RISK MANAGEMENT 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

-TRANSLATION-

RISK MANAGEMENT POLICY

Moshi Moshi Retail Corporation Public Company Limited (“**The Company**”) recognizes the vital importance of robust enterprise risk management in driving stable corporate growth, securing business expansion, maintaining a solid financial position, and delivering optimal returns to shareholders. This framework further upholds the principles of good corporate governance and ensures a rigorous system of checks and balances amid today’s dynamic and highly competitive business environment. Recognizing that constant shifts in both internal and external factors can impact its ability to achieve core missions and objectives, The Company has adopted the COSO (The Committee of Sponsoring Organizations of the Treadway Commission) risk management framework. This institutionalized system reinforces confidence among shareholders and all relevant stakeholders regarding operational continuity, while effectively driving objective achievement and sustainable corporate value creation based on the following definitions, objectives, and risk management guidelines:

Definitions of Risk and Risk Management

Risks refer to uncertainties, events, or potential occurrences that could disrupt ongoing plans or operations from achieving designated objectives and targets, consequently exerting a negative impact on the organization either financially or regarding its corporate image and reputation.

Risk Management refers to an ongoing process enacted by the Board of Directors, sub-committees, executives, and all corporate personnel to formulate enterprise-wide risk management strategies. This is achieved by identifying potential events that may affect the organization and managing those risks to remain within its risk appetite, thereby providing reasonable assurance regarding the achievement of specified organizational objectives.

Objectives of the Risk Management Policy

1. To standardize risk management operations across the entire organization in alignment with international practices, enabling the timely identification of unexpected risks or crises while mitigating potential losses or damages efficiently and cost-effectively.

2. To integrate the risk management system seamlessly into corporate decision-making, strategic planning, budgeting, and routine operations, focusing on the fulfillment of established visions, missions, strategies, and targets, while fostering operational excellence and stakeholder confidence.

3. To ensure that the Board of Directors, the Risk Management Committee, and executives are provided with comprehensive insights into material risks, risk trends, and the overarching corporate risk profile, thereby driving highly efficient and effective risk oversight.

4. To cultivate risk awareness among all corporate personnel, encouraging active participation in risk management practices throughout The Company.

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Risk Management Guidelines

Recognizing the critical necessity of adopting international risk management standards, The Company implements this framework to enhance customer satisfaction, protect its positive corporate image, and harmonize institutional practices. The risk management guidelines are established as follows:

1. The Company prioritizes systematic risk management embedded within its internal control framework. Corporate risk factors are identified through a two-dimensional risk assessment evaluating Likelihood (the probability of occurrence) and Impact (the severity of consequences). Furthermore, The Company defines its Risk Appetite and establishes operational Warning Signs to prompt timely corrective actions, ensuring risk levels do not exceed defined risk tolerances.

2. The Company responds to organizational risks by implementing preventative or mitigating measures designed to systematically reduce both the likelihood of occurrence and the severity of impact.

3. Designated personnel are assigned to continuously monitor, evaluate, and review risk management performance including reviewing strategies and Risk Appetite—for regular reporting to the Risk Management Committee.

4. Risk management is defined as a shared responsibility across all organizational levels, requiring all personnel to maintain risk awareness and actively prevent potential exposures within their respective departments and across the wider enterprise.

5. The Risk Management Committee actively promotes and develops the integration of modern information technology within risk management processes and reporting structures to optimize administrative efficiency.

6. The Company supports comprehensive access to risk management communications and information for personnel at all organizational levels.

This Risk Management 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