Enclosure No.11

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 the following persons as my/our sole proxy to attend and vote on my/our behalf at the Annual General Meeting of Shareholders for the Year 2026 to be held on 23 March 2026 at 10.00 a.m. via electronic means (E-Meeting) only, or at such other date, time and venue as may be postponed or changed.

(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 Extraordinary General Meeting of Shareholders No. 1/2026 (This agenda item is for acknowledgement only and does not require any resolution.)

☐ Agenda no 2 To Consider and Acknowledge the Operating Results of the Company for the Year 2025 ended 31 December 2025 (This agenda item is for acknowledgement only and does not require any resolution.)

☐ Agenda no. 3 To Consider and Approve the Financial Statements for the Year 2025 ended 31 December 2025

☐ (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 a Portion of Net Profit as Legal Reserve and the Payment of Dividends in the Form of Stock Dividends and Cash Dividends for the Operating Results for the Year ended 31 December 2025

☐ (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. 5 To Consider and Approve the Election of Directors to Replace Those Retiring by Rotation

☐ (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:

☐ The Appointment of the Entire Board of Directors

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

☐ The Appointment of Directors on an Individual Basis

Name of Director Mr.Warot Songroeg

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

Name of Director Mr. Suriya Wongsittichaiakul

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

Name of Director Mr. Kawin Ananpattanakul

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

☐ Agenda no. 6 To Consider and Approve the Determination of the Remuneration of the Board of Directors and the Sub-Committees for the Year 2026

☐ (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. 7 To Consider and Approve the Appointment of the Company’s Auditor and the Determination of the Auditor’s Remuneration for the Year 2026

☐ (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. 8 To Consider and Approve the Issuance and Offering of Warrants to Purchase the Company's Ordinary Shares No. 1 (MMM-W1) and Warrants to Purchase the Company's Ordinary Shares No. 2 (MMM-W2) to be Offered to the Existing Shareholders in Proportion to Their Shareholding

☐ (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. 9 To Consider and Approve the Reduction of the Company's Registered Capital by Cancelling the Unissued Registered Ordinary Shares and the Amendment to Clause 4 of the Company's Memorandum of Association to be in line with the Reduction of 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. 10 To Consider and Approve the Increase of the Company's Registered Capital and the Amendment to the Memorandum of Association of the Company

☐ (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. 11 To Consider and Approve the Allocation of the Company's Newly Issued Ordinary Shares

☐ (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. 12 To Consider and Acknowledge the Change in the Objectives of the Utilization of Proceeds from the Offering of Newly Issued Ordinary Shares to the Public (IPO) by Reallocating the Estimated Use of Proceeds among the Specified Objectives

☐ (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. 13 To Consider 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 No.11

Attachment to Proxy Form C.

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

At the Annual General Meeting of Shareholders for the Year 2026 to be held on 23 March 2026 at 10.00 a.m. via electronic means (E-Meeting) only, or at such other date, time and venue as may be postponed or changed.

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

☐ 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

☐ Agenda no..............Election of Directors (Continued)

Name of Director ....

☐ Approve ☐ Disapprove ☐ Abstain

Name of Director..

☐ Approve ☐ Disapprove ☐ Abstain

Name of Director..

☐ Approve ☐ Disapprove ☐ Abstain

Name of Director..

☐ Approve ☐ Disapprove ☐ Abstain

Name of Director..

☐ Approve ☐ Disapprove ☐ Abstain