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Capital Increase Report Form

MMM Capital Public Company Limited

6 February 2026

We, MMM Capital Public Company Limited (the "Company"), with our office located at No. 89/2 Amornphan 205 Tower 1, 6th Floor, Soi Nathong, Ratchadaphisek Road, Din Daeng Sub-district, Din Daeng District, Bangkok, hereby report the resolutions of Board of Directors' Meeting No. 1/2026, held on 5 February 2026, with regard to the capital increase and the allocation of newly issued shares, as follows:

1. **Capital increase**

The Board of Director resolved to increase the registered capital of the Company from Baht 164,999,989.50 to Baht 235,949,985.50 by issuing 141,899,992 newly issued ordinary shares, at the par value of Baht 0.50 The characteristics of capital increase is as follows:

Type of capital increase	Type of share	Number of shares (shares)	Par value (THB/share)	Total (THB)
☑ Specifying the purpose of utilizing proceeds	Ordinary	141,899,992	0.50	70,949,996
	Preferred	—	—	—
☐ General Mandate	Ordinary	—	—	—
	Preferred	—	—	—

At present, the Company has the registered capital in the amount of Baht 164,999,989.50

2. **Allocation of the newly issued shares:**

The Board of Directors' Meeting resolved to allocate the ordinary shares at the number of not exceeding 141,899,992 shares, at the par value of Baht 0.50, totaling Baht 70,949,996 to accommodate the follows:

1. The stock dividend to the existing shareholders at the number of 32,999,998 shares.

2. MMM-W1 Warrant at the number of 72,599,996 shares.

3. MMM-W2 Warrant at the number of 36,299,998 shares.

2.1 Details on the Allocation

Allotted to	Number of shares (share)	Ratio (Old : New)	Offering price (Baht)	Subscription and payment period	Remarks
Reserved for stock dividend to the existing shareholders	32,999,998	10 existing shares: 1 stock dividends share	-	-	Stock dividend
Reserved for exercise of right under the warrants to purchase the ordinary shares of the Company No.1 ("MMM-W1")	72,599,996	10 existing shares: 1 unit of MMM-W1 Warrant	The offering price of MMM-W1 Warrant is Baht 0 and the exercise price is Baht 2.60 per share unless the exercise price is otherwise adjusted pursuant to the conditions concerning the right adjustment.	On 7th day of February, May, August, and November of each year throughout the term of the MMM-W1. The final exercise date shall be on the expiration date of the MMM-W1.	Please see details in the Summary of Key Features of MMM-W1 Warrant in Attachment 1.
Reserved for exercise of right under the warrants to purchase the ordinary shares of	36,299,998	10 existing shares: 1 unit of MMM-W2 Warrant	The offering price of MMM-W2 Warrant is Baht 0 and the exercise price is Baht 3.60 per share unless the exercise price is otherwise adjusted	On 7th day of February, May, August, and November of each year throughout the term of the MMM-	Please see details in the Summary of Key Features of MMM-W2 Warrant

Allotted to	Number of shares (share)	Ratio (Old : New)	Offering price (Baht)	Subscription and payment period	Remarks
the Company No.2 (“MMM-W2”)			pursuant to the conditions concerning the right adjustment.	W2. The final exercise date shall be on the expiration date of the MMM-W2.	in Attachment 2.

2.2 Procedures of the Company for Share Fractions

Regarding the stock dividend, if any shareholder holds the indivisible share remaining after the stock dividend allocation, the dividend shall be paid by cash in the amount of Baht 0.05 per share.

Regarding the issuance of MMM-W1 Warrant and MMM-W2 Warrant, in calculating the number of MMM-W1 Warrant and MMM-W2 Warrant to be allocated to each shareholder, any fractions of ordinary shares derived from the calculation based on the allocation ratio set forth shall be rounded down.

In this regard, after the calculation of the allocation ratio of MMM-W1 Warrant and MMM-W2 Warrant to the shareholders, any fraction thereof will be cancelled in order that MMM-W1 Warrant and MMM-W2 Warrant will be proportionately allocated to the shareholders.

3. Schedule for a shareholders’ meeting to seek approval for the capital increase and share allocation

The Annual General Meeting for the year 2026 is scheduled to be convened on 23 March 2026 at 10.00 a.m., by way of electronic method (E-AGM), broadcast from the meeting room of the Emerald Hotel, Soi Niam Uthit, Ratchadaphisek Road, Din Daeng Sub-district, Din Daeng District, Bangkok. The shareholders entitled to attend the Annual General Meeting for the year 2026 shall be determined on 20 February 2026 (Record Date).

4. Application to the relevant government agency for approval of capital increase/share allocation and conditions thereto

4.1 The Company shall apply for the registration of its capital increase and paid-up capital with the Department of Business Development, the Ministry of Commerce.

4.2 The Company will apply to the Market for Alternative Investment for listing the ordinary capital increase shares for the stock dividend on the Market for Alternative Investment.

4.3 The Company will file the application for listing the MMM-W1 Warrant and MMM-W2 Warrant and ordinary shares issued from the exercise of the MMM-W1 Warrant and MMM-W2 Warrant on the Market for Alternative Investment as the listed securities.

5. Objectives of the capital increase and plans for utilizing the proceeds derived from the capital increase

5.1 To allot stock dividend to the existing shareholders as return of investment by issuing stock dividends instead of paying cash dividend.

5.2 To accommodate the exercise of right under MMM-W1 Warrant and MMM-W2 Warrant.

5.3 To utilize the proceeds received from the exercise of the MMM-W1 and MMM-W2 warrants as working capital within the Group, which is expected to commence from the beginning of 2027 onwards, and/or as funding to support the future business expansion of the Group.

6. Benefits which the Company will receive from the capital increase and share allocation

6.1 To increase the working capital and liquidity to the business operation and expansion of the Company group's business.

6.2 To enhance the capital structure of the Company group.

7. Benefits which the shareholders will receive from the capital increase and share allocation

7.1 The proceeds from the exercise of right under MMM-W1 Warrant and MMM-W2 Warrant will be used as working capital within the Company group and/or deployed as capital for the expansion of the Company group's business in the future.

7.2 The shareholders existing after who exercise of the right under MMM-W1 Warrant and MMM-W2 Warrant are entitled to the same rights and privileges as those of the shareholders such as rights to receive dividend, right to participate in the shareholders' meeting and rights to vote in the shareholders' meeting.

7.3 The Company has a policy to pay dividend not less than 40% of net profit pursuant to the Company's financial statement, after corporate income tax and the appropriation of all statutory and regulatory reserves in each year, subject to the condition that there are no accumulated deficits in shareholders' equity. The Company shall maintain its dividend payment policy. The shareholders from exercise of the MMM-W1 Warrant and MMM-W2 Warrant are entitled to receive dividend from the Company's operation as from the time they are registered as the Company's shareholders.

8. **Other details necessary for the shareholders to consider in support of their decision to approve the capital increase and share allocation**

- None -

9. **In case the capital increase and share allocation are approved by the Board of Directors, the schedule of capital increase and share allocation will be:**

No.	Procedures	Date/Month/Year
1.	The date of the Board of Directors' meeting to approve the increase of capital and the allocation of newly issued ordinary shares	5 February 2026
2.	The date to determine the shareholders' right to attend the Annual General Meeting for the year 2026 and to determine the shareholders' right to receive dividends (Record Date)	20 February 2026
3.	The date of the Annual General Meeting for the year 2026	23 March 2026
4.	Payment of dividend by issuing stock dividend and those in cash	7 April 2026
5.	The date to determine the shareholders' right to be allocated and offered the Warrants (Record Date)	To be determined by the Executive Committee, Chief Executive Officer and/or their authorized persons
6.	Subscription Period of Warrants	To be determined by the Executive Committee, Chief Executive Officer and/or their authorized persons
7.	Registration of increase of registered capital with the Ministry of Commerce	Within 14 days from the date on which the shareholders' meeting approves the capital increase

The Company hereby certifies that the information contained in this report is true and complete in all respects.

Please be informed accordingly.

Yours sincerely,

- Nicha Rojwattana -

(Ms. Nicha Rojwattana)
Chief Executive Officer
MMM Capital Public Company Limited