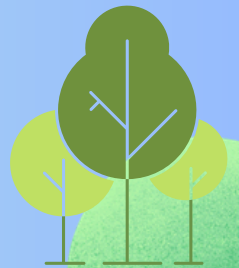
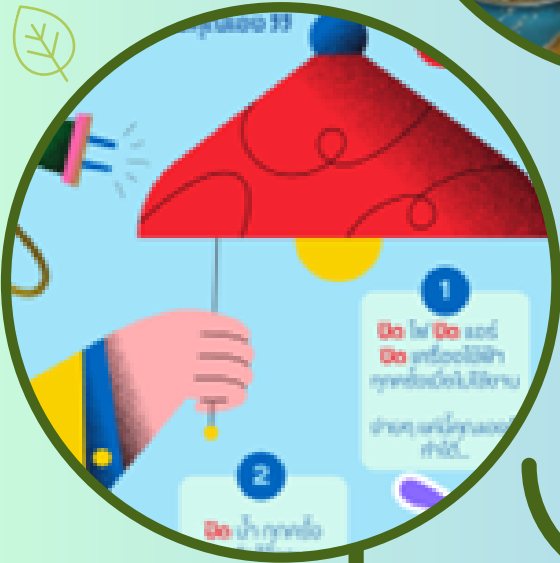




Sustainability Report 2025



ZEN Corporation Group Public Company Limited



Sustainability Report

Zen Corporation Group Public Company Limited Presented the 5th Sustainability Report for year 2025

This report aims to communicate the Company's key business priorities and its commitment to sustainable development to stakeholders. It covers 3 key dimensions: environmental, social, corporate governance, and economic aspects, which are essential pillars for sustainable business operations in today's evolving landscape.

The Sustainability Report has been prepared in accordance with the Sustainability Reporting Manual for Listed Companies issued by the Stock Exchange of Thailand (SET), ensuring that the disclosed information is transparent, comprehensive, and aligned with the prescribed reporting guidelines.

1. Scope of Operation

The 2025 Sustainability Report covers the Company's performance from January 1 to December 31, 2025, encompassing restaurant businesses under Zen Group. These include the brands ZEN Japanese Restaurant, AKA, On the Table, Din's, Sushi Cyu & Carnival Yakiniku, Tetsu, Tummour, Lao-Yuan, and KHIANG, as well as the Company's headquarters.

2. Business Value Chain

The Company operates in the food industry, with restaurant businesses serving as its core focus. It is committed to delivering high-quality food and services that meet established standards. In addition, the Company continues to expand into related business segments, including franchising, retail, and delivery services, which have shown consistent growth.

The Company places great importance on managing its value chain across all business processes—from procurement, production, service delivery, distribution, marketing and sales, to after-sales services—while considering stakeholders at every stage of the process. To maintain a balanced relationship between the Company and its stakeholders, annual stakeholder expectation surveys are conducted. The insights gained are used to continuously improve and develop the Company's operations.

2.1 Core Activities

2.1.1 Production Factor Management

The Company emphasizes the selection of suppliers whose raw material production processes comply with safety standards certified by relevant government authorities. This ensures that customers can have confidence in the Company's quality standards. Beyond product quality, the Company also considers suppliers that demonstrate strong commitment to social responsibility, including respect for human rights, environmental responsibility, and good corporate governance. This approach ensures that sustainability is embedded throughout the Company's value chain and reflects its genuine commitment to sustainable business practices. The Company also maintains an efficient, transparent, and fair procurement process. In addition, it supports the use of raw materials sourced from local communities and small and medium-sized enterprises (SMEs) across various regions. This reflects the Company's recognition of the importance of strengthening the economy and generating sustainable income for communities and society.

2.1.2 Operation

The Company is committed to delivering high-quality food and services by continuously developing products that respond to evolving consumer needs, while also taking health and environmental considerations into account. Resources are managed efficiently to minimize waste and reduce environmental impacts. The Company places strong emphasis on food safety and nutritional value, ensuring compliance with international standards through rigorous inspection systems. Furthermore, customer feedback and suggestions are collected through various channels and used to continuously improve service quality.

2.1.3 Distribution of Products and Services

The Company collaborates with international business partners in warehouse management and transportation operations. Modern technologies are utilized for inventory management, quality control of inbound and outbound goods, and product traceability systems. In addition, a real-time transportation tracking system using GPS is implemented, along with temperature-controlled logistics throughout the transportation route in accordance with established standards. The Company continuously develops operational systems in collaboration with its partners to enhance efficiency and support future business growth.

2.1.4 Marketing and Sales

The Company aims to create the best customer experience through its brands under ZEN Group, including ZEN Japanese Restaurant, AKA, On the Table, Din's, Sushi Cyu & Carnival Yakiniku, Tetsu, Tummour, Lao Yuan, and KHIANG. The Company offers high-quality gourmet menus with meticulous service and attractive promotional campaigns. An Omnichannel strategy is adopted to seamlessly connect customer experiences across both online and offline channels. These include dine-in services, home delivery, food ordering platforms, social media, and e-marketplaces. In addition, the Company utilizes the CRM system "ZEN Group Member," leveraging Big Data analytics to understand customer behavior and deliver personalized products and promotional offers.

2.1.5 After-Sales Service

The Company places great importance on customer satisfaction and actively listens to customer feedback in order to continuously improve products and services. Customer satisfaction is measured through the Net Promoter Score (NPS) system to ensure service quality standards and maintain a high level of customer satisfaction. In addition, the Company provides multiple communication channels for customers to submit feedback, suggestions, or complaints through social media platforms and call centers. These channels enable the Company to respond promptly and resolve customer issues in a timely manner.

business value chain



3. Stakeholder Engagement

The Company's business operations involve interactions with a wide range of stakeholders. Therefore, the Company places great importance on the views and expectations of all stakeholder groups, including both primary and secondary stakeholders. Stakeholder engagement plays an important role in shaping the Company's policies and operations. The Company seeks to understand stakeholder relationships, including both positive and negative impacts associated with its operations. The Company also identifies and assesses the material issues raised by stakeholders and manages them in alignment with stakeholder expectations. Furthermore, the Company promotes collaboration with stakeholders to create mutually beneficial outcomes, reduce operational risks, mitigate potential negative impacts, and strengthen long-term organizational sustainability.

3.1 Engagement Policy for Affected or Potentially Affected Stakeholder by the Company's Operations

The Company has developed a Stakeholder Engagement Policy to help the Company assess its importance and understand its perspective. Stakeholder expectations for the organization Do not infringe on the rights of stakeholders for the security and sustainability of the business. The priorities of stakeholders are prioritized in order. As follows: 1. Employees 2. Customers 3. Partners/Business Partners/ Business Partners 4. Investors/Shareholders 5. Regulators and Government 6. Community, Society and Environment 7. Competitors

3.2 Stakeholder Prioritization Assessment

The Company has evaluated the prioritization of stakeholders with a large to small impact, including the expectations of stakeholders that affect stakeholders and the impact on the Company.

Stakeholder Expectations

Stakeholders	Expectation Topics	Response to Expectations	Communication Channels
<p>1. Employees</p>	<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.
<p>2. Customers</p>	<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 the results of problem solving until the customer is satisfied. 	<ul style="list-style-type: none"> - Interaction, receiving suggestions for improving standards - Continuously utilize market research findings to develop and enhance products to better meet customer needs.

Stakeholders	Expectation Topics	Response to Expectations	Communication Channels
			<ul style="list-style-type: none"> - Market research for continuous product development - Pricing and sales policy publicly available on the Company website
<p>3. Trade Partners/ Business Partners / Business Alliance Partner</p>	<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 procedures in place. - 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 maintain positive business relationships. - 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 the Company's website. - Knowledge-sharing and joint development efforts
<p>4. Investors/ Shareholders</p>	<ul style="list-style-type: none"> - Strong financial performance and returns - Good corporate governance with transparency and legal compliance 	<ul style="list-style-type: none"> - Strong business performance with attractive investment returns - Robust corporate governance, risk, and crisis management - Transparent business disclosures 	<ul style="list-style-type: none"> - Annual general meetings - Investor meetings and briefings

Stakeholders	Expectation Topics	Response to Expectations	Communication Channels
	<ul style="list-style-type: none"> - Fair and equal treatment of all investors and shareholders. 	<ul style="list-style-type: none"> and opportunities for investor input 	<ul style="list-style-type: none"> - Quarterly financial reports - Annual reports, 56-1 reports, and sustainability reports - Regular communication of information through the Company's website.
<p>5. Regulatory agencies and government sectors</p>	<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 and transparency to the public - 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
<p>6. Community, Society and Environment</p>	<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 - Supports the development of community-based production and the enhancement of local products. - CSR and community engagement policies published on the Company website

Stakeholders	Expectation Topics	Response to Expectations	Communication Channels
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 the Company website

4. Corporate Sustainability Management Policy

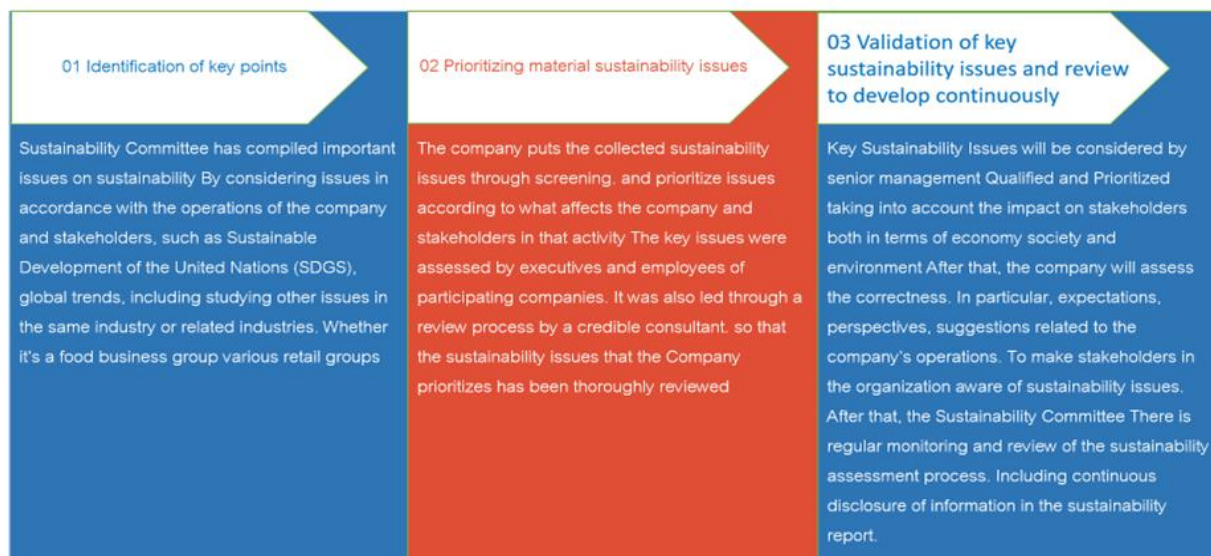
The Company is committed to a comprehensive sustainability management policy that integrates environmental socialgovernance, and economic dimensions, in alignment with the United Nations Sustainable Development Goals (SDGs). This approach considers all internal and external stakeholders as key factors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

Environmental Dimension The Company focuses on responsible consumption and production, maintaining high standards of product and service quality, and promoting the efficient and responsible use of natural resources throughout the entire value chain, from upstream to downstream. The Company also addresses climate change by continuously improving operational processes and enhancing value chain management to reduce environmental impacts.

Social Dimension The Company is committed to improving quality of life and supporting food security initiatives in society, contributing to efforts aligned with the Zero Hunger goal. The Company also focuses on reducing inequalities by conducting business with respect for human rights and promoting employment opportunities for persons with disabilities, enabling them to achieve stable and sustainable livelihoods.

Governance and Economic Dimension The Company promotes decent work and sustainable economic growth by ensuring fair compensation, employee benefits, workplace safety, occupational health, and a supportive working environment. The Company is committed to transparent and responsible business practices while maintaining effective risk management at acceptable levels. It also supports sustainable communities by creating employment opportunities and distributing income to local communities through the support of locally sourced raw materials

Identification of key points



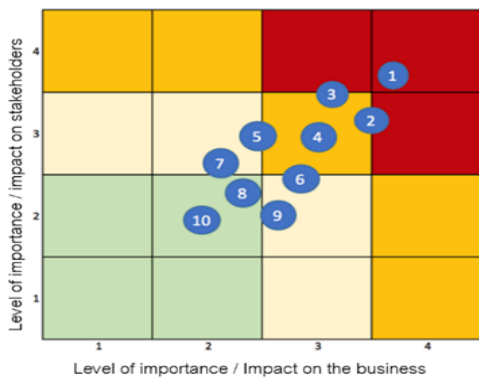
In light of significant trends and emerging challenges, including shifting consumer behavior, technological innovation, and increasing market competition, these factors have inevitably been taken into consideration in assessing the significance and potential impacts on stakeholders. Accordingly, the Company has identified and prioritized its key sustainability issues as follows:

Sustainability Key Issues	Factors that Affect The Business	Factors that Affect Stakeholders
Responsibility to Customers and Consumers	Consumer responsibility ensures that the Company operates with a comprehensive commitment to ethical practices. Failure to uphold these responsibilities may negatively impact the Company's reputation, credibility, and overall business.	Customer and consumer responsibility builds stakeholder confidence that ensures the provided from the Company 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 the Company's services and are fundamental standards of restaurants. Neglecting these aspects can adversely affect the Company 's reputation, credibility, and business.	Ensuring customer hygiene and safety enables stakeholders to be assured of food safety throughout the entire value chain—from upstream raw materials to downstream distribution—by implementing safe

Sustainability Key Issues	Factors that Affect The Business	Factors that Affect Stakeholders
		procedures and processes to reduce the risk and impact of complaints
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 Or in the event of any dispute resulting in damage to 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.
Policies, Structures, and Corporate Governance Systems	Strong corporate governance enables the effective management of 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 the Company integrates environmental, social,governance and economy 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.
Responsibility to Community and Social	Conducting business must involve responsibility towards the community and society to prevent and mitigate impacts, ensure sustainable coexistence	Business operations must uphold community and social responsibility to prevent harm to property, health, or mental well-being. Additionally,

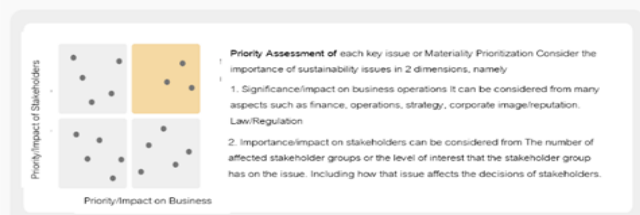
Sustainability Key Issues	Factors that Affect The Business	Factors that Affect Stakeholders
	and reduce adverse effects on the activities.	companies should work toward enhancing stakeholders' quality of life.
Sustainable Raw Material Sourcing	Selecting sustainable raw materials that meet safety and environmental standards while upholding human rights enhances the Company'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. If the Company 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






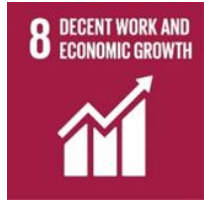

Issues in each dimension of ESG		
Environment Dimension (E)	Social Dimension (S)	Corporate Governance Dimension (G)
Supply Chain Management (4)	Take care of employees on human rights and fair treatment of workers (3)	Responsibility to partners and consume (1)
Sustainable selection of raw materials (7)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

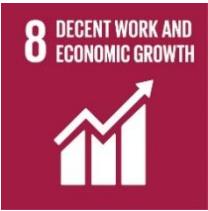

Materiality Assessment



5. Sustainability Strategy

The Company 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.

Sustainable Development Dimensions	Sustainable Development Goals	Results Proceed Year 2025	Results Proceed Year 2024	Results Year 2025	Target 2026
Environmental dimension  	1) Waste and Waste Managent	291 Tons	781 Tons	611 Tons	150 Tons
	2) Greenhouse Gas Management	Participate in the assessment Greenhouse gas emissions	Participate in the assessment Greenhouse gas emissions	Participate in the assessment Greenhouse gas emissions	2050 NET ZERO Target (2050)
	3) Changing plastic packaging to paper packaging	49 %	47 %	52 %	50 % of total packaging
Social dimension   	1) Human Rights Operations (Human Rights Violations)	None (Violation=0)	None (Violation=0)	None (Violation=0)	Human Rights Violations = 0
	Staff 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	92.88	90.03	89	Results survey > 90%
	3) Employee Potential Development	100%	100%	100%	100%
	4) Hiring employees with disabilities Accepting employees with disabilities under Sections 33 and 35	Total 32 people	Total 32 people	Total 32 people	Section 33: 100%
5) Various support projects include the Jaidee Farm Project, the Organic	Continued support	Continued support	Continued support	Continuously support projects while	

Sustainable Development Dimensions	Sustainable Development Goals	Results Proceed Year 2025	Results Proceed Year 2024	Results Year 2025	Target 2026
	Agriculture Project FOR the Community, Pattani Province, and the FOOD FOR GOOD Project.				generating sustainable income.
Corporate Governance and Economic Dimensions  	1) Product and Service Quality Standards 2) Selection and Sourcing of Local Raw Materials Communities & SMEs 3) Innovation in Productivity or Work Efficiency	QA = 91.39 % 15.15 % 3 Projects	QA = 88.81 % 17.90 % 3 Projects	QA = 90.15 % 17 % 3 Projects	QA = 92 % Purchases from SMEs and Community Enterprises Technology project development plan, working with various agencies at least 3 projects per year.

6. Sustainability Operations in Environmental Dimension

6.1 Policy and Compliance with Environmental Management Standards

The Company recognizes the environmental impacts arising from its business operations and places great importance on strict compliance with applicable laws, regulations, and relevant standards. The Company has established an environmental management policy aligned with its business objectives based on sustainable development principles, aiming to achieve a balance between economic growth, social responsibility, and environmental stewardship.

The Company emphasizes efficient resource utilization, covering energy management and responsible water consumption, as well as waste management in accordance with the Circular Economy principles to promote resource recovery and minimize waste sent for disposal. The Company has also established guidelines to manage and reduce greenhouse gas emissions resulting from energy and resource consumption throughout its business value chain, which are key contributors to climate change and global warming.

The Company is committed to implementing various measures to achieve its environmental targets in line with its strategic plans and its intention to ensure stable and sustainable long-term growth.

6.1.1 Environmental Management Policies and Practices

The Company has established a sustainability policy and an environmental policy as frameworks to manage and mitigate negative environmental impacts arising from its operations. The Company promotes an organizational culture and fosters environmental and social responsibility awareness among employees at all levels. This is carried out alongside the efficient use of electricity, water, and other natural resources, as well as the reduction of waste generated from operational and production processes.

Environmental management is conducted in strict compliance with applicable laws, regulations, and requirements of relevant government authorities and regulatory bodies. The Company focuses on preventing and minimizing waste generation at the source and supports resource reuse initiatives to limit environmental impacts as much as possible. In addition, the Company prioritizes energy conservation by promoting necessary and efficient energy use to maximize benefits.

To strengthen environmental awareness and responsibility, the Company regularly provides environmental training and communication programs for employees. These initiatives enhance understanding of the potential environmental impacts of business operations and encourage employee participation in continuous improvement efforts.

In 2025, the Company had no violations of environmental laws, no accidents or incidents causing environmental impacts from its operations, and no environmental disputes or complaints from communities or external agencies. This reflects the effectiveness of the Company's environmental governance and management practices.

6.2 Power Management

6.2.1 Energy Management Plan

The Company recognizes the importance of efficient energy management and has established targets and action plans to reduce energy consumption across both its head office and restaurant branches. These efforts aim to control energy usage, reduce operating costs, and foster energy-saving awareness among employees.

The Company has implemented various energy management measures, such as setting designated operating hours for lighting and air-conditioning systems, conducting regular inspection and maintenance of electrical equipment, and replacing existing equipment with energy-efficient alternatives.

6.2.2 Energy Consumption (Electricity/Fuel)

Power Source	Quantity (Kwh.)	Unit	Area/square meters	Remake
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
2025	13,088,237	Kwh/square meters	30,778	Head office and 184 branches

6.2.3 Energy Management Target

Target : In 2026, the Company's electricity consumption per unit will decrease by 5%.

6.2.4 Energy Consumption per Unit

Power Source	Quantity	Unit	Area (sq.m.)	Remake
2023	308	Kwh/sq.m	40,226	Head office and 194 branches
2024	450	Kwh/sq.m	39,119	Head office and 187 branches
2025	337	Kwh/sq.m	30,778	Head office and 184 branches

6.3 Water Management

6.3.1 Water Management Plan

The Company Focus on effective water management in the work process and have established operational guidelines to reduce water consumption. It also promotes awareness through water consumption saving campaigns.

In 2025, the Company There is no problem with water consumption for stakeholders.

6.3.2 Water Consumption

Summary of Water Consumption for the Whole Company (Office and Branch)

Year	Quantity	Unit	Area (sq.m.)	Remarks
2023	391,583	m ³ / sq.m	40,226	Head Office and 194 branches
2024	542,921	m ³ / sq.m	39,119	Head Office and 187 branches
2025	376,398	m ³ / sq.m	38,778	Head Office and 184 branches

6.3.3 Water Consumption

Target : In 2026, the company's unit water consumption rate decreased by 5%.

6.3.4 Water Consumption per Unit

Year	Quantity	Unit	Area (sq.m.)	Remarks
2023	9.70	m ³ ./sq.m.	40,226	Head Office and 194 branches
2024	13.87	m ³ sq.m.	39,119	Head Office and 187 branches
2025	9.70	m ³ ./sq.m.	38,778	Head Office and 184 branches

6.4 Waste and Food Waste Management

The Company promotes waste separation at the source and the management of food waste, which is a high proportion of waste from restaurant operations. By conducting appropriate sorting. This reduces the amount of waste that must be disposed of in landfills and reduce greenhouse gas emissions generated from the waste disposal process, while also emphasizing the importance of building collaboration with relevant external organizations.

6.4.1 Waste Management Plan

The Company attaches great importance to waste separation and reuse or recycle both at the head office and restaurant branches to reduce waste being sent to landfills and support sustainable waste management by separating waste from the source systematically and in the right way, it is important to cultivate the awareness of employees to participate in preserving the environment and climate of society as a whole, as well as to raise awareness and understanding of sustainable waste management through the campaign to sort waste before disposal. Separation of paper waste in the office for recycling and the use of the GEPP application to systematically record waste monitoring data.

6.4.2 Waste and Food Waste Processing

Restaurant Branches

In 2025, the company has participated in various shopping centers to process it into animal feed and produce it into compost or biogas. (Biogas) Quantity 486, 639 Kilograms

Head Office

In 2025, Establish a project to recycle food waste into organic fertilizer through food waste shredders and distribute it to employees and the general public. It also creates food that nourishes plants and reduces the amount of greenhouse gases that have a negative impact on the environment. Quantity 2,477 Kilograms



6.4.3 Waste and Waste Management Goals

Target : in 2026 waste sorting management recycling quantity 150 tons

6.4.4 Waste Management and Recycling

Bangkok Magic Hands to Support Street Sweepers Project

In 2025, the Company collaborated with Thai Namthip Coca-Cola and West by Delivery. Starting from April 2025, the packaging will be restored. From more than 80 affiliated restaurants, both clear plastic water bottles (PET) and aluminum cans, as well as other materials in the store that can be recycled and passed on to West by Delivery. Bring each type of waste back into the system. The transparent plastic drinking water bottles are upcycled to make reflective vests. Supporting the operation of Bangkok's street sweepers, a total of 29,825 kilograms of garbage. 100% recycling reduction has reduced greenhouse gas emissions by 90,464 tons of carbon dioxide equivalent, or 9,414 trees.



ZCG Together to Reduce Waste to Landfill Project

In 2025, the Company's head office has carried out various activities and projects to involve employees in separating waste from the source to reduce waste being sent to landfills, such as the "Send Waste Home" project with Better Company. World Green Public Company Limited (BWG) to promotes the reduction of the amount of waste that must be taken to landfills into fuel briquettes (RDF) to be used for electricity generation with a total of 520 kilograms and the "SCG Paper X project for new paper" with a total of 280 kilograms.



Old Calendar Donation for the Visually Impaired and Aluminum Collection for the Royal Prosthetic Leg Project

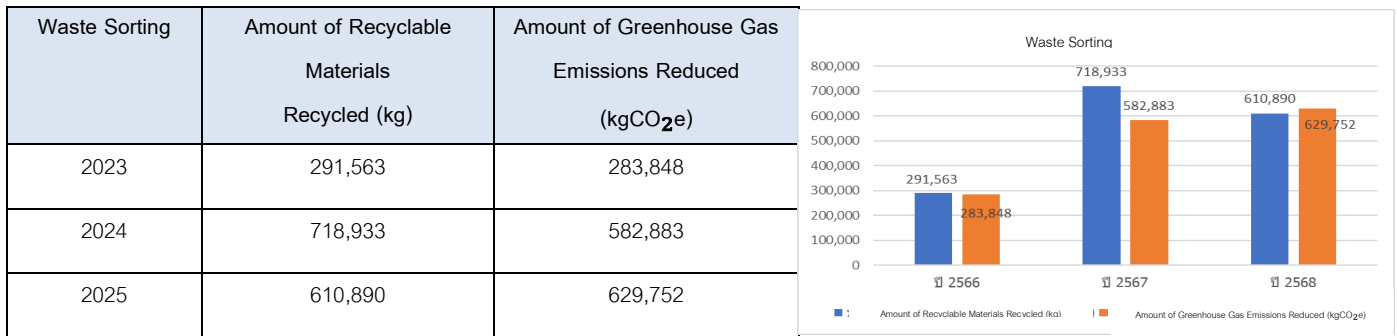
In 2025, the Company participated in the following activities: "Old Calendars, We Request" in collaboration with the Suan Luang District Office by handing over the unused New Year's desk calendar to be given to the Thailand Foundation for the Blind. Under the patronage of the Queen The total weight is 115 kilograms and participated in the aluminum donation project to prepare the royal prosthetic legs of the Foundation in the presence of His Majesty the Princess There is a plan to continue the project in 2026.



6.4.5 Waste Management

Sorting of waste both inside the head office and restaurant branch . The Company uses a waste weight recording platform to help track the amount of waste generated each day. This makes it possible to analyze trends and find effective ways to reduce landfill waste. The goal is to reduce general waste that goes to landfills. To help reduce greenhouse gas emissions. It can sort waste generated from the use of resources from the cooperation of the head office and affiliated brands. 7 Brand Quantity 163 Branches nationwide to 610 From the cooperation of all employees.

Amount of Waste Sorting Recycling (Head Office & Restaurant Branch)



6.4.6 E-waste Management

In 2025, electronic waste or E-Waste was sorted by type of use. Prepare a control register and then collect weight data, sell or deliver it to a company or agency with expertise in order to recycle accurately and safely for the environment, totaling 2,388 kilograms.

6.4.7 Replacement of Plastic Food Packaging with Paper or Biodegradable Materials

In 2025, the Company recognizes its important role in solving environmental problems. By providing safe and environmentally friendly packaging. Meet the needs of consumers. The company is committed to reducing the use of single-use plastics. By changing to paper packaging to reduce the impact on the environment and the amount of non-degradable waste as much as possible.

2026 Target, paper packaging can replace 50% of the total packaging.

Packaging Category	Number of Items	2023		2024		2025	
		Quantity	%	Quantity	%	Quantity	%
Plastic	127	105,014	51%	102,427	53%	86,995	48%
Paper	80	101,067	49%	91,747	47%	93,435	52%

Packaging Category	Number of Items	2023		2024		2025	
		Quantity	%	Quantity	%	Quantity	%
Grand Total	207	206,080	100%	194,174	100%	180,430	100%

6.5 Climate Change Management

The Board of Directors is aware of the problems caused by climate change that causes greenhouse gas problems, so the Board of Directors has formulated environmental policies and climate change management policies with the aim of solving problems and impacts of greenhouse gas emissions throughout the supply chain, including approving budgets for various actions.

Risk Management Committee

- Oversee the assessment, monitoring and management of climate-related risks.
- Climate Change Risk Assessment
- Regularly report climate-related risks to the Board of Directors.

Marketing and Sustainability Development Committee

- Report on progress related to climate action to the Board of Directors
- Review and monitor actions related to climate management.

Executive Committee

- Approve various budgets related to climate action.
- Regularly supervise the operation and progress, including the assignment of responsibilities and the appointment of relevant working groups.

Working Group on Sustainable Development (Representatives from the designated agencies)

- Coordinate and carry out various tasks in accordance with the set goals and action plans.
- Collect climate-related data Greenhouse gas solutions and reports to the Executive Committee, the Marketing and Development Committee for Sustainability and the Board of Directors on a quarterly basis.
- Developing awareness and awareness of the problems and impacts of climate change caused by operations To jointly manage and reduce greenhouse gases within the Company effectively.
- Ms. Jomkwan Chirathivat, Director and Acting General Manager of the Sustainability Development Division is Head of the Sustainability Development Working Committee.

6.5.1 Climate Change Management Plan

The Board of Directors has set a target of NET ZERO by 2050 .

NET ZERO Target

- Target of NET ZERO ▶ Year 2050
- Short - term target ▶ Year 2030 Decrease /Carbon Offset 30 %
- Medium-Term target ▶ Year 2040 Reduce/offset carbon 60%
- Long-term target ▶ Year 2050 Another 90% decrease 10% Use the carbon credit method.
Removal High Quality use 2023 as the base year to calculate Net Zero.

Action plan

Base Year 2023 -0% Operation-Present	Target/Short-term plan 2030 - 30% Reduce GHGs, use some renewable energy.	Medium-term targets/plans 2040 - 60%Continuous	Achieve your goals NET ZERO 2050 -90% NO GHGs/GHG Use all renewable energy, plant trees to offset 10% of the carbon
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Scope 1: Direct greenhouse gas emissions from sources owned or controlled by the company

LPG Use , Fire Extinguishing Agent Use CO2, Refrigerator/Freezer Refrigerant, Septic tank, Diesel Fuel Consumption	Use electric stoves, reduce CO2 use, switch to low-carbon refrigerants, improve wastewater treatment systems, use electric vehicles. Plan the same way together.	Continue to do and complete the adjustment of carbon reduction equipment, Analyze and improve high-carbon emitting segments	Refrain from using gas cans, use wet chemical fire extinguishing agents, Change the cooling/freezing method, Reuse wastewater, use all electric trains, arrange caretakers for each zone according to residence.
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Scope 2: Indirect greenhouse gas emissions from the use of energy purchased by the company

- Corporate Electricity Consumption - Electricity consumption of AHU air conditioning system in shopping malls	Use solar energy, use LED bulbs, use No. 5 equipment, regularly check and clean, Design the store to be ventilated.	Repair and clean solar cell wounds, various electrical equipment, and carry out projects with department stores/partners to use clean energy together.	Use electronic devices to control electrical appliances, Use insulation to build shops/buildings, Collaborate with malls/partners to use all renewable energy together.
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Scope 3: Other indirect greenhouse gas emissions in the company's value chain, both upstream and downstream.

Water Supply Usage, Food & Supplies Raw Materials, Electricity, transportation from raw material manufacturers, food waste, Transportation and distribution, product residue disposal	Install water-saving devices. Use a water container. Repair leak spots, Use seasonal local raw materials, install solar cells, support stakeholders to use renewable energy, support manufacturers to use electric vehicles, choose suppliers that reduce fuel consumption, plan to order products to reduce the number of delivery cycles, Donate food waste to make compost, no leftovers, Plan to send documents to reduce the day, promote the use of public transportation, plan to set up mobile branches, Increase the use of recyclable packaging, campaign to reduce/not use container bags. Plastic straws and cutlery	Nearly 80% of electricity is used from renewable energy, and has organized promotions to eat without food waste, and sent documents electronically instead, Support and participate in changing customer behavior to use cloth bags, food boxes, mugs, water bottles. Bring your own eating utensils/ Reusable/ Recyclable	Support the owner of the site to use the entire water recycling system and plan to use zero waste water, Designing food menus that use low-carbon emission/zero food waste ingredients, finding partners to grow crops as raw materials and offsetting carbon, choosing only partners that use renewable energy, Choose to order from the supplier near the branch, Participated in the clean energy shuttle bus project along various routes to nearby branches, Send/use GHGs non-emitting packaging waste disposal method, use carrying bags. Other containers are natural or recyclable.
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The Company recognizes the importance of creating a Carbon Footprint for Organization (CFO) as well as setting targets to reduce greenhouse gas emissions. Energy management and work process management to achieve sustainability, focus on environmental responsibility, and to meet the goals. SDG 13 : Climate action Responding to climate change by implementing a project to assess the amount of greenhouse gas emissions and consider effective ways to reduce the Company's greenhouse gas emissions to mitigate the impact of climate change.

Management Approach In 2025, the Company focused on energy management. Reducing energy consumption, creating an organization's carbon footprint. The Company is in the process of preparing a greenhouse gas emission compensation plan to contribute to the country's participation in reducing greenhouse gases and climate change actions and being socially responsible.

6.5.2 Verification of Greenhouse Gas Emission Data by External Agencies

In 2025, the Company participated in the Carbon Footprint Assessment of the Organization. Continuously prepare a report on greenhouse gas emissions and absorption with the consultant being V Green KU Co., Ltd. The carbon footprint calculation data of the organization has been verified by Management System Certification Institute (Thailand), Foundation for Industrial Development registered with Thailand Greenhouse Gas Management Organization (Public Organization), which is an external agency that specializes in independent verification of greenhouse gas data.

6.5.3 Total Greenhouse Gas Emissions (Scope 1, 2 and 3)

In 2025, the Company has revised the carbon footprint assessment for 53 branches under the ZEN brand, covering the period from January 1 to December 31, 2024. The assessment was conducted at a limited assurance level with a materiality threshold of 5% and was certified by the Thailand Greenhouse Gas Management Organization (Public Organization) on October 8, 2025.

Operations	Period	BRAND ZEN	Greenhouse gas emissions (TonCO2e)			TGO Certification
			Scope 1	Scope 2	Scope 3	
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
2025	1 Jan– 31 Dec 2024	53 Branch	759	4,560	9,748	October 8, 2025

Remark : TonCO2e : Tonnes of Carbon Dioxide Equivalent

6.5.4 Greenhouse Gas Management Goals

The Carbon Footprint will be assessed annually and will regularly find ways to reduce greenhouse gas use. At the same time, cooperate and support greenhouse gas reduction activities and targets Net Zero in 2050.

6.5.5 Greenhouse Gas emissions Per Unit



Remark: In 2025, the evaluation will be under the brand ZEN 53 branches

The results are measured from January 1 to December 31, 2024, details according to Section 6.5.3.

Greenhouse gas emissions source	Quantity : Unit		
	TonCo2e/per person		
	2022	2023	2024
Carbon Intensity (Type1+2)	0.0025	0.0022	0.0022
Carbon Intensity (Type1+2+3)	0.0056	0.0055	0.0064



On November 4, 2025, the Company, on behalf of ZEN Restaurant Holding Co., Ltd. (ZEN store), received the Carbon Footprint for Organization (CFO) certificate at Conference Hall, Thailand Institute of Justice.

6.5.6 Reducing Greenhouse Gas Emissions

Waste management is to reduce waste generation at the source by reducing the use of waste. (Reduce) Proper separation of waste before disposal Maximize reuse by reusing (Reuse) To extend the life of the thing longer before it becomes garbage. Sorting and sending to the recycling process (Recycle) This will significantly reduce greenhouse gas emissions. In 2025 From waste separation, greenhouse gases can be reduced. 630 TonCo2e

7. Sustainability Operations Social Dimension

7.1 Human Rights

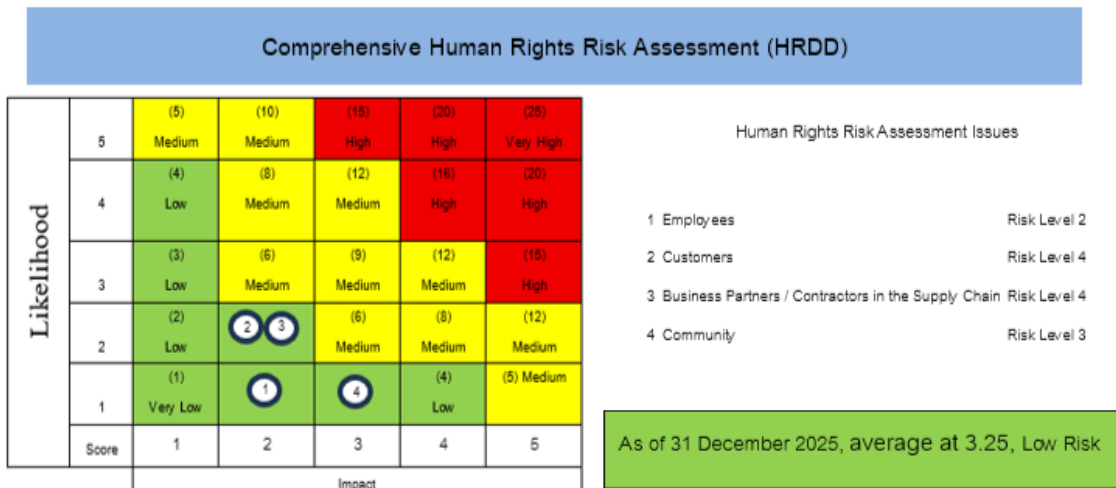
7.1.1 Human Rights Policies and Practices

In 2025, the Company of companies has a policy to conduct business with integrity, adhering to social responsibility and accountability to all stakeholders through corporate governance principles and the Company's code of ethics. The Company 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 the Company's sustainable business operations. The Company 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 the Company

7.1.2 Comprehensive Risk Assessment of Human Rights Violations in Business Operations and Corrective Measures

The Company has prepared procedures and procedures regarding the human rights risk assessment audit system. Business operations with www.zengroup.co.th corrective measures and comprehensive risk assessments in terms of employees, customers, and customers. Business partners/contractors in the supply chain and community Presented to the Risk Management Committee. However, the risk assessment results at the end of 2025 are low.



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)	Freedom to submit complaints and	Confidentiality of Partners	

7.1.3 Number of Human Rights Violation Incidents and Remedial and Corrective Measures

In 2025, the Company had no labour disputes or human rights violations, either within the organization or externally. However, there were a few minor incidents in which customers experienced slight accidents at branch locations. The Company provided appropriate remedies, both monetary and non-monetary, and all cases were satisfactorily resolved.

7.2 Fair Treatment of Workers

The Company 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 the Company operates. The policies adhere to international standards and the Company management policies and work practices to enhance employees' quality of life and commitment to the Company based on fair treatment and mutual respect.

7.2.1 Respect for Differences and Equality

7.2.1.1 Policy and Practices on Respect for Diversity and Equality within the Organization and Supply Chain

1. **Child Labor** : The Company complies with laws regarding the minimum age of employment. The Company does not employ or support the employment of children under the age of 15. In addition, the Company opposes the use of child labor under the age of 15 throughout its supply chain and ensures that young workers are not assigned hazardous work that may harm their health or development, or interfere with their compulsory education.
2. **Forced Labor** : The Company will not commit or encourage the use of forced labor in any form, and will not charge, charge, or confiscate any identification documents of employees unless it is done in violation of the law.
3. **Non-Discrimination**: The Company will respect differences and treat employees equally, without unfairly benefiting or depriving employees of their rights on the basis of race, nationality, race, color, ancestry, religion, social status, gender, age, disability or disability. Political ideas as well as marital status. In addition, the Company will establish measures to prevent and solve problems related to sexual harassment, and the Company will support the community by employing people in the community as well as disadvantaged people in society.
4. **Compensation**: The Company will pay wages, remuneration, living expenses, and benefits in various forms in accordance with the labor law on time without deducting employees' wages, unless the actions are not contrary to the law. In addition, the Company will adhere to the concept of equal remuneration for equal work between men and women.
5. **Working Hours**: The Company will determine normal working hours not exceeding those prescribed by law and will ensure that Employee overtime hours are required by law.

6. **Freedom of Association and Negotiation:** The Company will respect the right of employees to association or association in any form that is not contrary to the law, including participating in the negotiation process in accordance with the procedures of the law.
7. **Occupational Safety and Health Environment and Facilities**
The Company will continuously promote, support, maintain, and improve a safe working environment. Prevent any impact on the health of employees and related parties, as well as focus on maintenance. Prevent and reduce environmental impacts caused by the activities of the Company and related parties by complying with the law. In addition, the company will provide hygienic toilets. Clean and hygienic drinking water. Proper first aid tools The place of eating and the place for storing food is adequately and properly sanitized.
8. **Promotion of Women's Rights,** non-discrimination and equality in the workplace, non-discrimination on the basis of gender differences in recruitment and employment. Promotion and relocation, training and career development, welfare and remuneration.
9. **Protection of Pregnant Female Workers:** The Company will arrange for pregnant female employees to work safely. During the appropriate time and without harm to the pregnancy or the unborn child.
10. **Discipline and Punishment :** The Company will not use inappropriate verbal punishment and will not impose corporal punishment.

The Company 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 the Company feedback channels. The Company 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. The Company 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	120 days	120 days
Public Holidays	At least 13 days per year	13 – 15 days per year
Annual Leave	At least 7 days per year	7-15 days per year
Personal Leave	3 days	3 days

In addition, the Company 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

The Company has not encountered any incidents or complaints regarding violations of rights, equality, or unfair treatment of workers.

7.2.2 Employment

The Company 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, the Company 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.

The Company'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. The Company 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 by Gender, Age, Position Level, Including People with Disabilities

Employee Details	2023		2024		2025	
	Male	Female	Male	Female	Male	Female
Number of Employee by Type of Employment Contract						
Full-Time Employee (Person)	1,005	1,505	959	1,391	862	1,251
Part-Time Employee (Person)	367	710	341	580	286	448
Number of Employees by Job Level	Male	Female	Male	Female	Male	Female
Executives Management (Person)	3	2	2	2	2	2
Executives at the Director Level (Person)	6	15	9	14	9	13
Managerial Executives (Person)	26	31	23	29	20	26
Head of Section (Person)	45	43	43	45	43	40
Operations Staff	1,292	2,124	1,223	1,881	1,074	1,618

Employee Details	2023		2024		2025	
	Male	Female	Male	Female	Male	Female
Number of Female Employees by Job Level	Male	Female	Male	Female	Male	Female
Executives Management	9	17	11	16	11	15
Executives	71	74	66	74	63	66
Employee	1,292	2,124	1,223	1,881	1,074	1,618
Number of Employees by Age Group	Male	Female	Male	Female	Male	Female
Age <30	1,000	1,485	880	1,211	746	999
Age 30-50	351	638	399	674	376	607
Age >50	21	92	21	86	26	93
Number of Employees by Nationality	Male	Female	Male	Female	Male	Female
Thai	1,249	2,129	1,083	1,777	960	1,537
Myanmar	115	84	188	173	168	152
Cambodia	3	-	2	0	2	0
Laos	3	2	26	21	17	10
Others	2	-	1	0	1	0
Number of Employees with Disabilities	Male	Female	Male	Female	Male	Female
Employee with Disabilities	9	20	10	19	8	23
	1,372	2,215	1,300	1,971	1,148	1,699
Total Employees	3,587		3,271		2,847	

7.2.2.2 Number of Employees with Disabilities and/or the Elderly

Employees with Disabilities

In 2025, the Company has adhered to the Promotion and Development of the Quality of Life of Persons with Disabilities Act B.E. 2007 by ensuring equal opportunities and fair employment practices for persons with disabilities. The Company 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 2025, the Company supported a total of 40 persons with disabilities, categorized into two groups as follows:

- 1) Section 33 Group – The Company directly employed 28 persons with disabilities as company employees.

- 2) Section 35 Group – The Company 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 the Company's employment regulations, employees are required to retire upon reaching the age of 60. The Company 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 2025, a total of 12 employees reached retirement age. Nine employees requested termination upon retirement and received severance pay in accordance with labor law, while three employees had their employment extended beyond the retirement age.

7.2.3 Promotion of Female Workforce

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

The Company has a clear policy to promote women's rights in the workplace by ensuring equality without discrimination or exclusion. The Company upholds gender equality and does not discriminate based on gender differences in recruitment and employment, promotion and job transfers, training and career development, as well as welfare and compensation

7.2.4 Against Child Labor

The Company 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 Policies and Guidelines on Combating Child Labor within Organizations

The Company has an explicit employment policy and labour management, which strictly adheres to minimum age requirements under applicable laws. The Company does not employ or support the employment of children under 15. Additionally, The Company 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 Policies and Guidelines on Combating Child Labor in the Supply Chain

The Company has established a Supplier Code of Conduct to ensure that all business partners operating within the Company'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 The Number of Incidents or Cases that have been Complained about or Detected Child Labor Within the Organization, and Supply Chain with Remedial and Remedial Measures

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

7.2.5 Employee Compensation

The Company considers appropriate employee salaries based on their positions and job responsibilities. It also provides suitable benefits and entitlements. The Company offers a variety of benefits to meet employees' needs. Additionally, the Company 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 the Company.

7.2.5.1 The Total Amount of Employee Remuneration.

The Company has provided appropriate compensation to employees based on their positions. For 2025, the Company group paid a total fixed income compensation to employees amounting to 898.25 million Baht.

7.2.5.2 Percentage of Employees who are Members of The Provident Fund

The Company 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 2025, 726 employees had enrolled in the provident fund, represents 56% of full-time employees

7.2.5.3 Differences in Remuneration Between the Sexes

The Company calculated the ratio of female to male employee compensation in 2025 to be 1.5 : 1. This means that female employees receive approximately 50% higher compensation than male employees.

7.2.6 Employee Development

The Company places great importance on "Human Resource Development and Support," reflected in the organization's core values and sustainable development strategy. The Company 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. The Company is committed to creating a safe and healthy working environment and promoting employee well-being. Additionally, The Company 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

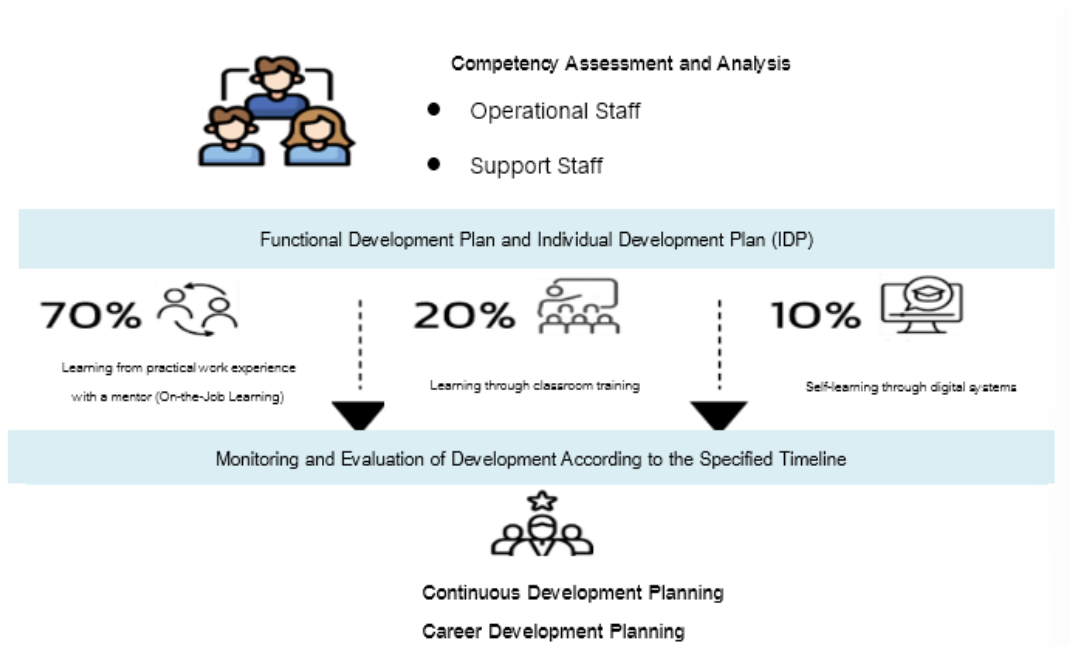
7.2.6.1 Employee Development Plans or Activities

1) Community and Educational Institutions

The Company 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 the Company and its restaurant business. Following this, the Company provides a structured learning plan for students to gain knowledge in both operational and support functions. Additionally, students are given opportunities to interact with the Company's executives. Furthermore, the Company has implemented digital learning systems to complement hands-on training for students.

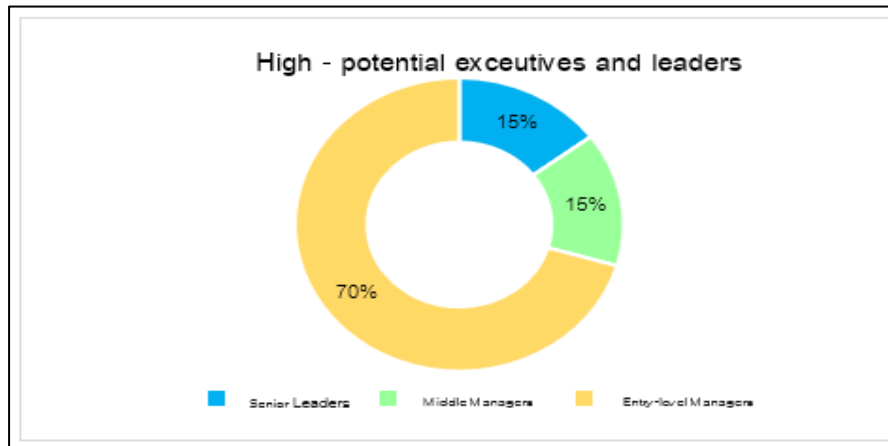
2) Employee Groups

The Company Committed to promoting the development of knowledge and potential of employees at all levels, covering employees in all departments, both operational and supportive, by preparing and analyzing competencies, and preparing development plans for departments and individual development plans. The Company Therefore, employee development is carried out through a conceptual framework. 70/20/10 Namely: 70% Encourage employees to receive training from practical work with mentors. 20% Promote training in the classroom, and 10% Promote self-learning through digital systems by monitoring development results according to the specified period, and there is a continuous development plan, including a career development plan to support it. As follows:



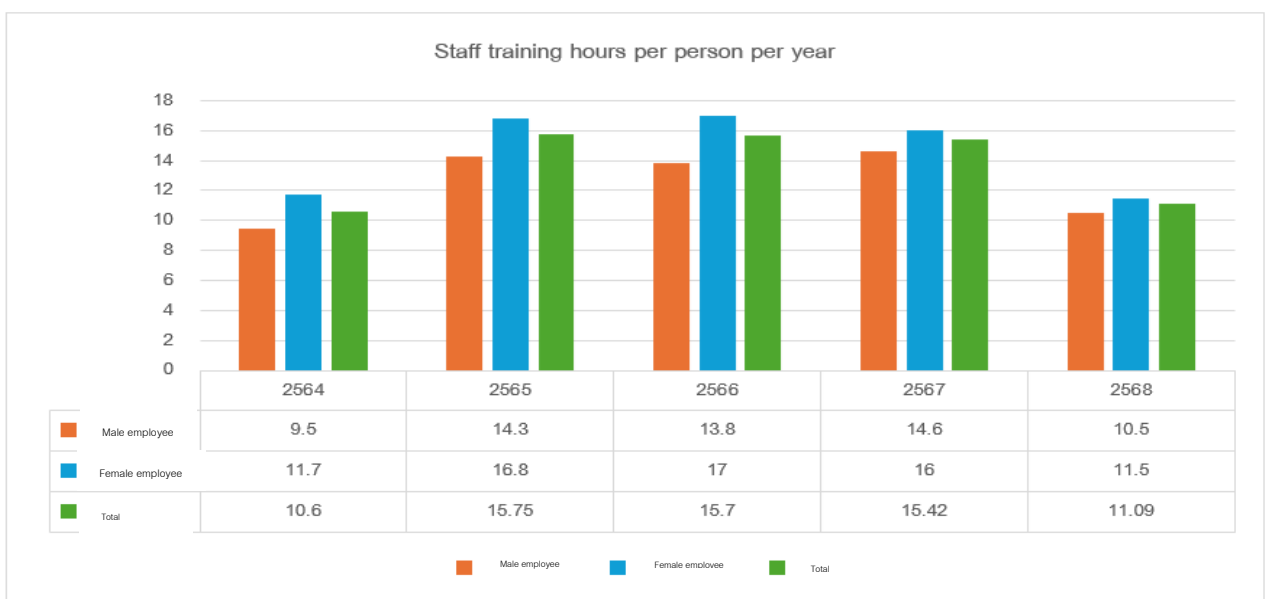
3) High-Potential Executives and Leaders

The Company 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.



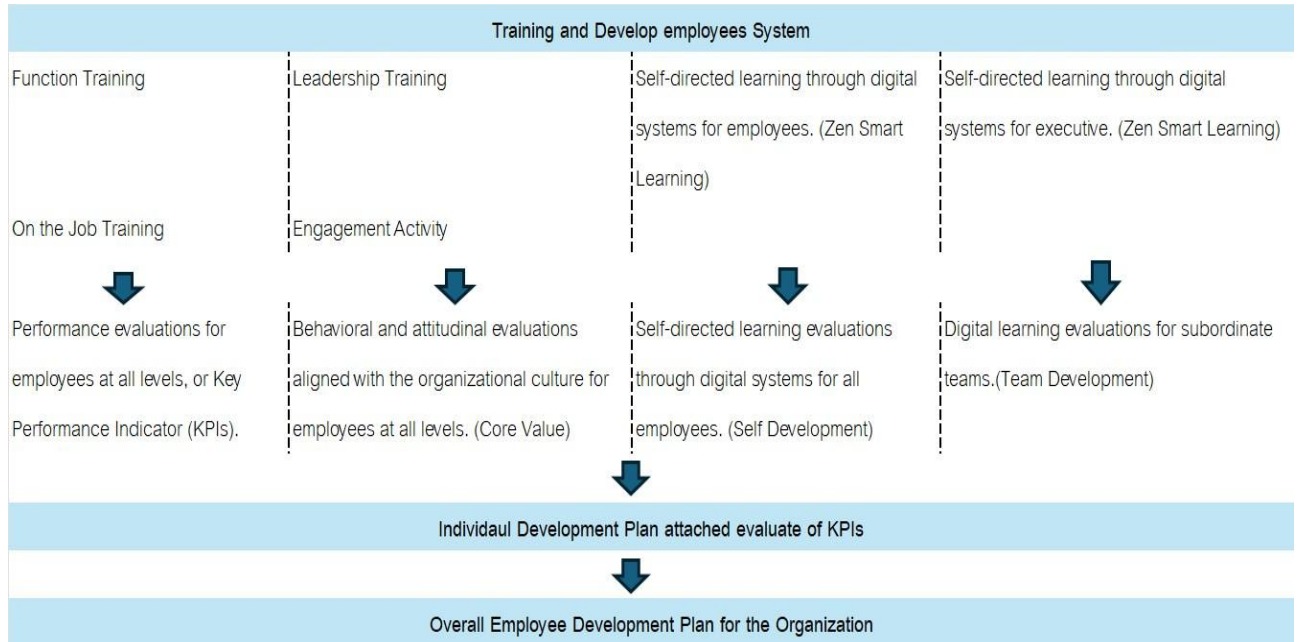
In addition to employee development, the Company also recognizes the importance of business ethics training to ensure the knowledge and understanding to apply this fact correctly in their work. New employees receive training from the first day of orientation while existing employees review their knowledge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

The Company places great importance on the continuous development of its personnel, implementing various development plans targeting employees at all levels. Crucially, the Company 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, the Company links this aspect of employee development to the annual performance evaluation system, specifically the Key Performance Indicators (KPIs).

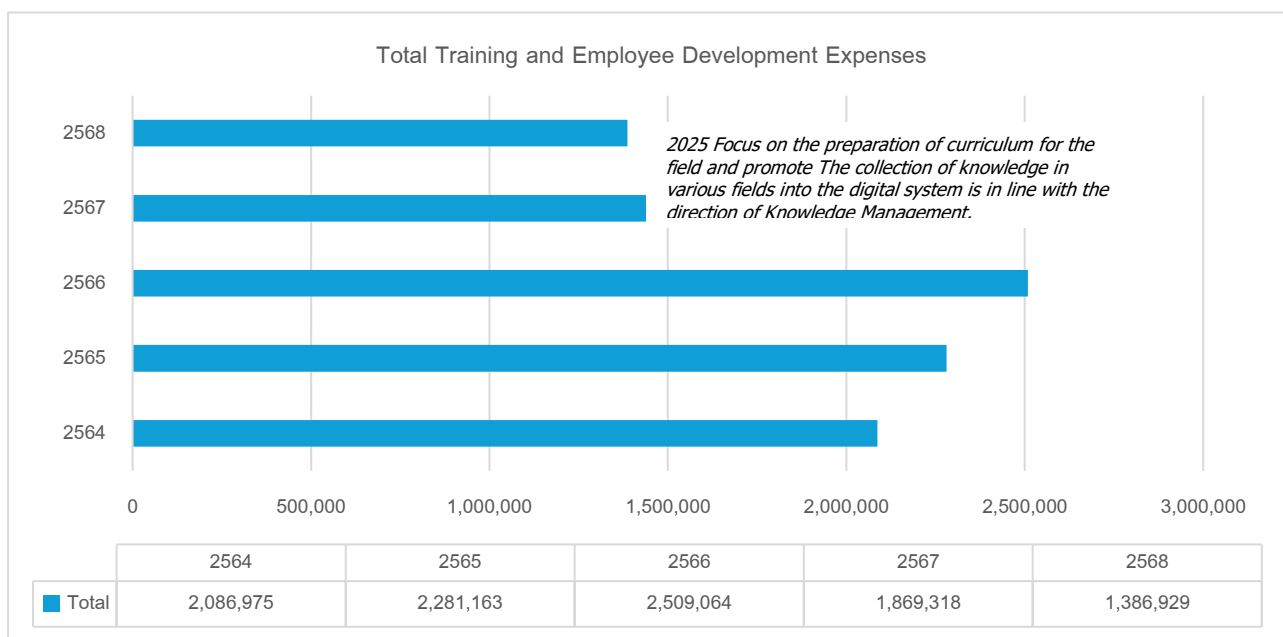
Leadership Training aims to develop and enhance leadership qualities in employees. In addition to pre-and post-training assessments, the Company also links this aspect of employee development to the annual performance evaluation system, specifically through the Core Value behaviour assessment.

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/Educational Institutions	Community/Educational Institutions	Employee Groups	Management and Leadership Group
<u>Goals</u>	<u>Goals</u>	<u>Goals</u>	<u>Goals</u>
Training and development of students who participate in internship with the organization at the ratio of 50% of the number of part-time employees	Training and development of persons with disabilities in the project to promote employment of persons with disabilities at a ratio of 100% according to the requirements.	100% training and development of employees at all levels, both operational and support.	100% training and development of executives and leaders in operations and support
<u>Achievements</u>	<u>Achievements</u>	<u>Achievements</u>	<u>Achievements</u>
129% of the number of part-time employees have been trained and developed. 100% of the number of interns	Employment of persons with disabilities and support of agencies to promote employment of persons with disabilities at a ratio of 132% compared to the requirements, and 100% of persons with disabilities have been trained and developed.	There is 100% training and development of employees at all levels, both operational and support, and in 2025, classroom training has been added as one of the annual evaluation criteria.	100% of the training has been provided to high-potential executives and leaders in both operational and support departments.
Monitoring and Evaluation			
: Verification by external assessors (employment and community): Internal follow-up by training and education			
Responsible Agency			
Human Resources Group			

7.2.6.5 Amount of Expenditure for Employee Development



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

The Company 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, the Company, and related parties.
- All employees must strictly comply with laws, regulations, acts, or announcements from government agencies, and the Company's regulations regarding safety, occupational health, and work environment.
- The Company 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.
- The Company 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.
- The Company 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.
- The Company will consider disciplinary action by employee work regulations in cases where employees violate relevant rules and measures.

The Company is committed to fostering a strong safety culture and promoting safety awareness across the organization. This commitment ensures that employees at all levels recognize their responsibility to perform their duties with care and in compliance with applicable safety regulations and standards. To support this commitment, the Company implements various initiatives to promote occupational health, safety, and environmental awareness, including:

1. Providing knowledge and guidance on safety, occupational health, and environmental practices;
2. Conducting training programs and practical exercises to enhance employees' knowledge and practical skills; and
3. Communicating safety information and updates through internal communication channels such as email, notice boards, and Line group communications.

In 2025, the Company organized training programs on occupational safety, health, and working environment for both new and existing employees, covering personnel in operational and support functions. The programs included basic safety orientation for new employees and training courses on occupational safety, health, and working environment, covering topics such as: (1) safety, occupational health, and working environment knowledge; (2) relevant laws and regulations; and (3) the Company's internal safety policies and regulations. In addition, practical training on first aid and basic life-saving procedures was provided to operational employees to ensure that they are equipped with the necessary knowledge and skills to respond effectively to emergency situations involving themselves, their colleagues, or customers. To maintain a safe working environment, the Company has assigned responsible personnel to conduct regular inspections of equipment to ensure that all equipment remains in proper condition and ready for use at all times.

The Company also conducts risk assessments related to occupational health and safety for both employees and customers. Operational personnel are responsible for ensuring that raw materials meet the quality standards prescribed by applicable laws and regulations. Based on the assessment, the overall risk level is classified as moderate. To manage and mitigate such risks, the Risk Management and Standards Compliance Department, which

operates as an independent function, conducts regular inspections at branch locations. The inspection results are reported to relevant departments, and follow-up actions are closely monitored to ensure that any identified issues are promptly addressed.

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 2025, 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 The Compan, 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 Goals for the Development of Safety, Occupational Health and Working Environment

The Company 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, The Company 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 aiming for zero employee injuries.

7.2.8 Fostering Employee Relationships and Engagement

7.2.8.1 Employee Engagement and Retention Development Plan

The Company 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:employees. This conceptual framework is called the Well Being 5, which is detailed as follows:



7.2.8.2 Percentage of Employees who Voluntarily Resigned.

By the Company 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, The Company has set targets for employee resignation rates to manage and retain employees effectively.

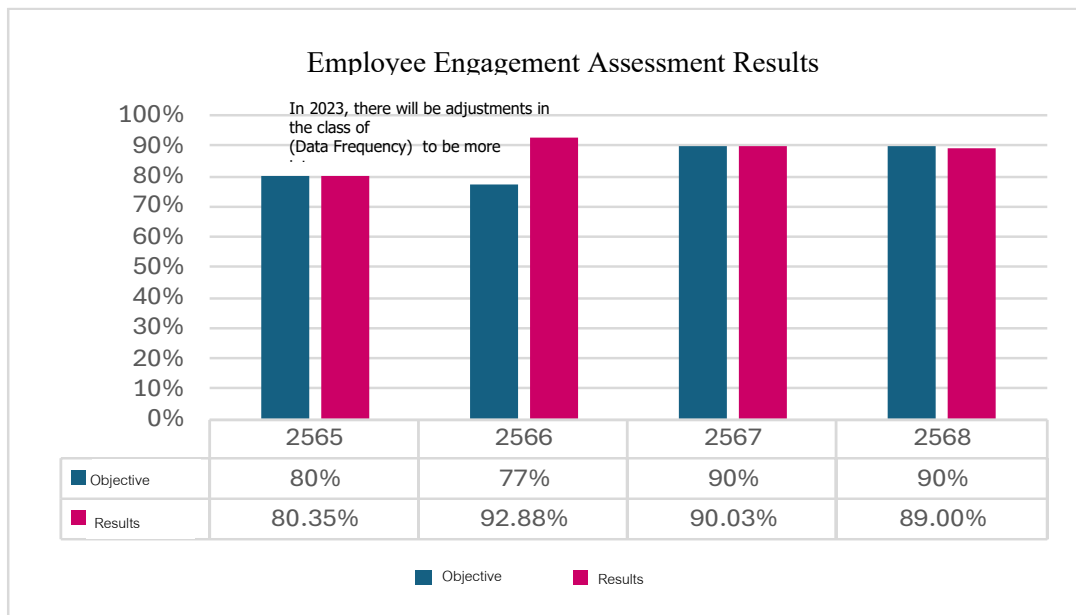
Thus, the data on employee resignations in 2025 indicates that the reasons for voluntary resignations account for 100% of all employee resignations.

7.2.8.3 Number of Major Labor Disputes and Remedial Measures

In the year 2025, The Company had no labour disputes with employees. The Company places great importance on its employees and adheres to the regulations concerning employee conduct. The Company prioritizes compliance with labour laws in all employee-related matters.

7.2.8.4 Employee Engagement and Retention Goals

The Company places great importance on the care of employees at all levels. Therefore, the Company 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, the Company 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 Collective Engagement with the Company on Benefits and Welfare

The Company 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 2025, the Company 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

The Company 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 production efficiency through innovation 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 the Company and Thailand.

7.3.1.1 Policies and Practices on the Protection of Customers' Personal Data

Implementation of the Personal Data Protection Act

The Company places great importance on compliance with the Personal Data Protection Act. It has issued a general personal data protection policy for the general public and the employee personal data protection policy. These policies ensure that the collection, use, and processing of personal data by the Company 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, the Company has developed a personal data protection manual to guide relevant parties in detailed compliance with the Personal Data Protection Act. The Company 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 Leakage Incidents and Corrective Measures

In 2025, the Company There has been no case of personal data leakage. and the risk level was determined to be low. The Company fully complied with the requirements of the Personal Data Protection Act. However, the Company 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 Consumer Rights Violation Incidents or Complaints and Corrective Measures

Implementation of the Consumer Protection Act

The Company'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. The Company

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 2025, the Company received no complaints from customers regarding consumer rights violation users.

7.3.1.4 Channels for Receiving Customer and Consumer Complaints

In addition, in the channel of complaints from customers and/consumers against products. Customers/consumers can take action in accordance with the Complaints and Whistleblowing Policy at:

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

7.3.1.5 Customer Satisfaction Development Plan

1) Product and Service Development

The Company 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.

Enhancing the Japanese Restaurant Experience of ZEN Group

This year, the Company has launched two major prototype restaurants, Central Pinklao and CentralWorld, to enhance the contemporary Japanese dining experience for consumers. By designing the atmosphere of the restaurant to be luxurious. It is modern and reflects the image of a reliable brand.

The launch of the prototype restaurant reinforces ZEN's strength as a Japanese restaurant operator in Thailand for more than 34 years, which still adheres to high quality and standards. Along with continuous development to meet the lifestyle and needs of modern consumers, including prioritizing convenience and easy accessibility in major shopping center locations.



Launch of the new menu Shabu & Suiyaki

ZEN has also launched the first-ever Shabu & Suiyaki menu to offer an authentic Japanese-style shabu and suiyaki experience with quality ingredients from both the sea and the land. Wagyu beef, Kurobuta pork, and a variety of seafood are served in a la carte format to meet the needs of customers who truly love Japanese hot pots.

Menu Shabu & Suiyaki is open in 4 branches: The Mall Life Store Bangkai, Crystal Design Center, The Paseo Town Ramkhamhaeng and Terminal Pattaya.



AKA Yakiniku – Passion for Grill

AKA Yakiniku is a Japanese grill-style restaurant that focuses on selecting high-quality beef and fresh ingredients from various sources around the world, while developing recipes for unique flavors. It is complemented by a special grill sauce, which is the hallmark of the brand.

Under the slogan "Passion for Grill", AKA Yakiniku aims to create a fun and friendly Japanese-style yakiniku experience and turn meals into special moments and good memories for customers. Working age groups to young families, with continuous campaigns and special menus from the product development team.



Lao Yuan – Creating value from local ingredients

Lao Yuan focuses on creating added value from locally sourced ingredients through the development of salad dishes featuring its distinctive Lao-style dressing, renowned for its unique aroma. Careful selection of raw materials and seasonings not only ensures product quality but also contributes to income generation for local communities in Tha Uthen District, Nakhon Phanom Province.

In addition, maple juice sourced from Chanthaburi Province—a local fruit known for its fragrant aroma and pleasantly tangy flavor—has been developed into a beverage menu item. This initiative indirectly supports smallholder farmers and reflects the Company’s commitment to sustainable growth alongside local communities.



On the table, Tokyo café – Brand Refresh

On the Table, Tokyo Café has undertaken a strategic brand repositioning while preserving its distinctive identity as a welcoming relaxation space within shopping centers. The interior design presents a contemporary interpretation of a Tokyo-style café, thoughtfully aligned with modern lifestyle trends.

Concurrently, the Product Development Department has reinforced the brand’s positioning as a pasta specialist through the introduction of innovative pasta creations. The expanded menu features a diverse selection of appetizers, salads, and main courses, carefully curated to elevate the overall dining experience in terms of both flavor and presentation.



Cyu – Specialization

Cyu has refined their product offerings to better align with evolving customer preferences, with a stronger emphasis on their core specialties.

Cyu continues to focus on its signature Japanese cuisine, including sushi, hand rolls, and donburi rice bowls, which have long been the brand’s distinctive strengths, while maintaining consistent quality standards for ingredients. In addition to its expertise in sourcing premium-quality raw fish from Japan, the brand is also recognized for its selection of high-quality Japanese and Thai meats. Furthermore, certain areas within the EmQuartier and Eight Thonglor branches have been adjusted to introduce a popular single-pot shabu concept at accessible price points. This offering highlights the brand’s signature meat selections and tofu-based broth, reinforcing its commitment to quality and value.



TETSU - Premium Yakiniku

During the year, the Company focused on the development of the menu and presentation style of TETSU in order to deliver a comprehensive and high-quality dining experience. The restaurant continues

to offer premium meat selections alongside a variety of complementary dishes, appetizers, and beverages, ensuring a well-rounded and satisfying meal for customers.

Concurrently, the Company has placed emphasis on enhancing the capabilities of its service personnel and strengthening product knowledge to elevate service standards, foster customer satisfaction, and build long-term relationships with the brand.



In addition to developing new menu items, the Company continuously improves existing recipes to ensure that each brand maintains its unique identity. The Company also enhances production processes to increase operational efficiency and reduce costs. Basic culinary training is provided to relevant personnel, and random inspections of food quality and taste are conducted across all restaurant brands. These measures ensure that the food served to customers

consistently meets established quality and taste standards, fulfills the Company's commitments to consumers, and responds effectively to modern lifestyle needs. Furthermore, the Company has focused on developing delivery-oriented menu items, which have contributed positively to sales performance. Packaging has also been redesigned to be more environmentally friendly, aiming to minimize environmental impact as much as possible.

2) The Company's Raw Material Standards

The Company ensures the procurement of safe raw materials for consumers by selecting sources that meet the Company'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 the Company's restaurant chain.

3) Selection of Raw Material sources

The Company has established standards for selecting raw material sources, including selecting raw material suppliers. The Company seeks and selects potential partners who comply with relevant laws and regulations. Additionally, the Company 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 the Company 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 in the Field of Performance Improvement.

Additionally, the Company 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, the Company has continuously improved transparency and efficiency in all processes. Examples include managing board meetings and executive management meetings, whether conducted online or offline.

5) Human Capital Development and Service Quality Enhancement

The Company places strong emphasis on developing employees' knowledge and competencies relevant to their respective roles, recognizing that enhanced service quality contributes to sustainable service development and stronger customer engagement with the organization. In addition to effective area management, the Company measures restaurant employee performance to maximize operational efficiency. Performance is assessed by analyzing sales relative to workforce allocation, as well as by arranging appropriate and sufficient work schedules aligned with

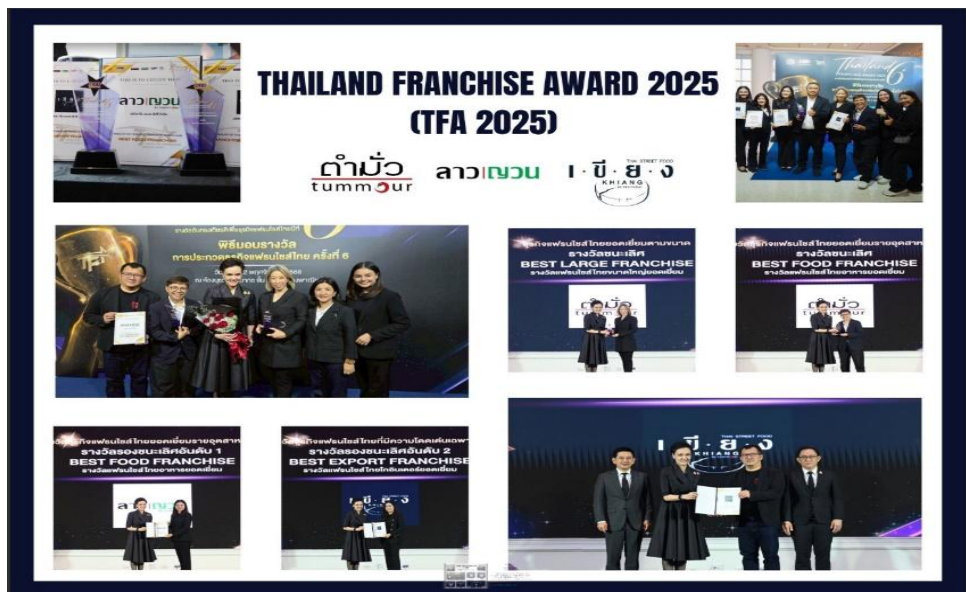
daily sales targets. This approach ensures service readiness, minimizes service disruptions, enhances customer satisfaction, and reduces operational shortcomings.

To further improve service quality, the Company has implemented the Net Promoter Score (NPS) as a key performance measurement tool. The NPS framework enables the collection of direct customer feedback and supports comprehensive data analysis across multiple dimensions, including restaurant cleanliness, service availability, food accuracy, and overall quality. Insights derived from this analysis are applied to continuously enhance service standards.

Currently, the Company monitors both labor productivity and customer satisfaction indicators. A structured workforce development plan has been established, including ongoing training programs for both new and existing employees in food preparation and service throughout the year. In addition, mobile ordering systems have been implemented to improve labor productivity and enhance customer satisfaction in alignment with established performance targets.

The Company also places significant importance on external quality assessments covering food quality, service standards, and cleanliness across its restaurants. As a result of these efforts, the Company's franchise business group received recognition at the Thailand Franchise Award 2025, organized by the Department of Business Development under the Ministry of Commerce. In 2025, the Company's franchise brands received prestigious awards as follows:

- Best Large Franchise Winner: Tummour
- Best Food Franchise Winner: Tummour; 1st Runner-up: Lao Yuan
- Best Export Franchise – 2nd Runner-up: KHIANG
- Franchise of the Year 2025 – 2nd Runner-up: KHIANG



7.3.1.6 Customer Satisfaction Development and Customer Satisfaction Assessment Results

The Company recognizes the importance of continuously improving its products and services. Customer data is systematically collected and managed, including results from satisfaction assessments such as the Net Promoter Score (NPS) and customer complaints received through various Company channels. This information is analyzed to support ongoing improvements and ensure that products and services consistently meet customer expectations.

With regard to complaint management, upon receipt of a complaint, the Customer Service Department promptly forwards the matter to the relevant responsible units to ensure timely resolution. At the end of each month, data relating to customer satisfaction assessments and complaints are compiled and analyzed. The findings are presented at the monthly Operations Meeting to establish appropriate guidelines and corrective measures aimed at enhancing customer satisfaction across all dimensions. During the reporting period, the Company achieved an overall customer satisfaction rate of 52.59 percent. The results were subsequently reported to the Risk Management Committee for acknowledgment and further oversight.

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.
11. Communication and sales of alcoholic beverages are carried out in strict accordance with the provisions of the law and with special care, in particular, they are not sold to persons as required by law.

7.3.2.2 Guidelines for Communicating Product and Service Impact Information to Customers and 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 Development and Engagement Policy with Communities/Societies Affected by Business

The Company 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. The Company 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, the Company fosters a sense of responsibility among employees towards the neighboring community and society.

7.4.2 Plan to Promote Development and Participation with the Community / Society

In 2025, the Company 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. The Company 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.

7.4.3 Number of Disputes with the Community/Society and Remedial Measures

In the year 2025, the Company of companies had no disputes with the communities and society surrounding its operations. In conducting activities such as fire evacuation drills, the Company of companies informs the surrounding communities both verbally and/or in writing. Additionally, the Company of companies has installed a suggestion box at the front of the Company's premises for individuals in the surrounding communities and society to provide feedback or lodge complaints directly to the Company.

7.4.4 Benefits and Amount of Money Used in Projects or Activities for the Development and Assistance of the Community/Society.

In 2025, the company spent a budget of 1.4 million baht. In supporting the employment of people with disabilities. Create jobs and create careers effectively. Under the project to create occupational security for people with disabilities. Foundation for the Development of the Potential of Persons with Disabilities Starting from providing support to people with disabilities in the central region in Chai Nat province through the operation of the Jaidee Farm project. Continue to support the development of the potential of people with disabilities in the southern border provinces through the implementation of the Organic Agriculture Project for the Community in Pattani Province.

Jaidee Farm Project

The Organic Agriculture Project for the Community in Chai Nat Province with the Foundation for Capacity Development of Persons with Disabilities as a consultant to promote and develop the potential of people with disabilities and their families to be able to have a stable career and income from organic farming activities.



On February 11, 2025, the Working Group on Sustainable Development visited and monitored the operation of the Agricultural Group for People with Disabilities. "Jaidee Farm Project" at the Center for Potential Development of Persons with Disabilities, Chai Nat Province

Organic Agriculture t for the Community. Pattani Province Project

The project supports the employment of people with disabilities in Pattani Province by focusing on creating career opportunities and income suitable for the potential of people with disabilities to strengthen life security and long-term self-reliance. Promote and expand the occupation of people with disabilities in agriculture and livestock, including fish farming and goat farming. The operation is under the concept of creating job security for people with disabilities through systematic planning and management.



Food For Good Project

In 2025, the Company has a policy to continuously promote the quality of life for children in remote areas in a sustainable manner through the Food For Good project under the concept of "Good Nutrition is the Foundation of Growth". The goal is to encourage students to In Thailand, nutrition is balanced and supports the establishment of a mechanism for sustainable child nutrition.



In 2025, the Company provided 200,000 Baht in funding. For the fourth consecutive year, the Ministry of Food and Agriculture has supported the food and agriculture budget to increase the ability to provide food services to school children to receive complete and diverse nutrition. There is enough quantity for growth and good nutrition for a total of 202 students in 2 schools, namely, Suan Kluai Huai Chan Wittayakarn School, Khon Kaen Province and Ban Kao Thung School. Mahasarakham Province.



On 14 - 15 August 2025, the Working Group on Sustainable Development visited and listened to the report. Nutrition Development Operations Suan Kluai Huai Chan Wittayakarn School and Ban Kao Thung School

Cageless Chicken Eggs to Improve Quality of Life and Raise Food Standards Project

In 2025, the Company continues to reinforce its intention to be a leader in the food business that prioritizes social and environmental responsibility in an all-round manner through the selection of raw materials that take into account the origin of production to deliver happiness and good health to consumers in a sustainable manner through the driving force in the areas of 1. Animal Welfare and 2. and 3. Consumer Health & Safety from farm to table. With premium ingredients that are friendly to the earth. Deliver highly nutritious, safe, and great-tasting meals to all of our restaurant brands.

Zen Group Joint Venture Empowering for Society Project

In 2025, the Company's head office has implemented the following projects: Activities to contribute to society, such as charity walking and running activities to promote the quality of life and education of special children on March 9, 2025 at Suan Luang Rama 9 which has supported a budget of 55,400 baht. The 2025 Blood Donation Activity invites executives, employees, and the general public to participate in the activity to donate blood to the Faculty of Medicine, Vachira Nursing. Nawamindrathiraj University 3 times in total . A total of 75,600 milliliters (cc) of blood donated were donated and the ZEN Punsuk X Pangan project has collaborated with the Pangan Shop. Transform into scholarships for underprivileged youth to provide opportunities for employees to participate in creating a society of sharing.



"ZEN Punim Punsuk" Project

In 2025, Zen Corporation Group Public Company Limited implemented a community responsibility project under the name of "ZEN Punim Punsuk" aims to use the potential and expertise of the food business to deliver value to society through food support and assistance in various situations appropriately and on the spot. The project reflects the Company's commitment. In order to grow in tandem with society, as well as create a sustainable positive impact on the community and stakeholders.

On May 16, 2025, the Company organized a social activity at Ban Kaeng Ginger Kang School, Maha Sarakham Province. AKA and Tammua to be given to students and teachers. Food expenses valued at 32,931 baht



On August 7, 2025, the Company conducted social activities at the Don Mueang Emergency Shelter. Zen to give lunch to women. Children and staff in the Don Mueang Emergency Shelter This activity has food expenses worth 16,752.34 baht. The organization's commitment to the socially vulnerable and the use of food expertise to create value beyond business operations.



During 11-17 November 2025, the Company delivered quality food boxes to the public, volunteers, officials, and volunteers who participated in the royal ceremony at Sanam Luang. Led by Mr. Bum Panadda Wong, the good to strengthen the power to help the society to benefit more concretely and comprehensively.

Items of food delivered throughout the 5-day period Total food value 234,532.71 baht



During 27-28 November 2025, the Company joined forces with franchise partners in the southern region to assist flood victims in Songkhla Province, especially in Hat Yai District, through the support of ready-to-eat meals from the Songkhla brand. Tammu and Lao Yuan, which have franchise branches operating in the affected areas. The value of food delivered was 60,000 baht.



In addition, Zen has also carried out meal delivery activities based on business results, with the management and Zen team jointly passing on the energy of 300,000 baht from the total sales of 3 Zen branches, namely Chiang Mai, Khon Kaen, and Rama 9, to prepare and provide heartwarming meals to flood victims in the South during November 29. – 3 December 2025 The activity reflects the return of business results to society, along with the true participation of personnel in the organization.



In another dimension of social responsibility operations. The Company has also demonstrated the power of cooperation of executives and employees in supporting the mission for the nation. On July 27, 2025, the Company's executives and employees participated in a blood donation activity at the Thai Red Cross National Blood Center. At the same time, the company also donated a total of 200 boxes of food from various brands such as Zen, On the

Table, AKA, Tammua, Chiang, and Lao Yuan, with a value of 25,934.58 baht. To help invigorate and build morale for those who participate in blood donation. The activity reinforces the Company's role. In business operations along with continuous and sustainable social responsibility.

In addition to the participation of executives and employees, the Company also provides opportunities for customers to participate in passing on the power of goodwill to Thai society during the unrest in the Thai-Cambodian border area through fundraising activities to help soldiers and officers on duty for the nation. The activity will be carried out on July 28. – 10 August 2025 with a contribution of 5 Baht from every 500 Baht bill from customers who use the Company's restaurants nationwide. The event raised a total of 340,000 baht in donations and was donated to the Thai Red Cross Society to support the mission of helping the sacrificed soldiers and frontline officers, reflecting the power of cooperation between organizations, customers and society to take care of the nation at an important time.

7.4.5 Development and Community Engagement Goals

The target of the projects supported by the Company in 2026, in addition to the subsidy, will be able to generate sustainable income in the community of 300,000 baht per year.

7.4.6 Balancing Revenue Generation and Income Distribution to Society

Supporting employment in the community Supporting Small Entrepreneurs Promote occupations for the community to have a stable income for the distribution of the country's economic income to be truly even. The Company has a lot of intention and attaches great importance to this matter and sees the role that the Company will play in promoting sustainable income generation in various fields. From the growth of both revenue and sellers, the company believes that the commitment to selecting the community's products that meet the standards Good quality will greatly affect customer satisfaction.

Year	Total Sales Value (Baht)	SME Customer Group – Total Sales Value (Baht)	%	Corporate & General Retail Customers – Total Sales Value (Baht)	%
2022	1,091,667,147	162,073,227	15%	931,356,885	85%
2023	1,085,297,487	156,300,333	14%	928,997,154	86%
2024	1,263,834,058	226,143,449	18%	1,037,690,610	82%
2025	1,101,927,460	191,774,731	17%	910,152,729	83%

7.4.7 Total Amount Spent on Community and Social Development and Support Projects

The target for 2025 is to have 12% of the Company's total transactions accounted for by the procurement of goods from community enterprises and small and medium-sized business partners, measured both in terms of transaction value and the number of partners, compared to the Company's total procurement.

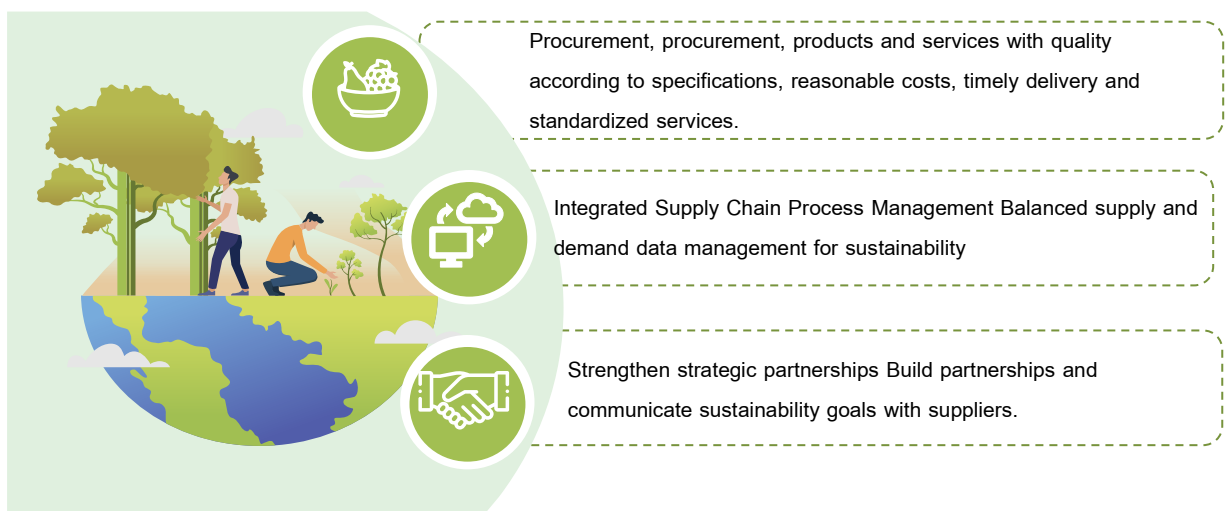
The target for 2026 is the proportion of goods traded, both in terms of turnover and the number of communities. The small and medium-sized business partners segment grew by 1% annually and targeted 15% compared to the total transactions in the company.

**8. Sustainability Operations Corporate Governance and Economic Dimensions
Sustainable Supply Chain Management Strategy**

Climate change and air pollution It is considered a major environmental problem that affects health. This raises important risks to sustainable development and affects economic growth, such as the risk of fluctuations in volume and higher prices of agricultural products. Problems from illegal labor Labor shortage or personnel problems Rising production costs Stricter food safety requirements Food waste problem Changing consumer behavior High competition and market saturation, etc. This can result in a slowdown or disruption of the supply chain.

In addition, the COVID-19 pandemic situation in 2020 has continuously affected the economy and consumer behavior. In particular, the restaurant business segment, which is the group in which the Company operates, is considered to be a highly competitive and rapidly changing business group. Both the struggle to survive and the competition with the same group of competitors with an increasing variety of food types. Therefore, restaurants or food business operators must adjust their business operations to keep up with the changes that occur all the time. To prepare for and reduce the possibility of risks that will occur in the future.

Therefore, the Company attaches great importance to risk assessment of sustainable development issues. Taking into account the importance of sustainable business development based on responsibility to the Environmental, social, corporate governance and economic concepts in accordance with ESG concepts, including prioritizing the participation of all stakeholder groups. In order to build confidence and long-term business sustainability, the Company has formulated a sustainability strategy to be in line with the Company's core missions, namely customers, customers, and customers. Employees, society and environment, business partners, and shareholders have set out three strategies as follows:




8.1 Consumer Health and Safety

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

The Company 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 the Company'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.

Determine the Group of Raw Materials and Relevant Legal Standards



Raw Material Group	Basic Standards	Safety Quality System Standards
 Beef/Cattle Products	<ul style="list-style-type: none"> - Food production sites that do not qualify as factories (Form Sob.1) - Food Production License (Form A.2) - License to trade in animals or animal carcasses (Form R.10) - Permit to move animals and carcasses (Form R.3 or Form R.4) - Community Product Standards / One Sub-district, One Product Project 	GMP 420 FDA, GMP&HACCP Department of Livestock, GHPs, HACCP, BRC, FSSC, ISO22000 etc.
 Pork	<ul style="list-style-type: none"> - Food production sites that do not qualify as factories (Form Sob.1) - Food Production License (Form A.2) - License to trade in animals or animal carcasses (Form R.10) - Permit to move animals and carcasses (Form R.3 or Form R.4) - Food Safety Standards - Community Product Standards / One Sub-district Project One Product 	GMP 420 FDA, GMP&HACCP Department of Livestock, GHPs, HACCP, BRC, FSSC, ISO22000 etc.
Poultry products include chicken, duck, etc.	<ul style="list-style-type: none"> - Food production sites that do not qualify as factories (Form Sob.1) - Food Production License (Form A.2) 	GMP 420 FDA, GMP&HACCP Department of Livestock, GHPs, HACCP, BRC, FSSC, ISO22000 etc.

Raw Material Group	Basic Standards	Safety Quality System Standards
	<ul style="list-style-type: none"> - License to trade in animals or animal carcasses (Form R.10) - Permit to move animals and carcasses (Form R.3 or Form R.4) - Food Safety Standards - Community Product Standards / One Sub-district, One Product Project 	
<p>Egg Product Line These include chicken eggs, duck eggs, etc.</p> 	<ul style="list-style-type: none"> - Good Agricultural Practices for Laying Hen Farms - Food Safety Standards 	<p>GMP & HACCP Department of Livestock, GHPs, HACCP, Cage Free , etc.</p>
<p>Aquatic roducts include fish, shrimp, shellfish, crabs, squid, etc.</p> 	<ul style="list-style-type: none"> - Food production sites that do not qualify as factories (Form Sob.1) - Food Production License (Form A.2) - License to import aquatic animals or aquatic products - Notice of Approval for Import of Animals or Animal Carcasses into and through the Kingdom (Import) - Food Safety Standards - Community Product Standards / One Sub-district, One Product Project 	<p>GMP 420 FDA, GMP&HACCP Department of Fisheries, GHPs, HACCP, BRC, FSSC, ISO22000 etc.</p>
<p>Rice Products</p> 	<ul style="list-style-type: none"> - Food production sites that do not qualify as factories (Form Sob.1) - Food Production License (Form A.2) - Agricultural Product Standards - Food Safety Standards 	<p>GAP, GHPs, HACCP, BRC, FSSC, ISO22000, ISO9001 etc.</p>
<p>Vegetable Oil Products</p> 	<ul style="list-style-type: none"> - Food production sites that do not qualify as factories (Form Sob.1) - Food Production License (Form A.2) - Agricultural Product Standards - Food Safety Standards 	<p>GAP, GHPs, HACCP, BRC, FSSC, ISO22000, ISO9001 etc.</p>

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 the Company) to assist in the preliminary risk assessment of raw materials and agricultural produce before considering the selection of suppliers to present their products.

For vegetable oil, the Company uses palm oil that has been produced and implemented in accordance with basic standards and quality system standards for cooking safety. In 2025, the Company consumed a total of 401,670 liters of palm oil.




Raw Material Group	Safety Quality System Standards	Percentage of Agricultural Products Certified as Food Safe
Beef/Cattle Products 	GMP 420 FDA, GMP&HACCP Department of Livestock, GHPs, HACCP, BRC, FSSC, ISO22000 etc.	69.23%
Pork 	GMP 420 FDA, GMP&HACCP Department of Livestock, GHPs, HACCP, BRC, FSSC, ISO22000 etc.	100%
Poultry products include chicken, duck, etc. 	GMP 420 FDA, GMP&HACCP Department of Livestock, GHPs, HACCP, BRC, FSSC, ISO22000 etc.	80%
Egg Product Line These include chicken eggs, duck eggs, etc. 	GMP & HACCP Department of Livestock, Cage Free, etc.	100%
Aquatic products include fish, shrimp, shellfish, crabs, squid, etc. 	GMP 420 FDA, GMP&HACCP Department of Fisheries, GHPs, HACCP, BRC, FSSC, ISO22000 etc.	80.95%
Rice Products 	- GAP, GHPs, HACCP, BRC, FSSC, ISO22000, ISO9001เป็นต้น	100%
Vegetable Oil Products 	- GHPs, HACCP, BRC, FSSC, ISO22000, ISO9001 etc.	100%



Note: Agricultural products that have been certified by the standard quality system of the food production site are incomplete. This is because it is a group of small producers such as community enterprises, community development groups, and OTOP groups, which will have a license for food production facilities from government agencies such as a license for food production facilities (Form ๑.2), licenses for food production facilities that do not fall under the category of factories (sb. 1), etc.

8.2 Sustainable Sourcing of Raw Materials

8.2.1 Animal Welfare Policies and Practices

The Company recognizes the importance of animal welfare as it affects the quality and safety of food in the supply chain. Therefore, the Company 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, the Company is in the process of formulating a policy and principles on animal welfare.

Raw Material Group	Name of Food Safety Certified Standard	Percentage of Production Volume Certified by Food Safety Standards	Percentage of Purchase Volume Compared to Total Purchase of Animal Products
Beef/Cattle Products 	<ul style="list-style-type: none"> - Good Agricultural Practices Standards for Pig Farms from the Department of Livestock Development (GAP) - GMP and HACCP standards from the Department of Livestock Production. 	96.16%	43.87%
Pork 	<ul style="list-style-type: none"> - Good Agricultural Practices Standards for Pig Farms from the Department of Livestock Development (GAP) - GMP and HACCP standards from the Department of Livestock Production. 	100%	23.42%
Poultry products include chicken, duck, etc. 	<ul style="list-style-type: none"> - Good agricultural practices in livestock For free-range poultry farm operators from the Department of Livestock Production. - Free-range poultry farm (laying hens) from the Department of Livestock Production. - Q-Mark standard from the Department of Livestock Husbandry 	98.66%	12.86%

Raw Material Group	Name of Food Safety Certified Standard	Percentage of Production Volume Certified by Food Safety Standards	Percentage of Purchase Volume Compared to Total Purchase of Animal Products
	<ul style="list-style-type: none"> - Good Agricultural Practices Standard for Broiler Farms from the Department of Livestock Development (GAP) - GMP and HACCP standards from the Department of Livestock Production. 		
Egg Product Line These include chicken eggs, duck eggs, etc. 	<ul style="list-style-type: none"> - Cage Free Laying Hen Farm Standard from the Department of Livestock Husbandry - GMP and HACCP standards from the Department of Livestock Production. 	100%	0.77%
Aquatic products include fish, shrimp, shellfish, crabs, squid, etc. 	<ul style="list-style-type: none"> - Good Aquaculture Practice (GAP) from the Department of Fisheries - GMP and HACCP standards from the Department of Fisheries 	95.49%	52.17%

Remark: Animal Welfare: Suppliers who have been certified for the Factory Quality System who have established animal welfare policies. Incomplete parts This is because it is a group of small producers such as community enterprises, community development groups, and OTOP groups, which will have a license for food production facilities from government agencies such as a license for food production facilities (Form aor.2), licenses for food production facilities that do not fall under the category of factories (sb. 1), etc.

8.3 Sustainable Supply Chain Management

8.3.1 Sustainable Supply Chain Management Policies and Practices

Sustainable Supply Chain Management Practices

The Company 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 the Company's business operations in both the short and long term. The Company considers risk factors from current situations and global trends that may affect its business operations and supply chain as follows:

1.1 Determination of Sustainability Supplier Assessment Topics

The Company attaches great importance to the participation of business partners and stakeholders in business operations. It recognizes the importance of sustainable business development based on responsibility to

the Environmental, social, and corporate governance or corporate governance in accordance with the ESG concept in order to develop and improve the performance of work to be effective continuously for the organization. The Self-Assessment Questionnaire Of ESG (SAQ-ESG) will be conducted in the form of self-assessment through the Self-Assessment Questionnaire Of ESG (SAQ-ESG), which will conduct an assessment of existing suppliers in the group of suppliers of business importance and new suppliers who deliver raw materials and products that are key products. Specially formulated products are co-developed and have few or no replacement partners. The topics of the audit are specified as follows:

Assessment Topics	Event Details
<p>1. Management System</p>	<ul style="list-style-type: none"> ● Certification standards such as quality system certification standards Environmental Certification Standards Certification standards for occupational safety and health systems, standards for labor and human rights systems, etc. ● Quality documentation system such as risk management plan in business operations. Quality Policy and/or Quality Guide Documents for product safety quality control, etc.
<p>2. Corporate Governance</p>	<ul style="list-style-type: none"> ● Corporate governance, such as supplier code of conduct and communication to suppliers. Supplier performance is evaluated. Policy/Code of Ethics document to manage corruption or promote fair business, have a system to prevent leakage of customer information, etc.
<p>3. Social and Labor Management</p>	<ul style="list-style-type: none"> ● Social management, such as having policies/documents for the management of compliance with labor and social laws, etc. ● Force management, such as compliance with the Force Law There are no complaints/lawsuits against labor, etc. ● Freedom of association and participation in negotiations, such as setting up a box for comments/complaints. Do not hinder the establishment/participation of the child's organization, etc.

Assessment Topics	Event Details
	<ul style="list-style-type: none"> Welfare such as having a toilet There is a drinking water service point, first aid service. 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. No environmental complaints Risk assessment, chemical management/control, etc.
5. Occupational Safety and Health Management	<ul style="list-style-type: none"> Occupational safety, such as policies or guidelines related to employee health and safety. Health and Safety Officer Plans for preparedness and response to incidents, etc.

Suppliers who have conducted self-assessments through the Sustainability Supplier Self-Assessment Questionnaire are in the "Should Develop and Improve" criterion. The Company will notify the supplier of the assessment results in order to develop and improve the defects, and the Company will conduct an on-site audit at the establishment. The Company considers preparing an annual supplier audit plan to monitor and verify the production site. Efficient production, storage, transportation and delivery of goods. This is to ensure that suppliers can conduct business with the Company in a sustainable manner and to further develop the potential of suppliers.

1.2 Critical Supplier Identification

The Company has established criteria for classifying suppliers of business importance according to the types of goods and services of existing and new suppliers, as well as direct and indirect suppliers, to be used as information to clearly identify the importance and to assess sustainability risks and manage suppliers effectively. The criteria for identifying business partners are as follows:



Business-important business partners (Critical Supplier) It can be classified as 2 The levels are as follows:

- Critical Tier 1 Suppliers

Suppliers who are of high importance to the Company's business operations and who directly supply goods/produce goods or services to the Company.

- Critical Non-Tier 1 Suppliers

Suppliers who do not produce or ship products/raw materials/services directly to the organization. Rather, it is a supplier that produces or delivers to Critical Tier 1 Suppliers directly or Critical Tier 1 Suppliers and has a significant impact on quality, safety, and safety. Continuity of production or delivery ability of direct or Critical Tier 1 Suppliers

In 2025, the Company had 36 critical suppliers representing 8.11% of the total suppliers within the supply chain. The number of critical suppliers who received self-assessment on sustainability (ESG) was 17, accounting for 47.22%. According to the risk assessment of key suppliers in 2025, no critical suppliers were found to be at high risk.


Summary of Performance



444

Total number of

Customer Groups	Performance
Key Business Partners (Critical Suppliers)	36
Direct Critical Suppliers or Tier 1 Suppliers	31
Indirect Critical Suppliers or Non-Tier 1 Suppliers	5
Critical Suppliers with High ESG Risk	0



31

No. 1 Major Supplier



5

Next Priority Partners
(Critical Non-Tier 1 Suppliers)

Remark: Critical Supplier is determined by the value of raw materials/products ordered in 1 year.

The Company conducts regular supplier assessments to enhance quality and maintain the standards of raw materials and products. Criteria have been established to identify suppliers who are required to undergo assessments at their operational sites, which may be conducted through on-site audits or remote (online) audits. These assessments are carried out to ensure suppliers' compliance with the Company's Supplier Code of Conduct, as well as applicable laws, regulations, and relevant standards. The Company develops an annual audit plan based on the priority and risk level of each supplier, with assessments conducted at least once per year. The scope of the supplier assessment plan covers the following areas:

1. Critical suppliers with the highest purchase value and continuous purchases in the following year, but have not been audited at the establishment. On-site Audit for a period of more than 3 years, with supplier rotation each year.

2. New Suppliers who are critical suppliers and/or who have legal risks and/or risk to their food quality/safety systems. Supplier Risk that has been registered on the Approved Vendor List and has continued to purchase in the following year, but has not been audited at the establishment (On-site Audit).
3. Suppliers who have changed their production locations or production processes related to the products delivered to the Company and continue to purchase in the following year, but have not yet been audited on-site (On-site Audit).
4. Suppliers with sustainability impacts or sustainability self-assessments (Supplier ESG Self-Assessment) that does not meet the required criteria (score < 60% should be developed and improved) and continues to be traded in the following year. All
5. Suppliers whose last year's Establishment Audit score did not meet the required criteria (a score of < 60% should be developed and improved) and continued trading in the following year. All
6. Suppliers who have encountered complaints about food safety and product quality in the past year that may affect unsafety to consumers or encounter product quality problems are the most frequent top 5

2025 Targets	Performance in 2025
<p>Critical Suppliers under the 2025 Annual Audit Plan have been assessed for ESG.</p> <p>100 %</p>	<p>17 Critical Suppliers</p> <p>17 cases were audited.</p> <p>(100%)</p>
<p>Suppliers who received the results of the Self-Assessment Questionnaire Of ESG (SAQ-ESG) in the "Should Develop and Improve" criteria (score < <u>60%</u>) received an on-site audit.</p> <p>100%</p>	<p>Suppliers who have received the results of the facility audit In the criterion of "should be developed and improved" (<u>score < 60%</u>) , 6 people</p> <p>6 cases were audited.</p> <p>(100%)</p>
<p>Suppliers who have found complaints about food safety and product quality according to the 2025 Annual Audit Plan have been proactively audited on-site audits.</p> <p>100%</p>	<p>25 suppliers who found complaints about food safety and product quality were audited at the establishment, and 23 were audited.</p> <p>(92%)</p> <p><u>Note:</u> 2 suppliers Audit through the Supplier Audit Questionnaire</p>
<p>New Critical Suppliers in 2025 underwent on-site audits.</p> <p>100%</p>	<p>0 new critical suppliers, so there is no on-site audit.</p>

1.3 Partner Development

The Company attaches great importance to the development of suppliers by promoting the potential and ability to conduct business sustainably with suppliers. Suppliers are considered to be one of the important elements that will encourage the Company to develop and grow sustainably. As follows:

- **On-site Audit**

The Company has selected key suppliers to participate in the development by conducting on-site audits and providing advice on improving and developing the potential further. Starting from 2022 until now, the company will continue to investigate complaints that affect consumer safety or product quality problems.

Year	On-site Audit		
	Goals (Case)	Performance (Case)	Percentage (%)
2025	8	8	100
2024	5	5	100
2023	5	4	80
2022	4	4	100

- **Annual Partner Meeting**

The Company has established a long-term relationship and bond with suppliers by exchanging opinions and exchanging knowledge, as well as policies and directions for working with suppliers. The company has been communicating through annual meetings from 2017 to the present, which is an ongoing operation to collaborate with suppliers in sustainable development throughout the supply chain.

- **Supplier Sustainability Self-Assessment**

The Company has established a Supplier Risk Category to be used as a criterion for determining the implementation of the Self-Assessment Questionnaire of ESG (SAQ-ESG) using environmental, social, and governance factors in conjunction with food safety. 2025 Suppliers who do not meet the required criteria (score < 60% should be developed and improved). A total of 7 cases have been verified and monitored by proactive audits at the establishments.

8.3.2 Percentage of the Company's New Suppliers Who Passed the Sustainability Screening

Supplier Audit It is essential to the supply chain of an organization to ensure that the business runs smoothly and minimize any problems or risks that may arise and affect consumers. The supplier audit will help in the decision-making process in selecting participating suppliers for new suppliers, as well as continuous monitoring of the performance and quality of raw materials for existing suppliers. By inspecting the production site. As follows:

New Suppliers, before participating in the bidding, must be selected for the quality of raw materials/products through sample testing and questionnaires of product/factory standards. For the purpose of preliminary vendor selection, the Company will conduct a risk assessment of key business partners covering sustainability (ESG) issues and group them according to risk level through the Self-Assessment Questionnaire Of ESG (SAQ-ESG). However, if it is not possible to conduct an on-site audit, a meeting must be held with the supplier online to jointly determine measures and find ways to reduce the risks as soon as possible.

In 2025, there were a total of 38 new trading partners. There are no critical suppliers, all of which are general suppliers, but there are 4 new suppliers who have conducted risk assessments through the Self-Assessment Questionnaire Of ESG (SAQ-ESG) and have undergone proactive audits at the establishment. (On-site Audit) because it is a group of raw materials with specific specifications, all 4 of which passed the audit criteria.

Suppliers (Supplier Segmentation)	Number of New Suppliers	Number of Suppliers Who Have Passed the Audit	
	Goals	Self-Assessment Questionnaire	On-Site Audit
Critical Supplier	-	-	-
General Supplier	38	4	4
Included	38	4	4

Note : General Suppliers: Suppliers who have signed the Company's Code of Conduct or Requirements but do not have a direct impact on the business at a high level. Even if the annual turnover is 2% and/or 2 million baht or more, i.e. trading in general products in the market and/or being a supplier that delivers and/or sells products and promotional products and/or products with a short-term trading period.

8.3.3 Business Partner Code of Conduct

The Company has prepared a Code of Business Ethics for suppliers to ensure that suppliers who do business with the Company and its subsidiaries under the supply chain adhere to ethical business practices in accordance with the law. Adhere to and comply with the principles of human rights. Suppliers refer to sellers of products, contractors, and/or service providers to the Company and its subsidiaries, whether juristic persons or individuals, with guidelines and scope for compliance with the Business Ethics of Business Partners. As follows:

1. Business ethics Comply with the law Regulations and Requirements
 - 1.1 Honesty Legal Compliance Conduct business with integrity, adhere to accuracy, and integrity. Ethics and transparency Not operating in a manner that creates an unfair competitive advantage. Failure to comply with the law Regulations and Requirements
 - 1.2 To be moral, we must conduct business with adherence to stakeholders. Operate and treat stakeholders with equality.
 - 1.3 Conflict of Interest: Suppliers must not have any other relationship with the directors. If it falls into such a category, it must be notified to the Company and must comply with the rules prescribed by the Company.
 - 1.4 Disclosure and confidentiality The supplier must fully disclose information in accordance with the agreement with the Company and its subsidiaries, and must not disclose information of the Company

and its subsidiaries without the consent of any other person. To be used for the benefit of any person, including in accordance with the rules of the relevant laws.

1.5 Respect for Intellectual Property: Respect for the intellectual property of others. Actions taken that do not infringe on the intellectual property of others.

1.6 Anti-Corruption Suppliers must be anti-corruption in all cases.

Corruption refers to the practice or omission of performing a position or abusing power in a position of authority in any form, whether it is giving or receiving bribes. Presenting or undertaking to make a request or demand, whether in the form of property, money, goods, rights or any other interests that are contrary to morals, ethics and laws, rules, regulations, and policies, to government officials or any other person doing business with the Company. Subsidiaries or group companies, whether domestic or foreign, in order to obtain undue benefits for the organization, themselves or related parties.

2. Non-discrimination Comply with labor laws and human rights principles. The supplier must take action. As follows:

2.1 Non-discrimination must respect differences and treat employees equally, without unfairly benefiting or depriving employees of their rights on the basis of race, nationality, race, color, religion, social status, gender, age, disability or disability; Political Concepts Marital Status In addition, measures to prevent and solve problems related to sexual harassment should be established.

2.2 Do not engage in acts that violate human rights, especially forced labor. Illegal use of migrant workers
Child labor and human trafficking

2.3 In hiring foreign workers, the supplier must comply with the law in accordance with the law. In the case of pregnant women, safe work will be provided at an appropriate time and will not harm the pregnancy or the unborn child. Reduce position or reduce benefits due to pregnancy.

2.4 Compensation Wages, remuneration, living expenses and benefits are paid in various forms that are in accordance with labor laws and on time, and employees are not deducted unless they are taken in a manner that is not contrary to the law. Equal remuneration is paid between males and females.

2.5 The working hours are determined in accordance with the law, as well as the overtime hours of employees are supervised in accordance with the law.

2.6 Provides freedom of association and negotiation. By respecting the employee's right to association or association in any form that is not contrary to the law, including participating in the bargaining process in accordance with the procedures of the law.

3. Safety, Occupational Health and Working Environment Operations

3.1 Promote, support, maintain, and continuously improve a safe working environment. Prevent the impact on the health of employees and related parties.

3.2 Focus on maintaining, preventing, and reducing the impact on the working environment due to business activities.

3.3 Regular training on safety, occupational health and working environment.

4. Environmentally friendly operation

- 4.1 Strictly comply with environmental laws or regulations.
- 4.2 Raw materials are sourced and an environmentally friendly product development process is established. non-use of toxic substances that affect the environment; Natural and Social Resources
- 4.3 Cooperate and provide solutions to solve problems caused by climate change, including problems from greenhouse gases and the impact of business operations of suppliers. Solving the problem of global warming
- 4.4 There is a systematic solution to the problem of waste and waste management. By promoting knowledge on waste reduction in all workplaces. Reuse, and the creation of a sorting system at the source to reduce the amount and cost of management.
- 4.5 Social action the Company operates a business that recognizes and values the impact on society and the community, as well as respecting cultural diversity. Rights and opinions of the community in the business area Communicate regularly to build relationships with the community.

8.3.4 Percentage of Key Business Partners Signing the Business Partner Code of Conduct

The Company has announced the Code of Conduct for Business Partners on the Company's website and has sent the Code of Conduct to all suppliers and for suppliers to respond and acknowledge the compliance with the Code of Conduct. More than 80% of responses

8.3.5 Payments to Partners

In accordance with the Good Corporate Governance Policy. The Company Commitment to comply with commercial terms and contractual agreements. The Company aims to treat suppliers on the basis of fairness and equality, taking into account mutual interests, and to establish a management and monitoring system to ensure full compliance with contracts. There is a process of paying suppliers on time according to the agreed payment terms. Documents used to place the bill, schedule the transfer of funds according to the terms of the credit. Inform all suppliers

8.4 Innovation Development

From the adaptation trend of each organization that focuses on bringing technology to participate in business development, it will continue to compete and grow effectively. On the basis of the use of information, Adapt customer service use from all aspects to conduct in-depth analysis and improve to develop and deliver targeted services to customers.

The Company has placed importance on the use of appropriate technology and supported the development of innovation regularly to meet the happiness of customers, society and the environment. Various collaborations, technology management helps strengthen innovation. Not only to meet the needs of today. But we also look far into the future where lifestyles will change, along with taking into account the sustainability of society and the environment at the same time in operations to increase the efficiency of management at each stage.

8.4.1 Policies and Guidelines on Innovation Development at the Corporate Level

The Company aims to be sustainable in its business operations by adopting information technology based on the principle of business growth. Innovation that keeps pace with changes and impacts on society. Emphasizing professionalism, modernity, and reflecting the image of business leaders, the company has formulated policies on information technology and innovation. The goal is to be an organization with a modern information technology system suitable for the changing situation in today's world.

1. Support the management of selecting appropriate information technology for the organization. Reduce the generation of e-waste Send waste to agencies that destroy e-waste. For correct destruction or reuse for its intended purpose.
2. Promote the use of information technology in operations and develop information-related processes to increase efficiency and effectiveness in operations with a focus on maximizing benefits.
3. Promote knowledge and understanding. Communicate policies or measures on technology management and recognize the importance of developing and using information technology information for safety and utilization as a guideline for work without violating the requirements of the organization and the law.
4. Improve operational processes by modifying processes to be concise, concise, or eliminate unnecessary processes for more efficient operations.
5. Support resources in terms of personnel, budget, and training to operate technology effectively. This will lead to sustainable development.
6. Focus on the security of information technology of the organization to keep up with the fast-changing world today.

8.4.2 Process for Developing and Promoting an Organizational Innovation Culture

The Company recognizes the volatility of the business environment and the changing needs of consumers, and therefore exercises caution in its expenditures for 2025. Nevertheless, the Company continues to move forward with improvements and development by applying innovations and information technology systems. The key projects are as follows:

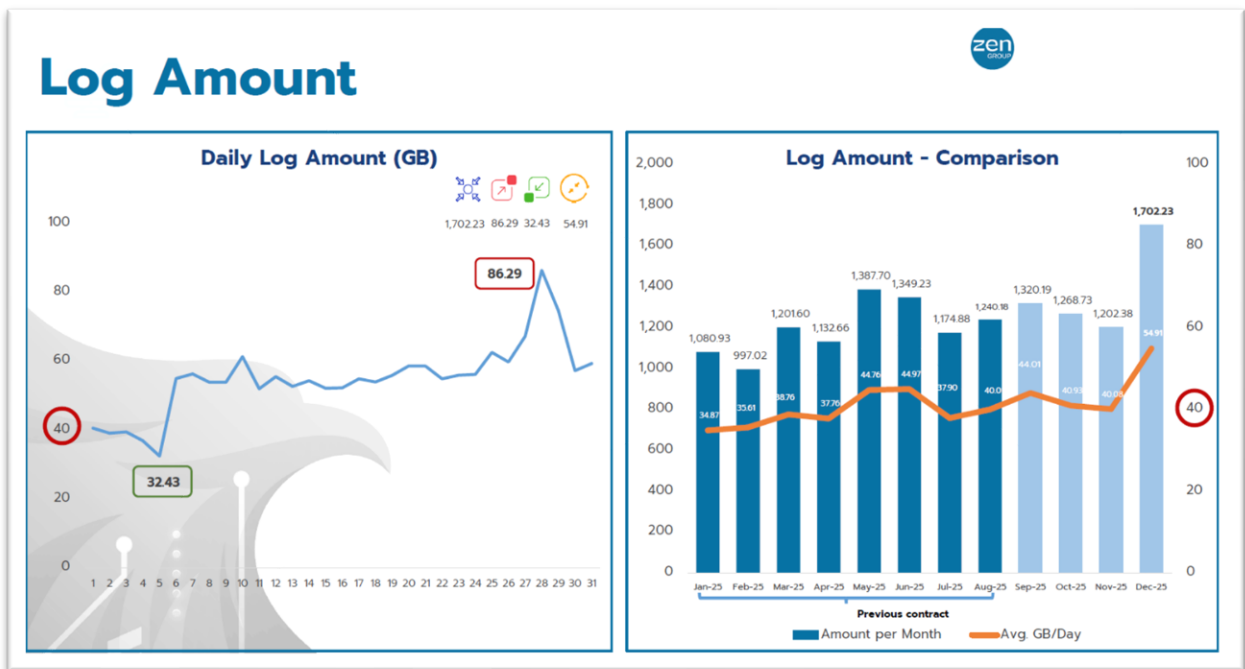
- 1.) Ongoing Projects In order to amend and improve the sales system for branches (Point of Sales – POS) by adjusting it to a single system for all brands. For management from system settings Account data recovery Linking information between systems, such as Customer Relationship Management (CRM)

Modification of the sales system to a single system for all brands. It will increase the efficiency of the user by not having to remember the operation methods of multiple systems. Can be used at any branch or brand. It helps to develop personnel to have knowledge. Ability to use the sales system is easy to use.

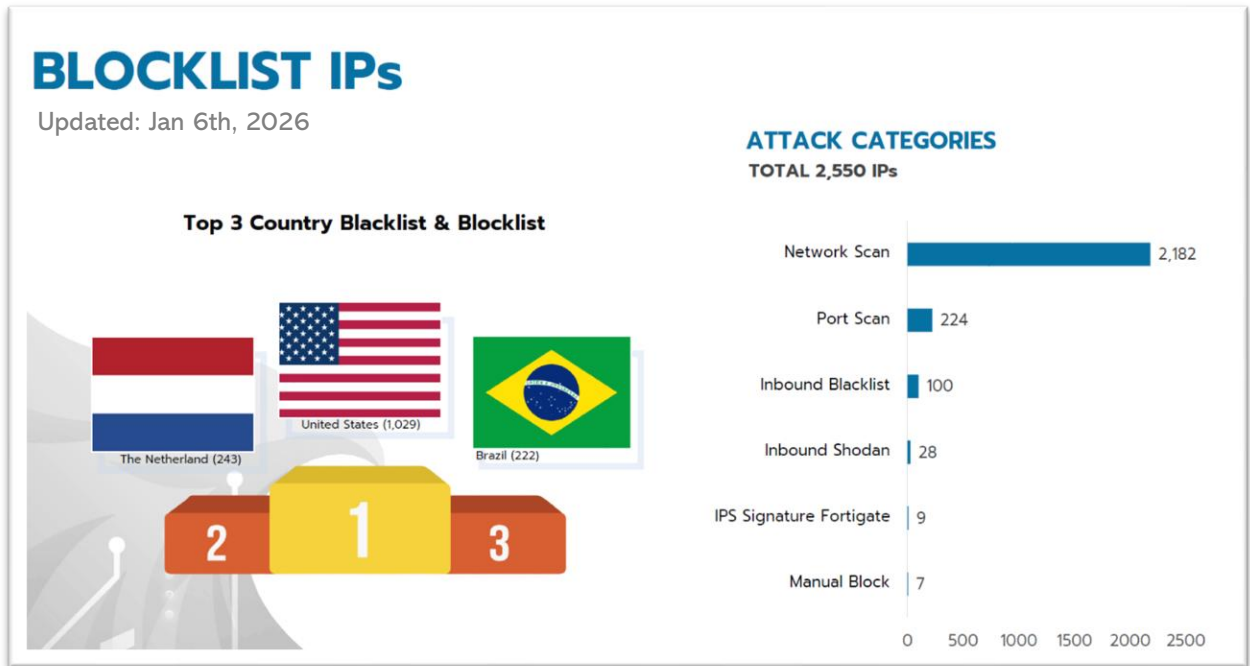
Developing a sales system for increasing consumer demand or if you want to modify the functions, it can be improved in a single system, such as the electronic tax invoicing function. (E-Tax Invoice) that requires multiple system connections. Payment by QR Code It can also reduce the cost of developing multiple systems. Developing and preparing for a new customer relationship system After the adjustment of the sales system, which is the main system that is important in direct customer service, has been adjusted. The Company has a project to improve the Customer Relationship Management (CRM) system in order to enhance the efficiency of customer service, strengthen sales promotion with a customer-centric approach, and integrate it with the aforementioned sales system. The development of this project is expected to be ready for implementation in early 2026.

- 2.) Enhancing the capabilities of information technology security systems Building on the existing security standards that have an Information Technology Security Surveillance Center that monitors malicious activity, AI is used to help detect malicious behavior and immediately close the attack channel, which will help close the risk of being attacked faster than normal surveillance.

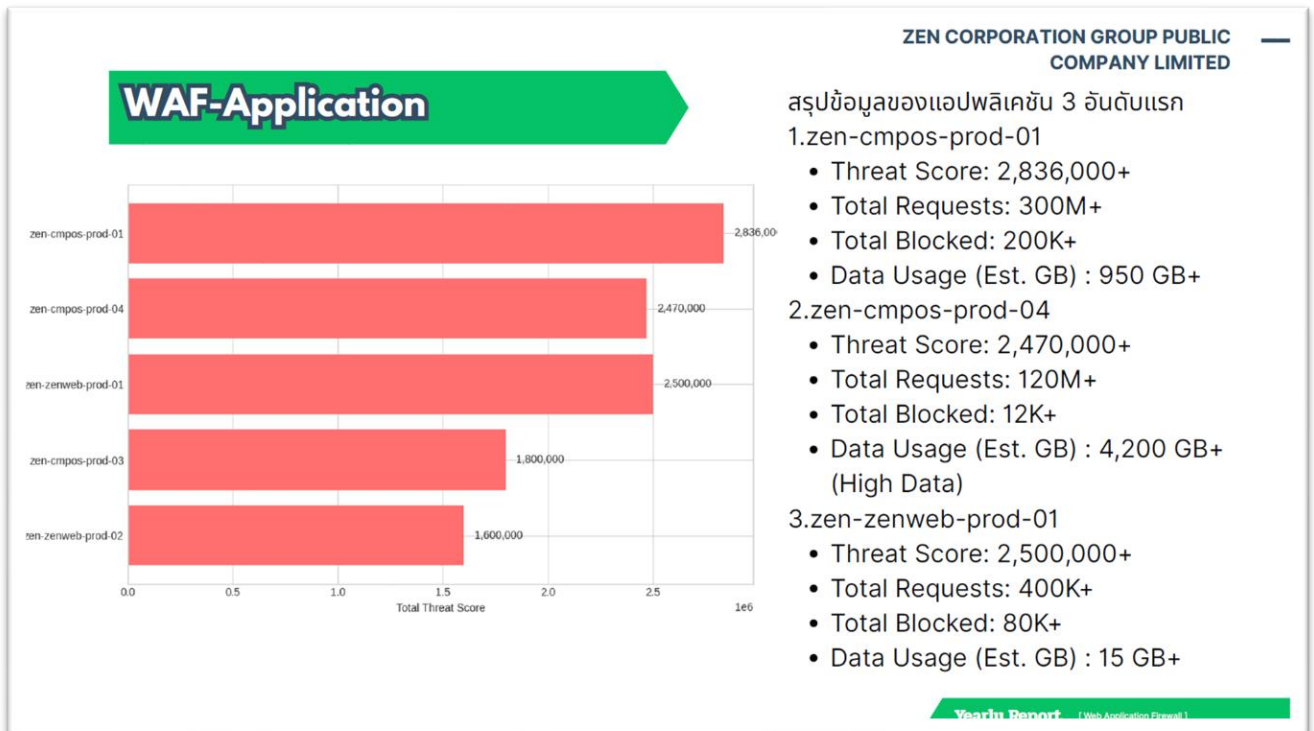
The surveillance center also helps monitor the operation of technological security protection equipment to be modernized. Prevent new attacks from occurring all the time, keep up to date with information related to new threats, monitor incident remediation according to priority, and prepare monthly and annual reports. It will be used to analyze the trend of system penetration that will occur with the Company in order to develop a plan to develop protection to be ready for the future.



Example of an organization-wide data traffic report per day and summarize the whole year.

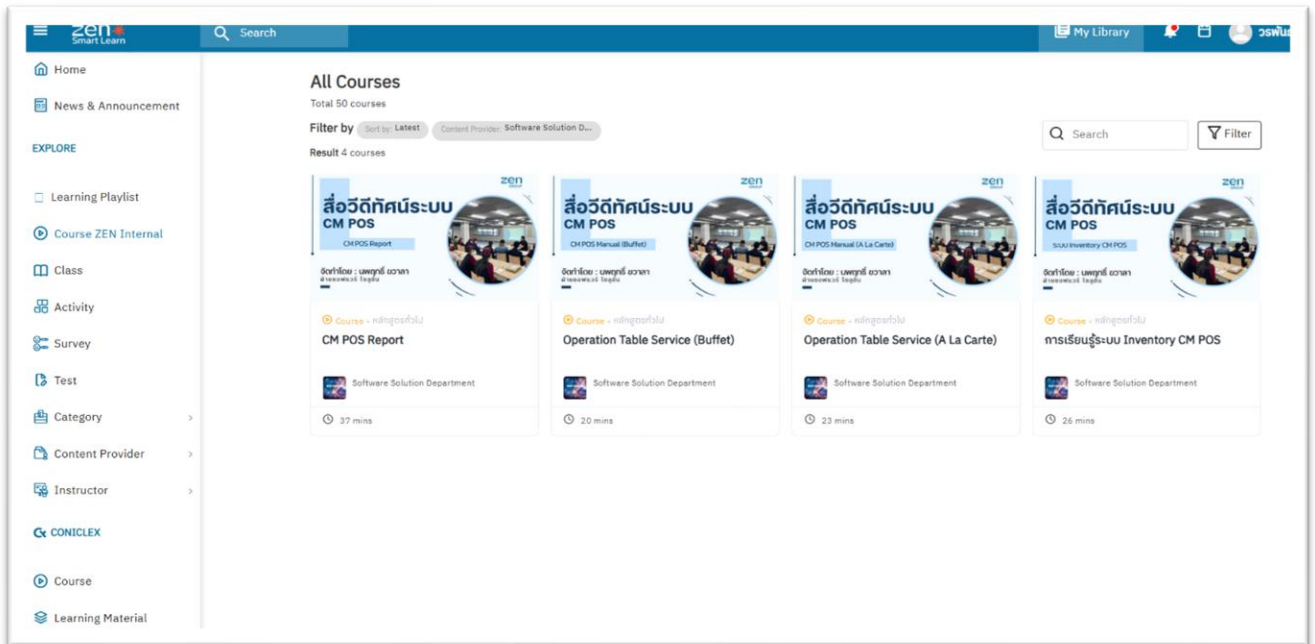


Example of the monthly Blocklist Block Protection Volume Report



Example Report of the top 3 programs with the most attacks per year

- 3.) Making video media to provide knowledge and understanding of information technology, such as the use of sales systems. Providing knowledge on cyber security by preparing e-learning materials and making it a mandatory course for relevant employees. This is another way to learn



Photos of courses related to the use of sales systems for frontline staff to learn.

หัวข้อในการอบรม

สนใจเข้าร่วมอบรม
สแกนเลย

- นวัตกรรมผลิตภัณฑ์ AI ประจำปี 2025
- โทปไลน์สู่การพัฒนา AI
- เปรียบเทียบความสามารถของโมเดล AI
- กัญศาคจากฉบับลเวร์ในส่วนเสริม Chrome AI
- พิชชิ่งที่ขับเคลื่อนโดย AI ปี 2025
- AI กับระบบ DLP (Data Loss Prevention)
- ครรณีศีกษา DeepSeek (จีน)
- การเจาะระบบ ChatGPT / Prompt Injection
- Deepfake & วัตโคจลปลอมแปลงด้วย AI
- AI กับทีม Red Team / Pentest
- แรนซั่มแวร์ที่ใช้ AI ช่วยโจมตี
- AI กับการทดแทนแรงงานมนุษย์

วันที่อบรม: 22 สิงหาคม 2568
 เวลาในการอบรม: 13.00-16.00
 รูปแบบการอบรม: Online Training / MS Team
 อบรมโดยวิทยากรจากบริษัทไซเบอร์ตรอน (Cybertron) ที่ดูแลระบบ SOC ให้กับ ZEN Group

Information Technology Security Training Course

It focuses on emerging technologies. To respond to the current situation that has occurred, such as AI innovations, various AI threats, examples of actual incidents both in Thailand and abroad, etc.

The Company also plans to expand and move forward through technological innovations, including artificial intelligence (AI), which is increasingly influencing everyday life, as well as the development of Intelligent Supply Chain Management systems to forecast purchasing demand based on customer behavior. These initiatives aim to generate valuable and sustainable returns for stakeholders

