Invitation to the Extraordinary General Meeting of Shareholders No. 1/2026

MMM Capital Public Company Limited

On January 22, 2026, at 11.00 a.m.

The Meeting will be conducted via Electronic Media only

January 7, 2026

Subject: Notice of the Extraordinary General Meeting of Shareholders No. 1/2026

Attention: Shareholders of MMM Capital Public Company Limited

Enclosures:
1. Copy of the Minutes of the 2025 Annual General Meeting of Shareholders
2. Capital Increase Report Form (Form 53-4)
3. Documents or evidence showing the identity of the shareholder or proxy of the shareholder entitled to attend the meeting.
4. Procedures for attending the meeting via electronic media (Inventech Connect)
5. Company's Articles of Association relating to shareholders' meeting
6. Proxy form
7. Profiles of the independent directors proposed by the company to act as proxies
8. Privacy Notice

The Board of Directors of MMM Capital Public Company Limited (**the Company**) has resolved to convene the Extraordinary General Meeting of Shareholders No. 1/2026 on January 22, 2026, at 11:00 a.m.,to be conducted exclusively via electronic means (E-EGM), for the purpose of considering the following meeting agendas.

Agenda 1 To consider and acknowledge the Minutes of the 2025 Annual General Meeting of Shareholders

Facts and Rationale

The Company's 2025 Annual General Meeting of Shareholders was held on March 26, 2025. The minutes were submitted to the Live Exchange Stock Market and the Department of Business Development, Ministry of Commerce, within the prescribed period, and were also published on the Company's website (www.mmmcapitalplc.com) for disclosure to shareholders and the general investing public. It appears that no person has raised any objections or requested any amendments.

Board's Opinion

The Board deems it appropriate to propose to the Annual General Meeting of Shareholders to consider and acknowledge the minutes of the 2025 Annual General Meeting of Shareholders held on March 26, 2025, which the Board considers to have been recorded accurately in accordance with the resolutions of the meeting. A copy of the minutes is provided in Enclosure No. 1.

Resolution

Notice to acknowledge, there is no resolution for this agenda item.

Agenda 2 **To consider and approve the payment of an interim dividend in the form of stock dividends and cash**

Facts and Rationale

According to the Public Limited Companies Act B.E. 2535 (1992), Section 115, and Article 48 of the Company's Articles of Association, the Board of Directors may, from time to time, pay interim dividends to shareholders when it appears to the directors that the Company has sufficient profits to permit such distribution; and, upon payment of such interim dividends, the Board shall report the payment to the shareholders at the next shareholders' meeting.

In addition, the Company has a dividend policy to pay dividends to shareholders at a rate of not less than 40.00% of net profit based on the Company's separate financial statements, after deduction of corporate income tax and after appropriations to all types of reserve funds as required by law and the Company's regulations; however, such dividend payment may be adjusted as the Board of Directors deems appropriate, taking into account shareholders' interests and factors such as economic conditions, operating results and financial position, liquidity, cash flow, reserves for operations, business expansion and future investments, funds set aside for loan repayment or working capital, and any conditions or limitations under loan agreements, provided that the dividend payment does not materially affect the Company's normal operations.

Based on the financial statements for the third quarter of 2025 for the period ended 30 September 2025, which have been reviewed by the auditor, the Company has accumulated retained earnings from operations in the amount of THB 56,761,032.63.

Board's Opinion,

The Board of Directors deemed it appropriate to propose to the Extraordinary General Meeting of Shareholders No. 1/2026 for consideration and approval of the interim dividend in the forms of stock dividend and cash dividend from the retain earnings as of September 30, 2025, as follows:

1) Payment of stock dividends at the ratio of 10 existing shares to 1 dividend share, equivalent to a dividend payment rate of 0.05 Baht per share (in the case of fractional shares, the Company will pay cash in lieu of the stock dividends at the rate of 0.5 Baht per share), totaling 15,000,000 Baht.

2) Payment of cash dividends at the rate of 0.1 Baht per share for 300,000,000 shares, totaling 30,000,000 Baht.

The cash dividend portion will be subject to the withholding tax at the rate prescribed by law, for the dividends paid in both stock and cash forms.

The total dividends paid to shareholders amount to 0.15 Baht per share, totaling 45,000,000 Baht. The Record Date for determining shareholders entitled to receive dividends is December 26, 2025, with payment to be made by February 6, 2026.

However, the right to receive such dividends remains uncertain until an approval by the Extraordinary General Meeting of Shareholders No. 1/2026.

Resolution

This agenda item requires the majority of votes of the shareholders present at the meeting and casting their votes.

Agenda 3 To consider and approve the increase of registered capital of the Company and the amendment of Clause 4 of the Company's Memorandum of Association to be in line with the increase in the Company's registered capital

Facts and Rationale

In connection with the Company's payment of an interim dividend in the form of stock dividends, the Company is required to increase its registered capital by an additional 30,000,000 shares. The Board of Directors is of the opinion that this capital increase is appropriate to facilitate the issuance of the stock dividends and will not have any impact on the Company. The details of the capital increase are set out in the Capital Increase Report Form (F53-4), which has been delivered to shareholders together with the notice convening this meeting (Enclosure No. 2).

Board's Opinion

The Board of Directors deemed it appropriate to propose to the Extraordinary General Meeting of Shareholders No. 1/2026 for the consideration and approval of Company's increase in registered capital from Baht 150,000,000 to Baht 165,000,000, by issuing not more than 30,000,000 additional ordinary shares with a par value of 0.50 baht per share, as detailed in the Capital Increase Report Form (F53-4) (Enclosure No. 1), and the amendment of Clause 4 of the Company's Memorandum of Association to be in line with the increase in the Company's registered capital, with the details as follows:

"Clause 4.	Registered capital of Baht	165,000,000		(One Hundred Sixty-Five Million Baht)
	Divided into	330,000,000	shares	(Three Hundred Thirty Million Shares)
	Par Value Baht	0.50		(Fifty Satang)
	Divided into			
	Ordinary shares	330,000,000	shares	(Three Hundred Thirty Million Shares)
	Preferred shares	-	shares	(- shares)"

In this regard, the Board of Executive Committee, and/or Chief Executive Officer, and/or any person designated by the Board of Executive Committee, shall have the authority to sign any applications or documents relating to the registration of amendments to the Company's Memorandum of Association; to amend or revise such applications or the text of such documents related to the registration of amendments to the Company's Memorandum of Association; and to submit the application for registration of amendments to the Department of Business Development, Ministry of Commerce. This authority shall also include undertaking any action in connection with these matters, as deemed appropriate, and ensuring compliance with applicable laws, regulations, rules, and interpretations of relevant government authorities, including any recommendations or directives issued by the Registrar or other competent government officers.

Resolution

This agenda item requires votes of not less than three-fourths (3/4) of the total votes of the shareholders present at the meeting and entitled to vote

Agenda 4 To consider and approve the allocation of newly issued ordinary shares to accommodate the stock dividend payment

Facts and Rationale

As a consequence of the increase in registered capital by 30,000,000 shares to accommodate the payment of stock dividends.

Board's Opinion

Approved to propose to the Extraordinary General Meeting of Shareholders No. 1/2026 for consideration and approval of the allocation of 30,000,000 additional ordinary shares of the Company, with a par value of 0.50 Baht per share, to accommodate the payment of interim stock dividends.

Resolution

This agenda item requires the majority of votes of the shareholders present at the meeting and casting their votes.

Agenda 5 To consider any other business (if any)

Accordingly, shareholders are hereby invited to attend the meeting on the date and time specified above, i.e., on January 22, 2026, being the date of the Extraordinary General Meeting of Shareholders No. 1/2026.

In the event that any shareholder is unable to attend the Company's Extraordinary General Meeting of Shareholders No. 1/2026, such shareholder may appoint an independent director of the Company as his/her proxy to attend the meeting and to vote on the shareholder's behalf. In this regard, the shareholder is requested to complete the proxy form, together with all supporting documents as set out in Enclosure No. 3, and deliver to the "Company Secretary" of MMM Capital Public Company Limited at 89/2 Amornphan 205 Tower 1, 6th Floor, Soi Nathon, Ratchadaphisek Road, Din Daeng Sub-district, Din Daeng District, Bangkok 10400, no later than 15 January 2026

In addition, the Company invites shareholders to submit questions relating to the meeting agenda items in advance. Shareholders are requested to submit their questions together with their name, shareholder registration number, telephone number, and any other contact details (if any), either by e-mail to secretary@mmm.capital or by registered mail addressed to the "Company Secretary" of MMM Capital Public Company Limited at 89/2 Amornphan 205 Tower 1, 6th Floor, Soi Nathon, Ratchadaphisek Road, Din Daeng Sub-district, Din Daeng District, Bangkok 10400, provided that such documents are received by the Company no later than 15 January 2026

Yours faithfully,

MMM Capital Public Company Limited

(Mr. Prasert Wangrattanapranee)

Chairman of the Board

Enclosure 3

Documents or evidence showing the identity of the shareholder or proxy of the shareholder entitled to attend the meeting.

In order to ensure that the shareholders' meeting of the listed company is conducted in a transparent and lawful manner and for the benefit of shareholders, the Company deems it appropriate to require verification of documents and/or evidence establishing a person's status as a shareholder, or as a duly authorized proxy or representative of a shareholder, who is entitled to attend the meeting. However, as certain shareholders may not yet be familiar with the applicable procedures for shareholders' meetings, the Company reserves the right, at its sole discretion, to relax or waive the requirement to submit such documents and/or evidence on a case-by-case basis, as the Company considers appropriate.

1. Natural Person

1.1. Shareholder of Thai nationality

(a) The shareholder's government-issued identification card (Thai national ID card, government officer identification card, or state enterprise employee identification card).

(b) In the case of proxy appointment: a copy of the proxy grantor's proof of identity, and the proxy holder's identification card or passport (if the proxy holder is a foreigner).

1.2. Shareholder of foreign nationality

(a) The shareholder's passport.

(b) In the case of proxy appointment: a copy of the proxy grantor's passport, and the proxy holder's identification card or passport (if the proxy holder is a foreigner)

2. Juristic Person (Corporate shareholder)

2.1. Juristic person incorporated in Thailand

(a) Company affidavit/certificate of incorporation (issued by the Department of Business Development, Ministry of Commerce) dated not more than six (6) months prior to the meeting date.

(b) A copy of the national ID card, or passport (in the case of a foreign national), of the authorized director who signs the proxy form, together with the proxy holder's national ID card or passport (in the case of a foreign national).

2.2. Juristic person incorporated outside Thailand

(a) Certificate/affidavit evidencing the juristic person's incorporation (or equivalent corporate certificate).

(b) A copy of the national ID card, or passport (in the case of a foreign national), of the authorized director who signs the proxy form, together with the proxy holder's national ID card or passport (in the case of a foreign national).

Copies of documents must be certified true copies, and any document executed or issued outside Thailand should be notarized by a notary public no more than twelve (12) months prior to the date of the Meeting.

3. Shareholders or proxies may register and submit documents for verification in accordance with the procedures specified in the Procedures for attending the meeting via electronic media (Inventech Connect)

(**Enclosure No. 4**) By no later than 15 January 2026 at 5.00 p.m. The registration system will be closed from 22 January 2026 until the conclusion of the Extraordinary General Meeting.

Note: If any shareholder is unable to attend the Extraordinary General Meeting of Shareholders No. 1/2026, such shareholder may appoint an independent director of the Company as his/her proxy to attend the meeting and cast votes on the shareholder's behalf, either by submitting the proxy application electronically in accordance with the procedures for attending the meeting via electronic media through Inventech Connect (**Enclosure No. 4**) or by delivering a duly completed proxy form to the Company Secretary, MMM Capital Public Company Limited, at 89/2 Amornphan 205 Tower 1, 6th Floor, Soi Nathon, Ratchadaphisek Road, Din Daeng Sub-district, Din Daeng District, Bangkok 10400, or via e-mail at secretary@mmm.capital.

To ensure compliance with Capital Market Supervisory Board Notification No. TorJor. 79/2564 (re: criteria for general solicitation of proxies for shareholders to attend shareholders' meetings and to vote by proxy), dated on December 29, 2021, the Company hereby gives notice to shareholders as follows:

1. Shareholders should review the details of the meeting agenda items prior to deciding to appoint a proxy.

2. Where a shareholder appointing a proxy has specified voting instructions for each agenda item in the proxy form, the Company shall record the votes in accordance with such instructions. In the event that the proxy holder fails to act in accordance with the voting instructions specified in the proxy form, any shareholder who suffers loss or damage may exercise his/her legal rights and remedies.

3. Where a shareholder appoints an independent director of the Company as proxy to attend the meeting and vote on the shareholder's behalf, and the shareholder has not indicated voting instructions for each agenda item in the proxy form, such independent director, as proxy holder, shall exercise voting discretion as he/she deems appropriate.

4. If the proxy grantor wishes to revoke the proxy appointment, the proxy grantor may do so by giving written notice to the Chairman of the Board and submitting such notice of revocation, together with a copy of identification evidence, by e-mail secretary@mmm.capital Prior to the commencement of the meeting (by no later than 21 January 2026 at 5.00 p.m.)

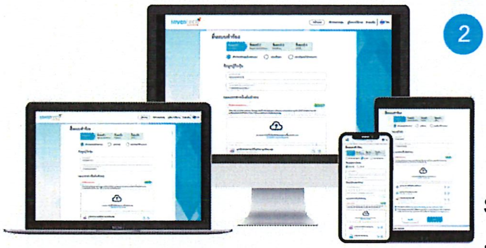
Enclosure 4

Procedures for attending the meeting via electronic media (Inventech Connect)

Shareholders and proxies wishing to attend the meeting can proceed according to the procedure for submitting the request form to attend the meeting via electronic media as follows :

Step for requesting Username & Password from via e-Request system

1. The Shareholders must submit a request to attend the meeting by Electronic Means via Web Browser at https://app.inventech.co.th/MMM138453R/#/homepage or scan QR Code and follow the steps as shown in the picture



** Merge user accounts, please using

1 Click link URL or scan QR Code in the letter notice Annual General Meeting

2 Choose type request for request form to 4 step

Step 1 Fill in the information shown on the registration page

Step 2 Fill in the information for verify

Step 3 Verify via OTP

Step 4 Successful transaction, The system will display information again to verify the exactitude of the information

3 Please wait for an email information detail of meeting and Password

2. For Shareholders who would like to attend the Meeting either through the Electronic Means by yourself or someone who is not the provided independent directors, please note that the electronic registration will be available from **15 January 2026 at 8.30 a.m. and shall be closed on 22 January 2026 Until the end of the meeting.**

3. The electronic conference system will be available on **22 January 2026** at **9.00 a.m. (2 hours before the opening of the meeting).** Shareholders or proxy holders shall use the provided Username and Password and follow the instruction manual to access the system.

Appointment of Proxy to the Company's Directors

For Shareholders who authorize one of the Company's Independent Directors to attend and vote on his or her behalf, The Shareholders can submit a request to attend the meeting by Electronic Means of the specified procedures or send the proxy form together with the required documents to the Company by mail to the following address. The proxy form and required documents shall be delivered to the Company by No later than 5.00 p.m. on 15 January 2026.

MMM Capital Public Company Limited

Company Secretary

No. 89/2, Amornphan 205 Tower 1, 6th Floor, Soi Natong, Ratchadaphisek Road, Din Daeng Sub-district, Din Daeng District, Bangkok 10400, Thailand

If you have any problems with the software, please contact Inventech Call Center

02-460-9227

@inventechconnect

The system available during 15 – 22 January 2026 at 08.30 a.m. – 05.30 p.m.

(Specifically excludes holidays and public holidays)

Report a problem

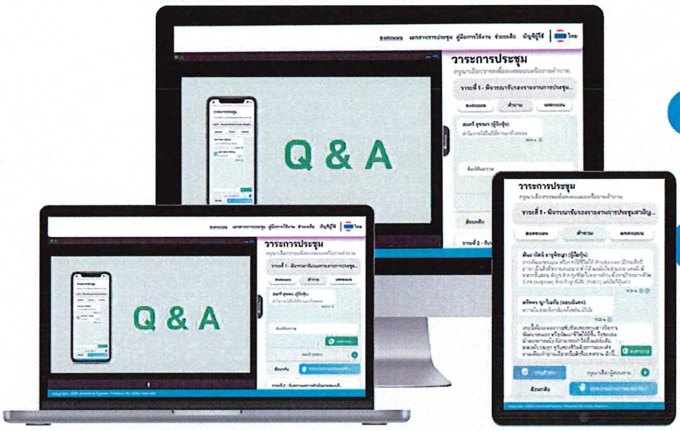
@inventechconnect

Steps for registration for attending the meeting (e-Register) and voting process (e-Voting)

1. Get email and password that you received from your email or request OTP
2. Click on "Register" button, the system has already registered and counted as a quorum.
3. Click on "Join Attendance", Then click on "Accept" button
4. Select which agenda that you want to vote
5. Click on "Vote" button
6. Click the voting button as you choose
7. The system will display status your latest vote

To cancel the last vote, please press the button "Cancel latest vote (This means that your most recent vote will be equal to not voting, or your vote will be determined by the agenda result) Shareholders can conduct a review of the votes on an agenda basis. When the voting results for that agenda are closed.

Step to ask questions via Inventech Connect



- Select which agenda
- Click on "Question" button

1. Ask a question
   - Type the question then click "Send"
2. Ask the question via video
   - Click on "Conference"
   - Click on "OK" for confirm your queue
   - Please wait for the queue for you then your can open the microphone and camera

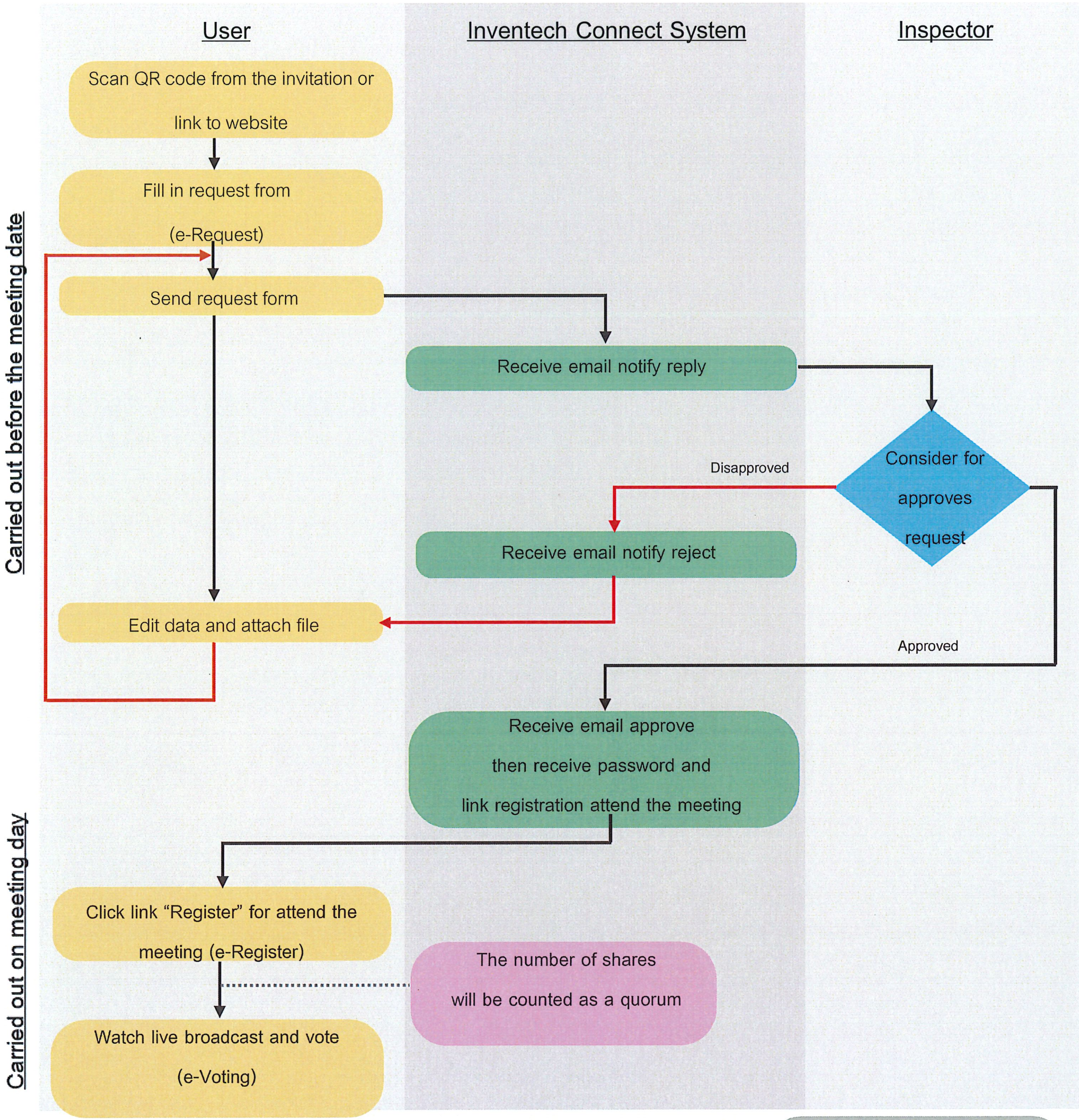
How to use Inventech Connect

User Manual and Video of using Inventech Connect

* Note Operation of the electronic conferencing system and Inventech Connect systems. Check internet of shareholder or proxy include equipment and/or program that can use for best performance. Please use equipment and/or program as the follows to use systems.

1. Internet speed requirements
   - High-Definition Video: Must be have internet speed at 2.5 Mbps (Speed internet that recommend).
   - High Quality Video: Must be have internet speed at 1.0 Mbps.
   - Standard Quality Video: Must be have internet speed at 0.5 Mbps.
2. Equipment requirements.
   - Smartphone/Tablet that use IOS or android OS.
   - PC/Laptop that use Windows or Mac OS.
3. Requirement Browser Chrome (Recommend) / Safari / Microsoft Edge ** The system does not supported internet explorer

Guidelines for attending of Electronic Meeting



Condition of use

In case Merge account/change account

In case filing request multiple by using the same email and phone number, the systems will merge account or in case user has more than 1 account, you can click on "Change account" and the previous account will still count the base in the meeting.

In case Exit the meeting

Attendees can click on “Register to leave the quorum”, the systems will be number of your shares out from the meeting base.

Enclosure 5

Company's Articles of Association relating to shareholders' meeting

1. Call for Meeting

<u>Article 34, Section 4</u>

The shareholders' meeting of the Company shall be held in the locality where the Company's head office located or in a nearby province, or may be convened by electronic means. Where a meeting is convened by electronic means, the Company's head office shall be deemed to be the venue of such meeting

<u>Article 36, Section 4</u>

For the purpose of convening a shareholders' meeting, whether held in person or by electronic means, the Board of Directors shall prepare a notice of meeting specifying the venue, date, time, agenda items and matters to be submitted to the meeting, together with such details as are appropriate. The notice shall clearly state, for each matter, whether it is submitted for information, for approval, or for consideration, and shall include the Board's opinion thereon, and shall be delivered to shareholders and the registrar of public limited companies not less than seven (7) days prior to the meeting date. The notice shall also be published in a newspaper within the period prescribed by law, or may alternatively be published via electronic media in accordance with the criteria and procedures prescribed by law; and where the meeting is to be held by electronic means, the convening of the meeting shall comply with the criteria and procedures prescribed by applicable law.

2. Proxy

<u>Article 38, Section 4</u>

A shareholder may appoint a proxy to attend and vote at a meeting of shareholders on his/her behalf. The instrument appointing a proxy must be made in writing, signed by the shareholder and made in a form prescribed by the Public Companies Registrar. The proxy instrument must be submitted with the Chairman of the Board of Directors, or to any person designated by the Chairman, at the meeting venue prior to the proxy holder's registration for attendance, or may be executed and delivered by electronic means, provided that a secure and reliable method is used which can verify that the proxy appointment is made by the shareholder and complies with the criteria prescribed by the registrar.

The proxy instrument shall contain at least the following particulars:

(1) The number of shares held by the shareholder granting the proxy.

(2) The name of the proxy holder.

(3) The meeting number/particular shareholders' meeting for which the proxy holder is authorized to attend and vote.

3. Meeting Procedures

Article 39, Section 4

The shareholders' meeting shall be conducted in the sequence of agenda items as specified in the notice of meeting, unless the meeting resolves to reorder the agenda by a vote of not less than two-thirds (2/3) of the shareholders present at the meeting.

Upon completion of the consideration of all matters specified in the notice of meeting, shareholders holding, in aggregate, not less than one-third (1/3) of the total number of issued shares may request that the meeting consider other matters not specified in the notice of meeting.

If the meeting is unable to complete the consideration of the matters specified in the notice of meeting, or any additional matters proposed by shareholders, and an adjournment is necessary, the meeting shall determine the venue, date, and time of the adjourned meeting. The Board of Directors shall then deliver a notice of meeting specifying the venue, date, time, and agenda items to shareholders not less than seven (7) days prior to the adjourned meeting, and shall publish the notice in accordance with the procedures prescribed under the law governing public limited companies and other applicable laws.

Article 40, Section 4

The Chairman of the Board shall preside as the chairperson of the shareholders' meeting. If the Chairman of the Board is not present at the meeting or is unable to perform his/her duties, the Vice Chairman of the Board (if any) shall act as chairperson. If there is no Vice Chairman of the Board, or if the Vice Chairman is present but is unable to perform his/her duties, the shareholders present at the meeting shall elect one shareholder to act as chairperson of the meeting.

4. Quorum

Article 37, Section 4

At any shareholders' meeting, whether held in person or by electronic means, a quorum shall be constituted by not less than twenty-five (25) shareholders and proxy holders (if any) attending the meeting, or not less than one-half (1/2) of the total number of shareholders, and in either case representing in aggregate not less than one-third (1/3) of the total number of issued shares.

Where the meeting is held by electronic means, the meeting shall be conducted in accordance with the criteria and procedures prescribed by applicable law.

If, at any shareholders' meeting, one (1) hour has elapsed from the time appointed for the meeting and the quorum requirement has not been satisfied, then: (i) where the meeting was convened upon the requisition of shareholders, the meeting shall be dissolved; and (ii) where the meeting was not convened upon such requisition, the meeting shall be reconvened and a notice of meeting shall be delivered to shareholders not less than seven (7) days prior to the reconvened meeting, provided that no quorum shall be required at the reconvened meeting.

5. Voting Procedures

Article 41, Section 4

At any shareholders' meeting, each shareholder shall be entitled to one (1) vote per one (1) share held. Where any shareholder has a special interest in any matter, such shareholder shall not be entitled to vote on that matter, except for voting on the election of directors

Article 42, Section 4

Unless otherwise provided in these Articles of Association or as otherwise required by applicable law, any resolution or approval of any matter at a shareholders' meeting shall be effective only upon being passed by an affirmative vote of a simple majority of the shareholders present at the meeting and entitled to vote. In the event of an equality of votes, the chairperson of the meeting shall have an additional casting vote.

Resolutions of the shareholders' meeting in respect of the following matters shall require approval by an affirmative vote of not less than three-fourths (3/4) of the total number of votes of the shareholders present at the meeting and entitled to vote:

(1) the sale or transfer of the whole or a material part of the Company's business to any other person;

(2) the purchase or acceptance of a transfer of the business of any other public limited company or private limited company by the Company;

(3) the execution, amendment, or termination of any agreement for the lease of the whole or a material part of the Company's business, the entrustment of the management of the Company's business to any other person, or the amalgamation of the business with any other person with a view to sharing profits and losses;

(4) any amendment to the Company's Memorandum of Association or these Articles of Association;

(5) any increase or reduction of the Company's capital;

(6) the issuance of debentures; and

(7) the merger or dissolution (liquidation) of the Company.

Enclosure 6

Form of Proxy, Form A

- - - - - - - - - - - - - - - - -

Made at...

Date .... Month........................... Year...............

(1) I/We .... nationality........................

residing/located at No.................. Road .... Tambol/Kwaeng......................................

Amphur/Khet.. Province .... Postal Code....................

(2) being a shareholder of MMM Capital Public Company Limited, holding................................shares in total which are entitled to cast.........................votes as follows:

ordinary shares:.................................shares in total which are entitled to cast votes; and

preferred shares:...............................shares in total which are entitled to cast votes,

(3) I/We wish to appoint

(1) ....age ....years, residing/located at No......................,

......................................Road, Tambol/Kwaeng ...., Amphur/Khet..,

Province......................................, Postal Code ...., or

(2) ....age ....years, residing/located at No......................,

......................................Road, Tambol/Kwaeng ...., Amphur/Khet..,

Province......................................, Postal Code ...., or

(3) ....age ....years, residing/located at No......................,

......................................Road, Tambol/Kwaeng ...., Amphur/Khet..,

Province......................................, Postal Code ....

any one of them as my/our proxy to attend and vote on my/our behalf at the Extraordinary General Meeting of Shareholders No.1/2026 to be held on January 22, 2026 at 11.00 a.m. via electronic means only, or such other date, time and place as may be adjourned.

Any acts or performance caused by the proxy at the above meeting shall be deemed as my/our acts and performance in all respects.

Signed... Grantor

(...)

Signed... Grantee

(...)

Signed... Grantee

(...)

Signed .... Grantee

(...)

<u>Remarks</u> A shareholder may grant only one person to be a proxy. The number of shares held by a shareholder may not be divided into several portions and granted to more than one proxy in order to divide the votes.

Enclosure 6

Form of Proxy, Form B.

Made at ....

Date .... Month .... Year ....

(1) I/We .... nationality ....,

residing/located at No. .... Road, ... Tambol/Kwaeng.........................

Amphur/Khet .... Province .... Postal Code ....

(2) being a shareholder of MMM Capital Public Company Limited, holding............................shares in total which are entitled to cast.......................................votes as follows:

ordinary shares:....................shares in total which are entitled to cast ....votes; and

preferred shares:..................shares in total which are entitled to cast ....votes,

(3) I/We wish to appoint

(1) ....age ....years,

residing/located at No..................., ...Road, Tambol/Kwaeng ....,

Amphur/Khet..., Province.................................., Postal Code ...., or

(2) ....age ....years,

residing/located at No..................., ...Road, Tambol/Kwaeng ....,

Amphur/Khet..., Province.................................., Postal Code ...., or

(3) ....age ....years,

residing/located at No..................., ...Road, Tambol/Kwaeng ....,

Amphur/Khet..., Province.................................., Postal Code ....

any one of them as my/our proxy to attend and vote on my/our behalf at the Extraordinary General Meeting of Shareholders No. 1/2026 to be held January 22, 2026 at 11:00 a.m., by electronic means only, or at such other date, time, and place as the meeting may be adjourned to.

(4) I/We authorize my/our proxy to cast the votes on my/our behalf at the above meeting in the following manners:

☐ Agenda no. 1 To consider and acknowledge the minutes of the 2025 Annual General Meeting of Shareholders;

(The agenda is for acknowledgement; the meeting's resolution is not required)

☐ Agenda no. 2 To consider and approve the payment of interim dividends in the form of stock dividend and cash dividend

☐ (a) The proxy is entitled to cast the votes on my/our behalf at its own discretion.

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve ☐ Disapprove ☐ Abstain

☐ Agenda no. 3 To consider and approve the increase of registered capital of the Company and the amendment of Clause 4 of the Company's Memorandum of Association to be in line with the increase in the Company's registered capital

☐ (a) The proxy is entitled to cast the votes on my/our behalf at its own discretion.

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve ☐ Disapprove ☐ Abstain

☐ Agenda no. 4 To consider and approve the allocation of newly issued ordinary shares to accommodate the stock dividend payment;

☐ (a) The proxy is entitled to cast the votes on my/our behalf at its own discretion.

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve ☐ Disapprove ☐ Abstain

☐ Agenda no. 5 To consider any other business (if any)

☐ (a) The proxy is entitled to cast the votes on my/our behalf at its own discretion.

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve ☐ Disapprove ☐ Abstain

(5) If the votes which the proxy casts on any agenda conflict with my/our specified instruction in this proxy form, those votes are invalid and will be regarded as having not been cast by me/us in my/our capacity as the shareholder.

(6) If my/our instruction on voting is not expressly or clearly indicated on any agenda, the meeting considers or resolves on any matter other than those stated above, or there is any change or addition to the relevant facts, then the proxy will be entitled to cast the votes on my/our behalf at his/her own discretion.

Any acts or performance caused by the proxy at the above meeting, except voting in contravention of my/our instruction, shall be deemed as my/our acts and performance in all respects.

Signed..Grantor

(..)

Signed..Grantee

(..)

Signed..Grantee

(..)

Signed..Grantee

(..)

Remarks

1. A shareholder may grant a proxy to only one person. The number of shares held by a shareholder may not be divided into several portions and granted to more than one proxy in order to divide the votes
2. As regards the agenda to appoint directors, the meeting may consider appointing the entire board or any director(s).
3. In case there are more agendas to be discussed than those specified above, the grantor may make additional authorization in the Attachment to Proxy Form B

Attachment to Proxy Form B.

A proxy is granted by a shareholder of MMM Capital Public Company Limited.

At the Extraordinary General Meeting of Shareholders No. 1/2026 to be held on January 22, 2026 at 11:00 a.m. by electronic means only, or at any adjournment thereof (to such other date, time, and place as may be determined).

- - - - - - - - - - - - - - - - -

☐ Agenda no.............. re: ....

☐ (a) The proxy is entitled to cast the votes on my/our behalf at its own discretion.

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve ☐ Disapprove ☐ Abstain

☐ Agenda no.............. re: ....

☐ (a) The proxy is entitled to cast the votes on my/our behalf at its own discretion.

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve ☐ Disapprove ☐ Abstain

☐ Agenda no.............. re: ....

☐ (a) The proxy is entitled to cast the votes on my/our behalf at its own discretion.

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve ☐ Disapprove ☐ Abstain

☐ Agenda no.............. re: ....

☐ (a) The proxy is entitled to cast the votes on my/our behalf at its own discretion.

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve ☐ Disapprove ☐ Abstain

Enclosure 6

Form of Proxy, Form C.

- - - - - - - - - - - - - - - - -

Made at ....

Date .... Month .... Year ....

(1) We ....

located at No. ...., ... Road, Tambol/Kwaeng ....,

Amphur/Khet ...., Province ...., Postal Code ....

in our capacity as the custodian for ....,

being a shareholder of MMM Capital Public Company Limited, holding .... shares in total which are entitled to cast............. votes as follows:

ordinary shares: .... shares in total which are entitled to cast.............. votes; and

preferred shares: .... shares in total which are entitled to cast.............. votes,

(2) We wish to appoint

(1) .... age ....years,

residing/located at No. ...., ... Road, Tambol/Kwaeng ....,

Amphur/Khet..........................., Province ...., Postal Code ...., or

(2) .... age ....years,

residing/located at No. ...., ... Road, Tambol/Kwaeng ....,

Amphur/Khet..........................., Province ...., Postal Code ...., or

(3) .... age ....years,

residing/located at No. ...., ... Road, Tambol/Kwaeng ....,

Amphur/Khet..........................., Province ...., Postal Code ....

any one of them as our proxy to attend and vote on my/our behalf at the Extraordinary General Meeting of Shareholders No. 1/2026 on January 22, 2026 at 11:00 a.m., to be held exclusively by electronic means, and to vote on my behalf at such meeting or at any adjournment thereof (to such other date, time, and place as may be determined).

(3) We authorise our proxy to attend the meeting and cast the votes on our behalf in the following manner:

☐ The voting right in all the voting shares held by us is granted to the proxy.

☐ The voting right in part of the voting shares held by us is granted to the proxy as follows:

☐ Ordinary shares: .... shares in total, which are entitled to cast .... votes; and

☐ Preferred shares: .... shares in total, which are entitled to cast .... votes,

Total: .... votes

(4) We authorise our proxy to cast the votes on our behalf at the above meeting in the following manner:

☐ Agenda no. 1 To consider and acknowledge the minutes of the 2025 Annual General Meeting of Shareholders;

(The agenda is for acknowledgement; the meeting's resolution is not required)

☐ Agenda no. 2 To consider and approve the payment of interim dividends in the form of stock dividend and cash dividend

☐ (a) The proxy is entitled to cast the votes on my/our behalf at its own discretion.

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve with .... votes ☐ Disapprove with .... votes ☐ Abstain with .... votes

☐ Agenda no. 3 To consider and approve the increase of registered capital of the Company and the amendment of Clause 4 of the Company's Memorandum of Association to be in line with the increase in the Company's registered capital;

☐ (a) The proxy is entitled to cast the votes on my/our behalf at its own discretion.

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve with .... votes ☐ Disapprove with .... votes ☐ Abstain with .... votes

☐ Agenda no. 4 To consider and approve the allocation of newly issued ordinary shares to accommodate the stock dividend payment

☐ (a) The proxy is entitled to cast the votes on my/our behalf at its own discretion.

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve with .... votes ☐ Disapprove with .... votes ☐ Abstain with .... votes

☐ Agenda 5. To consider any other business (if any).

☐ (a) The proxy is entitled to cast the votes on my/our behalf at its own discretion.

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve with .... votes ☐ Disapprove with .... votes ☐ Abstain with .... votes

(5) If the votes which the proxy casts on any agenda conflict with my/our specified instruction in this proxy form, those votes are invalid and will be regarded as having not been cast by me/us in my/our capacity as the shareholder.

(6) If my/our instruction on voting is not expressly or clearly indicated on any agenda, the meeting considers or resolves on any matter other than those stated above, or there is any change or addition to the relevant facts, then the proxy will be entitled to cast the votes on my/our behalf at his/her own discretion.

Any acts or performance caused by the proxy at the above meeting, except voting in contravention of my/our instruction, shall be deemed as my/our acts and performance in all respects.

Signed .... Grantor

(..)

Signed.. Grantee

(..)

Signed..Grantee

(..)

Signed..Grantee

(..)

Remarks

1. This Form C. is used only if the shareholder whose name is in the shareholders' register is an offshore investor who appoints a local custodian in Thailand to keep his/her shares in the custody
2. The necessary evidence to be enclosed with this proxy form is:
   (1) the power-of-attorney granted by the shareholder to the custodian by which the custodian is appointed to sign the proxy form on the shareholder's behalf; and
   (2) a certification that the authorized signatory of the proxy form is licensed to operate the custodial business
3. A shareholder may grant a proxy to only one person. The number of shares held by a shareholder may not be divided into several portions and granted to more than one proxy in order to divide the votes.
4. As regards the agenda to appoint directors, the meeting may consider appointing the entire board or any director(s).
5. In case there is other business to be discussed in addition to those specified above, the grantor may make additional authorization in the Attachment to Proxy Form

Enclosure 6

Attachment to Proxy Form C.

A proxy is granted by a shareholder of MMM Capital Public Company Limited.

For the Extraordinary General Meeting of Shareholders No. 1/2026 on January 22, 2026 at 11:00 a.m., to be held exclusively by electronic means only, and to vote on my behalf at such meeting or at any adjournment thereof (to such other date, time, and place as may be determined).

- - - - - - - - - - - - - - - - -

☐ Agenda no. .... re: ....

☐ (a) The proxy is entitled to cast the votes on my/our behalf at its own discretion.

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve with .... votes ☐ Disapprove with .... votes ☐ Abstain with .... votes

☐ Agenda no. .... re: ....

☐ (a) The proxy is entitled to cast the votes on my/our behalf at its own discretion.

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve with .... votes ☐ Disapprove with .... votes ☐ Abstain with .... votes

☐ Agenda no. .... re: ....

☐ (a) The proxy is entitled to cast the votes on my/our behalf at its own discretion.

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve with .... votes ☐ Disapprove with .... votes ☐ Abstain with .... votes

☐ Agenda no. .... re: ....

☐ (a) The proxy is entitled to cast the votes on my/our behalf at its own discretion.

☐ (b) The proxy must cast the votes in accordance with the following instructions:

☐ Approve with .... votes ☐ Disapprove with .... votes ☐ Abstain with .... votes

Enclosure 7

Profiles of the independent directors proposed by the Company to act as proxies

Name	Mr. Prasert Wangrattanapranee
Age	75 years
Nationality	Thai
Address:	200/1 Phitsanulok Road road Si Yaek Mahanak Dusit Bangkok, Thailand 10300
Education	Bachelor of Accountancy (Second Class Honours),Thammasat University Bachelor of Laws, Thammasat University
Director Accreditation Program	- Capital Market Readiness Program for Target Companies on LiVEx (Live Exchange) - Director Accreditation Program (DAP), Class 85/2010 - Independent Observer Program (IOP), Class 3/2016

Work Experience / Current Positions

Period of Time	Position	Company / Organization
2023 – Present	Chairman of the Board / Audit Committee Member / Nomination and Remuneration Committee Member / Independent Director	MMM Capital Public Company Limited
2019 – Present	Committee on Auction Sales	Anti-Money Laundering Office (AMLO)
2019 – 2024	Advisor to the Transportation Committee	The Senate of Thailand
2019 – 2024	Social Security Fund Audit Committee	Social Security Office (SSO)
2017 – Present	Independent Observer	Anti-Corruption Organization of Thailand (ACT)

2017 – 2020	Third Vice President and Chairman of the Accounting Professional Committee	The Federation of Accounting Professions (under the Royal Patronage of His Majesty the King)
2025 – Present	Chairman of the Workmen's Compensation Fund Audit Committee	Social Security Office (SSO)

Current Job Position

<u>In any listed companies</u> No

<u>In any non-listed companies</u>

Period of Time	Position	Company / Organization
2019 – Present	Committee on Auction Sales	Anti-Money Laundering Office (AMLO)
2019 – 2024	Advisor to the Transportation Committee	The Senate of Thailand
2019 – 2024	Social Security Fund Audit Committee	Social Security Office (SSO)
2017 – Present	Independent Observer	Anti-Corruption Organization of Thailand (ACT)
2017 – 2020	Third Vice President and Chairman of the Accounting Professional Committee	The Federation of Accounting Professions (under the Royal Patronage of His Majesty the King)
2025 – Present	Chairman of the Workmen's Compensation Fund Audit Committee	Social Security Office (SSO)

Holding position in other company That may create conflict of interests: No

Number of Years in Current Directorship: 2 Years

Ownership of Company Securities: No

Direct and Indirect Interests in Any Business that the Company or Subsidiary is a Contractual Party to	No
Attendance in meeting in the past year:	- Attended 8 out of 8 Board of Directors' meetings. - Attended 4 out of 4 Audit Committee meetings.
Vested interest in the proposed agenda in the current meeting	No
Special interests differ from other directors in every agenda proposed in this meeting	No

Enclosure 7

Profiles of the independent directors proposed by the Company to act as proxies

Name	Mr. Siridech Kumsuprom
Age	52 years
Nationality	Thai
Address:	89/388 Phahonyothin 54 Road, Soi 4-39 (Maruay 2 Village), Sai Mai Sub-district, Sai Mai District, Bangkok 10220, Thailand
Education	Doctor of Philosophy (Ph.D.) in Business Information Systems, RMIT University, Australia Master of Information Systems, Griffith University, Australia Master of Business Administration (Accounting), Dhurakij Pundit University Bachelor of Accountancy, Dhurakij Pundit University
Director Accreditation Program	- Capital Market Readiness Program for Target Companies on LiVEx (Live Exchange) - Director Accreditation Program (DAP) Class 121/2015 - Advance Audit Committee Program (AACP) Class 41/2021 - Risk Management Leader (RML) Class 2/2015 - Diving Company Success with IT Governance Class 1/2016

Work Experience / Current Positions

Period of Time	Position	Company / Organization
2023 – Present	Chairman of the Audit Committee / Chairman of the Risk Management Committee / Independent Director	MMM Capital Public Company Limited
2024 – Present	Vice President for Strategic Partnerships	Dhurakij Pundit University
2021 – Present	Independent Director /	Well Management Corporation

	Audit Committee Member	Public Company Limited
2019 – Present	Independent Director / Audit Committee Member / Chairman of the Risk Management Committee / Nomination and Remuneration Committee Member	Beyond Securities Public Company Limited
2015 – Present	Independent Director / Chairman of the Risk Management Committee / Chairman of the Corporate Governance and Sustainability Committee	Burapha Technical Engineering Public Company Limited

Current Job Position

<u>In any listed companies</u>

Period of Time	Position	Company / Organization
2021 – Present	Independent Director / Audit Committee Member	Well Management Corporation Public Company Limited
2019 – Present	Independent Director / Audit Committee Member / Chairman of the Risk Management Committee / Nomination and Remuneration Committee Member	Beyond Securities Public Company Limited
2015 – Present	Independent Director / Chairman of the Risk Management Committee / Chairman of the Corporate Governance and Sustainability Committee	Burapha Technical Engineering Public Company Limited

In any non-listed companies	Period of Time	Position	Company / Organization
	2024 – Present	Vice President for Strategic Partnerships	Dhurakij Pundit University

Holding position in other company That may create conflict of interests	No
Number of Years in Current Directorship	2 Year
Ownership of Company Securities	No
Direct and Indirect Interests in Any Business that the Company or Subsidiary is a Contractual Party to	No
Attendance in meeting in the past year:	- Attended 8 out of 8 Board of Directors' meetings. - Attended 4 out of 4 Audit Committee meetings.
Vested interest in the proposed agenda in the current meeting	No
Special interests differ from other directors in every agenda proposed in this meeting	No

Enclosure 7

Profiles of the independent directors proposed by the Company to act as proxies

Name	Mr. Warot Songroeg
Age	37 years
Nationality	Thai
Address:	16 Soi 8/4, Prachaniwet 3 Road, Tha Sai Sub-district, Mueang District, Nonthaburi 11000, Thailand
Education	Master of Financial Management, Thammasat University Bachelor of Accountancy, Thammasat University
Director Accreditation Program	- Capital Market Readiness Program for Target Companies on LiVEx (Live Exchange) - Director Accreditation Program (DAP) Class 213/2024

Work Experience / Current Positions

Period of Time	Position	Company / Organization
2023 – Present	Audit Committee Member / Chairman of the Nomination and Remuneration Committee / Independent Director	MMM Capital Public Company Limited
2024 – Present	Chief Officer of Accounting and Finance	Future Medical Supply Company Limited
2024 – 2024	Deputy Chief Accounting and Financial Officer	CAC Chance & Challenge Holding Company Limited
2024 – Present	Director	Proper Holdings Company Limited
2023	Chief Officer of Accounting and Finance	The Master Company Limited
2021 – Present	Director	Proper Accounting Company Limited

	2020 – 2023	Chief Officer of Accounting and Finance	Teppipat Company Limited
	2011 – 2020	Senior Manager	PricewaterhouseCoopers ABAS Company Limited

Current Job Position

In any listed companies	No		
In any non-listed companies	Period of Time	Position	Company / Organization
	2024 – Present	Chief Officer of Accounting and Finance	Future Medical Supply Company Limited
	2024 – 2024	Deputy Chief Accounting and Financial Officer	CAC Chance & Challenge Holding Company Limited
	2024 – Present	Director	Proper Holdings Company Limited
	2023	Chief Officer of Accounting and Finance	The Master Company Limited
	2021 – Present	Director	Proper Accounting Company Limited
	2020 – 2023	Chief Officer of Accounting and Finance	Teppipat Company Limited
	2011 – 2020	Senior Manager	PricewaterhouseCoopers ABAS Company Limited

Holding position in other company	No
That may create conflict of interests	No
Number of Years in Current Directorship	2 Year
Ownership of Company Securities	No
Direct and Indirect Interests in Any Business that the Company or Subsidiary is a Contractual Party to	No

Attendance in meeting in the past year:	- Attended 8 out of 8 Board of Directors' meetings. - Attended 4 out of 4 Audit Committee meetings.
Vested interest in the proposed agenda in the current meeting	No
Special interests differ from other directors in every agenda proposed in this meeting	No

Privacy Notice

For the Extraordinary General Meeting of Shareholders No. 1/2026 of MMM Capital Public Company Limited.

MMM Capital Public Company Limited (the "Company") recognizes the importance of the personal data of shareholders and/or proxy holders (the "You") who attend the Extraordinary General Meeting of Shareholders No. 1/2026 (collectively, the "Shareholders' Meeting"). The Company therefore hereby informs You of details regarding the collection, use, and disclosure of Your personal data, including Your rights, the confidentiality and security of Your personal data, and how You may contact the Company, in accordance with the Personal Data Protection Act B.E. 2562 (2019) (the "PDPA") and other applicable laws and regulations, as follows.

1. Personal Data Processing: The Company has to collect the personal data of shareholders to organize the meeting of shareholders. The collection of personal data is as follows:

General personal data, which includes given name, alias, nationality, age, mailing address, email address, telephone number, facsimile number, identification card photo, identification number, passport information, alien identification card, driving license, signatures, CCTV recording, including images and photos, visual images, voice recordings, and video recordings that record the interaction between you and Company during the meeting.

2. Purposes of Personal Data Processing: The Company will process personal data of shareholders on the following proposes:

2.1 Legal Compliance

The Company collects and uses the shareholders' data specified in Clause 1 for the purpose of convening, arranging, and conducting the shareholders' meeting, including verifying shareholders' identities and delivering relevant documents, and for undertaking any actions necessary to ensure compliance with the resolutions of the shareholders' meeting and applicable laws, including any actions required to comply with applicable laws and with orders of competent government authorities, in accordance with the Public Limited Companies Act B.E. 2535 (1992) and other relevant laws.

2.2 Legitimate Interest

- The Company collects and uses the shareholders' data specified in Clause 1 for the preparation and recording of the minutes of the shareholders' meeting and as evidence of shareholders' attendance, as well as for any actions necessary in connection with the legitimate interests of the Company and other persons, within the scope that shareholders may reasonably expect.
- The Company collects and uses shareholders' photographs and/or video recordings captured via closed-circuit television (CCTV) for security purposes and measures in connection with the operation and

management of the shareholders' meeting, in order to ensure that the shareholders' meeting is duly conducted and achieves the objectives established by You and the Company.

- The Company processes and retains photographs and video recordings of the shareholders' meeting for reporting and public relations purposes through electronic media and printed publications. Such photographs and video recordings may include images of shareholders attending the meeting and may also identify shareholders by name, for the purposes of the shareholders' meeting.

3. Sources of Personal Data: The Company may directly collect personal data directly from you via email or by post as well as through securities company or mutual fund management company or. Thailand Securities Depository Co., Ltd. (TSD), by receiving information via email.

4. Processing of personal data: When Company received your personal data as specified in No. 3. Company has to collect and use your personal data as specified in No. 1. Company may have to disclose your personal data to related government agencies in order to achieve the purpose of processing your personal data and to comply with the basis as specified in No. 2.

5. Retention of Personal Data: Company will retain your personal data for a period of ten years

6. Data Subjects Rights: You are entitled to exercise the following rights. You have the right to access your personal data and request that the Company provide a copy of such personal data, and to request disclosure of the source of personal data obtained without your consent. You also have the right to request the correction of inaccurate personal data or the completion of incomplete personal data. In certain circumstances, you have the right to data portability of the personal data you have provided to the Company to another data controller or to yourself. In addition, in certain circumstances, you have the right to object to the processing of your personal data.

You may contact the Company's Data Protection Officer (DPO) at E-mail : ia@mmm.capital to submit a request to exercise the above rights.

You are not required to pay any fees to exercise the above rights. The Company will consider your request and notify you of the outcome within 30 days from the date the Company receives such request.

If the Company, or the Company's employees or personnel, violates or fails to comply with personal data protection laws, you may lodge a complaint with the Office of the Personal Data Protection Commission at the Commemorative Government Complex on the occasion of His Majesty the King's 80th Birthday Anniversary, Ratthaprasasanabhakti Building, Chaeng Watthana Road, Lak Si District, Bangkok; Tel: 0 2142 1033; E-mail: pdpc@mdes.go.th.