Minutes of the Annual General Meeting of Shareholders for the Year 2026

of

MMM Capital Public Company Limited

Date, Time and Meeting Location

The Meeting was held on 23 March 2026 at 10.00 a.m. via electronic means (E-AGM), broadcast from the meeting room of The Emerald Hotel, Soi Niam-Uthit, Ratchadaphisek Road, Din Daeng Subdistrict, Din Daeng District, Bangkok.

Directors Attending the Meeting (All 7 directors of the Company attended the Meeting, representing 100% of the total number of directors.

1. Mr. Prasert Wangrattanapranee	Chairman of the Board, Independent Director, Member of the Audit Committee, and Member of the Nomination and Remuneration Committee
2. Ms. Nicha Rojwattana	Director, Member of the Risk Management Committee, Chairman of the Executive Committee, and Chief Executive Officer
3. Mr. Suriya Vongsitthichaikul	Director, Member of the Executive Committee, Member of the Risk Management Committee, and Chief Business Development Officer
4. Mr. Kawin Ananpatanakul	Director, Member of the Executive Committee, Member of the Risk Management Committee, Member of the Nomination and Remuneration Committee, and Chief Accounting and Finance Officer
5. Mr. Siridech Kumsuprom	Independent Director, Chairman of the Audit Committee, and Chairman of the Risk Management Committee
6. Mr. Warot Songroeg	Independent Director, Chairman of the Nomination and Remuneration Committee, and Member of the Audit Committee
7. Ms. Piyarut Vongsitthichaikul	Director

Other Attendees:

1.	Mr. Piya Chaipruekmala	Auditors from EY Office Limited attended the Meeting via E-AGM.
2.	Ms. Manunya Thitinuntawan	Legal advisors from Mananya & Associates Co., Ltd. attended the Meeting via E-AGM.
3.	Ms. Boonyanuch Pan-ngam	Legal Advisors (via E-AGM): Mananya & Associates Co., Ltd.

to address shareholders' inquiries and to oversee the voting process in compliance with applicable laws and the Company's Articles of Association.

The Meeting commenced.

For this Meeting, the Company appointed Inventech Systems (Thailand) Co., Ltd. as the service provider for the electronic meeting platform. The Meeting was conducted via the Inventech Connect system for attendance and electronic voting (e-voting), which complies with the requirements and procedures prescribed under the Emergency Decree on Electronic Meetings B.E. 2563 (2020) and the Notification of the Ministry of Digital Economy and Society B.E. 2563 (2020) regarding standards for maintaining security of electronic meetings, as well as other applicable laws, regulations, and relevant rules.

The Company has engaged an electronic meeting service provider with expertise and certification from relevant authorities as follows:

- The certified meeting control system (Zoom Meeting); and
- The Inventech Connect voting system, which has completed a self-assessment in accordance with the requirements of the Electronic Transactions Development Agency (ETDA).

In addition, the Company arranged for video recording of the Meeting for the purpose of preparing the minutes and for public relations through electronic and printed media. Photographs and video recordings of the Meeting may include images of attending shareholders, and their names may be disclosed, for the purposes of the shareholders' meeting.

Ms. Wanida Manutsa **(the "Secretary of the Meeting")** informed the Meeting that, pursuant to Section 103 of the Public Limited Companies Act and Clause 37 under Chapter 4 of the Company's Articles of Association, a shareholders' meeting requires the presence of not less than 25 shareholders and proxies (if any), or not less than one-half of the total number of shareholders, whichever is lower, and the aggregate number of shares held must be not less than one-third of the total issued shares to constitute a quorum. For this Meeting, the Company determined the list of shareholders entitled to attend the 2026 Annual General Meeting of Shareholders on 20 February 2026 (Record Date).

The Secretary of the Meeting informed that 3 shareholders attended the Meeting in person and 28 by proxy, representing a total of 266,955,642 shares, equivalent to 80.8956% of the Company's total issued shares (329,999,979 shares). A quorum was therefore constituted in accordance with the Company's Articles of Association.The Secretary of the Meeting then introduced the directors, executives, and advisors attending the Meeting, as listed above.

Mr. Prasert Wangrattanapranee, Chairman of the Board, presided over the Meeting (the "Chairman"). The Chairman declared the 2026 Annual General Meeting of Shareholders open and assigned the Secretary of the Meeting to explain the procedures for conducting the Meeting and the voting procedures for each agenda item, as follows:

1. Shareholders and proxies entitled to attend the Meeting were required to verify their identity to obtain a username and password in accordance with the procedures specified by the Company, as detailed in the meeting invitation. By attending the Meeting via electronic means, participants agreed to comply with the terms and conditions for electronic meetings and were required to register by clicking "Register to Attend the Meeting." Upon completion of the registration process, shareholders were deemed duly registered, and their shareholdings were counted toward the quorum.

2. The Meeting would proceed in accordance with the agenda items as specified in the meeting invitation. For each agenda item, the relevant information would be presented, and shareholders would be given the opportunity to raise questions prior to voting on such agenda item.

2.1. Inquiries may be submitted via text by typing the question and clicking the "Submit Question" button. The Company will read and respond to questions relevant to each agenda item for the Meeting's acknowledgement. However, in the event that a large number of questions are submitted, the Company reserves the right to consider and select questions as deemed appropriate; or

2.2. Inquiries may also be made via video conference by clicking the "Video Conference Inquiry" button and selecting "Confirm" to reserve a queue. The Company Secretary will announce the name of the participant who is granted the opportunity to ask a question. The participant shall then enable their microphone and camera before asking the question. Participants are required to state their full name and whether they are a shareholder or a proxy prior to raising any question, so that the Company can accurately record the details in the minutes of the Meeting.

2.3. The Company reserves the right to disable the audio and video of any participant who raises questions or expresses opinions in an inappropriate or defamatory manner, violates any applicable laws or the rights of others, disrupts the Meeting, or causes disturbance to other participants.

3. The Company requested that shareholders submit questions only during the designated Q&A session and that such questions be relevant to the respective agenda item. The Company will address questions in relation to each agenda item accordingly. Questions not related to any specific agenda item will be addressed under other agenda items, as appropriate.

4. In the event that a large number of questions relevant to a particular agenda item are submitted, the Company reserves the right to consider and select such questions as deemed appropriate.

5. In the event that a large number of shareholders request to raise questions via video conference, shareholders are kindly requested to submit their inquiries via text in order to facilitate the timely conduct of the Meeting. The Company will respond to such inquiries during the Meeting, at the end of the Meeting, or publish the responses on the Company's website.

6. Upon completion of the presentation for each agenda item, the Company will open the voting session. Shareholders are required to select the relevant agenda item and click "Vote," whereby the system will display three voting options: "Approve," "Disapprove," and "Abstain." Shareholders shall then confirm their vote by clicking "Confirm." Votes may be changed until the voting session for such agenda item is closed. Once the voting session is closed, shareholders will no longer be able to amend or submit their votes for that agenda item. For proxies representing multiple shareholders, the system will display all granted accounts, and votes shall be cast separately for each account. To cancel a vote, shareholders may click the "Cancel Vote" button.

7. Shareholders who do not cast their votes within the specified time shall be deemed to have approved such agenda item. Votes may be amended until the voting session for each agenda item is closed. The Company allocates one minute for voting on each agenda item. Upon closing the voting session for each agenda item, the voting results will be announced to the Meeting.

8. In the case where a proxy represents multiple shareholders using the same email address and telephone number for identity verification, the system will consolidate such proxies under a single user account. However, where different email addresses and telephone numbers are used, the system will not consolidate the proxies and

separate user accounts will be created. To access other accounts, users may select the "User Account" menu and click "Switch Account" to access the accounts of other shareholders. The system will not deduct any voting rights from the quorum.

9. For shareholders who have appointed proxies and specified their voting instructions in the proxy forms, the Company will record such votes in accordance with the instructions indicated therein.

10. Each shareholder shall have one vote per share. Any shareholder who has a special interest in any agenda item shall not be entitled to vote on such agenda item.

11. In counting the votes:

Agenda Items 1, 2, and 12 are for acknowledgement; therefore, no voting is required.

Agenda Items 3, 4, 5, and 7 shall be approved by a majority vote of the shareholders present and casting their votes.

Agenda Item 6 shall be approved by not less than two-thirds of the total votes of the shareholders present at the Meeting.

Agenda Items 8, 9, 10, and 11 shall be approved by not less than three-fourths of the total votes of the shareholders present and entitled to vote.

The Company will deduct the votes of "Disapprove" and "Abstain" from the total votes of the shareholders present at the Meeting, and the remaining votes shall be deemed as votes in favor of such agenda item.In the absence of any objection or dissenting opinion, the resolution shall be deemed unanimously approved. To avoid delay during the vote counting process, the Meeting will proceed to consider the next agenda item.

Once the voting results and resolutions for any agenda item have been announced to the Meeting, shareholders shall not be entitled to cast or amend their votes for such agenda item retrospectively. Shareholders joining the Meeting after its commencement may cast votes only on agenda items for which the resolutions have not yet been announced. To avoid delay during the vote counting process, the Meeting will proceed to consider the next agenda item.

For shareholders who have appointed proxies and specified their voting instructions in the proxy forms, the Company has already recorded such votes in accordance with the instructions indicated therein.

In the event that shareholders experience any difficulties with the meeting or voting system, they are advised to follow the instructions provided with the meeting invitation or access the "Help" menu within the system. Shareholders may also contact the Inventech Call Center via the telephone number or Line Official account displayed on the Meeting screen. In the event of any system disruption during the Meeting, shareholders will receive an email notification to rejoin the Meeting via the backup system.

Agenda 1 <u>To acknowledge the Minutes of the Extraordinary General Meeting of Shareholders No. 1/2026</u>

The Secretary of the Meeting proposed that the Meeting acknowledge the Minutes of the Extraordinary General Meeting of Shareholders No. 1/2026, which was held on 22 January 2026. A copy of the Minutes, which accurately recorded the resolutions of the Meeting, had been prepared and published on the Company's website at https://www.mmm.co.th/for disclosure to shareholders and the general public. No objections or requests for amendment were raised. Details appear in the Minutes of the Extraordinary General Meeting of Shareholders No. 1/2026, as enclosed with the meeting invitation.

The Secretary of the Meeting invited shareholders to raise questions or express additional comments. There were no further questions or comments.

The Secretary of the Meeting proposed that the Meeting acknowledge the Minutes of the Extraordinary General Meeting of Shareholders No. 1/2026 as presented.

As this agenda item is for acknowledgement, no voting was required.

<u>Resolution</u> The Meeting acknowledged the Minutes of the Extraordinary General Meeting of Shareholders No. 1/2026 as presented.

Agenda 2 <u>To acknowledge the Company's operating results for the year 2025 ended December 31, 2025</u>

The Secretary of the Meeting invited Mr. Kawin Ananpatanakul, Chief Accounting and Finance Officer, to report on this agenda item to the Meeting.

Mr. Kawin Ananpatanakul presented the operational results for the year 2025, ended 31 December 2025, to the Meeting for acknowledgement, summarized as follows:

The Company reported total revenue from sales and services of Baht 770.36 million, representing an increase of Baht 412.48 million, or 115.26% compared to the previous year. The increase was primarily driven by revenue growth from BU2, which mainly comprises low-rise projects aligned with market demand, as well as revenue recognition from BU Hybrid contracts, with a customer base consisting of property developers listed on the Stock Exchange of Thailand. These projects are branded, well-known, and located in high-potential areas, enabling the Company to close sales efficiently.

The Company reported total cost of sales and services increased in line with higher revenue, particularly from BU2. The gross profit margin for 2025 was 43.63%, slightly lower than the previous year due to revenue recognition from Phase 2 of BU Hybrid contracts, which have a different margin structure. Nevertheless, the decrease in margin was offset by higher revenue and absolute profit.

Revenue structure for 2025 was primarily from BU2, accounting for 65.68%, followed by BU1 at 28.54%, and BU3 at approximately 5%. The Company continues to focus on expanding BU2 projects and developing the BU Hybrid model with listed property developers.

Selling and distribution expenses for 2025 amounted to Baht 137.24 million, an increase of Baht 94.49 million, or 221.02%, mainly due to brokerage fees and transfer-related costs associated with BU2 and BU3 revenue growth. Administrative expenses increased slightly by approximately 3%, reflecting additional staffing to support business growth and depreciation, while consultancy and professional fees decreased.

Net profit for 2025 totaled Baht 135.20 million, up Baht 54.27 million, or 67.20% from the previous year, with a net profit margin of 7.73%.

As of 31 December 2025, total assets amounted to Baht 558.62 million, an increase of Baht 338.70 million, or 154%, with current assets comprising approximately 90%, mainly due to cash and cash equivalents resulting from the Company's initial public offering (IPO) in November 2025, as well as working capital management and dividend payments. Net cash increased by Baht 169.45 million, or 1,037%.

Contract deposits from BU2 increased to Baht 178.84 million, or 240%, while non-current assets increased due to investments in land, buildings, and equipment (PPE) to support business expansion.

Total liabilities stood at Baht 38.04 million, primarily accrued corporate income tax, in line with the increase in net profit.

Shareholders' equity as of 31 December 2025 was Baht 520.58 million, up Baht 330.34 million, or 173.65%, mainly from IPO proceeds and the year's net profit.

Key financial ratios were as follows: the Current Ratio was 16.27 times, reflecting strong liquidity; the Debt-to-Equity Ratio (D/E) was low at 0.07 times; and the Interest-Bearing Debt Ratio was minimal at 0.01 times, indicating negligible interest-bearing debt.

The Company's return on assets (ROA) was 34.69% and return on equity (ROE) was 37.99%, reflecting operational efficiency. The cash cycle improved continuously, standing at 211 days.

The Secretary of the Meeting invited shareholders to raise questions or provide additional comments. The following questions and comments were raised:

- **Mr. Songpol Sukonthapong, a shareholder attending the Meeting in person via the E-AGM system, raised the following question through the messaging channel:**

Question 1 : The shareholder inquired about the significant change in the revenue structure of BU2, asking why the Company plans to focus on BU2 growth and what the projected revenue composition will be over the next three years.

Answer : Mr. Kawin Ananpatanakul, Chief Accounting and Finance Officer, explained that the difference in revenue growth between BU1 and BU2 is primarily due to different revenue recognition models. BU2 recognizes revenue from the full sale value of properties, whereas BU1 recognizes only service or brokerage fees, representing the margin from services.

In 2025, the Company's strategy focused on selling more low-rise properties in BU2, combined with the use of the Hybrid Model, resulting in significant revenue growth for BU2. Additionally, following the capital raising, the Company has a stronger capital base, enabling expansion of high-capital investment in BU2 and benefiting from property purchase discounts, which has improved profit margins.

Question 2 : The shareholder inquired about the Company's plan to manage its 370 independent brokers, which are considered a key resource, to ensure they continue working with the Company in the long term rather than moving to competitors offering higher commissions.

Answer : Mr. Kawin Ananpatanakul, Chief Accounting and Finance Officer, explained that the Company collaborates with independent brokers, allowing them flexibility in choosing which projects to sell. However, the Company provides key incentives to encourage brokers to work with the Company continuously. These include prompt commission payments on the transfer date, competitive compensation rates, marketing support to facilitate their operations, and a diverse property portfolio covering multiple locations and price ranges, which increases sales opportunities and earnings. These measures effectively maintain long-term relationships and cooperation with the brokers.

Question 3: The shareholder inquired that the funds raised from the IPO have primarily been used for BU1 and BU2. The shareholder asked how the Company plans to secure additional sources of funding, aside from borrowing from financial institutions, to support continuous business growth without significantly increasing the D/E ratio.

Answer : Mr. Kawin Ananpatanakul, Chief Accounting and Finance Officer, explained that the IPO proceeds are used as working capital for business operations, which have a short turnover cycle. As the Company sells properties, it collects payments and recovers the capital, allowing the funds to continuously circulate back into operations.

The Company operates its business with a conservative approach, avoiding reliance on debt financing. The Company monitors the debt-to-equity ratio (D/E Ratio) and the ratio of interest-bearing debt to equity, which remain at low levels, reflecting a strong and stable capital structure.

- **Mr. Nithipong Durongwattana, a shareholder attending the meeting in person via the E-AGM system, submitted the following inquiry through the text channel:**

Question 1: The shareholder inquired why the Company's legacy business, BU1, has experienced a decline in revenue.

Answer : Mr. Kawin Ananpatanakul, Chief Accounting and Finance Officer, explained that the revenue of BU1 comprises income from the traditional model and income from Hybrid contracts, which recognize revenue in two phases: the first phase is recognized under BU1 and the subsequent phase under BU2.Due to the Company's strategy to focus more on BU2 and the Hybrid model, a portion of revenue previously recognized under BU1 has been shifted to BU2. In addition, the Company has reduced its operations under the traditional model, resulting in a slight decrease in overall BU1 revenue. However, the Company's total revenue continues to grow steadily.

Question 2: The shareholder inquired why the Company has accelerated the expansion of BU2 to represent a larger proportion of revenue, requiring higher capital investment.

Answer : Mr. Kawin Ananpatanakul, Chief Accounting and Finance Officer, explained that historically, the Company's revenue was primarily derived from BU1, which focuses on high-rise projects. To diversify risk, the Company has adopted a policy to increase investment in low-rise projects (BU2).Furthermore, market conditions in 2025 (B.E. 2568) led to higher demand for low-rise properties, aligning with the Company's strategy. Although BU2 requires higher capital investment, the Company benefits from discounts from property developers, resulting in higher profit margins per unit. This is the key reason the Company focuses on growing BU2.

The Meeting Secretary proposed that the shareholders acknowledge the Company's operational results for the fiscal year 2025, ended 31 December 2025, as presented.

As this agenda item is for information only, no vote was required for this matter.

Resolution : The Meeting acknowledged the Company's operational results for the fiscal year 2025, ended 31 December 2025, as presented.

Agenda 3 To consider and approve the Financial Statements for the year 2025 ended December 31, 2025

The Meeting Secretary proposed that the Meeting consider and approve the Company's audited financial statements for the fiscal year 2025, ended 31 December 2025, which have been examined by the Company's auditor and are presented in the Company's Annual Information Form (Form 56-1 E-

One Report), Part 3, Financial Statements section, which was sent to shareholders together with the Notice of Meeting, as attached hereto as Attachment 2.

The Meeting Secretary invited Mr. Kawin Ananpatanakul, Chief Accounting and Finance Officer, to present this agenda item to the Meeting.

Mr. Kawin Ananpatanakul presented a summary of the financial statements for the year ended 31 December 2568 to the Meeting. The financial statements had been audited by the Company's external auditor, reviewed by the Audit Committee, and approved by the Board of Directors, and were submitted to the Shareholders' Meeting for approval in accordance with Section 112 of the Public Limited Companies Act B.E. 2535. The summary is as follows:

Financial Statements of the Company	(Standalone, in THB)
Total Assets	558,619,761
Total Shareholders' Equity	520,576,905
Total Revenue from Sales and Services	770,364,704
Total Revenue	772,392,978
Profit for the Year	135,022,116
Basic Earnings per Share	0.47

The Meeting Secretary provided an opportunity for shareholders to ask questions or express additional comments. The following questions and/or comments were raised:

Shareholders attending the meeting raised the following questions:

- **Mr. Songpol Sukonthapong, a shareholder attending the Meeting in person via the E-AGM system, raised the following question through the messaging channel:**

Question 1: The cash flow statement records a project management contract deposit of THB 147.93 million, which appears to be an investment in BU2. Why is this amount not classified under cash flows from investing activities?

Answer: Mr. Kawin Ananpatanakul, Chief Accounting and Finance Officer, explained that the classification of items in the cash flow statement is based on the nature of the economic activity, divided into three categories: operating activities, investing activities, and financing activities.

The deposit under the project management contract is considered part of the company's working capital used in its normal business operations across BU1, BU2, Hybrid, or BU3. It serves as a performance guarantee to support operational activities and is expected to be revolving within a short period.

Therefore, the company classifies this item under cash flows from operating activities rather than investing activities, which typically relate to the acquisition or disposal of long-term assets such as land, buildings, equipment, or intangible assets. This classification is in accordance with the relevant accounting principles.

Question 2: In the notes to the 2018 financial statements, the company reported revenue of THB 475 million from three major customers. Are these revenues from BU1, BU2, or Hybrid? Are these customers brokers or end-users? Are they the same as in 2017? And will they remain major customers in 2019?

Answer: Mr. Kawin Ananpatanakul, Chief Accounting and Finance Officer, explained that the revenue from the three major customers in 2018, totaling THB 475 million, mainly came from property developers. The revenue was recognized under both the Hybrid model and BU2, consistent with the company's current business model.

Compared to 2017, the revenue structure differs. In 2017, the majority of revenue was derived from BU1, which recognizes revenue differently from BU2 and Hybrid. As a result, revenue from major customers in 2018 increased significantly.

For 2019, the company expects these customers to remain key clients. The company aims to maintain long-term business relationships with the developers and provide continuous services across multiple projects. At the same time, the company ensures all customers are treated equally and fairly.

The Meeting Secretary proposed that the Meeting consider and approve the financial statements for the year ended 31 December 2018, as presented.

<u>Resolution :</u> After due consideration, the Meeting unanimously approved the financial statements for the year ended 31 December 2018, as presented, with the voting results as follows:

Approved	268,907,342	votes	equivalent to	100.0000
Disapproved	0	votes	equivalent to	0.0000
Abstained	0	votes		

Agenda 4 <u>To consider and approve the allocation of a portion of the net profit as legal reserve and the payment of dividends in the form of share dividends and cash dividends for the operating results for the year ended December 31, 2025.</u>

The Meeting Secretary invited Mr. Kawin Ananpatanakul, Chief Accounting and Finance Officer, to present this agenda item to the meeting.

Mr. Kawin Ananpatanakul informed the meeting that, under Section 115 of the Public Limited Companies Act B.E. 2535 (1992), a company may only pay dividends from its profits and is prohibited from paying dividends if there is any accumulated loss. Furthermore, pursuant to Section 116 of the Act and Article 50 of the Company's Articles of Association, the company is required to allocate at least 5% of the annual net profit, after deducting any brought-forward accumulated loss (if any), as a legal reserve until such reserve reaches at least 10% of the registered capital.

In addition, the Company has a policy to pay dividends to shareholders at a rate of no less than 40.00% of the Company's annual net profit as shown in the separate financial statements, after deducting corporate income tax and allocating various reserves as required by law and the Company's Articles of Association. However, such dividend payments may be adjusted as deemed necessary or appropriate by the Board of Directors, taking into consideration factors primarily in the interest of shareholders, including economic conditions, the Company's operational results and financial position, liquidity, cash flow, reserves for business operations, future expansion and investment, debt repayment obligations, working capital requirements, conditions and restrictions under loan agreements, provided that such dividend payments will not have a material impact on the Company's normal operations.

Based on the Company's operational results for the fiscal year ended 31 December 2025, as presented in the separate financial statements audited by the Company's auditor, the Company reported a net profit of Baht 135,022,116 for the year.

Therefore, the Board of Directors deemed it appropriate to propose to the Annual General Meeting of Shareholders for approval of the allocation of part of the net profit for the year 2025 as a legal reserve in the amount of Baht 6,751,106, and the payment of dividends in the form of stock dividends and cash dividends from retained earnings as of 31 December 2025, with details as follows.

1) Payment of Stock Dividends: at the ratio of 10 existing shares per 1 dividend share, equivalent to a dividend payment of Baht 0.05 per share. (In the case of fractional shares, the Company will pay cash in lieu of stock dividends at the rate of Baht 0.05 per share.) The total amount will not exceed Baht 16,499,998.95.

2) Payment of Cash Dividends: at the rate of Baht 0.05 per share for 329,999,979 shares, totaling an amount not exceeding Baht 16,499,998.95.

Cash dividends will be partially allocated for withholding tax payment at the rates prescribed by law, applicable to both stock dividends and cash dividends.

The total dividends to be paid to shareholders amount to THB 0.10 per share, totaling no more than THB 32,999,997.90. The record date for determining shareholders entitled to receive dividends is set on 20 February 2026, and the dividend payment date is scheduled on or before 7 April 2026.

During the year 2025, the Company made interim dividend payments as follows:

1st Interim Dividend: At the 3/2568 Board of Directors Meeting held on 30 June 2568, the Board approved the payment of an interim dividend to shareholders at THB 0.12 per share for 247.8 million shares, totaling THB 29.73 million.

2nd Interim Dividend: At the 4/2568 Board of Directors Meeting held on 30 July 2568, the Board approved the payment of an interim dividend to shareholders at THB 0.12 per share for 247.8 million shares, totaling THB 29.73 million.

3rd Interim Dividend: At the 1/2569 Extraordinary General Meeting of Shareholders held on 22 January 2569, the shareholders approved the payment of an interim dividend from retained earnings as of 30 September 2568, as follows:

- Stock dividend: THB 0.05 per share. The total amount of the stock dividend will not exceed THB 15,000,000.

- Cash dividend: THB 0.10 per share for 300,000,000 shares.

- Total dividend: The combined dividend payable to shareholders amounts to THB 0.15 per share, totaling not more than THB 45,000,000.

The details are in accordance with the information specified in the Notice of the Shareholders' Meeting, which the Company has already sent to the shareholders.

The Secretary of the Meeting provided an opportunity for shareholders to ask questions or give additional comments, and it was noted that no shareholder raised any questions or provided further comments.

The Secretary of the Meeting proposed that the Meeting consider and approve the allocation of a portion of the profit as a legal reserve, and the payment of dividends in the form of both stock dividends and cash dividends, as presented.

<u>Resolution</u> The Meeting, after due consideration, resolved to approve the allocation of a portion of the profit as a legal reserve and the payment of dividends in the form of stock dividends and cash dividends for the operating results ended 31 December 2025, as presented, by the majority of votes of the shareholders attending the Meeting and casting their votes, as follows:

Approved	268,781,262	votes	equivalent to	99.9531
Disapproved	126,080	votes	equivalent to	0.0469
Abstained	0	votes		

Agenda 5 To consider and approve the election of directors in replacement of those retiring by rotation.

Facts and Rationale

The Secretary reported to the Meeting that, pursuant to Section 71 of the Public Limited Companies Act B.E. 2535 (1992) and Article 18 of the Company's Articles of Association, at every Annual General Meeting of Shareholders, one-third of the directors, or the closest number thereto, must retire from office. For the first and second years after the company's registration, the retiring directors shall be determined by drawing lots. For subsequent years, the directors who have held office the longest shall retire. The directors required to retire by rotation at the Annual General Meeting of Shareholders for the year 2569 (2026) are as follows:

1.	Mr. Warot Songroeg	Independent Director
2.	Mr. Suriya Vongsitthichaikul	Director
3.	Mr. Kawin Ananpatanakul	Director

The company provided an opportunity for shareholders to propose qualified individuals for consideration under the company's nomination process in advance, from 5 January 2569 to 31 January 2569. This was communicated to shareholders through the Stock Exchange of Thailand news system and the company's website. It was noted that no shareholder submitted any names for consideration for election as directors of the company.

The Nomination and Remuneration Committee, excluding any interested directors, conducted a preliminary screening in accordance with the company's established process before presenting the matter to the Board of Directors for consideration to propose to the shareholders' meeting for election as directors. The Committee reviewed the Board structure and the qualifications of each of the three directors individually and concluded that their qualifications comply with the Public Limited Companies Act, the Securities and Exchange Act, and other applicable laws (if any). The directors possess appropriate qualifications, knowledge, skills, and experience relevant to the company's business, and their past performance as company directors has been beneficial to the company. None of the three directors are disqualified under any prohibitions, nor do they operate or hold shares in any competing business.

The Nomination and Remuneration Committee further concluded that the individuals nominated as independent directors are capable of providing independent opinions regarding the company's operations and meet the legal requirements for independent directors. The definition of independent directors is provided in Attachment 4. Therefore, the Committee recommends that all three directors be considered for re-election for another term. The detailed profiles of the three directors are presented in Attachment 3.

The Board of Directors, excluding any interested directors, carefully reviewed the matter and agreed to propose to the Annual General Meeting of Shareholders the approval of the re-election of all three directors, who are due to retire by rotation, for another term in office.

The Secretary of the Meeting invited shareholders to ask questions or provide additional comments, and it was noted that no shareholder raised any questions or provided further comments.

The Secretary of the Meeting proposed that the meeting consider and approve the election of the three aforementioned individuals, who are directors retiring by rotation, to serve for another term. It was proposed that the election be considered individually, as presented.

<u>Resolution</u> The meeting has considered the matter and unanimously approved the election of the aforementioned directors, who are retiring by rotation, to serve another term as directors of the company, with the voting results as follows:

1. Mr. Warot Songroeg

Approved	268,907,342	votes	equivalent to	100.0000
Disapproved	0	votes	equivalent to	0.0000
Abstained	0	votes		

2. Mr. Suriya Vongsitthichaikul

Approved	268,907,342	votes	equivalent to	100.0000
Disapproved	0	votes	equivalent to	0.0000
Abstained	0	votes		

3. Mr. Kawin Ananpatanakul

Approved	268,907,342	votes	equivalent to	100.0000
Disapproved	0	votes	equivalent to	0.0000
Abstained	0	votes		

Agenda 6 <u>To consider and approve the determination of remuneration for the Board of Directors and the sub-committees for the year 2026.</u>

The meeting secretary reported to the meeting that the Nomination and Remuneration Committee conducted a survey of the remuneration of the company's board of directors and sub-committees for the year 2026. The Committee considered the criteria and policies established by the Board, taking into account the responsibilities and performance of the Board and sub-committees, as well as comparative data from other companies in the same industry with similar size and business characteristics. The survey also referenced the director remuneration survey conducted by the Thai Institute of Directors Association (IOD). It was found that the directors' remuneration set by the company is in line with the overall market average.

The Board of Directors deemed it appropriate to propose to the shareholders' meeting for consideration and approval of the directors' and sub-committee members' remuneration for the year 2026, to be paid in the form of meeting allowances at the same rates as in 2025, with the details as follows:

Position / Committee	Meeting Allowance (Baht/Person/Meeting) 2026 (Proposed Year)
Chairman - Board of Directors - Audit Committee - Risk Management Committee - Nomination and Remuneration Committee - Executive Committee	15,000
Director	10,000

Position / Committee	Meeting Allowance (Baht/Person/Meeting)
	2026 (Proposed Year)
- Board of Directors - Audit Committee - Risk Management Committee - Nomination and Remuneration Committee - Executive Committee	

Remark: Directors who receive a regular salary as employees of the Company and/or its subsidiaries shall not be entitled to receive remuneration in their capacity as directors of the Company.

In determining the remuneration for the Company's directors and sub-committee members, there are no other benefits provided except for the meeting allowances as detailed above.

The Meeting Secretary then provided an opportunity for shareholders to ask questions or give additional comments, and it was noted that no shareholder raised any questions or comments.

The Meeting Secretary proposed that the meeting consider and approve the determination of the remuneration of the Company's Board of Directors and Sub-Committees for the year 2 0 2 6 , as presented

<u>Resolution</u> The meeting has considered the matter and unanimously approved the determination of the remuneration for the Company's Board of Directors and Sub-Committees for the year 2026, as presented, with the voting results as follows:

Approved	268,907,342	votes	equivalent to	100.0000
Disapproved	0	votes	equivalent to	0.0000
Abstained	0	votes	equivalent to	0.0000

Agenda 7 <u>To consider and approve the appointment of the Company's auditor and the determination of the auditor's remuneration for the year 2026.</u>

The meeting secretary reported to the meeting that the Audit Committee has considered the qualifications of the Company's auditor, taking into account the auditor's independence and audit fees, and has given its opinion and proposed the appointment.

No.	Name of Auditor	Certified Public Accountant (CPA) No.
1.	Mr. Piya Chaipruekmala	7544
2.	Ms. Nattheera Pongpinijphinyo	7362
3.	Mr. Samran Taengcham	8021

It is proposed that the auditors from EY Office Limited be appointed as the Company's auditors for the year 2026, with the audit fee for the fiscal year 2026 totaling Baht 1,900,000, excluding other expenses.

The Board of Directors deems it appropriate to propose to the Annual General Meeting of Shareholders for consideration and approval of the appointment.

No.	Name of Auditor	Certified Public Accountant (CPA) No.
1.	Mr. Piya Chaipruekmala	7544
2.	Ms. Nattheera Pongpinijphinyo	7362
3.	Mr. Samran Taengcham	8021

The company's auditor for the year 2026 is Ernst & Young Office Limited, with one of its certified public accountants assigned to audit and express an opinion on the company's financial statements. In the event that the assigned auditor is unable to perform the duties, Ernst & Young Office Limited shall provide another certified public accountant from the same firm to act as a substitute. The proposed total audit fee for the year 2026 is THB 1,900,000, excluding other expenses

The auditors listed above do not provide any other services to the company and have no relationship and/or interest with the company, subsidiaries, management, major shareholders, or related parties, ensuring their independence in auditing and expressing an opinion on the company's financial statements.

The Secretary of the Meeting opened the floor for shareholders to ask questions or provide additional comments, and there were none.

The Secretary of the Meeting then proposed that the meeting consider and approve the appointment of the company's auditor and the determination of the auditor's remuneration for the year 2026 as presented.

<u>Resolution</u> The meeting has considered the matter and unanimously approved the appointment of the company's auditor and the determination of the auditor's remuneration for the year 2026 as proposed, with the voting results as follows

Approved	268,907,342	votes	equivalent to	100.0000
Disapproved	0	votes	equivalent to	0.0000
Abstained	0	votes		

Agenda 8 <u>To consider and approve the issuance and offering of the Warrants to Purchase Ordinary Shares of the Company No. 1 (MMM-W1) and the Warrants to Purchase Ordinary Shares of the Company No. 2 (MMM-W2), to be offered to the existing shareholders in proportion to their shareholding.</u>

The meeting secretary invited Mr. Kawin Ananpatanakul, Chief Accounting and Finance Officer, to present this agenda item to the meeting.

Mr. Kawin Ananpatanakul addressed the meeting, stating that in order to increase working capital and enhance liquidity for the company's operations and business expansion, it was proposed that the meeting consider approving the issuance and offering of the company's warrants to purchase common shares, as follows:

- Warrant Series 1: Up to 36,299,998 units

- Warrant Series 2: Up to 36,299,998 units

("Warrants Series 1 and Series 2"), to be offered to existing shareholders on a pro-rata basis, totaling 72,599,996 units.

A summary of the key terms and conditions of Warrants Series 1 and Series 2 is presented in the supporting documents for Agenda Item 8.

Regarding the Board of Directors' opinion, the Board resolved that it is appropriate to propose to the shareholders' meeting for approval as follows

(1) Approve the Company to issue and offer for sale the Warrants Series 1 and Series 2 as described above.

(2) Authorize the Executive Committee, the Chief Executive Officer, and/or any person appointed by the Executive Committee and/or the Chief Executive Officer to have the following powers:

(2.1) Determine the record date of shareholders entitled to receive the allocation and offer for sale of Warrants Series 1 and Series 2.

(2.2) Consider, establish, amend, and modify any terms and details related to the issuance and allocation of Warrants Series 1 and Series 2, including but not limited to the warrant issuance date and allocation method.

(2.3) Execute any documents and take any actions deemed appropriate or necessary to ensure the successful issuance and allocation of Warrants Series 1 and Series 2, including, without limitation, providing information and submitting supporting documents to the Securities and Exchange Commission, the Stock Exchange of Thailand, the Thailand Securities Depository Co., Ltd., the Ministry of Commerce, or any other relevant authorities, as well as facilitating the listing of Warrants Series 1 and Series 2 and the ordinary shares arising from the exercise of such warrants on the Market for Alternative Investment (MAI).

The Secretary of the Meeting opened the floor for shareholders to ask questions or provide additional comments, and it was noted that no shareholders raised any questions or provided further comments.

The Secretary of the Meeting proposed that the meeting consider and approve the issuance and offering for sale of the Company's Warrants to purchase ordinary shares: Warrants Series 1 (MMM-W1) and Warrants Series 2 (MMM-W2), to be offered to existing shareholders in proportion to their shareholding, as detailed in the proposal.

Resolution After due consideration, the meeting unanimously approved the issuance and offering for sale of the Company's Warrants to purchase ordinary shares, Series 1 (MMM-W1) and Series 2 (MMM-W2), to be offered to existing shareholders in proportion to their shareholding, with all details as proposed by the Chairman. The voting results were as follows:

Approved	268,907,342	votes	equivalent to	100.0000
Disapproved	0	votes	equivalent to	0.0000
Abstained	0	votes	equivalent to	0.0000

Agenda 9 <u>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 reflect the reduction of the registered capital</u>

The Secretary of the Meeting invited Mr. Kawin Ananpatanakul, Chief Accounting and Finance Officer, to report this agenda item to the meeting.

Mr. Kawin Ananpatanakul informed the meeting that, as the company had 21 registered but unissued ordinary shares with a par value of THB 0.50 per share remaining from the allocation reserved for the payment of dividend shares according to the resolution of the Extraordinary General Meeting of Shareholders No. 1/2569, held on 22 January 2569 the company finds it necessary to reduce the registered capital by THB 10.50, from the previous registered capital of THB 165,000,000 to THB 164,999,989.50, by cancelling the 21 unissued ordinary shares with a par value of THB 0.50 per share. To align with this reduction in registered capital, it is also necessary to amend Article 4 of the Company's Memorandum of Association by replacing it with the following text.

"Clause 4.	Registered Capital:	164,999,989.50	Baht	(One Hundred Sixty-Four Million Nine Hundred Ninety-Nine Thousand Nine Hundred Eighty-Nine Baht and Fifty Satang)
	Divided into	329,999,979	shares	(Three Hundred Twenty-Nine Million Nine Hundred Ninety-Nine Thousand Nine Hundred Seventy-Nine Shares)
	Par value per share	0.50	Baht	(Fifty Satang)

Classified as follows:			
Ordinary shares	329,999,979	shares	(Three Hundred Twenty-Nine Million Nine Hundred Ninety-Nine Thousand Nine Hundred Seventy-Nine Shares)
Preferred shares	-	shares	(-)"

The Secretary of the Meeting then opened the floor for shareholders to ask questions or provide additional comments. It was noted that no shareholders raised any questions or offered any further comments.

The Secretary of the Meeting proposed that the meeting consider and approve the reduction of the registered capital by cancelling the unissued ordinary shares and amending Article 4 of the Company's Memorandum of Association to align with the capital reduction, as per the details presented.

<u>Resolution</u> After due consideration, the meeting unanimously approved the reduction of the registered capital by cancelling the unissued registered shares and amending Article 4 of the Company's Memorandum of Association to reflect the capital reduction, in accordance with all details presented by the Chairman, with the voting results as follows:

Approved	268,907,342	votes	equivalent to	100.0000
Disapproved	0	votes	equivalent to	0.0000
Abstained	0	votes	equivalent to	0.0000

Agenda 10 <u>To consider and approve the increase of the Company's registered capital and the amendment to Clause 4 of the Company's Memorandum of Association to reflect the increase of the registered capital.</u>

The Secretary of the Meeting invited Mr. Kawin Ananpatanakul, Chief Accounting and Finance Officer, to report this agenda item to the meeting.

Mr. Kawin Ananpatanakul addressed the meeting, stating that in connection with the proposal to pay dividends in the form of stock dividends under Agenda 4 and the issuance and offering of the Company's warrants for the purchase of common shares, Series 1 and Series 2, under Agenda 8, the Company needs to increase its registered capital by Baht 70,949,996, from the existing registered capital of Baht 164,999,989.50 to Baht 235,949,985.50, by issuing 141,899,992 new ordinary shares with a par value of Baht 0.50 per share. To align with this registered capital increase, Article 4 of the Company's Memorandum of Association must be amended and replaced with the following text:

"Clause 4.	Registered Capital	235,949,985.50	Baht	(Two Hundred Thirty-Five Million Nine Hundred Forty-Nine Thousand Nine Hundred Eighty-Five Baht and Fifty Satang)
	Divided into	471,899,971	shares	(Four Hundred Seventy-One Million Eight Hundred Ninety-Nine Thousand Nine Hundred Seventy-One Shares)
	Par value per share	0.50	Baht	(Fifty Satang)
	Classified as follows:			
	Ordinary shares	471,899,971	shares	(Four Hundred Seventy-One Million Eight Hundred Ninety-Nine Thousand Nine Hundred Seventy-One Shares)
	Preferred shares	-	shares	(-)"

The meeting secretary then opened the floor for shareholders to ask questions or provide additional comments. It was noted that no shareholders raised any questions or provided further comments.

Resolution: The meeting secretary proposed that the meeting consider and approve the increase of the registered capital and the amendment of Article 4 of the Company's Memorandum of Association to reflect the capital increase, as detailed in the proposal.

Resolution: After due consideration, the meeting unanimously approved the increase of the registered capital and the amendment of Article 4 of the Company's Memorandum of Association to reflect the capital increase, with details as proposed by the Chairman, with the voting results as follows:

Approved	268,907,342	votes	equivalent to	100.0000
Disapproved	0	votes	equivalent to	0.0000
Abstained	0	votes	equivalent to	0.0000

Agenda 11 To consider and approve the allocation of the Company's newly issued ordinary shares

The Secretary of the Meeting invited Mr. Kawin Ananpatanakul, Chief Accounting and Finance Officer, to report this agenda item to the meeting.

Mr. Kawin Ananpatanakul reported to the meeting that, in connection with the proposed increase of the company's registered capital under Agenda 10, he would like to propose that the shareholders consider and approve the allocation of the company's newly issued ordinary shares totaling 141,899,992 shares, with a par value of THB 0.50 per share, with details as follows:

1. Allocate 32,999,998 newly issued ordinary shares to accommodate the payment of dividends in the form of stock dividends.
2. Allocate 72,599,996 newly issued ordinary shares to accommodate the exercise of rights under the Company's Warrants to Purchase Newly Issued Ordinary Shares (First Tranche) offered to existing shareholders in proportion to their shareholding.
3. Allocate 36,299,998 newly issued ordinary shares to accommodate the exercise of rights under the Company's Warrants to Purchase Newly Issued Ordinary Shares (Second Tranche) offered to existing shareholders in proportion to their shareholding

The Board of Directors expressed their opinion that it is appropriate to propose to the shareholders' meeting to consider and approve the allocation of the newly issued ordinary shares as detailed above.

In addition, the Board recommends authorizing the Executive Committee, the Chief Executive Officer, and/or any person appointed by the Executive Committee and/or the Chief Executive Officer to have the authority to determine other details related to the allocation of the newly issued ordinary shares, including, but not limited to:

Negotiating, reaching agreements, and signing any documents or agreements related to the allocation of the newly issued ordinary shares, as well as taking any actions related or necessary to complete such allocation.

Signing any applications for approval, requests for exemptions, and any documents or evidence necessary or related to the allocation of the newly issued ordinary shares, including communicating with and submitting such applications or documents to government authorities or relevant agencies, and registering the newly issued ordinary shares with the Market for Alternative Investment (MAI).

This authorization also includes the power to perform any other acts that are necessary or appropriate in connection with the allocation of the newly issued ordinary shares.

The Secretary of the Meeting opened the floor for shareholders to ask questions or provide additional comments, and it was noted that no shareholder raised any questions or provided further comments.

The Secretary of the Meeting proposed that the meeting consider and approve the allocation of the company's newly issued ordinary shares as per the details presented.

<u>Resolution</u> After due consideration, the meeting unanimously approved the allocation of the company's newly issued ordinary shares, with all details as proposed by the Chairman, with the voting results as follows:

Approved	268,907,342	votes	equivalent to	100.0000
Disapproved	0	votes	equivalent to	0.0000
Abstained	0	votes	equivalent to	0.0000

Agenda 12 <u>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 (Public Offering: PO), by reallocating the estimated utilization plan of the capital increase proceeds among the objective categories.</u>

The Secretary of the Meeting invited Mr. Kawin Ananpatanakul, Chief Accounting and Finance Officer, to report this agenda item to the meeting.

Mr. Kawin Ananpatanakul addressed the meeting that, at present, the Company has established its business strategy and plan, focusing on entering into sales management contracts for projects under the BU2 model, which are predominantly low-rise projects, in order to increase the proportion of low-rise project sales. The Company also aims to manage sales for hybrid projects, which are high-quality projects with a client base of listed companies with established brands and reputations, resulting in a more efficient decision-making and sales closing process.

The Company's Board of Directors, in its meeting No. 1/2569 held on 5 February 2569, resolved to approve a change in the use of proceeds from the capital increase offered to the public (Public Offering, "PO") by reallocating the estimated use of funds across the different objectives, to better align with current business operations, enhance liquidity management, and support the Company's business activities effectively, which would be beneficial to the Company and its shareholders as a whole.

Pursuant to the Office of the Securities and Exchange Commission ("SEC") Announcement No. SorJor. 63/2561 regarding the change of use of proceeds under the prospectus and draft prospectus, Clause 2(1), the reallocation of investment amounts or expenses among previously disclosed items in the prospectus is considered a non-material change in the use of proceeds, which may be carried out with the approval of the Company's Board of Directors.

Accordingly, it is deemed appropriate to propose to the Annual General Meeting of Shareholders to acknowledge the change in the use of proceeds from the PO by reallocating the estimated funds among the objectives. This reallocation constitutes a non-material change under the SEC Announcement No. SorJor. 63/2561, Clause 2(1), with the details summarized as follows:

Objectives of the Utilization of Proceeds (Original)

(Unit: Baht million)

Objectives of the Utilization of Proceeds	Total Proceeds	Accumulated Amount Utilized as of 31 December 2025	Remaining Amount as of 31 December 2025
(1) For use as security deposits under service agreements in the project sales consultancy business (BU1), project sales management business (BU2), and Hybrid project sales management (with purchase guarantee)	200.97	125.40	75.57
(2) For the acquisition of real estate in the property trading business (BU3)	57.42	-	57.42
(3) For use as working capital to support business expansion	13.53	10.55	2.98
Total	271.92	135.95	135.97

The Company has changed the objectives of the utilization of proceeds by reallocating the estimated capital increase utilization plan among the objective categories, from Objective (2) to Objective (1), with the details as follows:

(Unit: Baht million)

Change in the Objectives of the Utilization of Proceeds	Original Objectives of the Utilization of Capital Increase Proceeds	Revised Objectives of the Utilization of Capital Increase Proceeds
(1) For use as security deposits under agreements in the project sales consultancy business (BU1), project sales management business (BU2), and Hybrid project sales management (with purchase guarantee).	200.97	258.39
(2) For the acquisition of real estate in the property trading business (BU3).	57.42	-
(3) For use as working capital to support business expansion.	13.53	13.53
Total	271.92	271.92

In this regard, the report on the utilization of the capital increase proceeds as of 31 December 2025 is summarized as follows:

(Unit: Baht million)

Objectives of the Utilization of Proceeds	Revised Utilization Plan	Accumulated Amount Utilized as of 31 December 2025	Remaining Amount as of 31 December 2025
(1) For use as security deposits under agreements in the project sales consultancy business (BU1), project sales management business (BU2), and Hybrid project sales management (with purchase guarantee)	258.39	125.40	132.99
(2) For the acquisition of real estate in the property trading business (BU3)	-	-	-
(3) For use as working capital to support business expansion	13.53	10.55	2.98
Total	271.92	135.95	135.97

The Company would like to summarize the information regarding the investments or expenses for which the objectives of the use of proceeds from the Public Offering (PO) have been changed, as follows:

Purpose of Use of Funds (Unit: Million Baht)	Before the Change			After the Change			
	Amount of Proceeds from the Public Offering (PO)	Amount Utilized	Remaining PO Proceeds Before the Change	Estimated Use of Proceeds	Amount Utilized	Remaining PO Proceeds as of December 31, 2025	Estimated Period of Use of Funds
1. To be used as contract guarantees in the business of project sales consultancy services (BU1), project sales management services (BU2), and hybrid sales management and guaranteed purchase contracts (Hybrid)	200.97	125.40	75.57	258.39	125.40	132.99	Within the year 2026
2. To be used for the acquisition of real estate in the real estate trading business (BU3)	57.42	-	57.42	-	-	-	Within the year 2026
3. To be used as working capital to support business expansion	13.53	10.55	2.98	13.53	10.55	2.98	Within the year 2026
Total	**271.92**	**135.95**	**135.97**	**271.92**	**135.95**	**135.97**	

The change in the use of proceeds as described above will not have a material impact on the Company's financial position and liquidity. It is expected that the proceeds from the aforementioned capital increase through the Public Offering (PO) will be sufficient to support the Company's business operations. In the event that additional funds are required, the Company may consider utilizing cash flows from its operations or other appropriate sources of funding as necessary.

The Secretary of the Meeting provided an opportunity for shareholders to ask questions or express additional opinions, and it was noted that no shareholder raised any questions or provided further comments

The Secretary of the Meeting proposed that the Meeting acknowledge the changes in the objectives for the utilization of proceeds from the public offering of the Company's newly issued ordinary shares (PO), by reallocating the estimated use of proceeds among the specified purposes as presented.

As this agenda item was presented for acknowledgment only, no resolution was required or adopted for this matte

Resolution The Meeting acknowledged the change in the objectives for the use of proceeds from the public offering of the Company's newly issued ordinary shares (PO), by reallocating the estimated use of proceeds among the specified purposes as proposed

Agenda 13 To consider any other business (if any)

The Secretary of the Meeting reported to the Meeting that all agenda items had been duly considered and concluded. The Secretary then inquired whether any shareholder wished to propose any other matters for the Meeting's consideration. It was noted that no shareholder proposed any additional matters for consideration.

The Secretary of the Meeting provided an opportunity for further questions from the shareholders. It was noted that no shareholder raised any additional questions

The shareholders attending the meeting raised the following additional questions:

- Mr. Nithipong Durongwattana, a shareholder attending the meeting in person via the E-AGM system, submitted the following inquiry through the text channel:

Question 1 : In the future, will the Company cease expanding BU1 in its traditional model focused on smaller-scale projects?

Answer : Mr.Kawin Ananpatanakul, Chief Accounting and Finance Officer, clarified that the Company still plans to continuously expand the BU1 business unit. However, the Company has adjusted its operational approach to focus more on selecting locations and price levels that align with the Company's investment strategy, particularly in high-potential areas such as Samut Prakan, Bangna, Chonburi, and Rayong. This approach aims to strengthen the property portfolio and enhance the efficiency of business operations in the long term.

- **Mr. Patnith Maneewan a shareholder attending the meeting in person via the E-AGM system, submitted the following inquiry through the text channel:**

Question 2 : The shareholder inquired why the Company is expanding into the lending business with interest rates not exceeding 15% per annum, given that the existing business or Net Profit Margin is as high as 17–20%.

Answer : Mr. Kawin Ananpatanakul, Chief Accounting and Finance Officer, clarified that

the Company continues to prioritize and focus on the growth of its core business. However, the expansion into related lending activities is part of a strategic plan to enhance the scope of services provided to customers, particularly property developers who are existing clients of the Company.

Property developers typically manage multiple projects and require diverse sources of financing. The Company therefore sees an opportunity to extend its services by offering loans or property mortgage services to this client group, which can increase the Company's revenue streams. Moreover, this generates recurring income, contributing to long-term revenue stability.

Additionally, the Company has the potential to leverage its existing network of partners and brokers to act as an intermediary between those seeking financing and investors. This business model requires relatively low investment while providing additional income opportunities. For small-scale lending services under the regulatory framework, such as PICO loans, the Company can set interest rates in accordance with legal requirements, representing another avenue to expand its revenue base.

In summary, the Company aims to develop into a comprehensive property finance service provider while maintaining the growth of its core business, thereby strengthening long-term sustainability and resilience.

Question 3 : Can the Company use its available cash to repurchase shares from KGI that were not fully sold in the IPO?

Answer: Mr. Kawin Ananpatanakul, Chief Accounting and Finance Officer, clarified that the Company currently has no policy to repurchase shares in the case of unsold IPO shares. After listing on the Stock Exchange, KGI Securities (Thailand) Public Company Limited holds a certain proportion of the Company's shares. According to the latest major shareholder information, this shareholding proportion has been continuously declining.

The Company therefore considers that there is no necessity to use the Company's cash flows to repurchase shares under this circumstance. The Company's cash management strategy is focused on supporting ongoing business operations and investment expansion, which is expected to provide long-term benefits for the Company's growth.

- **Mr. Nithipong Durongwattana, a shareholder attending the meeting in person via the E-AGM system, submitted the following inquiry through the text channel:**

Question 4 : In a situation where major developers engage in price wars and heavy promotions, how can the Company maintain its gross profit margin given that the main revenue comes from price differences or margin-based income? Additionally, what stricter criteria does the Company apply in selecting new projects to prevent sales-promotion expenses through agents from eroding profit margins?

Answer : Mr. Kawin Ananpatanakul, Chief Accounting and Finance Officer, clarified that the Company has internal policies to carefully consider entering into contracts with property developers. The Company sets minimum discount levels from market prices appropriate for each business segment—whether BU1, BU2, BU3, or Hybrid—to ensure alignment with cost structures and profitability targets. These criteria serve as guidelines for project selection and for managing profit margin risks, including controlling expenses related to sales promotion. This approach allows the Company to maintain gross profit margins at levels consistent with its policies, even amid competitive market conditions.

- **Mr. Songpol Sukonthapong, a shareholder attending the Meeting in person via the E-AGM system, raised the following question through the messaging channel:**

Question 5 : Could you please provide additional explanation regarding the business model of each subsidiary?

Answer : Mr. Kawin Ananpatanakul, Chief Accounting and Finance Officer, clarified that the Company has structured its operations through a holding company model. MMM Megafin Holding Co., Ltd. serves as the parent company, holding shares in subsidiaries to enhance operational flexibility and clarity for each business segment.

For the main subsidiaries, the Company established Ngern Tid Roo Co., Ltd. to conduct secured lending services, such as mortgages and pawning, primarily targeting property developers with whom the Company already has business relationships, as well as individual retail customers. Additionally, the Company plans to provide intermediary services connecting asset owners or those seeking funding with potential investors, leveraging the Company's existing business network.

Furthermore, the Company established MMM Pico Holding Co., Ltd. to operate in the small-scale lending business under regulatory oversight. Initially, operations are planned in selected provinces such as Nonthaburi and Samut Prakan. Lending services will comply with applicable legal criteria, conditions, and interest rate regulations.

This organizational structure forms part of the Company's strategy to expand its property-related financial services, supporting business growth and diversifying income sources over the long term.

The Chairman then concluded the meeting and expressed his gratitude to the shareholders for taking the time to attend the 2026 Annual General Meeting of the Company.

The meeting adjourned at 12.10 hours.

(Sign) Prasert Wangrattanapranee Chairman of the Board

(Mr. Prasert Wangrattanapranee)