

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

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