Waste segregation	Amount of recycled material The amount recycled (kg)	Greenhouse gas emissions Reduction achieved (KgCO ₂ e)
2022	173,840	186,770
2023	291,563	283,848
2024	718,933	582,883



รายงานด้านผลกระทบทางสิ่งแวดล้อม (GEPP)

รายงานวันที่ : 2024-01-01 - 2024-12-31



ข้อมูลสรุปประเด็นสำคัญ (GEPP)

รายงานวันที่ : 2024-01-01 - 2024-12-31



In 2024, ZEN Group received an Honorable Mention Award in the category of Model Private Office Building for Waste Management as a model organization for comprehensive waste management across 50 districts.



3) Electronic Waste Management

There is a process for managing unusable electronic waste, starting with categorizing the equipment to dispose of into different categories. The equipment is then inspected to ensure it is no longer usable, or certain components that can be used as spare parts, such as hard drives and RAM, are separated. A registry is created, and the equipment is weighed. Subsequently, the department coordinates with agencies that specialize in electronic waste disposal.

Waste sorting	Year 2022	Year 2023	Year 2024
Weight of electronics waste (kg.)	2,029	3,128	2,153

4) Transitioning Food Packaging from Plastic to Paper or Biodegradable Materials

In 2024, ZEN Group prioritizes sourcing safe and environmentally friendly packaging that meets consumer needs, preserves, and maintains the quality of food until it reaches the customer. ZEN Group is committed to reducing single-use plastics by switching to paper packaging to minimize environmental impact.

The goal is to achieve 50% paper packaging of all packaging by 2026.

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

Use of Packaging	Q'ty (Tons.)							% (Y2024)
	Y2018	Y2019	Y2020	Y2021	2022	2023	2024	
Plastic	118.92	121.60	131.07	171.61	125.70	105.01	102.43	52.75%
Paper	38.85	47.18	101.10	159.09	131.21	101.07	91.75	47.25%
Grand Total	157.77	168.79	232.17	330.70	256.91	206.08	194.17	100.00%

6.5 Greenhouse Gas Management

The Board of Directors has recognized the issue of greenhouse gases and has established an environmental policy aiming to solve the problems and impacts that have occurred. This includes approving budgets for various initiatives and forming subcommittees and working groups responsible for managing and resolving greenhouse gas issues. Their roles and responsibilities are as follows:

Risk Management Committee

- Oversee the assessment, monitoring, and management of climate-related risks.
- Conduct climate change risk assessments.
- Regularly report climate-related risks to the Board of Directors.

Marketing and Sustainability Development Committee

- Report progress on climate-related initiatives to the Board of Directors (BOD).
- Review and monitor climate management operations.

Executive Committee

- Approve budgets related to climate-related operations.
- Oversee operations and progress regularly, including defining responsibilities and appointing relevant working groups.

Sustainability Development Working Group (Representatives from Designated Units)

- Coordinate and implement operations in alignment with established goals and action plans.
- Collect relevant data on climate conditions and solve greenhouse gas management, and report every quarter to the Executive Committee, the Marketing and Sustainable Development Committee, and the Board of Directors.
- Developing knowledge, understanding and awareness of the problems and impacts of climate change resulting from operations to jointly manage and reduce greenhouse gases within the organization effectively.

6.5.1 Greenhouse Gas Management Plan

The food system is inevitably linked to methane emissions, contributing to global warming. Agricultural food production and livestock farming are indirect factors affecting greenhouse gas emissions. However, key operational activities within restaurants, including transportation, processing, packaging, refrigeration, and waste management, require significant energy consumption and lead to increased greenhouse gas emissions.

ZEN Group recognizes the importance of establishing a corporate carbon footprint. Therefore, it has participated in a project to assess the organization's greenhouse gas emissions and consider finding ways to effectively reduce the organization's greenhouse gas emissions to alleviate the impacts of climate change.

Management Approach In 2024, ZEN Group places great importance on energy management, energy reduction, corporate carbon footprint assessment, and minimizing waste generation from production processes to reduce greenhouse gas emissions as much as possible. Additionally, ZEN Group is in the process of developing a carbon-neutral plan to offset emissions, contributing to the country's greenhouse gas reduction efforts, climate change initiatives, and corporate social responsibility.

6.5.2 Verification of Greenhouse Gas Emission Data by External Agencies

In 2024, ZEN Group participated in the corporate carbon footprint assessment and continuously prepared reports on greenhouse gas emissions and removals. The consulting firm V Green KU Co., Ltd. was engaged to assist in this process. Additionally, the corporate carbon footprint data was independently verified by LRQA (Thailand) Ltd., a registered verifier with the Thailand Greenhouse Gas Management Organization (Public Organization), ensuring accurate and credible greenhouse gas emission verification.

6.5.3 Total Greenhouse Gas Emissions Across Scope 1, Scope 2, and Scope 3

In 2024, ZEN Group revised its carbon footprint assessment under the ZEN brand, covering 54 branches. The evaluation measured emissions from January 1 to December 31, 2023, with a limited assurance level at a materiality threshold of 5% and certified by Thailand Greenhouse Gas Management Organization (Public Organization) on November 26, 2024.

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
2024	1 Jan– 31 Dec 2023	54 Branch	533	4,815	7,721	November 26, 2024

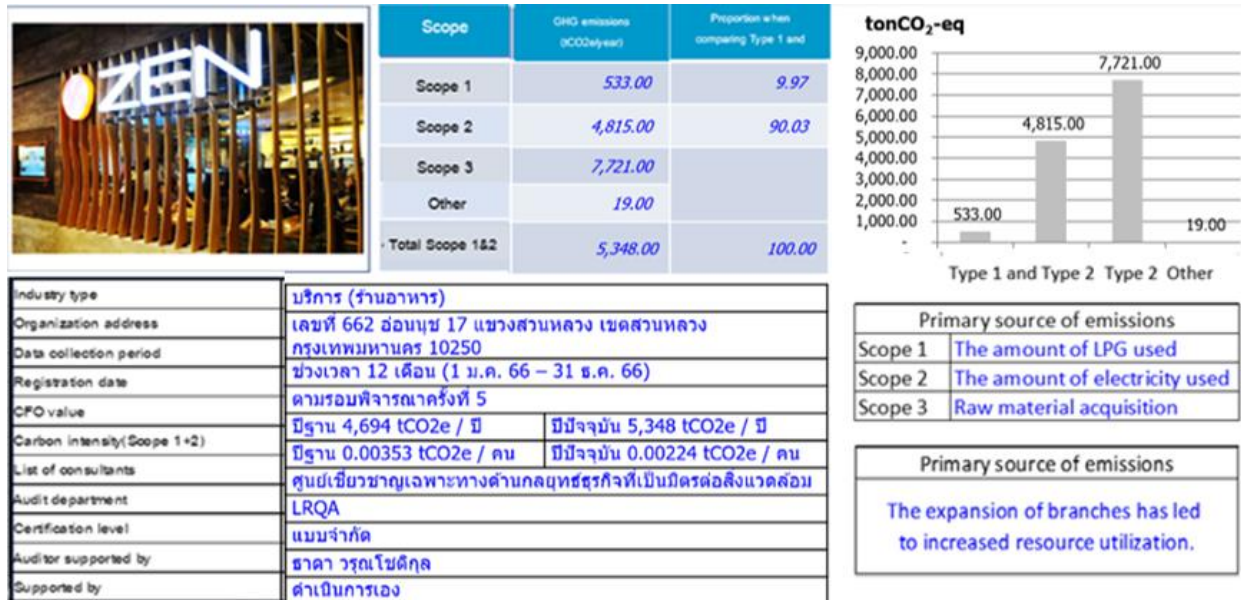
Note: TonCO₂e refers to tons of carbon dioxide equivalent (tCO₂e).



6.5.4 Greenhouse Gas M

ZEN Group aims to conduct an annual carbon footprint assessment while consistently identifying strategies to reduce greenhouse gas emissions. Additionally, ZEN Group is committed to collaborating with and supporting initiatives that contribute to greenhouse gas reduction and offsetting emissions on an ongoing basis.

6.5.5 Greenhouse Gas Emissions per Unit (Carbon Intensity)



Measured from January 1 to December 31, 2023, with details outlined in Section 6.5.3.

Greenhouse gas emissions source	Quantity : Unit		
	TonCo2e/per person		
	2021	2022	2023
Carbon Intensity (Type1+2)	0.0033	0.0025	0.0022
Carbon Intensity (Type1+2+3)	0.007	0.0056	0.0055

6.5.6 Greenhouse Gas Emission Offset

ZEN Group places great importance on continuous environmental initiatives to minimize environmental impact, demonstrating a strong commitment to sustainably mitigating climate change. To offset greenhouse gas emissions (Carbon Offset), ZEN Group participates in the carbon credit program through its participation in the carbon credit project from the 45 MW combined heat and power biomass plant project of Mitr Phol PIO-Power (Kuchinnarai), offsetting a total of 2,700 tons of carbon dioxide equivalent (TonCO₂e).



Cancellation Notification

Dear Sir,

ZEN RESTAURANT HOLDING CO., LTD.

The following cancellation has been completed in the registry:

Cancellation Details:

Account Name: ZEN RESTAURANT HOLDING CO., LTD.

Account ID: TH-710-10556-0

Contact Name: Miss Phattharawadee Kittitharathum

Contact Email: phattharawadee.kittitharathum@zen.co.th

7. Sustainability Initiatives – Social Dimension

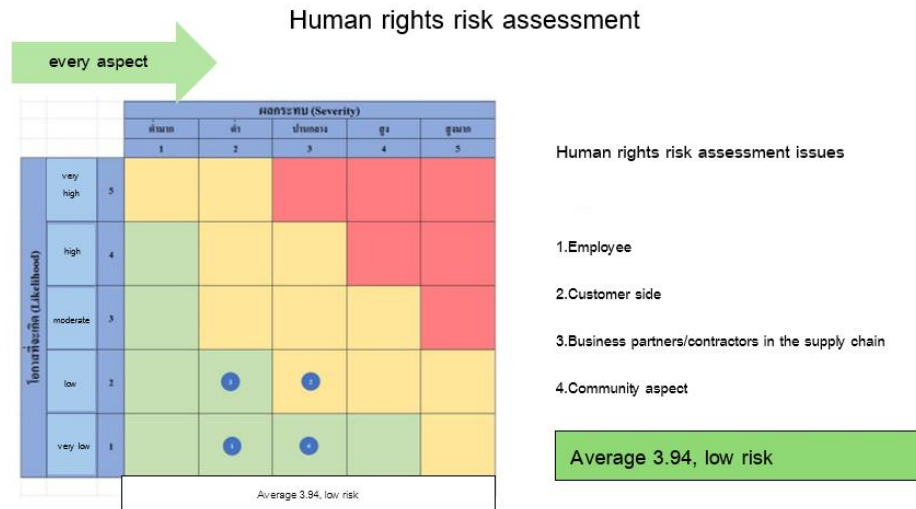
7.1 Human Rights

7.1.1 Human Rights Policy and Practices

In 2024, ZEN Group of companies has a policy to conduct business with integrity, adhering to social responsibility and accountability to all stakeholders through corporate governance principles and ZEN Group's code of ethics. ZEN Group emphasizes respect for human rights based on the United Nations Guiding Principles on Business and Human Rights, the United Nations Global Compact, and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work. These principles form the foundation of ZEN Group's sustainable business operations. ZEN Group has published its human rights policy on its website to communicate with external parties, including suppliers, contractors, partners, and business associates involved in the supply chain. This policy ensures that everyone adheres to human rights principles and maintains the same standards of social responsibility as ZEN Group.

7.1.2 Comprehensive Human Rights Risk Assessment in Business Operations and Remedial Measures

ZEN Group has established standard operating procedures for a comprehensive human rights risk assessment system (Human Rights Due Diligence: HRDD) accompanied by remedial measures. Details are available at www.zengroup.co.th. ZEN Group conducts a thorough risk assessment covering employees, customers, business partners/contractors within the supply chain, and local communities. The findings are presented to the Risk Management Committee to ensure effective risk mitigation and compliance with human rights standards.



Labor/Employees	Customers/Service Users	Partners/Business Partners in Supply Chain	Community
Employment Conditions	Hygiene and Safety of Customers/Consumers	Occupational Health and Safety of Employees and Partners in the Supply Chain	Occupational Health and Safety of the Community
Working Environment	Non-Discrimination and Harassment	Non-Discrimination and Harassment	Participation
Occupational Health and Safety of Employees	Freedom to Report Complaints	Legal Labor Practices (No Forced Labor, Child Labor, Human Trafficking)	Waste Management
Non-Discrimination and Harassment	Protection under the Consumer Protection Act	Employment Conditions	Water Management
Freedom of Association and Collective Bargaining	Responsible Marketing and Advertising Information	Business Ethics of Partners	Complaint Reporting
Protection of Employee Personal Data	Protection of Customer Personal Data	Protection of Employee Personal Data	Protection of Employee Personal Data
Legal Labor Practices (No Forced Labor, Child Labor, Human Trafficking)		Confidentiality of Partners	

7.1.3 Number of Human Rights Violations and Remedial Measures

In 2024, ZEN Group of companies did not experience any labour disputes or human rights violations, either within the organization or externally. There were only three minor incidents involving customers at branch locations. ZEN Group provided appropriate compensation, both monetary and non-monetary, to resolve each case satisfactorily.

7.2 Fair Labor Practices

Additionally, ZEN Group places great importance on employee recruitment by establishing employment and labour management policies that align with international human rights standards. These include the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, and the labour laws of the countries where ZEN Group operates. The policies adhere to international standards and ZEN Group's management policies and work practices to enhance employees' quality of life and commitment to ZEN Group based on fair treatment and mutual respect.

7.2.1 Respect for Diversity and Equality

7.2.1.1 Policies and Practices regarding respect for diversity and equality within the organization and supply chain, without discrimination based on gender, age, nationality, disability, religion, and other factors.

1. Child Labor

ZEN Group will comply with laws regarding the minimum age for employment and will not hire or support the hiring of children under the age of 15. Additionally, ZEN Group will actively oppose child labour under 15 within the supply chain. ZEN Group will also ensure that young workers are not engaged in work that is harmful to their health and development or that interferes with their compulsory education.

2. Forced Labor

ZEN Group strictly prohibits and does not support any form of forced labour. It does not charge fees or withhold personal identification documents except as permitted by law.

3. Non-Discrimination

ZEN Group is committed to respecting diversity and ensuring equal treatment of all employees. It does not grant privileges or unfairly deprive employees of their rights based on race, nationality, ethnicity, skin colour, ancestry, religion, social status, gender, age, disability, political beliefs, or marital status. Additionally, ZEN Group implements preventive measures and solutions to address issues related to sexual harassment. It also supports local communities by providing employment opportunities for underprivileged individuals.

4. Compensation

ZEN Group will pay wages, compensation, living allowances, and various benefits by labour laws and within the specified time frame, without deducting employee wages except as permitted by law. Additionally, ZEN Group will adhere to the principle of equal pay for equal work between men and women.

5. Working Hours

ZEN Group will set regular working hours in compliance with legal requirements and ensure that any overtime work adheres to the applicable labour laws.

6. Freedom of Association and Collective Bargaining

ZEN Group will respect employees' rights to associate or form groups in any legally compliant manner, including participation in collective bargaining processes by legal procedures.

7. Safety, Occupational Health, Environment, and Facilities

ZEN Group will continuously promote, support, maintain, and improve a safe working environment to prevent adverse health effects on employees and related parties. Additionally, ZEN Group will focus on preserving, preventing, and reducing environmental impacts resulting from its activities and those of related parties in compliance with the law. Furthermore, ZEN Group will provide hygienic restrooms, clean drinking water, appropriate first aid equipment, and adequate sanitary dining and food storage facilities.

8. Promotion of Women's Rights

ZEN Group will not discriminate or segregate and will ensure equality in the workplace, without discrimination based on gender in recruitment and hiring, promotion and transfer, training and career development, benefits, and compensation.

9. Protection of Pregnant Employees

ZEN Group will ensure that pregnant employees are assigned safe and appropriate work during their pregnancy, preventing any risks that may harm their health or the well-being of their unborn child.

10. Discipline and Punishment

ZEN Group will not employ inappropriate verbal reprimands or impose physical punishment.

ZEN Group is committed to conducting business regarding employee labour rights and adhering to labour standards for excellent human resource management. It ensures freedom of expression, opinions, and concerns through ZEN Group's feedback channels. ZEN Group strives to establish fairness and appropriateness in employment, wages, working hours, and breaks. Additionally, it aims to provide a good working environment and social benefits. ZEN Group has provided welfare and benefits fairly and appropriately to employees, as shown in the table below.

Benefit	Legal Entitlement	Company-Provided Entitlement
Maternity Leave for Female Employees	98 days	98 days
Public Holidays	At least 13 days per year	14-16 days per year
Annual Leave	At least 7 days per year	7-15 days per year
Personal Leave	3 days	3 days

In addition, ZEN Group provides various economic benefits to employees, such as special-interest-rate loan programs from financial institutions, travel allowances for business trips both domestically and internationally, per diem allowances, and more. Furthermore, employees are entitled to exclusive benefits related to life security, including a provident fund, group insurance (life insurance, accident insurance, inpatient and outpatient medical coverage), financial assistance in the event of an employee's passing, educational scholarships for employees' children, long-service awards, and financial aid in cases of natural disasters, among others.

7.2.1.2 Number of Incidents or Complaints Related to Violations of Rights, Equality, and Unfair Labor Practices, Along with Corrective and Remedial Measures

ZEN Group of companies has not encountered any incidents or complaints regarding violations of rights, equality, or unfair treatment of workers.

7.2.2 Employment

ZEN Group has a policy of fair and equitable employment, ensuring non-discriminatory practices and equal opportunities for individuals with the required knowledge and capabilities. The recruitment process is conducted transparent, based on the following guidelines:

By the employee recruitment regulations, ZEN Group provides equal employment opportunities based on knowledge, competencies, and qualifications that meet the required criteria. The selection process is transparent, with job vacancies publicly announced and candidates evaluated based on their qualifications, knowledge, skills, commitment, and positive attitude. The Human Resources department, the recruitment and hiring division and the respective department supervisors collectively oversee the recruitment and selection process.

ZEN Group's job postings for various positions respect human rights and provide equal employment opportunities for all genders. Additionally, exclusive positions are available for persons with disabilities to promote their employment opportunities. ZEN Group prioritizes the enhancement and development of the quality of life for persons with disabilities and has established various initiatives to support their well-being. These include employment opportunities, financial support for career development, and other assistance, including economic contributions as required by law.

7.2.2.1 Number of Employees Classified by Gender, Age, Job Level, and Persons with Disabilities

Employee Details	2022		2023		2024	
Number of Employees by Employment Type	Male	Female	Male	Female	Male	Female
Permanent Employees (persons)	915	1,304	1,005	1,505	959	1,391
Part-time Employees (persons)	339	613	367	710	341	580
Number of Employees by Job Level	Male	Female	Male	Female	Male	Female
Senior Executives	7	7	3	2	2	2
Director Level	3	10	6	15	9	14
Manager Level	56	45	26	31	23	29
Section Head Level	50	141	45	43	43	45
Operational Employees	1,138	1,714	1,292	2,124	1,223	1,881
Number of Female Employees by Job Level	Male	Female	Male	Female	Male	Female
Senior Executives			9	17	11	16
Executives			71	74	66	74
Employees			1,292	2,124	1,223	1,881
Number of Employees by Age Group	Male	Female	Male	Female	Male	Female
Age Below 30	852	1,244	1,000	1,485	880	1,211
Age 30-50	381	606	351	638	399	674
Age Above 50	21	67	21	92	21	86
Number of Employees by Nationality	Male	Female	Male	Female	Male	Female
Thai			1,249	2,129	1,083	1,777
Myanmar			115	84	188	173
Cambodian			3	-	2	0
Laotian			3	2	26	21
Others			2	-	1	0
Number of Employees with Disabilities			Male	Female	Male	Female
Employees with Disabilities			9	20	10	19
	1,254	1,917	1,372	2,215	1,300	1,971
Total Employees	3,171		3,587		3,271	

7.2.2.2 Number of Employees with Disabilities and/or Elderly Employees

Employees with Disabilities

In 2024, ZEN Group has adhered to the Promotion and Development of the Quality of Life of Persons with Disabilities Act B.E. 2550 (2007) by ensuring equal opportunities and fair employment practices for persons with disabilities. ZEN Group has implemented measures to provide suitable work arrangements that allow persons with disabilities to work from their place of residence, in alignment with the organization's commitment to "Creating Jobs, Creating Careers for Persons with Disabilities," thereby contributing to income distribution within local communities.

In 2024, ZEN Group supported a total of **33 persons with disabilities**, categorized into two groups as follows:

- 1) **Section 33 Group** – ZEN Group directly employed **21 persons with disabilities** as company employees.
- 2) **Section 35 Group** – ZEN Group provided support to **12 persons with disabilities** through contract-based project management and community enterprise initiatives, which include:
 - 2.1 "Jai Dee Farm" Project in Chainat Province – 3 persons
 - 2.2 "Organic Agriculture for the Community" Project in Pattani Province – 9 persons

Senior Employees

According to ZEN Group's employment regulations, employees are required to retire upon reaching the age of 60. ZEN Group has implemented a year-to-year retirement extension policy, which allows employees to continue working beyond retirement age based on mutual agreement and voluntary consent from both parties.

In 2024, seven employees reached retirement age and chose to terminate their employment upon retirement. These employees received statutory severance compensation by labour laws.

7.2.3 Promotion of Female Workforce

7.2.3.1 Policies and Practices for the Equal Promotion of Women in the Workplace

ZEN Group is in the process of developing specific policies and practices aimed at promoting gender equality in the workplace. These policies ensure equal opportunities for professional growth and career advancement for all employees without gender-based discrimination.

7.2.4 Anti-Child Labor

ZEN Group has a human rights policy, specifically in section 5 (5.3), stating that it will not engage in any activities that violate human rights, especially forced labour, illegal employment of migrant workers, child labour, and human trafficking.

7.2.4.1 Policy and Practices on the Prevention of Child Labor within the Organization

ZEN Group has an explicit employment policy and labour management, which strictly adheres to minimum age requirements under applicable laws. ZEN Group does not employ or support the employment of children under 15. Additionally, ZEN Group actively opposes employment of child labour under the age of 15 within its supply chain and ensures that young workers are not engaged in harmful work that could harm their health, development, or compulsory education.

7.2.4.2 Policy and Practices on the Prevention of Child Labor in the Supply Chain

ZEN Group has established a Supplier Code of Conduct to ensure that all business partners operating within ZEN Group's supply chain, including its subsidiaries, adhere to ethical business practices in compliance with legal requirements and human rights principles. The Code of Conduct promotes fair labour practices and mandates upholding human rights in all business operations. As outlined in Section 2.2 of the Supplier Code of Conduct, suppliers must not engage in any activities that violate human rights, including but not limited to forced labour, illegal employment of migrant workers, child labour, and human trafficking.

7.2.4.3 Number of Reported or Identified Cases of Child Labor Within the Organization and Supply Chain, Including Corrective and Remedial Measures

ZEN Group has not received any complaints or identified any cases of child labour within its organization or supply chain.

7.2.5 Employee Compensation:

ZEN Group considers appropriate employee salaries based on their positions and job responsibilities. It also provides suitable benefits and entitlements. ZEN Group offers a variety of benefits to meet employees' needs. Additionally, ZEN Group conducts annual salary reviews by considering employee performance as a tool for determining salary adjustments. This approach aims to motivate employees, encourage continuous dedication to their work, and retain talented personnel by fostering their commitment to ZEN Group.

7.2.5.1 Total Employee Compensation

ZEN Group has provided appropriate compensation to employees based on their positions. For 2024, ZEN Group group paid a total fixed income compensation to employees amounting to 900.17 million Baht.

7.2.5.2 Percentage of Employees Participating in the Provident Fund

ZEN Group provides a provident fund as a welfare benefit, encouraging regular employees and potential personnel to participate to secure their financial future before retirement. As of the end of 2024, 699 employees had enrolled in the provident fund, representing 50% of all regular employees.

7.2.5.3 Gender Pay Gap

ZEN Group calculated the ratio of female to male employee compensation in 2024 to be 0.80:1. This means that male employees of ZEN Group group received approximately 0.29% higher compensation than female employees.

7.2.6 Employee Development

ZEN Group places great importance on "Human Resource Development and Support," reflected in the organization's core values and sustainable development strategy. ZEN Group believes that talented individuals with a positive attitude will enable the organization to grow and maintain sustainable competitiveness, as well as contribute value to society as a whole. ZEN Group is committed to creating a safe and healthy working environment and promoting employee well-being. Additionally, ZEN Group supports continuous learning and career development alongside fostering social responsibility. The target groups for personnel development are divided into three levels:

- Community members and educational institutions
- Employees
- High-potential managers and leaders

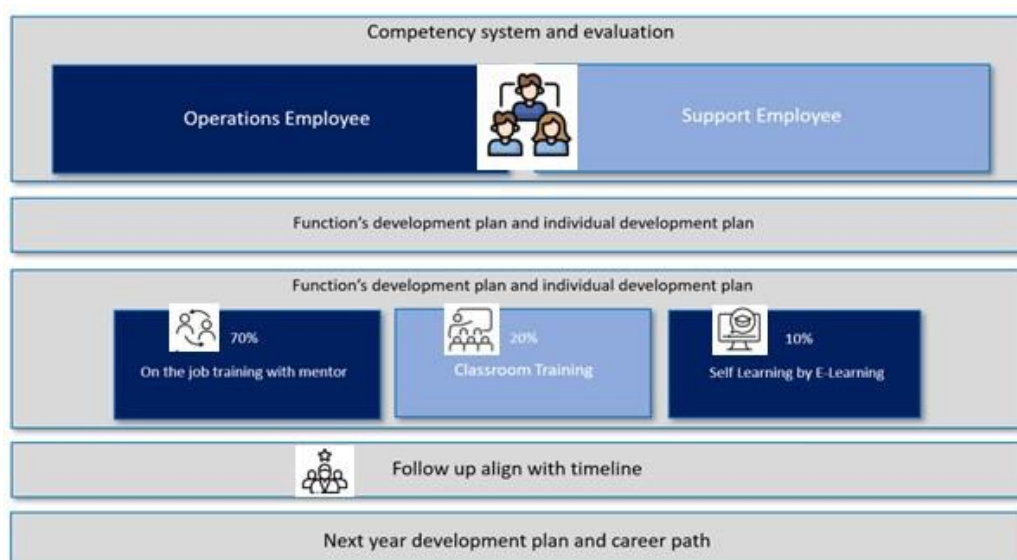
7.2.6.1 Employee Development Plans or Activities

1) Community Members and Educational Institutions

ZEN Group has always placed importance on continuous community and social engagement. Various projects have been initiated in collaboration with educational institutions and government sectors. These initiatives encourage students to gain practical work experience within the organization, starting with an orientation to familiarize them with ZEN Group and its restaurant business. Following this, ZEN Group provides a structured learning plan for students to gain knowledge in both operational and support functions. Additionally, students are given opportunities to interact with ZEN Group's executives. Furthermore, ZEN Group has implemented digital learning systems to complement hands-on training for students.

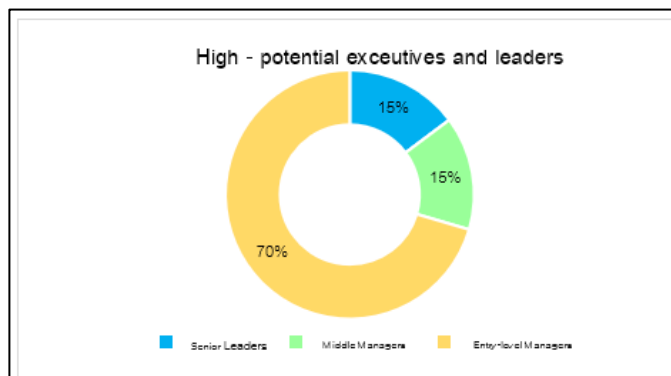
2) Employees

ZEN Group is committed to promoting the knowledge and potential development of employees at all levels, covering all departments, both operational and support functions. Competency assessments and development plans are created and analyzed for each department and individual. Employee development is then carried out through the 70/20/10 framework: 70% of development is encouraged through on-the-job training with mentors, 20% through classroom training, and 10% through self-directed learning via digital platforms. Progress is monitored within specified timeframes, and continuous development plans, including career development plans, are implemented as follows:



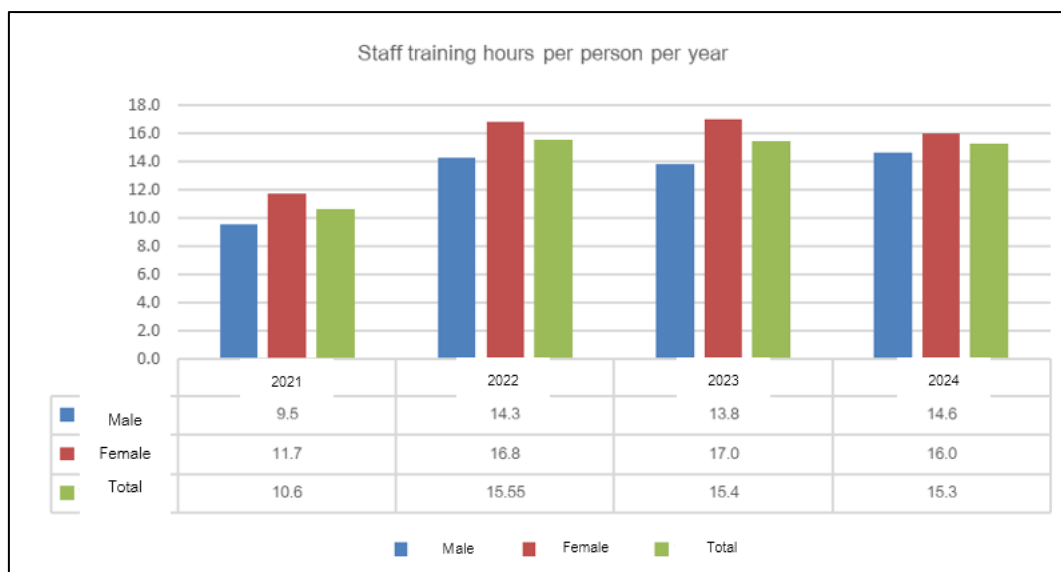
3) High-Potential Executives and Leaders

ZEN Group has established a selection process for high-potential employees and successors. Development plans for high-potential executives and leaders (Executive Program & Leadership Program) are created based on defined competencies and assessments. These plans aim to enhance strategic business planning skills, human resource management, and resource management in operations. Additionally, they promote a positive attitude to ensure that high-level executives and leaders become efficient personnel for the organization and society sustainably.



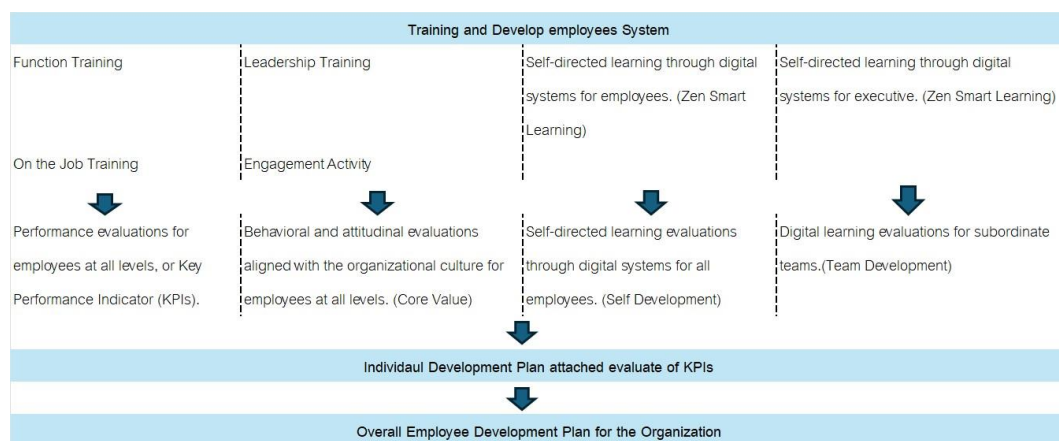
In addition to employee development, ZEN Group also recognizes the importance of business ethics training to ensure the knowledge and understanding to apply this fact correctly in their work. New employees receive training from the first day of orientation while existing employees review their knowledge through digital learning systems. After the training, employees must take and pass a test according to the set criteria. Additionally, ZEN Group keeps records of employee training attendance and completion.

7.2.6.2 Average Training Hours per Employee



7.2.6.3 Linking Employee Development to Annual Performance Evaluations

ZEN Group places great importance on the continuous development of its personnel, implementing various development plans targeting employees at all levels. Crucially, ZEN Group has integrated employee development into the annual performance evaluation system based on the following framework:



Functional training, as well as on-the-job training (OJT) with mentors, includes pre-and post-training assessments. Additionally, ZEN Group links this aspect of employee development to the annual performance evaluation system, specifically the Key Performance Indicators (KPIs).

Leadership training aims to develop and enhance leadership qualities in employees. In addition to pre-and post-training assessments, ZEN Group also links this aspect of employee development to the annual performance evaluation system, specifically through the Core Value behaviour assessment.

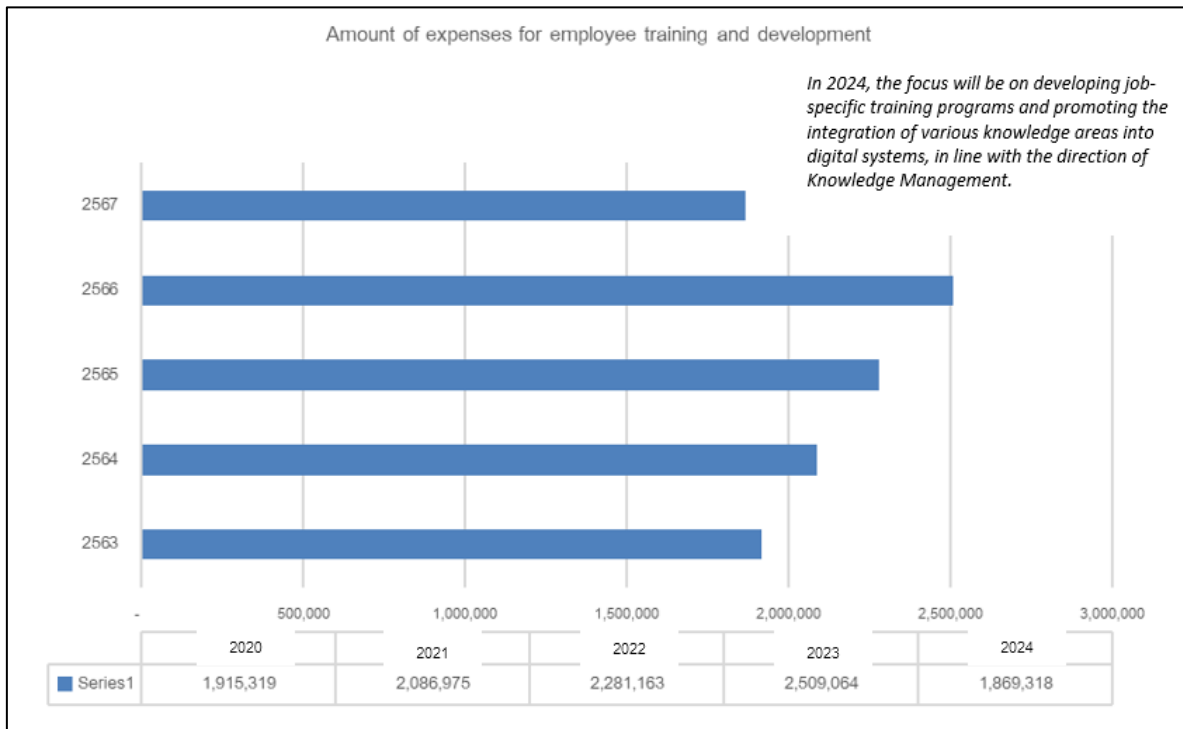
Self-directed learning through the digital system (E-Learning), known as Zen Smart Learn, has clear quarterly targets set for employees at all levels. Learning records and test results are included as criteria in the annual performance evaluation under Self-Development. Additionally, promoting team learning is an

evaluation criterion for management based on the percentage of self-directed learning (Self-Development) of all team members, which is considered in the team leader's performance evaluation.

7.2.6.4 Employee Development Goals

Community Members/Educational Institutions	Community Members/Educational Institutions	Employees	Executives and Leaders
Goals	Goals	Goals	Goals
Train and develop students who intern with the organization at a rate of 50% of the number of part-time employees.	Train and develop individuals with disabilities in the employment promotion program at a rate of 100% as per the requirements.	Train and develop 100% of employees within the organization at all levels, both operational and support functions.	Train and develop 100% of high-potential executives and leaders in both operational and support functions.
Achievements	Achievements	Achievements	Achievements
Students interned with the organization at a rate of 129% of the number of part-time employees and received 100% training and development.	Employment of individuals with disabilities and support for the employment promotion program for individuals with disabilities at a rate of 132% compared to the requirements, with 100% of individuals with disabilities receiving training and development.	100% training and development of employees within the organization at all levels, both operational and support functions. Additionally, in 2024, classroom training was included as a criterion in the annual performance evaluation.	100% training for high-potential executives and leaders in both operational and support functions.
Evaluation and Monitoring			
<ul style="list-style-type: none"> External verification by evaluators (employment and community). Internal monitoring through training and education management 			
Responsible Department			
<ul style="list-style-type: none"> Human Resources Department 			

7.2.6.5 Employee Development Expenditure



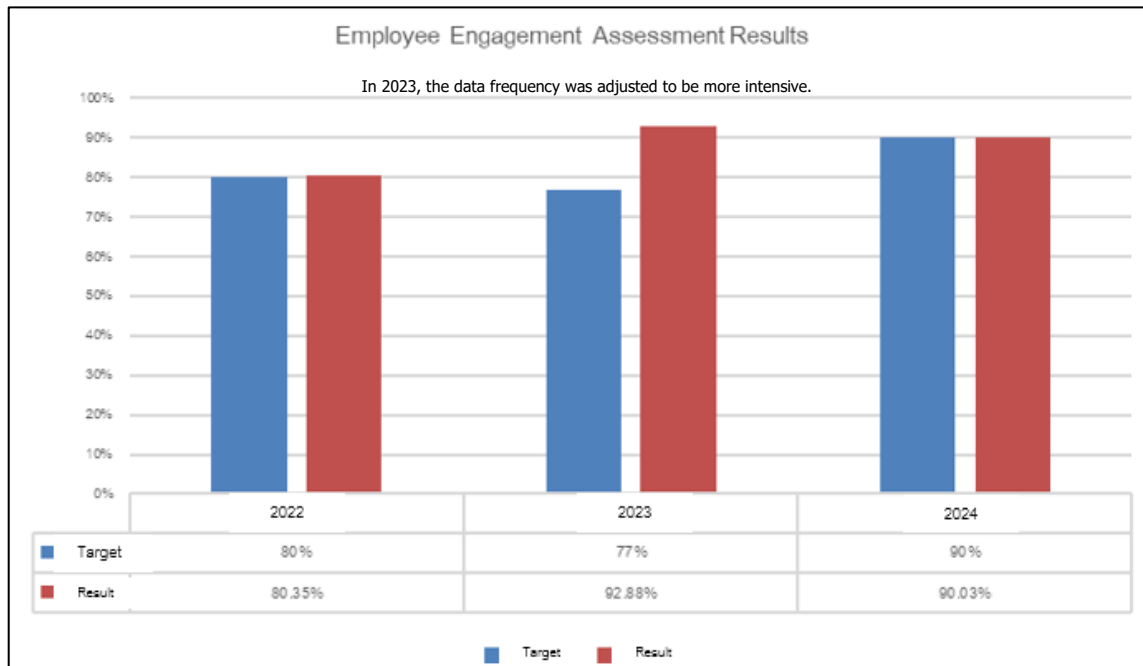
7.2.6.6 Benefits of Employee Development for Employees and/or the Organization

Benefits for Employees

Employee development is akin to enhancing potential and providing guidance, methods, and tools that help employees gain the necessary knowledge, understanding, and skills for their work. It promotes employees' ability to perform their tasks correctly and smoothly, reducing their anxiety about work. It also fosters teamwork, which is reflected in increased engagement scores. Additionally, employees who are developed and meet the competency criteria have career advancement plans. Employees who are promoted participate in an annual promotion ceremony, where many executives and colleagues congratulate them, creating meaningful work and career stability.

Benefits to the Organization from Employee Development

Employee development helps the organization have a highly skilled workforce with extensive knowledge, skills, and positive attitudes and behaviours. This contributes to the efficiency and effectiveness of the entire operational process, leading to significant organizational growth and enhanced business competitiveness. Additionally, in the current environment where macroeconomic changes can frequently impact business operations, continuous employee development ensures that both the organization and its employees are well-prepared to swiftly adapt to growth and changes that may arise in the future. Furthermore, employee development fosters a higher level of employee engagement and commitment to the organization.



7.2.7 Safety, Occupational Health, and Work Environment Practices

7.2.7.1 Plans or Activities for Developing Safety, Occupational Health, and Work Environment

ZEN Group places great importance on the safety, occupational health, and work environment of employees. Policies and guidelines have been established to ensure proper implementation. This includes planning and providing efficient security and alarm systems in sufficient and appropriate quantities in offices and workplaces to prevent and control risks that may lead to losses from accidents, injuries, or illnesses related to work, property loss or damage, improper work practices, and other potential errors. The policies can be summarized as follows:

- Promote employee safety: Safety is the responsibility of every employee, including the safety of their lives, property, ZEN Group, and related parties.
- All employees must strictly comply with laws, regulations, acts, or announcements from government agencies, and ZEN Group's regulations regarding safety, occupational health, and work environment.
- ZEN Group will promote and support improvements in the work environment to ensure safety, including providing sufficient safety equipment and conducting training to enhance employees' awareness of the importance and potential dangers, as well as the correct prevention methods.
- ZEN Group will develop a clean and hygienic work environment in and around the office for the well-being of everyone.
- Promote and support safety activities and work environment improvement activities that benefit all employees.

- ZEN Group will regularly review and evaluate safety and work environment practices to make necessary adjustments.
- Supervisors must set a good example and evaluate performance according to policies to achieve maximum efficiency and effectiveness. Employees must prioritize accident prevention and respond promptly and effectively to incidents, identifying causes and preventing recurrence.
- ZEN Group will consider disciplinary action by employee work regulations in cases where employees violate relevant rules and measures.

ZEN Group aims to create a culture and instill a safety consciousness within the organization, ensuring that personnel at all levels pay attention to and are aware of their responsibility to work carefully and follow safety regulations. ZEN Group has organized the following safety activities:

1. Providing knowledge and recommendations on safety, occupational health, and the environment.
2. Conducting training and practical exercises to foster learning and applicable skills.
3. Disseminating safety information through emails, bulletin boards, and group chats.

In 2024, safety, occupational health, and environmental training courses were provided to new and general employees, covering operational and support staff. These included:

- Basic safety courses for new employees.
- Safety, occupational health, and work environment courses covering:
 1. Knowledge about safety, occupational health, and work environment.
 2. Relevant laws.
 3. Safety, occupational health, and work environment regulations.

Additionally, practical training in first aid and life-saving courses was provided to operational staff, aiming to equip them with skills applicable to themselves, colleagues, and customers. This initiative promotes safety and a healthy work environment for employees.

Additionally, ZEN Group has assigned responsible personnel to regularly inspect all equipment to ensure it is always in working condition.

7.2.7.2 Number of Incidents or Cases of Work-Related Injuries Leading to Work Stoppage / Work-Related Injury Rate Leading to Work Stoppage

In 2024, there were 69 incidents of accidents and injuries from work in stores/branches, accounting for 1.91% of the total number of employees. There were 69 employees who sustained work-related injuries leading to work stoppage for at least one day, with no fatalities.

For contractors or external individuals working within ZEN Group, both at the headquarters and in stores/branches, there were no work-related injuries leading to work stoppage and no fatalities.

7.2.7.3 Safety, Occupational Health, and Work Environment Development Goals

ZEN Group has established a Safety, Occupational Health, and Work Environment Committee. Recognizing the importance of safety, occupational health, and the work environment, and in alignment with the vision of being a leading restaurant business group, ZEN Group has appointed this committee to comply with the Ministry of Labor's regulations on safety, occupational health, and work environment management standards (2006). The goal is to minimize accidents and injuries, aiming for zero employee injuries.

7.2.8 Promoting Employee Relations and Engagement

7.2.8.1 Employee Engagement and Retention Development Plan

ZEN Group places great importance on developing employee engagement to retain high-potential employees for the long term. Therefore, a joint working group named Zen Zeed Team has been established. This team consists of representatives from all departments who collaborate to enhance the quality of life for employees in five areas, known as the Well Being 5 framework, which includes the following details:



7.2.8.2 Percentage of Employees Who Voluntarily Resigned

By ZEN Group's policy to retain employees by fostering love, attachment, and long-term commitment to the organization, employee care is of utmost importance. However, the labour market remains highly competitive, and there are still employees resigning every month. Therefore, ZEN Group has set targets for employee resignation rates to manage and retain employees effectively.

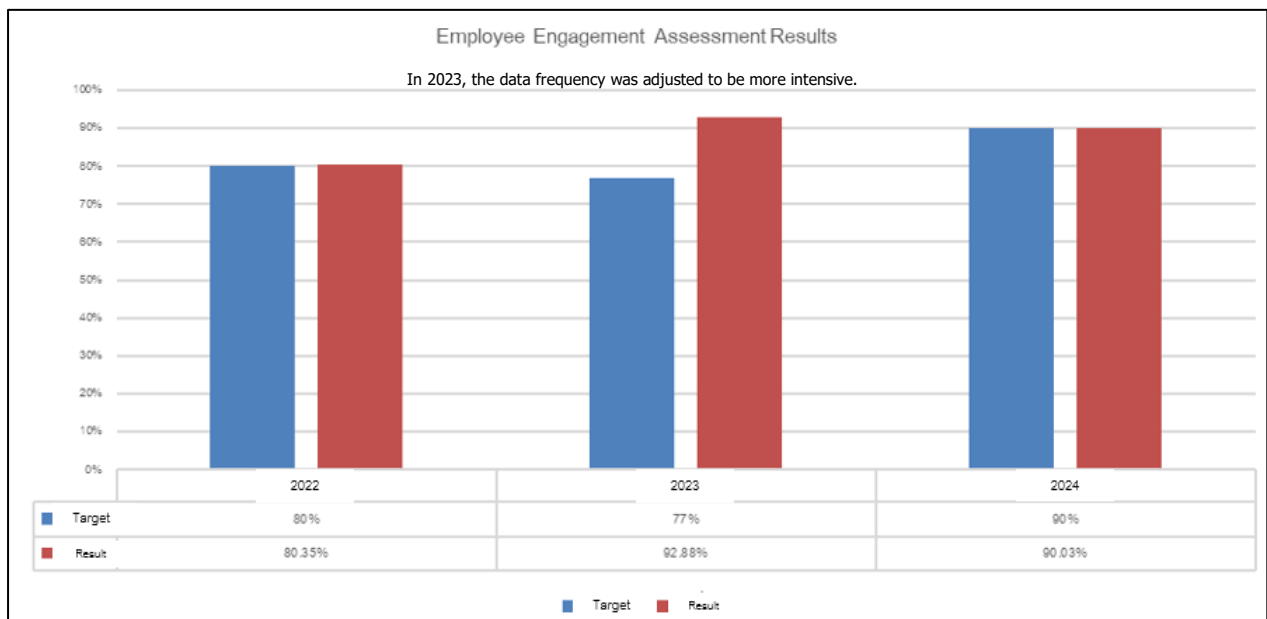
Thus, the data on employee resignations in 2024 indicates that the reasons for voluntary resignations account for 100% of all employee resignations.

7.2.8.3 Number of Significant Labor Disputes and Remedial Measures

In the year 2024, ZEN Group had no labour disputes with employees. ZEN Group places great importance on its employees and adheres to the regulations concerning employee conduct. ZEN Group prioritizes compliance with labour laws in all employee-related matters.

7.2.8.4 Goals for Enhancing Employee Engagement and Retention

ZEN Group places great importance on the care of employees at all levels. Therefore, ZEN Group conducts assessments of employee engagement with the organization. The target group for these assessments includes 100% of all regular employees. The goals for engagement levels and the resulting outcomes are as follows:



After obtaining the results of the employee engagement assessment, ZEN Group implemented the Power BI system to analyze the data. The analyzed data is then used to develop the annual operational plan. The objective is to continuously enhance and promote employee engagement levels and quality of life.

7.2.8.5 Employee Group Negotiations with ZEN Group Regarding Benefits and Welfare

ZEN Group has provided both monetary and non-monetary benefits to employees appropriately and has communicated the welfare policies to employees. These benefits include a provident fund, group insurance (life insurance, accident insurance, inpatient and outpatient medical expenses), and discounts at affiliated restaurants, among others.

Therefore, in the year 2024, ZEN Group has taken care of employees and provided benefits that are comparable to or exceed those in the labour market. As a result, there have been no employee negotiations or demands regarding benefits and welfare.

7.3 Responsibility to Customers/Consumers

7.3.1 Consumer Rights

ZEN Group initially recognized that product and service standards are crucial in the restaurant business. However, these standards alone may not be sufficient in today's world. Creating customer satisfaction and maximizing consumption production efficiency and productivity through continuous innovation and development is essential. This approach ensures the optimal use of human and natural resources, contributing to the sustainability of the economy for both ZEN Group and Thailand.

7.3.1.1 Policy and Practices on Customer Personal Data Protection

Compliance with the Personal Data Protection Act

ZEN Group places great importance on compliance with the Personal Data Protection Act. It has issued a general personal data protection policy and a specific policy for employees. These policies ensure that the collection, use, and processing of personal data by ZEN Group are conducted correctly, securely, and transparently, preventing misuse or unauthorized disclosure. The policies also uphold the rights of data subjects regarding their personal data.

Additionally, ZEN Group has developed a personal data protection manual to guide relevant parties in detailed compliance with the Personal Data Protection Act. ZEN Group has also provided training for all executives and employees to enhance their understanding of the Personal Data Protection Act.

7.3.1.2 Number of Customer Data Breach Cases and Remedial Measures

In 2024, ZEN Group of companies experienced one instance of a personal data breach involving a customer, which was a 1:1 incident. The breach was limited in scope and was promptly reported to the Office of the Personal Data Protection Committee upon discovery. A risk assessment was conducted, and the risk level was determined to be low. ZEN Group fully complied with the requirements of the Personal Data Protection Act.

However, ZEN Group has established procedures and corrective measures for personal data breaches in its Personal Data Protection Manual. The Personal Data Protection Committee meets regularly to

monitor activities, news, and related operations, ensuring strict compliance with the Personal Data Protection Act. Additionally, responsible parties closely follow announcements from the Personal Data Protection Committee.

7.3.1.3 Number of Incidents or Complaints Regarding Consumer Rights Violations and Remedial Measures Compliance with the Consumer Protection Act

ZEN Group's business operations are conducted in accordance with the Consumer Protection Act, which covers advertising, product and service safety, compensation for damages, and other related matters. ZEN Group has continuously provided training to relevant parties to ensure understanding of the Consumer Protection Act. Additionally, the Personal Data Protection Committee and the Legal Department offer advice and opinions on product advertisements to ensure compliance with the Act.

In the year 2024, ZEN Group received no complaints from customers regarding consumer rights violations.

7.3.1.4 Channels for Customer/Consumer Complaints

Customers and consumers can file complaints regarding products, services, or other matters through the following channels, by the Whistleblower Policy:

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

7.3.1.5 Customer Satisfaction Development Plan

1) Product and Service Development

ZEN Group operates a restaurant business with the utmost commitment to delivering high-quality, delicious, hygienic, and standard-compliant food, along with quality restaurant services, to achieve maximum customer satisfaction.

Each brand's research and development department is responsible for creating new food menus, including special seasonal dishes, promotional menus to boost sales and regular menus. Examples include the New Year party set from the On the Table brand, Lemon Shot from the AKA brand, Auspicious Dragon Menu from the ZEN brand, and Jumbo Mala Tang from the Din's brand. Additionally, ingredients from local farmers are used to develop new dishes, such as the Crispy Vietnamese Spring Rolls, which use sesame crackers produced traditionally in northeastern communities, and the Boiled Chicken by the Mekong from the Pracharath Rak Samakkee Community Enterprise in Khon Kaen Province, supporting local communities.

To remain competitive and adapt to changing consumer behaviours, ZEN Group continuously develops new menus and improves recipes to maintain each brand's unique identity. This includes optimizing

production processes to enhance efficiency and reduce costs, providing basic cooking training, and conducting random quality and taste checks across all restaurant brands to ensure that the food served meets the established standards.

To meet modern lifestyle demands, ZEN Group also focuses on creating delivery menus, which have proven to generate significant sales, and adopting environmentally friendly packaging to minimize environmental impact.



2) ZEN Group's Raw Material Standards

ZEN Group ensures the procurement of safe raw materials for consumers by selecting sources that meet ZEN Group's standards. These sources must have quality standard documentation, comply with legal requirements, and be traceable back to the producers. Quality and safety are controlled throughout storage, transportation, and distribution to maintain product quality and safety standards in line with international standards such as ISO 22000, BRC, and GMP/HACCP. This ensures that consumers can trust the quality and safety of the raw materials used in ZEN Group's restaurant chain.

3) Selection of Raw Material Sources

ZEN Group has established standards for selecting raw material sources, including selecting raw material suppliers. ZEN Group seeks and selects potential partners who comply with relevant laws and regulations. Additionally, ZEN Group promotes, supports, and develops the capabilities of its partners through responsible procurement and supply chain management processes. Sustainability risks are assessed throughout the procurement process, starting from the registration of new partners, partner selection, and partner evaluation. This approach ensures that ZEN Group meets the ever-changing needs and expectations of customers. Sustainability risks are categorized into three dimensions according to international principles:

environmental, social, and governance. These dimensions cover various sustainability issues, such as water resource management, human rights, and business ethics.

4) Research and Development for Improving Work Efficiency

Additionally, ZEN Group has been developing information technology, including process reengineering, to reduce work steps and enhance long-term efficiency at branch locations. This also includes immediate access to information for decision-making, strategy formulation, and operational planning to promptly meet customer satisfaction.

In terms of governance processes, both at the headquarters and branch levels, ZEN Group has continuously improved transparency and efficiency in all processes. Examples include managing board meetings and executive management meetings, whether conducted online or offline.

5) Development of New Restaurant Formats and Increasing Sales Area Efficiency

ZEN Group has developed full-service restaurant formats using 60, 100, and 150 square meters, down from the original 200 square meters, to maximize efficiency and reduce energy costs. Additionally, ZEN Group has developed small restaurant formats, such as the Kiang and Din's brands, which have introduced the new Din's Food Court model. This model caters to consumer behaviour, focusing on convenience and value for money. Furthermore, ZEN Group calculates sales per square meter to ensure that space is managed as efficiently as possible, maximizing the return on investment.



ZEN Group has established standard designs for kitchen equipment that can be produced and used across all brands, accounting for approximately 90%, except for special equipment like the AKA brand's grilling stove. In the service area, ZEN Group has arranged seating where customers can interact and access, such as sushi bars, beverage and dessert bars, and some tam bars, all integrated into the customer seating area. This allows customers to observe the meticulous food preparation and the attentiveness of the staff, instilling confidence in ZEN Group's cleanliness and standards.

Additionally, the furniture is designed to be modular, allowing for easy disassembly, installation, and relocation. This furniture is sourced from manufacturers, reducing the cost per square meter compared to the past. Consequently, ZEN Group has reduced construction investment costs per square meter and branch, significantly lowering service area rental costs.

Before investing, ZEN Group evaluates investment and sales, calculates appropriate service and kitchen areas, and considers the costs of goods and services and rent. Once operational, the restaurant management team ensures maximum efficiency and standard food and service delivery and drives sales to meet ZEN Group's targets.



6) Employee Capacity Development for Job Knowledge and Service Quality Improvement

In addition to efficient space management, ZEN Group also measures the efficiency of restaurant employees to maximize effectiveness. This involves comparing sales with the number of employees and scheduling work shifts appropriately to match daily sales targets. This preparation ensures excellent service delivery, minimizes customer complaints, and garners customer appreciation.

In addition to measuring employee efficiency, ZEN Group has implemented the NPS SCORE (Net Promoter Score) tool to measure customer satisfaction. This tool collects direct customer feedback for analysis, covering various aspects such as the cleanliness of the restaurant, service readiness, and the accuracy and cleanliness of the food. The insights gained are used to improve service quality and continuously develop the brand.

Currently, ZEN Group measures Labour Productivity and NPS SCORE. ZEN Group also has a work development plan, which includes training new and existing employees on food and service throughout the year. Additionally, ZEN Group has implemented a mobile ordering system in the restaurants to increase Labour Productivity and achieve customer satisfaction targets.

ZEN Group places great importance on having external agencies evaluate the quality of work in terms of food quality, service, and cleanliness for its restaurants. ZEN Group participates in the Thai Select program organized by the Department of Business Development, Ministry of Commerce. The brands Tum Mua and Lao Yuan received the Thai Select certification in 2023.



7.3.1.6 Goals for Customer Satisfaction Development and Customer Satisfaction Evaluation Results



7.3.2 Responsible Marketing and Advertising

7.3.2.1 Guidelines for Responsible Marketing and Advertising

Basic Principles of Marketing and Advertising

1. All advertisements must be legal, honourable, honest, and truthful.
2. Advertisements should not conflict with good morals and social order. Advertising should be created with a sense of social responsibility and adhere to generally accepted principles of fair competition in the business world.
3. Advertisements must not cause the public to lose confidence in advertising.

Detailed Practices

1. Conduct the profession with honesty and integrity according to professional practices and academic principles and comply with the provisions of the law.
2. Avoid any actions that may bring disrepute to the profession.
3. Be responsible to society and avoid actions that degrade ethics and good cultural values.
4. Do not engage in marketing/advertising that insults race, religion, beliefs, or objects of reverence for the general public.

5. Avoid marketing/advertising that misrepresents essential facts about products, services, performances, or other matters or exaggerates qualities to the point of misleading viewers or listeners.
6. Do not use superstitions or beliefs in luck as incentives in marketing/advertising.
7. Avoid marketing/advertising that imitates trademarks, slogans, or key messages from others' advertisements, causing misunderstanding or confusion about others' products, services, or performances.
8. Do not use statistics, research results, or scientific reports inappropriately or misleadingly in marketing/advertising if the product does not possess the claimed qualities.
9. Do not refer to individuals or institutions in marketing/advertising if they do not exist or have not used the products, services or viewed the performances.
10. Avoid marketing/advertising that may harm children or minors physically or mentally or that exploits their lack of understanding as an inappropriate incentive.

7.3.2.2 Guidelines for Communicating Information About the Impact of Products and Services to Customers/Consumers

Crises can occur at any time in business, but in the era of social media, we often see what is known as a Social Media Crisis. Due to the rapid dissemination of information, people on social media can quickly engage by commenting and sharing. The more engagement there is, the more social media algorithms will amplify the reach. In Thailand, Social Media Crises are frequently observed. Here are some guidelines for communicating information about the impact of products and services to customers/consumers to help mitigate such crises:

- **Cease Communication on Social Media Channels (Initially)**

In the initial phase of a crisis, the comment sections and inboxes will be flooded with messages from social media users. At this point, stop communicating with consumers and hold formal discussions with the team about the impact and response strategies to mitigate the severity. Also, halt automated bot responses and scheduled content posts, as these can give the impression of indifference to the crisis.

- **Issue a Statement Acknowledging the Problem and Concrete Solutions**

This step should be handled swiftly; delaying can give the impression of indifference to the issue. The statement should be brief, clear, and easy to understand, conveying sincerity and concern for the problem. It should include the steps being taken to address the issue and initial corrective actions. This can be done through images, text, or videos. Ideally, there should be a dedicated FAQ page to address this crisis specifically.

- **Respond to Comments, but Avoid Prolonged Discussions; Focus on Acknowledging the Issue and Solutions**

At this stage, you can start responding to comments. However, limit your responses to acknowledging the relevant issues and outlining the steps being taken to address them. Avoid prolonged discussions, as they may lead to further dissatisfaction. Stop using automated or patterned responses; instead, incorporate a more human touch in your replies to help alleviate the crisis.

7.4 Responsibility to the Community / Society

7.4.1 Policy on Development and Engagement with Communities / Societies Affected by Business Operations

ZEN Group recognizes its involvement and responsibility towards the community and society surrounding its operations. Therefore, it has announced a policy for development and engagement with communities and societies that may be affected by its business activities. This policy aims to ensure harmonious coexistence with the community, preventing any harm to the community and surrounding infrastructure. ZEN Group strives to build positive relationships within the community and society, implementing measures to prevent activities that negatively impact the community, managing waste and sewage, treating wastewater, and maintaining an effective drainage system. Additionally, ZEN Group fosters a sense of responsibility among employees towards the neighboring community and society.

7.4.2 Plan to Promote Development and Engagement with Communities / Societies

In 2024, ZEN Group of companies is committed to conducting business alongside giving back to society by enhancing the quality of life through various projects. These projects focus on empowering individuals with disabilities to become self-sufficient and capable of supporting themselves. The aim is to provide stable employment and income for people with disabilities, enabling them to be self-reliant. This aligns with the government's policy to assist people with disabilities under the Promotion and Development of Quality of Life for Persons with Disabilities Act. ZEN Group supports the fund for the promotion and development of the quality of life for persons with disabilities through the Jai Dee Farm Project in Chainat Province and the Organic Farming for Community Project in Pattani Province.

Apart from the employees within the organization, ZEN Group firmly believes that social responsibility is an essential mission that cannot be neglected. Promoting society and integrating it into ZEN Group's supply chain aims to foster sustainable economic, social, and environmental development for the country.

7.4.3 Number of Disputes with Communities / Society and Remedial Measures

In the year 2024, ZEN Group of companies had no disputes with the communities and society surrounding its operations. In conducting activities such as fire evacuation drills, ZEN Group of companies informs the surrounding communities both verbally and/or in writing. Additionally, ZEN Group of companies

has installed a suggestion box at the front of ZEN Group's premises for individuals in the surrounding communities and society to provide feedback or lodge complaints directly to ZEN Group.

7.4.4 Benefits and Amount Spent on Projects or Activities for Community / Social Development and Assistance

In 2024, ZEN Group allocated approximately 1.4 million baht to support the employment of people with disabilities, creating jobs and careers effectively. This was done under the Occupational Security for People with Disabilities Project by the Foundation for the Development of the Potential of People with Disabilities. The support began with assisting people with disabilities in the central region, specifically in Chainat Province, through the Jai Dee Farm Project. This initiative was then extended to support the development of the potential of people with disabilities in the southern border provinces through the Organic Farming for Community Project in Pattani Province.

Jai Dee Farm Project

The Organic Farming for Community Project in Chainat Province, with the Foundation for the Development of the Potential of People with Disabilities as an advisor, operates at 109 Moo 6, Phrai Nok Yung Subdistrict, Hankha District, Chainat Province.

Objectives: The project aims to provide members of ZEN Group of people with disabilities and their families with sustainable careers and income through organic farming. It seeks to create a small community market for organic agricultural products, with project members serving as the production base. This initiative promotes social enterprises, fostering collaboration between people with disabilities, non-disabled individuals, and the business sector.

The core principle is to strengthen the self-reliance of people with disabilities and their families through poultry farming, organic agriculture, and effective market management. This approach generates income for people with disabilities and serves as a positive example for the community and society. It enables people with disabilities to live with dignity and equality, comparable to the general population, and provides a means for them to survive and overcome crises.

The project operates as a group with business management practices, including egg-laying poultry farming and organic vegetable cultivation both inside and outside greenhouses. The income from sales is calculated by deducting the cost of goods and expenses, with the remaining amount distributed as dividends to members. Additionally, a portion of the eggs is donated to nearby community schools.



On July 11, 2024, the Sustainable Development Working Group visited and monitored the operations of the agricultural group for people with disabilities under the "Jai Dee Farm Project" at the Center for the Development of the Potential of People with Disabilities in Chainat Province.

In addition to agricultural work designed for people with disabilities, Jai Dee Farm also serves as a life skills training center for people with disabilities, where they can practice life skills, social skills, and agricultural work.

Organic Farming for Community Project in Pattani Province

The Joint Learning Center for the Development of the Potential of People with Disabilities in the Southern Border Provinces, located at King Mongkut's Institute of Technology Ladkrabang Pattani Campus, Moo 1, Bo Thong Subdistrict, Nong Chik District, Pattani Province, oversees and supports the employment of people with disabilities in Pattani Province. The project aims to enhance agricultural careers, livestock farming (goat raising), and other supplementary occupations under the Occupational Security for People with Disabilities Project. This project is systematically managed to promote sustainable stability for people with disabilities.



On March 21, 2024, the Sustainable Development Working Group visited and monitored the operations of the Organic Farming for Community Project in Pattani Province at the Joint Learning Center for the Development of the Potential of People with Disabilities in the Southern Border Provinces to attend a

meeting and receive progress reports on the establishment of the Center for the Development of the Potential of People with Disabilities.



On November 19, 2024, the Sustainable Development Working Group visited and monitored the operations of the Organic Farming for Community Project in Pattani Province at the Joint Learning Center for the Development of the Potential of People with Disabilities in the Southern Border Provinces to attend a meeting and receive progress reports on the establishment of the Center for the Development of the Potential of People with Disabilities.

Food For Good Project

In 2024, ZEN Group has a policy to continuously and sustainably improve the quality of life for children in remote areas through the Food For Good Project, under the concept "Good Nutrition is the Foundation of Growth." The goal is to promote balanced nutrition for school children in Thailand and support the establishment of sustainable child nutrition care mechanisms.

Operations: The project involves systematically promoting knowledge and monitoring results by training teachers in provincial schools to prepare nutritious meals for students. This aims to support the development of effective child nutrition care mechanisms and reduce the number of malnourished children in Thailand, providing more than just a meal.



In 2024, ZEN Group donated 200,000 baht for the third consecutive year to support food and agricultural budgets, enhancing the ability to provide students with complete and diverse nutrients in

sufficient quantities for growth and good nutrition. Additionally, the project aims to enhance the nutritional knowledge of school staff to ensure they can properly manage student meals.

<https://www.zengroup.co.th/csr-detail/96/food-for-good-3>

The goal is to support the budget so that schools can provide nutritionally complete meals and impart knowledge that enables school staff to deliver quality food services. The project also aims to enhance the knowledge and skills of nine nutrition teachers and create safe food sources in schools by supporting agriculture and developing a revolving food fund within the school. This initiative benefits a total of 204 students in three schools: Ban Nong Saeng School, Ban Khok Sung School, and Ban Dong Kwang School in Nakhon Phanom Province.



From August 6-8, the Sustainable Development Working Group visited and received reports on the progress of the nutrition development operations at Ban Nong Saeng School, Ban Khok Sung School, and Ban Dong Kwang School.

Cage-Free Egg Project

In 2024, ZEN Group of companies reaffirmed its commitment to sustainable development and social responsibility by supporting the procurement of sustainable food ingredients that are environmentally and socially responsible. This initiative promotes income distribution to communities, adheres to animal welfare principles, and delivers quality products to consumers.

ZEN Group announced plans to drive business alongside social responsibility under the concept of sustainable organizational development (ESG). This aligns with consumer trends that prioritize health and

food safety. ZEN Group also emphasizes supporting local farmers and promoting animal welfare by aiming to increase the proportion of cage-free eggs from hens raised without cages across all brands, restaurants, and branches to 100% by 2028.

ZEN Group is committed to being a significant force in improving the quality of life for consumers by providing quality food, generating income for local farmers who raise cage-free hens, and ensuring animal welfare. Hens are allowed to roam freely, exhibit natural behaviors, and live happily in safe and hygienic environments without antibiotics or chemicals, producing high-quality and safe eggs. This happiness is passed on to consumers through meals at ZEN Group's restaurants. The plan is to gradually increase the proportion of cage-free eggs used across all brands and restaurants each year, reinforcing ZEN Group's policy commitment.

For the 2024 plan, Zen Group increased the proportion of cage-free eggs to 80%, gradually implementing this across all major branches nationwide.

Finally, from 2025 to 2028, the remaining branches will transition to using 100% cage-free eggs as planned.



Kung Fu Farm, Mae Rim District, Chiang Mai Province

In 2024, ZEN Group of companies supported the procurement of cage-free eggs, which are produced by hens raised in a free-range environment without cages, adhering to animal welfare principles and free from antibiotics. This ensures high-quality produce that is delivered to consumers through three affiliated restaurants: ZEN Restaurant, AKA, and On the Table, in Chiang Mai.

ZEN Group is committed to supporting Kung Fu Farm, a collaboration of local farmers through the community enterprise group for processing agricultural products, including cage-free eggs from villagers and other small-scale entrepreneurs. This initiative aims to promote sustainable income for the community, with a total support amount of 148,740 baht.

Jai Dee Farm, Hankha District, Chainat Province

The project received funding to purchase hens for organic egg farming within the community, generating revenue to sustain the project from January to December 2024, with a total support amount of 47,500 baht.

Neville Organic Egg Farm, Ang Thong Province

ZEN Group supports the use of cage-free eggs certified by organic livestock standards and free-range poultry farm standards. These eggs are free from antibiotics and growth hormones, produced by healthy and happy hens. These high-quality eggs are used in meals at all affiliated restaurants. In 2024, the proportion of cage-free eggs used increased to 80%, gradually implemented across all major branches nationwide, with a total support amount of 2,195,492 baht.

Social Activities

In 2024, ZEN Group participated in promoting the quality of life and education for special needs children. Over 140 employees joined the charity walk-run event on March 10, 2024, at Suan Luang Rama IX Park. ZEN Group supported the event with a budget of 81,000 baht from registration fees, which was donated to the foundation to provide scholarships for special needs children and support the operations of the Saeng Sawang Institute Foundation under royal patronage. This initiative aims to improve the quality of life for special needs children and strengthen society.



Blood Donation Activities

In 2024, ZEN Group organized blood donation activities, inviting employees and the general public to participate at Zen Corporation Group Public Company Limited's headquarters. The events were held twice, on May 24, 2024, and September 24, 2024. Executives, employees, and the general public participated in donating blood to the Faculty of Medicine Vajira Hospital, Navamindradhiraj University.

These activities reflect ZEN Group's commitment to conducting business alongside social responsibility. ZEN Group recognizes the importance of helping patients who require a large amount of blood daily. This blood donation not only supports the procurement of quality blood for Navamindradhiraj University but also contributes to building a better society. ZEN Group continuously promotes and supports activities beneficial to Thai society with sincerity and dedication to creating value for the community and society as a whole.

First Event: Thursday, May 24, 2024

- Total blood donors: 96
- Employees: 84
- General public: 12
- Total blood donated: 40,050 cc



Second Event: Tuesday, September 24, 2024

- Total blood donors: 86
- Employees: 71
- General public: 15
- Total blood donated: 34,200 cc



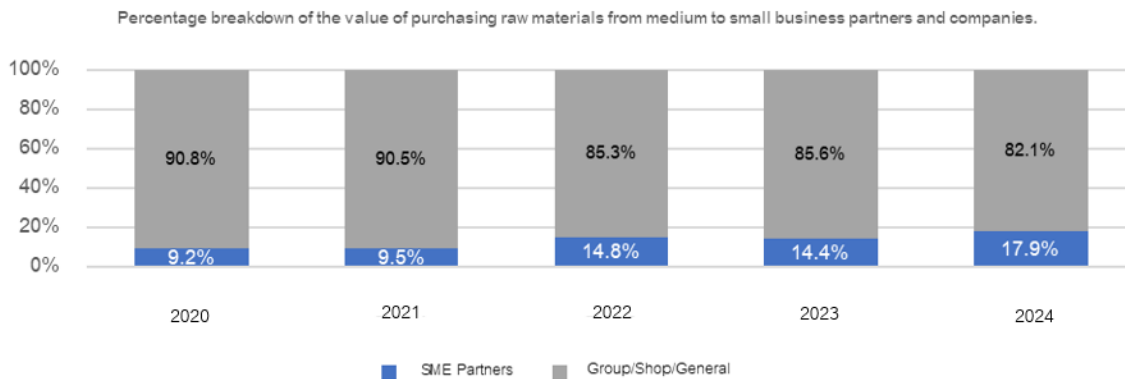
7.4.5 Goals for Community / Social Development and Engagement

The goal of the projects supported by ZEN Group in 2026, in addition to financial support, is to generate sustainable income in the community amounting to 300,000 baht per year.

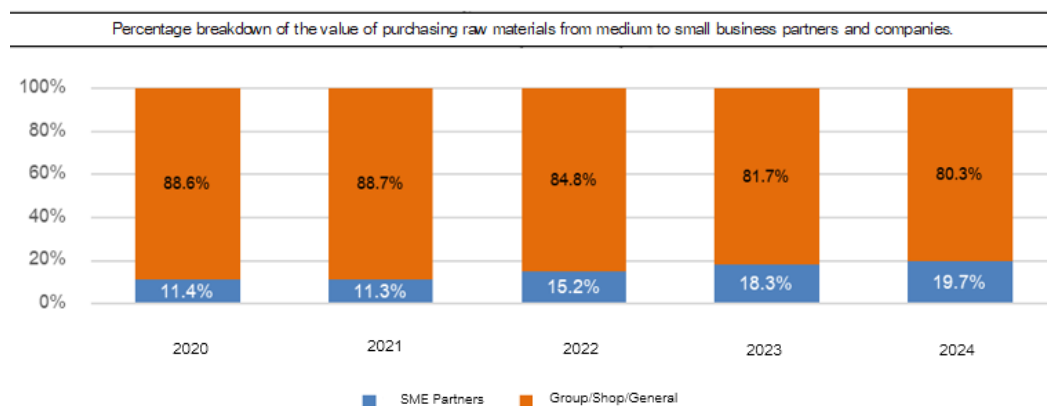
7.4.6 Balancing Revenue Generation and Income Distribution to Society

Supporting community employment, small entrepreneurs, and promoting stable income for communities to ensure equitable economic distribution nationwide is a priority for ZEN Group. ZEN Group is highly committed to this cause and recognizes its role in contributing to sustainable income generation in various areas. ZEN Group believes that its dedication to selecting high-quality community products will greatly enhance customer satisfaction.

Year	Total Transaction Value	Medium to Small Business Partners	General Companies / Stores
2020	811,449,103	75,001,539	736,447,564
2021	917,809,425	87,117,453	830,691,973
2022	1,091,667,147	162,073,227	931,356,885
2023	1,308,869,578	198,243,238	1,110,626,340
2024	1,263,834,058	226,143,449	1,037,690,610
		17.89%	82.11%



Year	Number of Sales person	Medium to Small Business Partners	General Companies / Stores
2020	429	49	380
2021	391	44	347
2022	422	64	358
2023	421	80	341
2024	447	88	359



7.4.7 Total Amount Spent on Projects or Activities for Community and Social Development and Assistance

The goal for 2022 was to achieve a 12% proportion of transactions, both in terms of transaction value and the number of transactions, with communities and medium to small business partners compared to ZEN Group's total transactions.

The goal for 2026 is to increase the proportion of transactions, both in terms of transaction value and the number of transactions, with communities and medium to small business partners by 1% annually, aiming to reach 15% compared to ZEN Group's total transactions.

8. SUSTAINABLE OPERATIONS IN CORPORATE GOVERNANCE AND ECONOMIC DIMENSIONS SUSTAINABLE SUPPLY CHAIN MANAGEMENT STRATEGY

Climate change and air pollution have led to rising global temperatures, posing significant environmental issues that impact health, well-being, and quality of life. These issues present critical risks to sustainable development and economic growth, such as increased volatility in agricultural product quantities and prices, illegal labor problems, labor shortages or personnel issues, rising production costs, stricter food safety regulations, food waste problems, changing consumer behaviors, high competition, and market saturation. These factors can lead to supply chain slowdowns or disruptions.

Additionally, the COVID-19 pandemic in 2020 had ongoing economic impacts and affected consumer behavior, particularly in the restaurant business, which is highly competitive and rapidly changing. Restaurants and food business operators must continuously adapt to these changes to remain viable and competitive. This preparation helps mitigate future risks.

Therefore, ZEN Group emphasizes risk assessment concerning sustainable development, recognizing the importance of sustainable business development based on environmental (Environment), social (Social), and corporate governance (Governance) responsibilities, following the ESG concept. ZEN Group also values stakeholder engagement to build confidence and ensure long-term business sustainability.

ZEN Group's sustainability strategies align with ZEN Group's core mission, which includes customers, employees, society and the environment, partners, and shareholders. The strategies are as follows:



8.1 Consumer Hygiene and Safety




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

ZEN Group recognizes the importance of developing sustainable agricultural business based on environmental (Environment), social (Social), and corporate governance (Governance) responsibilities, following the ESG concept. Measures have been established to procure raw materials and agricultural products to ensure maximum value and efficiency in terms of raw material quality, food safety for consumers, and fair pricing.

Currently, most of ZEN Group's raw materials are agricultural products, including meat, eggs, vegetables, fruits, rice, and vegetable oil, sourced from domestic operators, including large enterprises, small enterprises, and community or SME groups. This approach aims to distribute income equitably among all operators and reduce social inequality. Criteria have been set for selecting high-quality raw materials and agricultural products that comply with relevant legal standards and regulations safely.



Classification of Raw Materials and Relevant Legal





Raw Material Group	Basic Standards	Quality and Safety System Standards
Beef/Cattle Products 	<ul style="list-style-type: none"> - Food production facility not classified as a factory (Form Sor.Bor.1) - Food production license (Form Or.2) - License to trade animals or animal carcasses (Form R.10) - License to transport animals or animal carcasses (Form R.3 or Form R.4) - Community Product Standards (CPS) / One Tambon One Product (OTOP) 	GMP 420 FDA, GMP&HACCP Department of Livestock Development, GHPs, HACCP, BRC, FSSC, ISO22000, etc.
Pork Products 	<ul style="list-style-type: none"> - Food production facility not classified as a factory (Form Sor.Bor.1) - Food production license (Form Or.2) - License to trade animals or animal carcasses (Form R.10) - License to transport animals or animal carcasses (Form R.3 or Form R.4) - Community Product Standards (CPS) / One Tambon One Product (OTOP) 	GMP 420 FDA, GMP&HACCP Department of Livestock Development, GHPs, HACCP, BRC, FSSC, ISO22000, etc.
Poultry Products (e.g., Chicken, Duck, Eggs) 	<ul style="list-style-type: none"> - Food production facility not classified as a factory (Form Sor.Bor.1) - Food production license (Form Or.2) - License to trade animals or animal carcasses (Form R.10) - License to transport animals or animal carcasses (Form R.3 or Form R.4) - Community Product Standards (CPS) / One Tambon One Product (OTOP) 	GMP 420 FDA, GMP&HACCP Department of Livestock Development, GHPs, HACCP, BRC, FSSC, ISO22000, etc.

Raw Material Group	Basic Standards	Quality and Safety System Standards
Aquatic Products (e.g., Fish, Shrimp, Shellfish, Crab, Squid) 	<ul style="list-style-type: none"> - Food production facility not classified as a factory (Form Sor.Bor.1) - Food production license (Form Or.2) - License to import aquatic animals or aquatic animal products - Import approval notification for animals or animal carcasses 	GMP 420 FDA, GMP&HACCP Department of Fisheries, GHPs, HACCP, BRC, FSSC, ISO22000, etc.
Rice Products 	<ul style="list-style-type: none"> - Food production facility not classified as a factory (Form Sor.Bor.1) - Food production license (Form Or.2) - Agricultural Product Standards 	GAP, GHPs, HACCP, BRC, FSSC, ISO22000, ISO9001, etc.
Vegetable Oil Products 	<ul style="list-style-type: none"> - Food production facility not classified as a factory (Form Sor.Bor.1) - Food production license (Form Or.2) - Agricultural Product Standards 	GHPs, HACCP, BRC, FSSC, ISO22000, ISO9001, etc.

8.1.2 Percentage of Products or Agricultural Produce Certified for Food Safety Standards

The selection of raw materials and agricultural produce is based on the quality system standards of the manufacturing facilities or the certified quality standards of the raw materials. This includes third-party suppliers (suppliers not directly doing business with ZEN Group) to assist in the preliminary risk assessment of raw materials and agricultural produce before considering the selection of suppliers to present their products.

Raw Material Group	Quality and Safety System Standards	Percentage of Agricultural Products Certified for Food Safety Standards
Beef/Cattle Products 	GMP 420 FDA, GMP&HACCP Department of Livestock Development, GHPs, HACCP, BRC, FSSC, ISO22000, etc.	92.86%
Pork Products 	GMP 420 FDA, GMP&HACCP Department of Livestock Development, GHPs, HACCP, BRC, FSSC, ISO22000, etc.	88.89%

Raw Material Group	Quality and Safety System Standards	Percentage of Agricultural Products Certified for Food Safety Standards
Poultry Products (e.g., Chicken, Duck, Eggs) 	GMP 420 FDA, GMP&HACCP Department of Livestock Development, GHPs, HACCP, BRC, FSSC, ISO22000, etc.	100%
Aquatic Products (e.g., Fish, Shrimp, Shellfish, Crab, Squid) 	GMP 420 อย., GMP&HACCP กรมประมง, GHPs, HACCP, BRC, FSSC, ISO22000, etc.	88.24%
Rice Products 	- GAP, GHPs, HACCP, BRC, FSSC, ISO22000, ISO9001, etc.	100%
Vegetable Oil Products 	- GHPs, HACCP, BRC, FSSC, ISO22000, ISO9001, etc.	100%





Note: The agricultural products certified under the quality system standards of food production facilities do not reach 100% because they include small-scale producers such as community enterprises, community development groups, and OTOP groups. These producers have food production facility licenses from government agencies, such as the Food Production Facility License (Form Or.2) and the Food Production Facility License not classified as a factory (Form Sor.Bor.1).

8.2 Sustainable Procurement of Raw Materials

8.2.1 Policy and Guidelines on Animal Welfare

ZEN Group recognizes the importance of animal welfare as it affects the quality and safety of food in the supply chain. Therefore, ZEN Group supports the selection of key suppliers who conduct their business based on appropriate principles and pay attention to animal welfare, ethics in animal husbandry, and oversight.

However, ZEN Group is in the process of formulating a policy and principles on animal welfare.

Raw Material Group	Name of Standard Certified for Food Safety	Percentage of Production Volume Certified for Food Safety Standards	Percentage of Purchase Volume Compared to Total Animal Product Purchases
Beef/Cattle Products 	<ul style="list-style-type: none"> - Good Agricultural Practices (GAP) for pig farms from the Department of Livestock Development - GMP and HACCP standards from the Department of Livestock Development 	99.86%	46.70%
Pork Products 	<ul style="list-style-type: none"> - Good Agricultural Practices (GAP) for pig farms from the Department of Livestock Development - GMP and HACCP standards from the Department of Livestock Development 	98.99%	20.93%
Poultry Products (e.g., Chicken, Duck, Eggs) 	<ul style="list-style-type: none"> - Good Agricultural Practices for livestock for free-range poultry farm operators from the Department of Livestock Development - Free-range poultry farms (egg-laying hens) from the Department of Livestock Development - Q-Mark standards from the Department of Livestock Development - Good Agricultural Practices (GAP) for broiler farms from the Department of Livestock Development - Cage-Free standards for egg-laying hen farms from the Department of Livestock Development - GMP and HACCP standards from the Department of Livestock Development 	100%	15.72%
Aquatic Products (e.g., Fish, Shrimp, Shellfish, Crab, Squid) 	<ul style="list-style-type: none"> - Good Aquaculture Practices (GAP) from the Department of Fisheries - GMP and HACCP standards from the Department of Fisheries 	99.32%	63.06%

Note: Animal welfare principles are applied to suppliers certified under the quality system standards of their facilities. The certification does not reach 100% because it includes small-scale producers such as community enterprises, community development groups, and OTOP groups. These producers have food production facility licenses from government agencies, such as the Food Production Facility License (Form Or.2) and the Food Production Facility License not classified as a factory (Form Sor.Bor.1).

8.3 Sustainable Supply Chain Management

8.3.1 Policy and Practices for Sustainable Supply Chain Management

Sustainable Supply Chain Management Practices

ZEN Group of companies places great importance on and is committed to managing suppliers throughout the supply chain to conduct business and grow sustainably alongside them. This includes developing the capabilities of both current and new suppliers to reduce risks and impacts on ZEN Group's business operations in both the short and long term. ZEN Group considers risk factors from current situations and global trends that may affect its business operations and supply chain as follows:

1.1 Defining Detailed Evaluation Criteria for Supplier Sustainability

ZEN Group of companies values the participation of business partners and stakeholders in its operations. Recognizing the importance of sustainable business development based on environmental (Environment), social (Social), and corporate governance (Governance) responsibilities, following the ESG concept, ZEN Group includes the topic of "Environmental Management" in the "Supplier Audit Report" for all suppliers. Additionally, the "Sustainability Supplier Audit Report" is used to evaluate all suppliers undergoing audits.

Supplier Audits	2024		2023		2022	
	Target	Performance	Target	Performance	Target	Performance
Environmental Management and Self-Assessment (Management Practice & Labour Standard)	37 suppliers	39 suppliers (105.41% over the target)	36 suppliers	36 suppliers (100.00%)	31 suppliers	31 suppliers (100.00%)

In 2025, ZEN Group improved the qualitative self-assessment of supplier sustainability to continuously enhance the efficiency of operations for the organization, business partners, and stakeholders. This self-assessment is conducted through the ESG Self-Assessment Questionnaire (SAQ-ESG), covering environmental (Environment), social (Social), and corporate governance (Governance) aspects in a single document. The assessment targets existing critical suppliers and new suppliers delivering key raw materials and products, unique co-developed products, and those with few or irreplaceable suppliers.

Evaluation Criteria	Activity Details
1. Management System	<ul style="list-style-type: none"> ● Certification standards such as quality system certification, environmental system certification, safety and occupational health system certification, labor and human rights system certification, etc. ● Quality documentation systems such as business risk management plans, quality policies and/or manuals, product safety quality control documents, etc.
2. Supply Chain Management	<ul style="list-style-type: none"> ● Corporate governance such as supplier code of conduct documents and communication, supplier performance evaluations, anti-corruption policy/code of conduct documents, customer data leakage prevention systems, etc.
3. Corporate Social Responsibility and Labour Management	<ul style="list-style-type: none"> ● Social management such as policies/documents for managing compliance with labor and social laws, etc. ● Labor management such as compliance with labor laws, absence of labor complaints/lawsuits, etc. ● Freedom of association and collective bargaining such as suggestion/complaint boxes, non-interference with employee organization/joining, etc. ● Welfare such as restrooms, drinking water stations, first aid, annual health check-ups, canteens, social security benefits, etc.
4. Environmental Management	<ul style="list-style-type: none"> ● Environmental policies and complaints such as environmental policies, absence of environmental complaints, risk assessments, chemical management/control, etc.
5. Occupational Health and Safety Management	<ul style="list-style-type: none"> ● Workplace safety such as policies or practices related to employee health and safety, hygiene and safety officers, emergency preparedness and response plans, etc.

Establishing Supplier Risk Assessment Criteria: Criteria have been set to assess the sustainability risks of suppliers, ensuring their compliance with sustainability requirements and categorizing their risk levels.

Suppliers receiving a "C" rating from the ESG Self-Assessment Questionnaire (SAQ-ESG) will be notified of the evaluation results and required to address deficiencies. ZEN Group will conduct on-site audits and develop an annual supplier audit plan to ensure efficient production, storage, transportation, and delivery processes, ensuring sustainable business operations and improved supplier capabilities.

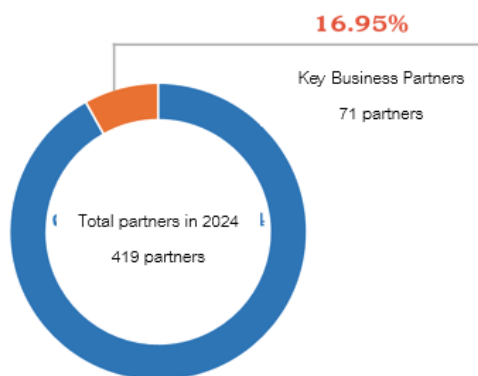
1.2 Classification of Critical Suppliers

ZEN Group of companies has established criteria for classifying critical suppliers based on the types of products and services provided by current and new suppliers, including direct suppliers (Critical Tier 1 Supplier) and indirect suppliers (Critical Non-Tier 1 Supplier). This information is used for effective risk assessment. The criteria for identifying critical suppliers are as follows:

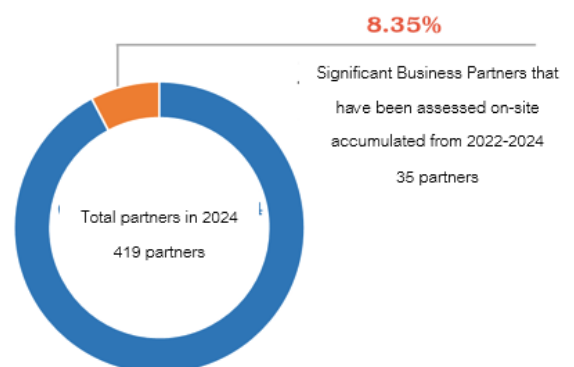


In 2024, ZEN Group had 71 critical suppliers, accounting for 16.95% of all suppliers in the supply chain. Among these, 35 critical suppliers were evaluated on ESG criteria, including "Environmental Management" and "Labour Management," through on-site audits from 2022 to 2024.

Number of partners divided by business importance group



Number of key business partners that have been audited



1.3 Annual On-site Supplier Audits

ZEN Group of companies monitors suppliers to improve quality and maintain standards of raw materials and products by developing an annual production site audit plan. The criteria for supplier quality system development audits are as follows:

1. Critical suppliers with the highest purchase value, accounting for 2% of the total annual purchase value, with continuous transactions in the following year. These suppliers deliver key raw materials, co-developed specific products, and scarce or irreplaceable products, with supplier rotation each year.
2. Suppliers with ESG self-assessment results graded C (needs improvement) and those with on-site audit scores graded C (fair) and D (needs improvement), with continuous transactions in the following year.
3. Suppliers with food safety and product quality complaints in the past year:
 - All food safety complaints.
 - Product quality complaints with more than three issues, with supplier rotation each year.
4. New suppliers meeting company quality and condition requirements or newly contracted suppliers.

2024 Targets	2024 Performance
Critical suppliers according to the 2024 annual audit plan were evaluated on ESG criteria, including "Environmental Management" and "Labour Management" - 100%.	15 critical suppliers were evaluated (100%).
Suppliers with on-site audit scores graded C and D according to the 2024 audit plan received on-site audits - 100%.	3 suppliers with on-site audit scores graded C and D were evaluated (100%).
Suppliers with food safety and product quality complaints according to the 2024 audit plan received on-site audits - 100%.	18 suppliers with food safety and product quality complaints were evaluated on-site (100%).

1.4 Supplier Development

ZEN Group of companies places great importance on developing suppliers, as they are a crucial component in promoting ZEN Group's sustainable development and growth. If suppliers are at risk, it could impact ZEN Group. Therefore, ZEN Group selects key suppliers for joint development through on-site audits and provides consultation and recommendations to improve and enhance their capabilities.

Supplier Audits	2024		2023		2022	
	Target	Performance	Target	Performance	Target	Performance
Supplier Development	5 suppliers	5 suppliers (100%)	5 suppliers	4 suppliers (80%)	4 suppliers	4 suppliers (100%)

8.3.2 Percentage of New Suppliers Screened for Sustainability Issues

Supplier audits are essential to the organization's supply chain to ensure smooth business operations and reduce potential problems or risks that may affect consumers. ZEN Group places great importance on this matter. Supplier audits assist in the decision-making process for selecting new suppliers and continuously monitor the performance and quality of raw materials for current suppliers through on-site audits as follows:

New suppliers undergo on-site audits before participating in bidding to conduct preliminary risk assessments of raw material safety. These audits also evaluate environmental management and self-assessment of sustainability (Management Practice & Labour Standard) to provide business opportunities for new suppliers to participate in business operations, generating domestic income and supporting employment.

Supplier Audits	2024		2023		2022	
	Target	Performance	Target	Performance	Target	Performance
Environmental Management and Self-Assessment of Sustainability (Management Practice & Labour Standard)	5 suppliers	4 suppliers (80%)	4 suppliers	4 suppliers (100%)	9 suppliers	9 suppliers (100%)

In 2025, criteria for selecting new suppliers were established, focusing primarily on "product quality" and "quality systems." This evaluation is conducted jointly by the Quality Assurance and Research & Development departments. Suppliers who pass the selection process will undergo a self-assessment using the ESG Self-Assessment Questionnaire (SAQ-ESG). Suppliers with high purchase values, delivering key raw materials and essential products, co-developed specific products, and those with scarce or irreplaceable raw materials, must pass an on-site audit conducted by ZEN Group's Quality Assurance department.

8.3.3 Supplier Code of Conduct

ZEN Group has established a Supplier Code of Conduct to guide suppliers doing business with ZEN Group and its subsidiaries within the supply chain. This code ensures ethical business practices, compliance with laws, adherence to human rights principles, fair labor practices, and safety and occupational health standards. It also emphasizes environmental friendliness and sustainability. Suppliers include sellers, contractors, and/or service providers to ZEN Group and its subsidiaries, whether legal entities or individuals. The guidelines and scope for adhering to the Supplier Code of Conduct are as follows:

1. Business Ethics, Legal Compliance, and Regulations

1.1. Honesty and compliance with laws, regulations, and requirements. Conduct business with integrity, adhering to correctness, honesty, ethics, and transparency. Avoid unfair competitive advantages and comply with laws, regulations, and requirements.

1.2. Integrity in business operations, considering stakeholders and treating them equitably.

1.3. Avoid conflicts of interest. Suppliers must not have any connections or relationships with ZEN Group's directors, executives, and/or employees that could create conflicts of interest. Any such connections must be disclosed to ZEN Group and managed according to company guidelines.

1.4. Disclosure and confidentiality. Suppliers must fully disclose information to ZEN Group and its subsidiaries as agreed and must not disclose company information without consent for personal gain, adhering to relevant legal guidelines.

1.5. Respect for intellectual property. Suppliers must respect others' intellectual property and avoid infringement.

1.6. Anti-corruption. Suppliers must oppose corruption in all forms, including bribery, offering or promising to give, requesting, or demanding any assets, money, items, rights, or benefits that violate ethics, laws, regulations, or policies, whether involving government officials or others doing business with ZEN Group, subsidiaries, or group companies, domestically or internationally.

2. Non-Discrimination, Labor Law Compliance, and Human Rights

2.1 Non-discrimination. Respect differences and treat employees equally, without unfairly favoring or disadvantaging them based on race, nationality, ethnicity, skin color, religion, social status, gender, age, disability, political views, or marital status. Implement measures to prevent and address sexual harassment.

2.2. Avoid involvement in human rights violations, especially forced labor, illegal migrant labor, child labor, and human trafficking.

2.3. Labor protection. Comply with legal requirements for hiring foreign workers. Provide safe working conditions for pregnant women and avoid termination, demotion, or reduction of benefits due to pregnancy.

2.4. Fair compensation. Pay wages, compensation, and benefits in accordance with labor laws and on time, without unlawful deductions. Ensure equal pay for men and women.

2.5. Comply with legal working hours and manage overtime according to legal requirements.

2.6. Freedom of association and collective bargaining. Respect employees' rights to associate or form groups legally and participate in collective bargaining processes.

3. Safety, Occupational Health, and Work Environment

3.1. Promote, support, maintain, and continuously improve a safe working environment to prevent health impacts on employees and related parties.

3.2. Focus on maintaining and preventing environmental impacts from business activities.

3.3. Provide regular training on safety, occupational health, and work environment.

4. Environmental Friendliness and Conservation

4.1. Strictly comply with environmental laws and regulations.

4.2. Source raw materials and develop environmentally friendly products, avoiding toxic substances that impact the environment, natural resources, and society.

4.3. Cooperate and implement measures to address climate change, greenhouse gas issues, and business-related impacts, including global warming solutions.

4.4. Systematically manage waste and promote knowledge on waste reduction, reuse, and sorting from the source to reduce waste volume and management costs.

4.5. Conduct business with awareness of social and community impacts, respecting cultural diversity, community rights, and opinions. Maintain regular communication and relationships with the community.

8.3.4 Percentage of Key Suppliers Signing the Supplier Code of Conduct

ZEN Group has published the Supplier Code of Conduct on its website and sent it to all suppliers, with over 80% acknowledging and agreeing to comply.

8.3.5 Payment to Partners

In accordance with good corporate governance policies, ZEN Group of companies is committed to adhering to trade terms and contractual agreements. ZEN Group aims to treat partners fairly and equally, considering mutual benefits. A management and monitoring system is in place to ensure full compliance with contracts. ZEN Group has processes to ensure timely payments to partners according to agreed payment terms. This includes announcing the check issuance and billing schedule, required billing documents, and the payment transfer schedule based on credit terms, which are communicated to all partners.

8.4 Innovation Development

Amidst organizational adaptation trends focusing on integrating technology into business development for competitive and efficient growth, ZEN Group emphasizes analyzing customer service data from all aspects to improve and deliver targeted services. ZEN Group prioritizes appropriate technology adoption and continuous innovation development to enhance customer, social, and environmental satisfaction. This includes ongoing research and development support and collaboration to integrate technology for innovation, addressing current needs and anticipating future lifestyle changes while considering social and environmental sustainability.

8.4.1 Policy and Practices for Organizational Innovation Development

ZEN Group aims for sustainable business operations by integrating information technology, adhering to principles of economic viability, innovation, and environmental impact. ZEN Group has established an information technology and innovation policy with the goal of becoming an organization with a modern IT system suitable for the current global changes.

1. Support the management and selection of appropriate information technology for the organization, reduce electronic waste, and ensure proper disposal or reuse of electronic waste.
2. Promote the use of information technology in operations and the development of information-related processes to enhance efficiency and effectiveness, maximizing benefits.
3. Promote knowledge and understanding, communicate policies or measures for technology management, and emphasize the importance of developing and utilizing IT information for safety and benefit, ensuring compliance with organizational and legal requirements.
4. Support resources, including personnel, budget, and training, to ensure efficient technology operations, leading to sustainable development.
5. Emphasize the security of the organization's information technology to keep pace with rapid global changes.

8.4.2 Process for Developing and Promoting an Innovation Culture within the Organization

ZEN Group continues to focus on developing, improving, and enhancing technological capabilities through planned and approved projects to maximize organizational benefits and deliver a positive consumer experience. Notable projects include:

- 1) Ongoing Project for Cloud Server Resource Utilization: This project involves updating organizational programs to leverage cloud capabilities instead of self-management, focusing on customer data management. It enhances system capacity to accommodate user growth, aligns with expansion plans, and adjusts system capacity during low or no usage periods, supporting business continuity according to international standards. Cloud

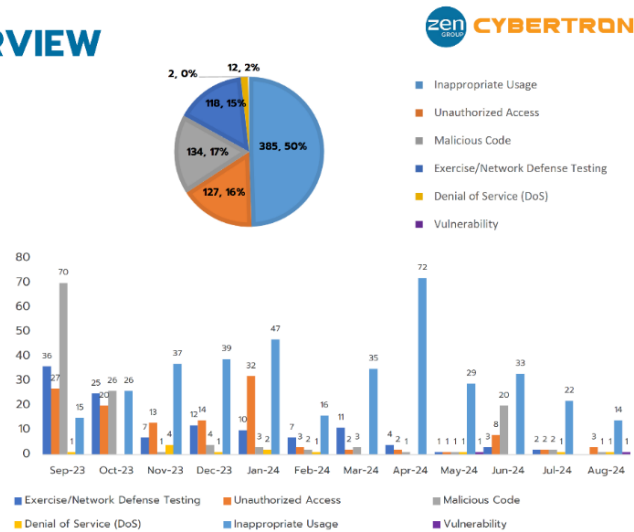
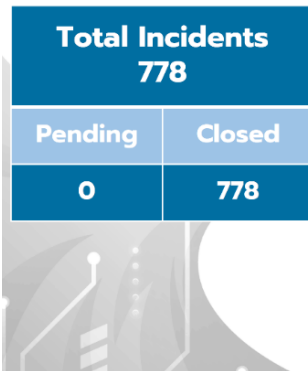
systems are used primarily for customer-facing operations due to the convenience of modern program support and effective business continuity systems. New projects requiring development will consider resource and function utilization, aligning with operational budgets based on actual usage, compared to investing in equipment and other expenses like operating system licenses, database program licenses, security services, and annual maintenance.

- 2) Enhancing IT Security Capabilities: This project aims to adapt to infrastructure changes and evolving system usage behaviors due to changing consumer behaviors. Customer service programs must be fast and targeted, requiring continuous development and improvement, which can create vulnerabilities for external attacks or internal system instability with increased usage. The IT security department continuously updates data security methods to international standards, preventing external and internal threats. The Security Operation Center (SOC) monitors, guards, and protects critical organizational systems and devices from unauthorized access, measuring and reporting security performance to improve future operations and address weaknesses. the SOC also provides consultation for adverse events or unresolved system issues, ensuring efficient and continuous system operations without interruptions. It prioritizes and establishes joint operational principles, improving reporting formats and periodic performance reporting.

BlackList & BlockList Automated Solution



INCIDENTS OVERVIEW



3) Ongoing Project for Vulnerability Assessment

The project involves scanning for vulnerabilities from server and network processes to security devices, identifying internal organizational vulnerabilities, and leading to targeted improvements. The operations are conducted by technology security experts with detailed expertise and experience, enhancing ZEN Group's system security.



4) Annual Cybersecurity Awareness Training

ZEN Group provides annual cybersecurity awareness training for general employees and technology staff. The training is also available as a mandatory e-learning course to enhance employees' knowledge and understanding of information technology security.

- **Specialized Courses for Technology Staff:** These courses focus on both theoretical and simulated scenarios, ensuring that the primary group has the most knowledge and understanding to prevent and address issues immediately. They can also assist general employees in acquiring sufficient knowledge and skills for their work.

Courses for General Employees: These courses emphasize basic security and awareness of adverse events, enabling employees to address initial issues and report problems to the responsible department according to procedures. The training content is included in mandatory courses, with online options for ease of access.



Figure 1. Example of a cybersecurity monitoring report.

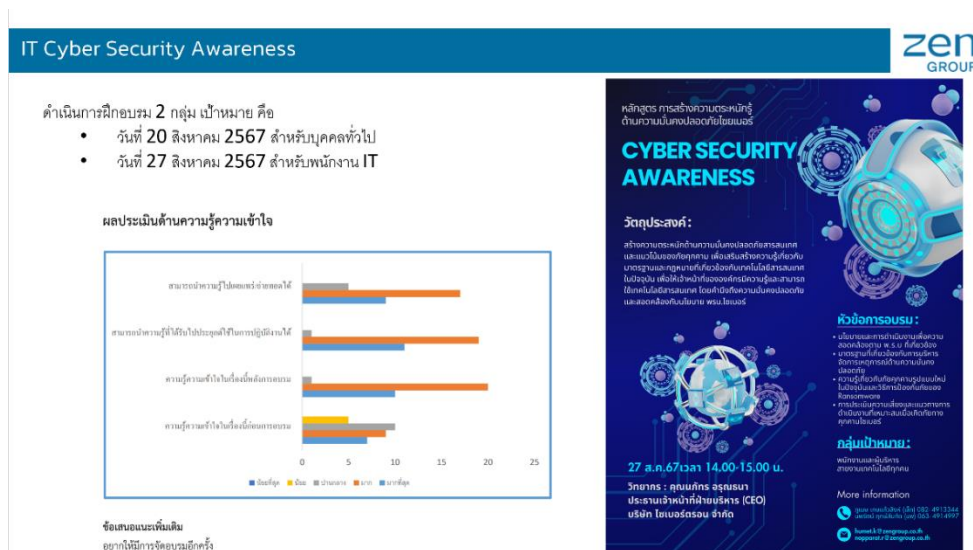


Figure 2. Technology safety courses included in the online channel

In addition to training sessions that will remind employees to be vigilant about cyber threats, the technology department will regularly update employees with news about technology security to keep them alert, thereby enhancing data security.

Other ongoing technology projects at ZEN Group include the implementation of robots to assist with routine tasks, reducing employee workload and increasing data accuracy. ZEN Group will continue to innovate to improve the experience of delivering food and services to customers and stakeholders.

[Link: <https://www.zengroup.co.th/Innovations>]