SUCCESSION 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-

SUCCESSION POLICY

Moshi Moshi Retail Corporation Public Company Limited ("**The Company**") has established this Succession Policy to ensure readiness in developing personnel to succeed vital executive roles, specifically senior executives and the Chief Executive Officer, in the event that the incumbents are unable to perform their duties until the expiration of their terms or if the positions become vacant for any other reason. This policy systematically mitigates risks and eliminates adverse impacts associated with a lack of management continuity. The Human Resources Department is responsible for formulating the succession plans for these key leadership positions and presenting them to the Nomination and Remuneration Committee for review.

The Company implements employee and executive development guidelines to cultivate successors for critical management roles, continuously identifying high-potential personnel to participate in specialized training programs. This ongoing development prepares individuals to assume pivotal responsibilities within the organization. The Chief Executive Officer shall report the progress of these development guidelines to the Nomination and Remuneration Committee for consideration prior to submitting the outcomes to the Board of Directors. The selection process for personnel entering these programs must remain strictly transparent, fair, and subject to the formal approval of the Chief Executive Officer.

Furthermore, The Company promotes job rotation to broaden the knowledge base and diversify the experience of its personnel, equipping them with well-rounded corporate insights and enhanced operational readiness. High-potential successors are also given opportunities to assume temporary responsibility for these target positions during periods when the incumbents are on leave or traveling on official business. This temporary assignment serves to evaluate their performance and identify any necessary further training and strategic development required for the individuals.

When a vacancy arises, The Company will select replacements from the internal pool of personnel participating in these development programs. However, this does not restrict the rights of external candidates or other individuals who possess the full qualifications required under the recruitment and selection criteria established by The Company.

This Succession 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