



PERSONEL DEVELOPMENT POLICY

Moshi Moshi Retail Corporation Public Company Limited

Latest Effective Edition

Original Edition, Effective July 6, 2022

Reviewed by the Board of Directors on December 23, 2025



PERSONNEL DEVELOPMENT POLICY

Moshi Moshi Retail Corporation Public Company Limited (“**The Company**”) recognizes the core value of its workforce, driving continuous personnel development to expand knowledge, capability, and operational skills tailored to individual roles and job responsibilities. This strategic focus ensures the delivery of high-quality outputs while establishing standardized sales and service operations. Consequently, The Company has established a personnel development policy that aligns directly with career paths and corresponding organizational levels, delivering targeted training that supports both short-term and long-term corporate business plans. Furthermore, a competency framework has been institutionalized to cultivate individual skills, knowledge, and capabilities, fostering sustainable and continuous career advancement.

The Company formulates its employee skill and capability development plans by conducting comprehensive training needs analyses, aggregating data across various organizational domains. This includes evaluating required job competencies, job descriptions, and defined career paths, while factoring in corporate business plans, strategic policies, evolving operational priorities, and external shifts in technology, economy, society, and emerging innovations. Personnel across all levels and operational functions receive development through diverse methodologies, encompassing internal training, external training, and professional coaching. The Human Resources Department is responsible for compiling the annual training plan, ensuring absolute alignment with The Company’s annual operational goals, categorized into the following core development domains:

1. Management and Behavioral Skills Development (Soft Skills): Focusing on multi-dimensional skill development for personnel at all levels to enhance individual performance, interpersonal relationships, and teamwork, driving collective organizational success. Core training modules include communication skills, adaptability, leadership, problem-solving, decision-making, and analytical thinking.

2. Technical Skills Development (Technical Skills): Focusing on developing specialized job-specific knowledge and skills to maximize operational efficiency and cultivate the capacity to instruct or guide others. Core modules encompass specialized disciplines such as accounting, finance, computer systems, sales techniques, and inventory management systems. Essential job competencies and proficiency levels required for optimized performance are systematically evaluated via the established competency framework.

The Company structures its development programs using multiple interactive formats to remain agile amid shifting modern dynamics. This includes deploying experiential learning theory, on-the-job training, and collaborative forums designed for experiential sharing and operational bottleneck analysis, thereby establishing uniform, standardized work practices and embedding a continuous learning culture across the enterprise. Furthermore, lower-level management and above are actively encouraged to serve as internal trainers, accelerating the mutual development of both the leaders and their teams.

-TRANSLATION-

In response to the challenges posed by the recent COVID-19 pandemic, The Company successfully adapted its training delivery models from traditional classroom training to online training and virtual classrooms. The 70:20:10 learning model has been fully integrated into these formats to enhance knowledge transfer, ensuring participants acquire required capabilities and practical skills with maximum efficiency.

The Company shall regularly review this Personnel Development Policy to maintain continuous alignment with changing circumstances and corporate business operations, thereby optimizing employee benefits and driving sustainable organizational value creation.

This Personnel Development Policy shall be effective from July 6, 2022 onwards.

-Warapatr Todhanakasem-

(Warapatr Todhanakasem, PH.D.)

Chairman of the Board of Directors

Moshi Moshi Retail Corporation Public Company Limited