

Notice of the 2026 Annual General Meeting of Shareholders

MMM Capital Public Company Limited

March 23, 2026 at 10.00 a.m.

To be conducted solely by electronic means

(Electronic Meeting in accordance with the Emergency Decree on Electronic Meetings B.E. 2563 (2020), including other applicable laws and regulations)

March 6, 2026

Subject Invitation to the 2026 Annual General Meeting of Shareholders

To Shareholders of MMM Capital Public Company Limited

Enclosures 1. Copy of the Minutes of the Extraordinary General Meeting of Shareholders No. 1/2026

 2. The Company's Annual Registration Statement (Form 56-1 E-One Report) and Financial Statements for the year 2025 ended December 31, 2025

 3. Profiles of persons nominated for election as directors in replacement of those retiring by rotation

 4. Definition of Independent Director

 5. Information of the Company's Auditor for the year 2026

 6. Capital Increase Report Form (Form F 53-4)

 7. Details of the Warrants to Purchase Ordinary Shares of the Company No. 1 (MMM-W1) and No. 2 (MMM-W2) to be offered to the existing shareholders in proportion to their shareholding

 8. Documents or evidence required to verify shareholder status or proxy with the right to attend the Meeting

 9. Guidelines for attending the Meeting via electronic means (Inventech Connect)

 10. The Company's Articles of Association relating to shareholders' meetings

 11. Proxy Form

 12. Details of Independent Directors proposed by the Company to serve as proxies for shareholders

 13. Personal Data Protection Notice (Privacy Notice)

The Board of Directors of MMM Capital Public Company Limited (the "Company") has resolved to convene the 2026 Annual General Meeting of Shareholders on March 23, 2026 at 10.00 a.m. to be conducted solely by electronic means (E-AGM). The meeting will be broadcast from the meeting room of The Emerald Hotel, Soi Niam-Uthit, Ratchadaphisek Road, Din Daeng Subdistrict, Din Daeng District, Bangkok, to consider the following agenda items:

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

Facts and Rationale

The Extraordinary General Meeting of Shareholders No. 1/2026 of the Company was held on 22 January 2026. A copy of the minutes of the meeting, which accurately recorded the resolutions of the shareholders' meeting (Attachment No. 1), has been prepared. The Company has published the minutes on its website (www.mmmcapitalplc.com) for disclosure to shareholders

and the general public. It appears that no objections or requests for amendments have been raised.

Board's Opinion

It is proposed that the Annual General Meeting of Shareholders acknowledge the minutes of the Extraordinary General Meeting of Shareholders No. 1/2026, which was held on 22 January 2026. The Board of Directors is of the opinion that the minutes were accurately recorded in accordance with the resolutions of the meeting, as detailed in the copy of the minutes attached herewith as Attachment No. 1.

Resolution

This agenda item is for acknowledgment; therefore, no voting is required.

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

Facts and Rationale

Summary of the Company's operating results for the fiscal year ended December 31, 2025.

Unit: Million Baht

Current Assets	517.43
Total Assets	558.62
Current Liabilities	31.81
Total Liabilities	38.04
Shareholders' Equity	520.58
Total Revenues	772.39
Net Profit	135.02
Earnings per Share (Baht)	0.47

The Company has summarized its operating results and financial position for the year 2025 as set out in the Company's Annual Registration Statement (Form 56-1 One Report) (Part 1, Section 4.3: Financial Information and Key Financial Ratios), which has been delivered to the shareholders together with this Notice of Meeting (Enclosure No. 2).

Board's Opinion

It is deemed appropriate to propose that the Annual General Meeting of Shareholders acknowledge the Company's operating results for the fiscal year 2025 ended December 31, 2025, as detailed in Enclosure No. 2.

Resolution

This agenda item is for acknowledgment; therefore, no resolution is required.

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

Facts and Rationale

In compliance with Section 112 of the Public Limited Companies Act B.E. 2535 (1992), which requires the Board of Directors to prepare a balance sheet (statement of financial position) and a profit and loss statement at the end of each fiscal year of the Company, and to have such balance sheet and profit and loss statement audited by the auditor prior to submission to the Annual General Meeting of Shareholders for approval;

the Board of Directors has prepared the Financial Statements for the fiscal year ended December 31, 2025. Such Financial Statements have been audited by the Company's auditor, reviewed by the Audit Committee, and approved by the Board of Directors, and are hereby proposed to the Annual General Meeting of Shareholders for consideration and approval in accordance with Section 112 of the Public Limited Companies Act B.E. 2535 (1992) (Enclosure No. 2).

Board's Opinion

It is deemed appropriate to propose that the Annual General Meeting of Shareholders consider and approve the Financial Statements for the fiscal year 2025 ended December 31, 2025, which have been audited by the Company's auditor and are included in the Company's Annual Registration Statement (Form 56-1 One Report) (Part 3: Financial Report). Such documents have been delivered to the shareholders together with this Notice of Meeting as Enclosure No. 2.

Resolution

This agenda item requires approval by a majority vote of the shareholders present at the Meeting and casting their votes.

Agenda 4 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.

Facts and Rationale

Pursuant to Section 115 of the Public Limited Companies Act B.E. 2535 (1992), a company may pay dividends only from its profits, and dividend payment is prohibited if the company has accumulated losses.

In addition, Section 116 of the Public Limited Companies Act B.E. 2535 (1992) and Article 50 of the Company's Articles of Association require the Company to allocate not less than five percent (5%) of its annual net profit, after deducting accumulated losses brought forward (if any), to a legal reserve until such reserve reaches an amount of not less than ten percent (10%) of the registered capital.

In addition, the Company has a dividend policy to pay dividends to shareholders at a rate of not less than 40.00 percent of the net profit based on the Company's separate financial statements, after deduction of corporate income tax and allocations to all types of reserves as required by law and the Company's Articles of Association.

However, such dividend payment may be subject to change depending on necessity and other appropriateness as deemed by the Board of Directors, taking into consideration various factors for the benefit of the shareholders, including economic conditions, the Company's operating results and financial position, financial liquidity, cash flow, retention of earnings for business operations, business expansion and future investments, reserves for loan repayment or working capital within the Company, conditions and restrictions under loan agreements, and provided that such dividend payment does not have a material adverse effect on the Company's normal operations.

Based on the Company's operating results for the fiscal year ended December 31, 2025, according to the audited separate financial statements for the year ended December 31, 2025, the Company reported a net profit for the year 2025 in the amount of Baht 135,022,116.

Board's Opinion

It is deemed appropriate to propose that the Annual General Meeting of Shareholders consider and approve the allocation of a portion of the net profit for the year 2025 in the amount of Baht 6,751,106 as a legal reserve, and the payment of dividends in the form of share dividends and cash dividends from retained earnings as of December 31, 2025, with the details as follows:

- 1) To pay dividends in the form of share dividends at the ratio of 10 existing shares to 1 share dividend, equivalent to a dividend payment rate of Baht 0.05 per share. In the case of fractional shares, the Company shall pay cash in lieu of such fractional share dividends at the rate of Baht 0.05 per share. The total value of the share dividends shall not exceed Baht 16,499,998.95.
- 2) To pay cash dividends at the rate of Baht 0.05 per share for a total of 329,999,979 shares, representing a total amount not exceeding Baht 16,499,998.95.

In this regard, a portion of the cash dividends shall be withheld for payment of withholding tax at the rate prescribed by law in respect of the dividend payment, including both the share dividends and the cash dividends.

The total dividend payment to shareholders shall be equivalent to Baht 0.10 per share, representing a total amount not exceeding Baht 32,999,997.90. The Record Date for determining the shareholders entitled to receive the dividends shall be February 20, 2026, and the dividend payment shall be made within April 7, 2026.

In this regard, during the year 2025, the Company paid interim dividends as follows:

1st Payment: The Board of Directors' Meeting No. 3/2025, held on June 30, 2025, resolved to approve the payment of an interim dividend at the rate of Baht 0.12 per share for 247.8 million shares, totaling Baht 29.73 million.

2nd Payment: The Board of Directors' Meeting No. 4/2025, held on July 30, 2025, resolved to approve the payment of an interim dividend at the rate of Baht 0.12 per share for 247.8 million shares, totaling Baht 29.73 million.

3rd Payment: The Extraordinary General Meeting of Shareholders No. 1/2026, held on January 22, 2026, resolved to approve the payment of an interim dividend from retained earnings as of September 30, 2025, in the form of share dividends at the rate of Baht 0.05 per share, representing an amount not exceeding Baht 15,000,000, and cash dividends at the rate of Baht 0.10 per share for 300,000,000 shares. The total dividend payment to shareholders was therefore Baht 0.15 per share, representing an amount not exceeding Baht 45,000,000.

The total dividend payment for the year, including the proposed dividend and the interim dividends, represents 101.81 percent of the net profit based on the Company's separate financial statements, which is in accordance with the Company's dividend policy.

Comparative Information on Dividend Payout Ratios for the Operating Results for the Years 2024–2025

Details of Dividend Payment	Year 2025 (Proposed Year)			
1. Net Profit (Million Baht)	135.02			
2. Number of Shares (Million Shares)	247.80	247.80	300.00	329.99
3. Par Value per Share (Baht)	0.50	0.50	0.50	0.50

Details of Dividend Payment	Year 2025 (Proposed Year)			
4. Dividend Payment Rate per Share (Baht)	0.12	0.12	0.15	0.10
5. Dividend Amount per Payment (Baht)	29.74	29.74	45.00	32.99
6. Total Dividend Payment (Baht)	137.47			
7. Dividend Payout Ratio (Percent)	101.81			

Details of Dividend Payment	Year 2024 (Proposed Year)			
1. Net Profit (Million Baht)	80.76			
2. Number of Shares (Million Shares)	123.90	247.80	247.80	247.80
3. Par Value per Share (Baht)	1.00	0.50	0.50	0.50
4. Dividend Payment Rate per Share (Baht)	0.08	0.04	0.08	0.10
5. Dividend Amount per Payment (Baht)	9.91	9.91	19.82	24.78
6. Total Dividend Payment (Baht)	64.43			
7. Dividend Payout Ratio (Percent)	79.78			

The entitlement to such dividends remains subject to approval by the 2026 Annual General Meeting of Shareholders.

Resolution

This agenda item requires approval by a majority vote of the shareholders present at the Meeting and casting their votes.

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

Facts and Rationale

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 number nearest to one-third, shall retire from office.

For the first and second years following the Company's registration, the directors to retire shall be determined by drawing lots. In subsequent years, the directors who have been in office for the longest period shall retire from office.

The directors who are required to retire by rotation at the 2026 Annual General Meeting of Shareholders are as follows:

- | | |
|---------------------------------|----------------------|
| 1. Mr. Warot Songroeg | Independent Director |
| 2. Mr. Suriya Wongsitthichaikul | Director |
| 3. Mr. Kawin Ananpatanakul | Director |

The Company provided shareholders with the opportunity to propose qualified persons for consideration under the Company's nomination process in advance, from January 5, 2026 to January 31, 2026. Such invitation was announced through the Stock Exchange of Thailand's news system and the Company's website. It appeared that no shareholder proposed any person for consideration for election as a director of the Company.

Opinion of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee, excluding the interested directors, has carefully considered and screened the nominees in accordance with the Company's prescribed nomination process prior to proposing them to the Board of Directors for further submission to the shareholders' meeting for election as directors.

In considering the Board structure and the qualifications of the three (3) directors on an individual basis, the Committee is of the opinion that their qualifications are in compliance with the Public Limited Companies Act, the Securities and Exchange Act, and other applicable laws (if any). The nominees possess appropriate educational background, knowledge, capabilities, and experience relevant to the Company's business operations. Their past performance as directors has been beneficial to the Company. None of the three directors has any prohibited characteristics, nor do they engage in or hold shares in any business that competes with the Company's operations.

The Nomination and Remuneration Committee has also considered that the person nominated as an Independent Director is able to provide independent opinions regarding the Company's operations and possesses qualifications in accordance with the relevant laws and requirements relating to Independent Directors. The definition of Independent Director is set out in Enclosure No. 4.

Accordingly, the Nomination and Remuneration Committee deems it appropriate to propose that the three (3) directors be re-elected to serve another term as directors. The profiles of the three (3) directors are set out in Enclosure No. 3.

Shareholding information of the directors nominated on this occasion:

Names of the Persons Nominated for Election as Directors	Number of Shares	Voting Rights (Shares)
1. Mr.Warot Songroeg	-	-
2. Mr. Suriya Wongsitthichaikul	9,750,000	9,750,000
3. Mr. Kawin Ananpatanakul	24,200	24,200

Board's Opinion

The Board of Directors, excluding the interested directors, has carefully considered and resolved to concur with the opinion of the Nomination and Remuneration Committee. It is therefore deemed appropriate to propose that the shareholders' meeting consider and approve the re-election of the following persons, who are directors retiring by rotation, to serve another term as directors of the Company.

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

The Board of Directors has considered and is of the opinion that the person proposed to be appointed as an Independent Director possesses qualifications in accordance with the relevant laws and requirements relating to Independent Directors and will be able to provide independent opinions regarding the Company's operations.

In this regard, the persons nominated on this occasion have been duly considered in accordance with the Company's prescribed nomination process and possess qualifications in compliance with the Public Limited Companies Act, the Securities and Exchange Act, and other applicable regulations. They are suitable for the Company's business operations, and the nominated Independent Director possesses qualifications in accordance with the relevant legal requirements applicable to Independent Directors.

Resolution

This agenda item requires approval by a majority vote of the shareholders present at the Meeting and casting their votes.

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

Facts and Rationale

Pursuant to Section 90 of the Public Limited Companies Act B.E. 2535 (1992) and Article 33 of the Company's Articles of Association, directors are entitled to receive remuneration from the

Company in the form of reward, meeting allowance, gratuity, bonus, or other benefits in accordance with the Articles of Association or as approved by the shareholders' meeting.

Such remuneration may be determined as a fixed amount or prescribed under specific criteria, and may be determined from time to time or remain effective until amended. In addition, directors shall be entitled to per diem allowances and other welfare benefits in accordance with the Company's regulations.

Opinion of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee has conducted a review of the remuneration of the Board of Directors and the sub-committees for the year 2026 and considered such remuneration in accordance with the criteria and policies prescribed by the Board of Directors. The consideration was based on the responsibilities and performance of the Board of Directors and the sub-committees, together with comparative data from other companies in the same industry with similar size and business characteristics, as well as the directors' remuneration survey conducted by the Thai Institute of Directors Association (IOD).

It was found that the directors' remuneration determined by the Company is at a rate comparable to the overall market average.

Board's Opinion

It is deemed appropriate to propose that the Annual General Meeting of Shareholders consider and approve the determination of remuneration for the Board of Directors and the sub-committees for the year 2026, to be paid in the form of meeting allowances at the same rates as those for the year 2025, with the details as follows:

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

Position / Committee	Meeting Allowance (Baht/Person/Meeting)
	2026
- 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.

Comparative Table of Directors' Remuneration for the Years 2026 and 2025

Position / Committee	Meeting Allowance (Baht/Person/Meeting)	
	2026 (Proposed Year)	2025
Chairman - Board of Directors - Audit Committee - Risk Management Committee - Nomination and Remuneration Committee - Executive Committee	15,000	15,000
Director - Board of Directors - Audit Committee - Risk Management Committee - Nomination and Remuneration Committee - Executive Committee	10,000	10,000

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.

Non-monetary Remuneration and Other Benefits

2026 (Proposed Year)	2025
None	None

In determining the remuneration of the Board of Directors and the sub-committees, there are no other benefits apart from the meeting allowances as specified above.

Resolution

This agenda item requires approval by a vote of not less than two-thirds of the total number of votes of the shareholders present at the Meeting.

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

Facts and Rationale

Pursuant to Section 120 of the Public Limited Companies Act B.E. 2535 (1992), the Annual General Meeting of Shareholders shall appoint the auditor and determine the audit fee of the Company on an annual basis. In appointing the auditor, the same auditor may be reappointed.

In addition, pursuant to the notification of the Capital Market Supervisory Board, the Company is required to arrange for the rotation of the auditor if such auditor has performed audit duties for seven fiscal years, whether consecutively or not. The rotation does not necessarily require a change of audit firm; the Company may appoint another auditor within the same audit firm in place of the existing auditor. However, the Company may reappoint an auditor who has completed the rotation only after a period of at least five consecutive fiscal years has elapsed.

Opinion of the Audit Committee

The Audit Committee has considered the qualifications of the Company's auditor, taking into account the auditor's independence and the audit fee, and is of the opinion that the appointment should be proposed as follows:

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.

Comparative Table of Audit Fees

Audit Fee	Fiscal Year 2026 (Proposed Year)	Fiscal Year 2025
1. Audit Fee	1,900,000	1,900,000
2. Non-Audit Fee	None	None
3. Other Expenses	To be paid on an actual basis.	To be paid on an actual basis.
Remark : The Company does not have any subsidiaries.		

Board's Opinion

The Board of Directors deems it appropriate to propose that the Annual General Meeting of Shareholders consider and approve the appointment of the following auditors:

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, whereby any one of the named auditors shall be authorized to conduct the audit and express an opinion on the Company's financial statements. In the event that any of the aforementioned certified public accountants is unable to perform his or her duties, EY Office Limited shall arrange for another certified public accountant from EY Office Limited to perform the audit in his or her place. It is further proposed that the audit fee for the year 2026 be fixed at a total amount of Baht 1,900,000, excluding other expenses.

The above-named auditors do not provide any other services to the Company and have no relationship and/or conflict of interest with the Company, its subsidiaries, management, major shareholders, or related persons of such parties. Accordingly, they are independent in performing the audit and expressing an opinion on the Company's financial statements.

Resolution

This agenda item requires approval by a majority vote of the shareholders present at the Meeting and casting their votes.

Agenda 8 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.

Facts and Rationale

In order to increase working capital and enhance liquidity for the Company's business operations and business expansion within the Group, it is proposed that the Meeting consider and approve the issuance and offering of the Company's Warrants to Purchase Ordinary Shares No. 1 in an amount of not exceeding 36,299,998 units and No. 2 in an amount of not exceeding 36,299,998 units (the "Warrants No. 1 and No. 2"), to be offered to the existing shareholders in proportion to their shareholding, totaling not exceeding 72,599,996 units. A summary of the key terms and conditions of Warrants No. 1 and No. 2 is set out in the supporting documents for Agenda Item 8.

Board's Opinion

1. The Board of Directors deems it appropriate to propose that the shareholders' meeting consider and approve the following matters:

(1) That the Company issue and offer Warrants No. 1 and No. 2 as detailed above.

(2) That the Executive Committee, the Chief Executive Officer, and/or any person appointed by the Executive Committee and/or the Chief Executive Officer be authorized to undertake the following actions:

(2.1) To determine the Record Date for shareholders entitled to the allocation and offering of Warrants No. 1 and No. 2;

(2.2) To consider and determine, amend, and change any terms and details relating to the issuance and allocation of Warrants No. 1 and No. 2, such as the issuance date of the warrants, the allocation of the warrants, and other relevant matters;

(2.3) To sign any relevant documents and to perform any acts necessary or appropriate in connection with or incidental to the issuance and allocation of Warrants No. 1 and No. 2 in

order to ensure the successful completion thereof, including but not limited to providing information and submitting applications and supporting documents to the Office of the Securities and Exchange Commission, the Stock Exchange of Thailand, Thailand Securities Depository Co., Ltd., the Ministry of Commerce, or other relevant authorities, as well as listing Warrants No. 1 and No. 2 and the ordinary shares arising from the exercise of such warrants as listed securities on the Market for Alternative Investment (mai).

2. The Board of Directors is of the opinion that, if the holders of Warrants No. 1 and No. 2 exercise their rights, the Company will receive additional working capital and enhanced liquidity to support its business operations and business expansion.

Resolution

This agenda item requires approval by a vote of not less than three-fourths of the total number of votes of the shareholders present at the Meeting and entitled to vote.

Agenda 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 reflect the reduction of the registered capital.

Facts and Rationale

As the Company has 21 unissued registered ordinary shares with a par value of Baht 0.50 per share, which remain from the allocation for the stock dividend pursuant to the resolution of the Extraordinary General Meeting of Shareholders No. 1/2026 held on 22 January 2026, the Company is required to reduce its registered capital by Baht 10.50, from the existing registered capital of Baht 165,000,000 to Baht 164,999,989.50, by cancelling 21 unissued registered ordinary shares with a par value of Baht 0.50 per share. In order to be consistent with the reduction of the registered capital, Clause 4 of the Company's Memorandum of Association must be amended to read as follows:

"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)
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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	(-)"

Board's Opinion

The Board of Directors deems it appropriate to propose to the Meeting of Shareholders for consideration and approval of the reduction of the Company's registered capital by cancelling 21 unissued registered ordinary shares with a par value of Baht 0.50 per share, which remain from the allocation for the stock dividend pursuant to the resolution of the Extraordinary General Meeting of Shareholders No. 1/2026 held on 22 January 2026, and to consider and approve the amendment to Clause 4 (Registered Capital) of the Company's Memorandum of Association to reflect the reduction of the registered capital.

Resolution

This agenda item must be approved by a vote of not less than three-fourths (3/4) of the total number of votes of the shareholders present at the Meeting and entitled to vote.

Agenda 10 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.

Facts and Rationale

As the Company has proposed the payment of dividends in the form of stock dividends under Agenda Item 4 and the issuance and offering of the Warrants to purchase ordinary shares of the Company No. 1 and No. 2 under Agenda Item 8, the Company is required 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 newly issued ordinary shares with a par value of Baht 0.50 per share. In order to be consistent with the increase of the registered capital, Clause 4 of the Company's Memorandum of Association must be amended to read as follows:

"Clause 4.	Registered	235,949,985.50	Baht	(Two Hundred Thirty-Five Million Nine Hundred Forty-Nine Thousand Nine Hundred Eighty-Five Baht and Fifty
	Capital			

			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	(-)"

Board's Opinion

The Board of Directors deems it appropriate to propose to the Meeting of Shareholders for consideration and approval of the increase of the Company's registered capital in order to accommodate the payment of dividends in the form of stock dividends under Agenda Item 4 and the issuance and offering of the Warrants to purchase ordinary shares of the Company No. 1 and No. 2, as well as to consider and approve the amendment to Clause 4 (Registered Capital) of the Company's Memorandum of Association to reflect the increase of the registered capital.

Resolution

This agenda item must be approved by a vote of not less than three-fourths (3/4) of the total number of votes of the shareholders present at the Meeting and entitled to vote.

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

Facts and Rationale

As the Company has proposed to increase its registered capital under Agenda Item 10, it is therefore proposed that the Meeting of Shareholders consider and approve the allocation of 141,899,992 newly issued ordinary shares of the Company with a par value of Baht 0.50 per share, with the following details:

1. To allocate 32,999,998 newly issued ordinary shares to accommodate the payment of dividends in the form of stock dividends.

2. To allocate 72,599,996 newly issued ordinary shares to accommodate the exercise of the Warrants to purchase newly issued ordinary shares of the Company No. 1, which will be issued and offered to the existing shareholders in proportion to their shareholding.

3. To allocate 36,299,998 newly issued ordinary shares to accommodate the exercise of the Warrants to purchase newly issued ordinary shares of the Company No. 2, which will be issued and offered to the existing shareholders in proportion to their shareholding.

Board's Opinion

The Board of Directors deems it appropriate to propose that the Meeting of Shareholders consider and approve the allocation of the newly issued ordinary shares as detailed above, and to authorize the Executive Committee, the Chief Executive Officer, and/or any other person appointed by the Executive Committee and/or the Chief Executive Officer to have the authority to determine other details relating to such allocation of newly issued ordinary shares, including, but not limited to: (1) entering into negotiations, agreements, and executing relevant documents and contracts in connection with such allocation, as well as undertaking any actions related thereto; and (2) signing applications for permission, applications for waivers, and other necessary and relevant documents and evidence in connection with such allocation, including contacting and submitting such applications, documents, and evidence to governmental authorities or relevant agencies, and listing the Company's newly issued ordinary shares on the Market for Alternative Investment (mai), as well as having the authority to undertake any other acts necessary and appropriate in connection with the allocation of such newly issued ordinary shares.

Resolution

This agenda item must be approved by a vote of not less than three-fourths (3/4) of the total number of votes of the shareholders present at the Meeting and entitled to vote.

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

Facts and Rationale

Pursuant to the Notification of the Office of the Securities and Exchange Commission No. SorJor. 63/2018 Re: Change in the Objectives of the Utilization of Proceeds as Disclosed in the Registration Statement and Draft Prospectus, Clause 2(1), which stipulates that the reallocation of investment budgets or expenses among items already disclosed in the registration statement shall be deemed a non-material change in the objectives of the utilization of proceeds and may be undertaken upon approval of the Board of Directors:

As the Company has currently determined its business strategy and operating plan to focus on entering into sales management agreements under the BU2 model, which involves low-rise housing projects, in order to increase the proportion of low-rise project sales, and to focus on managing sales of projects under the Hybrid model, which are high-quality projects with customers that are listed companies on the stock exchange with established brands and reputations-thereby enhancing decision-making processes and improving sales closing efficiency

The Board of Directors' Meeting No. 1/2026, held on 5 February 2026, therefore resolved to approve the change in the objectives of the utilization of proceeds received from the offering of newly issued ordinary shares to the public (PO) by reallocating the estimated utilization plan of the capital increase proceeds among the objective categories.

Board's Opinion

It is deemed appropriate to propose to the Annual General Meeting of Shareholders to 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. Such change is considered a non-material change in accordance with the Notification of the Office of the Securities and Exchange Commission No. SorJor. 63/2018 Re: Change in the Objectives of the Utilization of Proceeds as Disclosed in the Registration Statement and Draft Prospectus, Clause 2(1).The summary of details is 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

Resolution

This agenda item is for acknowledgement only; therefore, no voting is required.

Agenda 13 To consider any other business (if any)

We hereby invite shareholders to attend the Meeting on the date and at the time specified above, on 23 March 2026, which is the Annual General Meeting of Shareholders for the year 2026.

In the event that a shareholder is unable to attend the 2026 Annual General Meeting of Shareholders in person, such shareholder may appoint an independent director of the Company

as proxy to attend the Meeting and vote on his/her behalf. The proxy form can be downloaded from the Company's website at www.mmm.co.th

The completed and duly signed proxy form, together with the required supporting documents as specified in Enclosure No. 8, must be submitted to the "Company Secretary" at MMM Capital Public Company Limited, No. 89/2 Amorphant 205 Tower 1, 6th Floor, Soi Nathong, Ratchadaphisek Road, Din Daeng Subdistrict, Din Daeng District, Bangkok 10400, Thailand, or by e-mail to secretary@mmm.capital , by 16 March 2026.

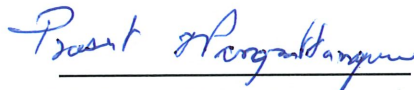
The Company provided minority shareholders with the opportunity to propose agenda items for the 2026 Annual General Meeting of Shareholders in advance, in order to promote compliance with good corporate governance principles. Shareholders were entitled to propose agenda items during the period from 5 January 2026 to 31 January 2026. The relevant criteria were published on the Company's website and disclosed through the Stock Exchange of Thailand. However, no shareholder proposed any additional agenda items.

In addition, the Company would like to invite shareholders to submit questions relating to the meeting agenda in advance. Shareholders are requested to submit their questions, together with their name, shareholder registration number, telephone number, and other contact details (if any), via e-mail to secretary@mmm.capital

or by registered mail addressed to the "Company Secretary" at MMM Capital Public Company Limited, No. 89/2 Amorphant 205 Tower 1, 6th Floor, Soi Nathong, Ratchadaphisek Road, Din Daeng Subdistrict, Din Daeng District, Bangkok 10400, Thailand. The Company must receive such documents by 16 March 2026.

Yours faithfully,

MMM Capital Public Company Limited



(Mr. Prasert Wangrattanapranee)

Chairman of the Board

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

Date, Time and Meeting Location

The Meeting was held on January 22, 2026, at 11.00 a.m., via electronic media (E-AGM), by broadcasting from the conference room at the The Emerald Hotel, Soi Niam Uthit, Ratchadaphisek Road, Din Daeng Sub-district, Din Daeng District, Bangkok.

Directors in attendance: (A total of 7 directors attended, representing 100% of the total number of directors)

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

Other Attendees:

- | | |
|------------------------------|---|
| 1. Ms. Mananya Thitinantawan | Legal advisor from Manunya & Associates Limited |
| 2. Ms. Boonyanuch Pan-ngam | Legal advisor from Manunya & Associates Limited |

Meeting Commenced

For this meeting, the Company has engaged Inventech Systems (Thailand) Co., Ltd. to manage the electronic meeting via the Inventech Connect system for both attendance and e-voting, which is a standardized system in compliance with the conditions, and procedures stipulated 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 the Standards for Electronic Conferencing Security, as well as other relevant laws regulations, or other relevant criteria. The Company has engaged a qualified electronic meeting service provider with expertise and certification from the relevant authorities, as follows:

- A certified meeting control system (Zoom Meeting); and
- The Inventech Connect voting system, which has completed a self-assessment of compliance by the Electronic Transactions Development Agency (ETDA)

Furthermore, the Company has arranged for the meeting to be video-recorded for the purposes of preparing the minutes and for public the shareholders' meeting through electronic and print media. Such photos and videos recordings of the shareholders' meeting may include images of the shareholders in attendance and may include their names for the purposes of the shareholders' meeting.

Miss Wanida Manutsa ("**Secretary of the Meeting**") informed the meeting that pursuant to Section 103 of the Public Company Limited Act and Clause 37 of Chapter 4 of the Company's Articles of Association, a shareholders' meeting must be attended by at least twenty-five (25) shareholders and/or proxies of shareholders, or not less than one-half of the total number of shareholders, and the total number of shares represented must be not less than one-third of the total issued shares, in order to constitute a quorum. For this meeting, the Company determined the list of shareholders entitled to attend the Extraordinary General Meeting of Shareholders No. 1/2026 as of 26 December 2025 (Record Date).

Secretary of the Meeting reported that there were 1 shareholder attended the Meeting in person and 27 shareholders attending by proxy, representing a total number of 239,767,900 shares, equivalent to 79.9226 % of the total number of issued shares of the Company (The total number of issued shares of the Company was 300,000,000 shares), thereby a quorum was constituted according to the Company's Articles of Association. Then, the Secretary of the meeting introduced the directors, executives, and advisors in attendance as listed above.

Mr. Prasert Wangrattanapranee, Chairman of the Board of Directors, presided over the meeting as the Chairman ("**Chairman**"). The Chairman declared the Extraordinary General Meeting of Shareholders No. 1/2026 open and assigned the Secretary of the Meeting to clarify the meeting procedures and the voting process for each agenda item as follows:

1. Eligible attendees must verify their identity to obtain a username and password, following the methods prescribed by the Company as detailed in the invitation letter. By clicking the **"Register"** button, attendees agree to comply with the terms and conditions for participation in the electronic meeting requirements. At this stage, the shareholder is considered successfully registered, and their shareholding were counted toward the quorum.

2. The meeting will proceed according to the order of the agenda items specified in the invitation letter. For each agenda, information will be presented, and shareholders will be given the opportunity to raise questions before a resolution. In the event that a shareholder or proxy wishes to ask questions or express opinions, inquiries may be submitted via the message function by selecting the relevant agenda item and then choosing the **"Questions"** menu. Questions can be submitted through two channels, as follows:

2.1. Text Inquiry: Attendees may type their questions and click "Send Question." The Company will read and respond to questions relevant to that agenda item for the meeting's acknowledgment. In the event that many question be submitted through the system, the Company reserves the right to select questions as it deems appropriate, or

2.2. Video/Audio Inquiry (VDO Conference): Attendees may click "Ask via Video and Audio" and then click "Confirm" to join the queue. The Company Secretary will announce the name of the attendee who has been granted the right to ask a question. Before speaking, the attendee must turn on their microphone and camera and state their full name and status (shareholder or proxy) to ensure accurate recording in the minutes of the meeting.

In this regard, the Company reserves the right to terminate the video or audio of any shareholder who asks questions or expresses opinion in an impolite language, or defamatory manner, violates any applicable laws, including the infringement of the rights of others, disruption of the meeting, or causing inconvenience to other meeting participants.

3. The Company kindly requests that questions be submitted only during the period designated by the Company for inquiries. Shareholders are also requested to submit questions that are relevant to the agenda item under discussion. The Company will respond such questions in accordance with the relevant agenda item. Questions that are not related to any agenda, the Company will be answered under the agenda Other business.

4. In the event that many questions related to a particular agenda item are submitted through the system, the Company reserves the right to select questions for response as deemed appropriate.

5. In the event that many shareholders wish to ask questions, via audio and video through the system, in order to maintain the meeting schedule, shareholders are kindly requested to submit their

questions in text form. This will allow the staff to respond to the questions accordingly, or provide responses at the end of the meeting, or provide responses on the Company's website.

6. Upon completion of the presentation for each agenda item, the Company shall open the voting process. To cast a vote, shareholders must select the relevant agenda item and click the "Vote" button. The system will then display three (3) voting options, namely: Approve, Disapprove, and Abstain. Thereafter, the system will prompt a vote confirmation of the vote, and shareholders must click "Confirm" to complete the voting process. Shareholders may revise their votes at any time prior to the official announcement of the closure of voting. Once voting has been closed, shareholders shall no longer be able to amend or cast votes for that agenda item. For shareholders holding multiple proxy appointments, the system will display the names of all appointing shareholders. Voting shall be conducted separately for each user account.

If a shareholder wishes to cancel a submitted vote, the "Cancel Vote" button must be selected.

7. In the event that a shareholder fails to cast a vote within the specified voting period, the Company shall deem such shareholder to have voted in approval of the relevant agenda item, and the votes may be amended until the voting for that agenda item is officially closed. The Company shall allocate a voting period of one (1) minute for each agenda item. Upon the closure of vote submission for each agenda item, the voting results for that agenda item shall be announced to the meeting.

8. In the case where a shareholder receives proxy appointments from multiple shareholders using the same email address and telephone number for identity verification, the system shall consolidate all proxy appointments under a single user account. However, where different email addresses and telephone numbers are used for identity verification, the system shall not consolidate such proxy appointments, and each appointment shall be treated as a separate user account. To access other user accounts, shareholders may select the "User Account" menu and click the "Switch Account" button to access the accounts of other shareholders. The system shall not remove or exclude any voting rights from the meeting quorum or voting database.

9. For shareholders who appoint a proxy to attend the meeting on their behalf and who have already exercised their voting rights as specified in the proxy form, the Company shall record and count such votes in accordance with the voting instructions indicated by the shareholders in the proxy form.

10. Each shareholder shall be entitled to one (1) vote per one (1) share held. Any shareholder who has a special interest in any agenda item shall have no right to vote on such agenda item.

11. With respect to the vote counting procedure, Agenda Item 1 is an agenda item for acknowledgment and therefore does not require voting.

Agenda Items 2 and 4 shall be approved by a majority of the votes of shareholders who attend the meeting and cast their votes.

Agenda Item 3 shall require approval by not less than three-fourths (3/4) of the total votes of shareholders who attend the meeting and are entitled to vote. In this regard, the Company shall deduct the votes cast as Disapprove and Abstain from the total number of votes represented at the meeting, and the remaining votes shall be deemed votes cast in approval of such agenda item. In the event that no shareholder raises an objection or expresses a dissenting opinion, the resolution shall be deemed that the meeting has unanimously approved. In order to avoid unnecessary delay while awaiting the vote counting results, the meeting shall proceed to consider the next agenda item.

Once the Company has announced the voting results and resolutions for any agenda item to the meeting, shareholders shall not be permitted to cast votes retroactively on any prior agenda item. Shareholders who enter the meeting after it has commenced shall be entitled to vote only on agenda items for which resolutions have not yet been announced and to avoid unnecessary delay while awaiting the vote counting results, the meeting shall proceed to consider the next agenda item.

For shareholders who appoint a proxy to attend the meeting on their behalf and already exercised their voting rights as specified in the proxy form, the Company has recorded such votes in accordance with the voting instructions indicated by the shareholders in the proxy form.

In the event that shareholders encounter any difficulties in using the meeting system or the voting system, they are requested to review and comply with the instructions provided together with the invitation letter, or to select the "Help" menu within the system. Shareholders may also contact Inventech Call Center via the telephone number and Line Official account displayed on the meeting screen. In the event of a system failure occurring during the shareholders' meeting, shareholders will receive an email enabling them to re-enter the meeting through the backup system.

Agenda 1 To acknowledge the minutes of the 2025 Annual General Meeting of Shareholders.

The Secretary of the Meeting proposed the meeting to acknowledge the Minutes of the 2025 Annual General Meeting of Shareholders, which was held on March 26, 2025. The minutes had been submitted to the LiVE Exchange and the Department of Business Development,

Ministry of Commerce, within the prescribed period, and were also disclosed on the Company's website (www.mmmcapitalplc.com) for the information of shareholders and the general investor. It appeared that no objections or requests for amendments were raised. The details are set forth in the copy of the Minutes of the 2025 Annual General Meeting of Shareholders, which had been distributed to shareholders together with the invitation letter.

The Secretary of the Meeting provided shareholders with the opportunity to raise questions or express additional opinions. It appeared that no shareholder raised any questions or express additional opinions.

Accordingly, the Secretary of the Meeting proposed the meeting to acknowledge the 2025 Minutes of the Annual General Meeting of Shareholders, as presented.

Resolution The Meeting acknowledged the minutes of the 2025 Annual General Meeting of Shareholders, as proposed.

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

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

Mr. Kawin Anantapatakul, informed the meeting that, pursuant to Section 115 of the Public Company Limited Act B.E. 2535 (1992) and Article 48 of the Company's Articles of Association, the Board of Directors may, from time to time, declare and pay interim dividends to shareholders when it appears to the Board that the Company has sufficient profits to do so. After such interim dividends have been paid, the Board is required to report the payment to the shareholders at the next shareholders' meeting.

Furthermore, the Company has a dividend payment policy to distribute dividends to shareholders at a rate of not less than 40.00 percent of net profit based on the Company's separate financial statements, after deduction of corporate income tax and allocation of all types of statutory and other reserves as required by applicable laws and the Company's Articles of Association. However, such dividend payments may be adjusted from the stated policy depending on necessity and other considerations as deemed appropriate by the

Board of Directors, taking into account various factors primarily for the benefit of shareholders. These factors include, but are not limited to, economic conditions, the Company's operating results and financial position, liquidity, cash flow, the retention of funds for business operations, business expansion and future investments, the reservation of funds for loan repayment or as working capital within the Company, conditions and restrictions stipulated in loan agreements, and whether such dividend payments would have any material effect on the Company's normal operations.

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

Then, Mr. Kawin Anantapatakul, proposed the Meeting to consider and approve the payment of an interim dividend in the form of stock dividends and cash from the retain earnings as of September 30, 2025, as follows:

1. Payment of stock dividends at the ratio of 10 existing shares to 1 dividend share, equivalent to a dividend payment rate of 0.05 Baht per share (in the case of fractional shares, the Company will pay cash in lieu of the stock dividends at the rate of 0.5 Baht per share), totalling 15,000,000 Baht.
2. Payment of cash dividends at the rate of 0.1 Baht per share for 300,000,000 shares, totalling 30,000,000 Baht.

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

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

Such dividend payment represents a dividend payout ratio of 79.28 percent of the retained earnings based on the Company's separate financial statements as of September 30, 2025, which is in compliance with the Company's dividend payment policy.

In this regard, during the year 2025, the Company paid interim dividends on two occasions, as follows:

First interim dividend: At the meeting of the Board of Directors No. 3/2025, held on June 30, 2025, the Board resolved to approve the payment of interim dividends to shareholders at the rate of Baht 0.12 per share for a total of 247.8 million shares, amounting to a total dividend payment of Baht 29.73 million.

Second interim dividend: At the meeting of the Board of Directors No. 4/2025, held on July 30, 2025, the Board resolved to approve the payment of interim dividends to shareholders at the rate of Baht 0.12 per share for a total of 247.8 million shares, amounting to a total dividend payment of Baht 29.73 million.

Accordingly, the total dividends paid by the Company during the year 2025 amounted to Baht 104.46 million.

The Secretary of the Meeting provided shareholders with the opportunity to raise questions or express additional opinions.

The shareholders attending the meeting raised the following questions:

Mr. Wanchai Lertsrijatuporn, proxy holder representing the Thai Investors Association ("the Association"), holding 100 shares, raised the following questions:

Question 1: The Association requested clarification on the Board of Directors' policy rationale for deciding to increase the Company's capital in order to pay dividends during a period when the Company is in the process of expanding projects and still requires working capital for business operations. This includes Phase 1 operations and the management and sales of a BU2 residential project with a total of 217 units and a project value of Baht 170 million,

which requires the placement of a full security deposit equal to the project value. The Association inquired that why the Company chose to increase its capital to pay dividends at this time when it had just undertaken such a project requiring significant funding in advance.

Question 2: The Association inquired how the Company assessed the dilution impact arising from the capital increase on earnings per share and the value per share of minority shareholders, and what measures the Company had implemented to mitigate such impact.

Question 3: Considering that the Company's revenue was project-based and characterized by irregularity, the Association inquired how the Company had assessed the cash flow risk associated with the payment of dividends during this period.

Question 4: The Association inquired whether the Board of Directors could confirm that the capital increase for the purpose of paying dividends in this manner was a specific case and would not be a practice that the Company would undertake in the future.

Mr. Kawin Ananpatanakul responded to the shareholders' questions as follows:

1. Regarding the BU2 contract, which was a project management contract, the Company had already disclosed information regarding the project comprising 217 housing units in the form of a Memorandum of Understanding (MOU), as previously reported. The structure of such contract divided the project execution into several phases in accordance with the sales plan and project implementation plan. Although the total security deposit under the contract was based on the project's base price. However, in practice, the Company placed security deposits on a phase-by-phase basis, in line with the project implementation plan and the actual cash flows generated. Accordingly, the Company's cash outflows occurred progressively and did not have a material impact on the Company's liquidity or its ability to pay dividends.
2. The Company acknowledged and understood the shareholders' concerns that the payment of dividends in the form of share dividends would result in an increase in the number of shares and could cause certain financial ratios, such as earnings per share (EPS) and return on equity (ROE), to decrease in the short term as a result of accounting dilution effects. However, the Board of Directors had considered such dividend payment by taking into account the Company's operating results and growth based on the financial information previously disclosed, which reflected a consistently high level of business expansion in recent periods. In this regard, the Company had already assessed the overall impact of the share dividend payment on shareholders and determined that it was appropriate in the Company's financial position and long-term business plans.
3. The Company regularly assessed and managed cash flow risks by determining an appropriate minimum cash level to be maintained as working capital and to support normal operating expenses. Over the past two to three years, the Company had consistently adopted a quarterly dividend payment policy. Based on the information disclosed in the statements of financial position, the Company had a sufficient level of cash on hand, which was utilized for business operations, the placement of contractual security deposits, and the coverage of various expenses. In addition, the Company had completed its capital raising and duly reported the same to the relevant regulatory authorities, resulting in a stronger financial position and improved liquidity. The Board of Directors had considered that the Company maintained appropriate liquidity and that

there were no concerns regarding cash flow in the conduct of the business in accordance with the disclosed plans.

4. The Company carefully considered each dividend payment, with the Board of Directors primarily considering the overall capital structure, liquidity, and financial position of the Company. For this dividend payment, the Board of Director deemed that paying dividends in a combination of cash dividends and stock dividends was an appropriate approach to provide returns to shareholders, while also preserving the Company's liquidity for use as working capital and to support future growth, with the objective of creating long-term value for shareholders. In the past, the Company had consistently paid dividends in both cash and stock dividends. However, the Company was unable to provide any commitment regarding the form of dividend payments in the future, as such consideration would depend on various factors at the relevant time, including the capital structure, liquidity, and the overall situation of the Company at that time.

In this regard, the Board of Directors had considered that the dividend payment in such form was appropriate for the Company's long-term business plans and was in compliance with the relevant rules and regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand.

Then, the Secretary of the Meeting proposed the Meeting to consider and approve the payment of an interim dividend in the form of stock dividends and cash as presented.

Resolution The Meeting considered and unanimously resolved to approve the payment of an interim dividend from the retain earnings as of September 30, 2025, in the form of stock dividends and cash, with the votes as follows:

Approved	239,767,900	votes	equal to	100.00	%
Disapproved	0	votes	equal to	0.00	%
Abstained	0	votes			

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

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

Mr. Kawin Ananpatanakul, informed the meeting that, as a result of the Company's payment of interim dividends in the form of stock dividends, the Company was required to increase its registered capital by Baht 15,000,000 from the existing registered capital of Baht 150,000,000 to a new registered capital of Baht 165,000,000, through the issuance of up to 30,000,000 newly issued ordinary shares with a par value of Baht 0.50 per share. The details were set out in the Capital Increase Report Form (F53-4) (Enclosure No. 2), together with the amendment to Clause 4 of the Company's Memorandum of Association to be in line with the increase in the Company's registered capital, with details as follows:

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

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

The Secretary of the Meeting provided shareholders with the opportunity to raise questions or express additional opinions. It appeared that no shareholder raised any questions or express additional opinions.

Accordingly, the Secretary of the Meeting proposed the meeting 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, as presented.

Resolution The Meeting considered and unanimously resolved to 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, with the votes as follows:

Approved	239,767,900	votes	equal to	100.00	%
Disapproved	0	votes	equal to	0.00	%
Abstained	0	votes			

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

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

Mr. Kawin Ananpatanakul informed the meeting that, as a result of the increase in the Company's registered capital by 30,000,000 shares to accommodate the payment of stock dividends.

The Secretary of the Meeting provided shareholders with the opportunity to raise questions or express additional opinions. It appeared that no shareholder raised any questions or express additional opinions.

Accordingly, the Secretary of the Meeting proposed the meeting to consider and approve the allocation of newly issued ordinary shares to accommodate the stock dividend payment.

This agenda item, there was 1 additional shareholder attending the meeting in person, holding a total of 10 shares.

Resolution The Meeting considered and unanimously resolved to approve the allocation of newly issued ordinary shares to accommodate the stock dividend payment, with the votes as follows:

Approved	239,767,910	votes	equal to	100.00	%
Disapproved	0	votes	equal to	0.00	%
Abstained	0	votes			

Agenda 5 To consider any other business (if any)

No other matters were proposed for the meeting's consideration.

The Meeting was adjourned at 12.00 a.m.

(Signed) -Prasert Wangrattanapranee- Chairman of the Meeting
(Mr. Prasert Wangrattanapranee)

The Company's Annual Registration Statement (Form 56-1 E-One Report) together with the Financial Statements for the year 2025 ended 31 December 2025 (the document is provided in QR Code format attached to the Notice of the 2026 Annual General Meeting of Shareholders).

(The document is provided in QR Code format.)



<https://www.set.or.th/set/tsd/meetingdocument.do?symbol=MMM&date=260323>

Profiles of the Persons Nominated for Election as Directors in Replacement of Those Retiring by Rotation

Name	Mr.Warot Songroeg
Age	37 years of age
Nationality	Thai
Educational Background	Master of Finance, Thammasat University Bachelor of Accountancy, Thammasat University
Director Training on Roles and Responsibilities	Preparation Program for Capital Market Entry for Target Companies in LiVEx Director Accreditation Program (DAP) Class 213/2024

Work Experience	Period	Position	Name of Company / Organization
	2024 - 2024	Vice President – Accounting and Finance	CAC Chance and Challenge Holding Co., Ltd.
	2023 - 2023	Chief Accounting and Finance Officer	The Master Co., Ltd.
	2020 – 2023	Chief Accounting and Finance Officer	Tippiphat Co., Ltd.
	2011 – 2020	Senior Manager	PricewaterhouseCoopers ABAS Ltd.

Current Positions	Period	Position	Name of Company / Organization
	2023 – Present	Audit Committee Member / Chairman of the Nomination and Remuneration Committee / Independent Director	MMM Capital Public Company Limited
	2024 – Present	Chief Financial Officer	Future Medical Supply Co., Ltd.

2024 – Present	Director	Proper Holdings Co., Ltd.
2021 – Present	Director	Proper Accounting Co., Ltd.

Other Listed Companies

Does not hold any position in other listed companies.

Other Non-Listed Companies

Period	Position	Company / Organization
2024 –Present	Chief Accounting and Finance Officer	Future Medical Supply Co., Ltd.
2024 – 2024	Vice President – Accounting and Finance	CAC Chance and Challenge Holding Co., Ltd.
2024 - Present	Director	Proper Holdings Co., Ltd.
2023-2023	Chief Accounting and Finance Officer	The Master Co., Ltd.
2021 - Present	Director	Proper Accounting Co., Ltd.
2020-2023	Chief Accounting and Finance Officer	Teepiphat Co., Ltd.
2011-2020	Senior Manager	PricewaterhouseCoopers ABAS Ltd.

Positions in Other Businesses that May Cause Conflict of Interest or Business Competition with the Company None. The nominee does not hold any directorship or executive position in such businesses.

Type of Director Proposed for Appointment Independent Director

Tenure as Director 2 years (Appointed on 8 November 2023)

Shareholding in the Company None

Direct and Indirect Interest in Any Business in which the Company or its Subsidiaries are Contracting Parties None

Family Relationship with Executives or Major Shareholders None

Relationship with the Company / Subsidiaries / Associated Companies or Any Juristic Person that May Have a Conflict of Interest at Present or During the Past 2 Years None

Director Involved in Management, Employee, Staff Member, or Regularly Paid Consultant None

Professional Service Provider (e.g., Auditor or Legal Advisor) None

Significant Business Relationship that May Affect the Ability None

to Perform Duties Independently

Meeting Attendance in the Previous Year

Board of Directors' Meetings: 8 out of 8 meetings
Audit Committee Meetings: 4 out of 4 meetings
Nomination and Remuneration Committee Meetings: 1 out of 1 meeting

(The nominee does not hold any directorship or executive position in any other business that may give rise to a conflict of interest with the Company.)

Profiles of the Persons Nominated for Election as Directors in Replacement of Those Retiring by Rotation

Name	Mr. Suriya Wongsittichaikul
Age	50 years
Nationality	Thai
Educational Background	Bachelor of Engineering, Chulalongkorn University
Director Training Programs	Capital Market Preparation Program for Target Companies in LiVEx (LiVE Exchange) Director Accreditation Program (DAP) Class 201/2023

Work Experience / Current Positions	Period	Position	Company / Organization
	2016 – Present	Director / Chief Business Development Officer	MMM Capital Public Company Limited
	2022 – Present	Director	MM Capital Holding Co., Ltd.
	2022 – Present	Director	MM Holding Co., Ltd.
	2021 – Present	Director	Thanyaburi Real Estate Co., Ltd.
	2024 – Present	Director	Natcha Holding Co., Ltd.

Other Listed Companies Does not hold any position in other listed companies.

Other Non-Listed Companies	Period	Position	Company / Organization
	2022 – Present	Director	MM Capital Holding Co., Ltd.
	2022 – Present	Director	MM Holding Co., Ltd.
	2021 – Present	Director	Thanyaburi Real Estate Co., Ltd.
	2024 – Present	Director	Natcha Holding Co., Ltd.

Other Non-Listed Companies	Period	Position	Company / Organization
		Director / Chief	
	2016 – Present	Business Development Officer	MMM Capital Public Company Limited
	2022 – Present	Director	MM Capital Holding Co., Ltd.

Positions in Other Businesses that May Cause Conflict of Interest or Business Competition with the Company	None. The nominee does not hold any directorship or executive position in such businesses.
Type of Director Proposed for Appointment	Director
Tenure as Director	9 years and 2 months (Appointed on 8 December 2016)
Shareholding in the Company	9,750,000 ordinary shares, representing 2.95% of the Company's total issued and paid-up shares
Direct and Indirect Interest in Any Business in which the Company or its Subsidiaries are Contracting Parties	None
Meeting Attendance in the Previous Year	Board of Directors' Meetings: 8 out of 8 meetings Risk Management Committee Meetings: 2 out of 2 meetings Executive Committee Meetings: 12 out of 12 meetings

(The nominee does not hold any directorship or executive position in any other business that may give rise to a conflict of interest with the Company)

Profiles of the Persons Nominated for Election as Directors in Replacement of Those Retiring by Rotation

Name	Mr. Kawin Ananpattanakul
Age	32 years
Nationality	Thai
Educational Background	Bachelor of Accountancy, Chulalongkorn University
Director Training Programs	Capital Market Preparation Program for Target Companies in LiVEx (LiVE Exchange) Director Accreditation Program (DAP), Class 201/2023 E-Learning CFO's Orientation Course E-Learning CFO's Refresher Course (Thai Version), 2024–2025 Continuing Professional Development in Accounting – “CPA in Practice” Program, 5 hours (26 August 2024) Company Secretary Program (CSP), Class 143/2023 Board Orientation for New Listed Companies (22 September 2025) Annual Listed Company Meeting 2026 (21 October 2025)

Work Experience	Period	Position	Company / Organization
	2021 – 2022	Assistant Chief Accounting and Finance Officer	Teepiphat Co., Ltd.
	2016 – 2021	Senior Associate	PricewaterhouseCoopers ABAS Ltd.

Current Positions	Period	Position	Company / Organization
	2024 – Present	Director	KW CPA Co., Ltd.
	2022 – Present	Chief Accounting and Finance Officer / Director	MMM Capital Public Company Limited

Other Listed Companies None

Other Non-Listed Companies	Period	Position	Company / Organization
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Other Non-Listed Companies	Period	Position	Company / Organization
	2024 – Present	Director	KW CPA Co., Ltd.
	2021 – 2022	Assistant Chief Accounting and Finance Officer	Teepiphat Co., Ltd.
	2016 – 2021	Senior Associate	PricewaterhouseCoopers ABAS Ltd.

Positions in Other Businesses that May Cause Conflict of Interest or Business Competition with the Company None. The nominee does not hold any directorship or executive position in such businesses.

Type of Director Proposed for Appointment Director

Tenure as Director 2 years and 7 months (Appointed on 26 July 2023)

Shareholding in the Company 24,200 ordinary shares, representing 0.01% of the Company's total issued and paid-up shares

Direct and Indirect Interest in Any Business in which the Company or its Subsidiaries are Contracting Parties None

Meeting Attendance in the Previous Year Board of Directors' Meetings: 8 out of 8 meetings
Audit Committee Meetings: 4 out of 4 meetings
Nomination and Remuneration Committee Meetings: 1 out of 1 meeting Risk Management Committee Meetings: 2 out of 2 meetings

(The nominee does not hold any directorship or executive position in any other business that may give rise to a conflict of interest with the Company)

Definition of Independent Director

The Company has established the definition of an Independent Director, which is equivalent to the minimum requirements prescribed by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) regarding shareholding in the Company, the absence of employment status, not being a salaried advisor or a controlling person of the Company, and having no business relationship with the Company. The details are as follows:

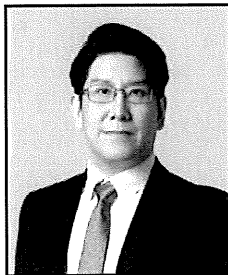
1. Holds shares not exceeding 1% of the total voting rights of the Company, its parent company, subsidiaries, associated companies, or any juristic person that may have a conflict of interest, including shares held by related persons.
2. Is not and has not been a director involved in management, employee, staff member, salaried advisor, or controlling person of the Company, its parent company, subsidiaries, associated companies, fellow subsidiaries, or any juristic person that may have a conflict of interest, unless having ceased to possess such characteristics for at least two years prior to the date of appointment as a director of the Company.
3. Is not a person related by blood or legal registration as a father, mother, spouse, sibling, or child, including the spouse of a child, of an executive, major shareholder, controlling person, or person nominated to be an executive or controlling person of the Company or its subsidiaries.
4. Does not have and has not had any business relationship with the Company, its parent company, subsidiaries, associated companies, or any juristic person that may have a conflict of interest, in a manner that may interfere with the exercise of independent judgment. This includes not being and not having been a major shareholder, non-independent director, or executive of any entity having a business relationship with the Company, its parent company, subsidiaries, associated companies, or any juristic person that may have a conflict of interest, unless having ceased to possess such characteristics for at least two years prior to the date of appointment as a director of the Company.
5. Is not and has not been an auditor of the Company, its parent company, subsidiaries, associated companies, or any juristic person that may have a conflict of interest, and is not a major shareholder, non-independent director, executive, or managing partner of an audit firm of which the Company's auditor, or the auditor of its parent company, subsidiaries, associated companies, or any juristic person that may have a conflict of interest is a member, unless having ceased to possess such characteristics for at least two years prior to the date of appointment as a director of the Company.
6. Is not and has not been a professional service provider, including legal or financial advisor, receiving service fees exceeding Baht 2 million per year from the Company, its parent company, subsidiaries, associated companies, or any juristic person that may have a conflict of interest. In the case where

Enclosure 4

the professional service provider is a juristic person, this shall include being a major shareholder, non-independent director, executive, or managing partner of such professional service provider, unless having ceased to possess such characteristics for at least two years prior to the date of appointment as a director of the Company.

7. Is not a director appointed to represent a director of the Company, a major shareholder, or a shareholder who is a related person of a major shareholder of the Company.
8. Does not operate a business of the same nature and in material competition with the business of the Company or its subsidiaries, nor is a significant partner in a partnership, nor a director involved in management, employee, staff member, salaried advisor, or holder of more than 1% of the total voting shares of another company that operates a business of the same nature and in material competition with the business of the Company or its subsidiaries.
9. Does not possess any other characteristics that would prevent the provision of independent opinions regarding the Company's operations.

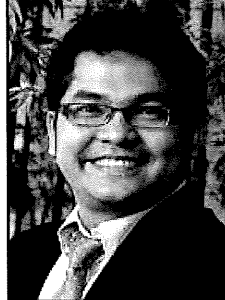
Profile of the proposed auditors for 2026

Name	Mr. Piya Chaipruckmalakarn	
Age	46 years	
Certified Public Accountant (Thailand) No.	7544	
Date of Certified Public Accountant (Thailand)	1 October 2004	
Current position	Partner	
Company	EY Office Limited	
Length of service	April 2001 - present	
Education and training	- Bachelor's Degree in Accounting, Kasetsart University - Master's Degree in Accounting, Chulalongkorn University	
Work experience	- Khun Piya has been working with EY for 25 years and has taken the position of Partner at EY for 6 years. He leads audits in various large companies including those listed on the Stock Exchange of Thailand and multinational companies in a number of different business fields and industries, with expertise in telecommunication, technology, manufacturing, automotive, distribution, property, construction and servicing industry. - Khun Piya is an approved auditor by the Securities and Exchange Commission and the Stock Exchange. He has no conflict of interest with the Company, its subsidiaries, Board of Directors and major shareholders.	
Signatory of financial statements of MMM Capital Public Company Limited	Yes	
Shareholding structure in the Company	- 3 years (Year 2023 – 2025)	
Interests other than provision of audit service to the Company/ subsidiaries/ associates or juristic persons which may lead to conflicts and thwart independence	None	
Contact details	Email : Piya.Chaipruckmalakarn@th.ey.com Phone : 0-2264-9090 Fax : 0-2264-0789-90	

Profile of the proposed auditors for 2026

Name	Ms. Natteera Pongpinitpinyo	
Age	47 years	
Certified Public Accountant (Thailand) No.	7362	
Date of Certified Public Accountant (Thailand)	1 April 2004	
Current position	Partner	
Company	EY Office Limited	
Length of service	April 2000 - present	
Education and training	- Bachelor's Degree in Accounting, Chulalongkorn University - Master's degree in Business Administration from the National Institute of Development Administration	
Work experience	- Khun Natteera has been working with EY for 26 years and has taken the position of Partner at EY for 5 years. She leads audits in various large companies including those listed on the Stock Exchange of Thailand and multinational companies in a number of different business fields and industries, with expertise in the manufacturing, service and trading business, hotel business, pharmaceutical and healthcare business and computer and technology industry, including knowledge of and experience in IFRS, US GAAP and Sarbanes-Oxley Act (SOX 404). - Khun Natteera is an approved auditor by the Securities and Exchange Commission and the Stock Exchange. She has no conflict of interest with the Company, its affiliates, Board of Directors and major shareholders.	
Signatory of financial statements of MMM Capital Public Company Limited	None	
Shareholding structure in the Company	None	
Interests other than provision of audit service to the Company/ subsidiaries/ associates or juristic persons which may lead to conflicts and thwart independence	None	
Contact details	Email : Natteera.Pongpinitpinyo@th.ey.com Phone : 0-2264-9090 Fax : 0-2264-0789-90	

Profile of the proposed auditors for 2026

Name	Mr. Samran Taengcham		
Age	51 years		
Certified Public Accountant (Thailand) No.	8021		
Date of Certified Public Accountant (Thailand)	1 October 2005		
Current position	Partner		
Company	EY Office Limited		
Length of service	1 May 1998 - present		
Education and training	- Bachelor's Degree in Accounting, Chulalongkorn University		
Work experience	- Khun Samran has been working with EY for 28 years and has taken the position of Partner at EY for 9 years. He leads audits in various large companies including those listed on the Stock Exchange of Thailand and multinational companies in a number of different business fields and industries, with expertise in healthcare, hotel business, manufacturing, and particularly, in automotive and parts and servicing.		
	- Khun Samran is an approved auditor by the Securities and Exchange Commission of Thailand. He has no conflict of interest with the Company, its subsidiaries, Board of Directors and major shareholders.		
Signatory of financial statements of MMM Capital Public Company Limited	None		
Shareholding structure in the Company	None		
Interests other than provision of audit service to the Company/ subsidiaries/ associates or juristic persons which may lead to conflicts and thwart independence	None		
Contact details	Email : Samran.Taengcham@th.ey.com Phone : 0-2264-9090 Fax : 0-2264-0789-90		

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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 7 th 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 7 th 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,

(Miss Nicha Rojwattana) (Mr. Kawin Ananpatanakul)

(Chief Executive Officer) (Chief Financial Officer)

MMM Capital Public Company Limited

Summary of Key Features of Warrants to Purchase Ordinary Shares
of
MMM Capital Public Company Limited
No. 1
("MMM-W1 Warrant")

Name	Warrants to Purchase Ordinary Shares of MMM Capital Public Company Limited No.1 (the "MMM-W1 Warrant").
Type	Holders entered in name and transferable
Offering Methods	MMM-W1 Warrant shall be issued and offered to the existing shareholders of the Company pro rata to their respective shareholdings (Rights Offering) at the allocation ratio of ten existing ordinary shares for one unit of the MMM-W1 Warrant (10:1).
Number of Warrants Issued	Not exceed 36,299,998 units
Offering Price Per Unit	Baht 0
Allocation ratio	Ten existing ordinary shares to one unit of MMM-W1 Warrant. In calculating the number of MMM-W1 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 to the shareholders, any fraction thereof will be cancelled in order that MMM-W1 Warrant will be proportionately allocated to the shareholders.
Term of MMM-W1 Warrant	24 months from the issuance date of MMM-W1 Warrant.
Exercise ratio	1 unit of MMM-W1 Warrant for two ordinary shares unless the exercise ratio is otherwise adjusted pursuant to the conditions concerning the right adjustment.

Exercise price	Baht 2.60 per share unless the exercise price is otherwise adjusted pursuant to the conditions concerning the right adjustment.
Exercise period	The holders of MMM-W1 Warrant shall be entitled to exercise their rights under MMM-W1 Warrant on the seventh day of February, May, August and November of each calendar year ("Exercise Date") throughout the term of MMM-W1 Warrant. The final exercise date shall be on the expiration date of the MMM-W1 Warrant. In the event that the exercise date does not fall on a business day of the Company, the exercise date shall be postponed to be the next business day after such exercise date, except the final exercise date falls does not fall on a business day of the Company, in which case the final exercise date shall be postponed to be the preceding business day prior to such exercise date.
Period for Serving Notice of Intention of Exercise of Right	The holders of MMM-W1 Warrant who wish to exercise their rights to purchase the ordinary shares of the Company shall notify their intention to exercise MMM-W1 Warrant within a period of 5 days prior to each Exercise Date. For the final exercise of rights, the holders of MMM-W1 Warrant who wish to purchase the ordinary shares of the Company shall submit notifications of their intention to exercise MMM-W1 Warrant within fifteen (15) days before the final exercise date.
Number of Shares Reserved to Accommodate Exercise of Right	The number of shares reserved to accommodate exercise of right of MMM-W1 Warrant is not exceeding 72,599,996 shares, equivalent to 20 percent of the total shares issued of the Company, and the number of shares reserved to accommodate exercise of right of MMM-W1 Warrant and MMM-W2 Warrant is not exceeding 108,899,994 shares, equivalent to 30 percent of the total shares issued of the Company which is not exceeding 50 percent of the total shares issued of the Company. (The total shares issued of the Company is calculated on the assumption that the Company has registered the increase in paid-up capital to accommodate stock dividends in accordance with the resolution of

	the Extraordinary General Meeting of Shareholders No. 1/2026, totaling 29,999,979 shares, which the Company will register the increase in paid-up capital on February 6, 2026, and in the event that the Annual General Meeting of Shareholders for the year 2026 to be held on March 23, 2026 resolves to approve the payment of stock dividends at a ratio of 10 existing shares to 1 new share, and the Company has completed the payment of such stock dividends).
Secondary Market of MMM-W1 Warrant	The Company will file the application for listing MMM-W1 Warrant on the Market for Alternative Investment (mai) as the listed securities.
Secondary Market for Ordinary Shares Issued from Exercise of MMM-W1 Warrant	The Company will file the application for listing ordinary shares issued from the exercise of MMM-W1 Warrant on the Market for Alternative Investment (mai) as the listed securities.
Price Dilution and Control Dilution	The calculation of the Price Dilution and Control Dilution is based on the assumption that the Company has registered the paid-up capital increase to accommodate stock dividends according to the resolution of the Extraordinary General Meeting of Shareholders No. 1/2026 for 29,999,979 shares, which the Company will register the paid-up capital increase on February 6, 2026, and the assumption that the Annual General Meeting of 2026 on March 23, 2026 resolves to approve the payment of stock dividends at a ratio of 10 existing shares to 1 new share, whereby there will be 32,999,998 shares to accommodate such stock dividend allocation, and the Company has registered the paid-up capital increase for the stock dividend payment, resulting in the Company having a paid-up capital of 181,499,988.50 Baht, equivalent to 362,999,977 shares. 1. Price Dilution 1.1 Scenario 1 : In the event of exercise of the MMM-W1 Warrant Price Dilution = $(P_o - P_{E_1}) / P_o$

$$= (3.22 - 3.12)/(3.22)$$

$$= 3.11\%$$

$$\text{Whereby } PE_1 = (PoQo + Pe_1Qe_1) / (Qo + Qe_1)$$

$$= [(3.22 \times 362,999,977) + (2.60 \times 72,599,996)] / [362,999,977 + 72,599,996]$$

$$= 3.12$$

1.2 Scenario 2 : In the event of exercise of the MMM-W1 Warrant and MMM-W2 Warrant

$$\text{Price Dilution} = (Po - PE_{1,2}) / Po$$

$$= (3.22 - 3.15)/(3.22)$$

$$= 2.17\%$$

$$\text{Whereby } PE_{1,2} = (PoQo + Pe_1Qe_1 + Pe_2Qe_2) / (Qo + Qe_1 + Qe_2)$$

$$= [(3.22 \times 362,999,977) + (2.60 \times$$

$$72,599,996) + (3.60 \times 36,299,998)] /$$

$$[362,999,977 + 72,599,996 + 36,299,998]$$

$$= 3.15$$

Whereby

Po = Share price before issuing MMM-W1 Warrant (Baht/share) calculated from the volume-weighted average price of shares traded on the Market for Alternative Investment (mai) for 15 consecutive trading days prior to the date the Board of Directors resolved to propose to the shareholders' meeting for approval to issue the Warrant (between January 15, 2026 and February 4, 2026), whereby the price used for such average is the average price of share trading on each day, which equals 3.22 Baht per share

Pe₁ = Exercise price at Baht 2.60 per share

Pe_2 = Exercise price at Baht 3.60 per share

Q_0 = Current number of the Company shares, which is 362,999,977 shares

Q_{e_1} = Number of shares issued from exercise of MMM-W1 Warrant in its entirety, which is 72,599,996 shares

Q_{e_2} = Number of shares issued from exercise of MMM-W2 Warrant in its entirety, which is 36,299,998 shares

2. The control dilution can be calculated from the following formula:

2.1 Scenario 1 : In the event of exercise of the MMM-W1 Warrant

$$\begin{aligned}\text{Control Dilution} &= Q_{e_1}/(Q_0+Q_{e_1}) \\ &= (72,599,996)/(72,599,996+362,999,977) \\ &= 16.67\%\end{aligned}$$

2.2 Scenario 2 : In the event of exercise of the MMM-W1 Warrant and MMM-W2 Warrant

$$\begin{aligned}\text{Control Dilution} &= (Q_{e_1}+Q_{e_2})/(Q_0+ Q_{e_1}+ Q_{e_2}) \\ &= (72,599,996+ 36,299,998)/(72,599,996+36,299,998+362,999,977) \\ &= 23.08\%\end{aligned}$$

Whereby

Q_0 = Current number of the Company shares, which is 362,999,977 shares

Q_{e_1} = Number of shares issued from exercise of MMM-W1 Warrant in its entirety, which is 72,599,996 shares

Q_{e_2} = Number of shares issued from exercise of MMM-W2 Warrant in its entirety, which is 36,299,998 shares

Conclusion

	Scenario 1 : In the event of exercise of the MMM-W1 Warrant 1. The price dilution from exercise of MMM-W1 Warrant in its entirety does not exceed 3.11 percent. 2. The control dilution from exercise of MMM-W1 Warrant in its entirety in its entirety does not exceed 16.67 percent. Scenario 2 : In the event of exercise of the MMM-W1 Warrant and MMM-W2 Warrant 1. The price dilution from exercise of MMM-W1 Warrant and MMM-W2 Warrant in its entirety does not exceed 2.17 percent. 2. The control dilution from exercise of MMM-W1 Warrant and MMM-W2 Warrant in its entirety in its entirety does not exceed 23.08 percent.
Events Requiring to Issue New Shares to Accommodate Right Adjustment	The Company will adjust the exercise price and/or the exercise ratio pursuant to the conditions concerning the right adjustment upon the occurrence of any of the events stipulated in the terms and conditions of MMM-W1 Warrant which fall under the events prescribed in Clause 11(4)(b) of the Notification of the Capital Market Supervisory Board No. TorJor. 34/2551 Re: Application for and Approval of Offer for Sale of Warrant to Purchase Newly Issued Shares and Shares Issuable upon Exercise of Warrant.
Registrar of MMM-W1 Warrant	Thailand Securities Depository Co., Ltd. or any person duly appointed to act as the registrar of MMM-W1 Warrant.

Summary of Key Features of Warrants to Purchase Ordinary Shares
of
MMM Capital Public Company Limited
No. 2
("MMM-W2 Warrant")

Name	Warrants to Purchase Ordinary Shares of MMM Capital Public Company Limited No.2 (the "MMM-W2 Warrant").
Type	Holders entered in name and transferable
Offering Methods	MMM-W2 Warrant shall be issued and offered to the existing shareholders of the Company pro rata to their respective shareholdings (Rights Offering) at the allocation ratio of ten existing ordinary shares for one unit of the MMM-W2 Warrant (10:1).
Number of Warrants Issued	Not exceed 36,299,998 units
Offering Price Per Unit	Baht 0
Allocation ratio	Ten existing ordinary shares to one unit of MMM-W2 Warrant. In calculating the number of 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-W2 Warrant to the shareholders, any fraction thereof will be cancelled in order that MMM-W2 Warrant will be proportionately allocated to the shareholders.
Term of MMM-W2 Warrant	18 months from the issuance date of MMM-W2 Warrant.

Exercise ratio	1 unit of MMM-W2 Warrant for one ordinary share unless the exercise ratio is otherwise adjusted pursuant to the conditions concerning the right adjustment.
Exercise price	Baht 3.60 per share unless the exercise price is otherwise adjusted pursuant to the conditions concerning the right adjustment.
Exercise period	The holders of MMM-W2 Warrant shall be entitled to exercise their rights under MMM-W2 Warrant on the seventh day of February, May, August and November of each calendar year ("Exercise Date") throughout the term of MMM-W2 Warrant. The final exercise date shall be on the expiration date of the MMM-W2 Warrant. In the event that the exercise date does not fall on a business day of the Company, the exercise date shall be postponed to be the next business day after such exercise date, except the final exercise date falls does not fall on a business day of the Company, in which case the final exercise date shall be postponed to be the preceding business day prior to such exercise date.
Period for Serving Notice of Intention of Exercise of Right	The holders of MMM-W2 Warrant who wish to exercise their rights to purchase the ordinary shares of the Company shall notify their intention to exercise MMM-W2 Warrant within a period of 5 days prior to each Exercise Date. For the final exercise of rights, the holders of MMM-W2 Warrant who wish to purchase the ordinary shares of the Company shall submit notifications of their intention to exercise MMM-W2 Warrant within fifteen (15) days before the final exercise date.
Number of Shares Reserved to Accommodate Exercise of Right	The number of shares reserved to accommodate exercise of right of MMM-W2 Warrant is not exceeding 36,299,998 shares, equivalent to 10 percent of the total shares issued of the Company, and the number of shares reserved to accommodate exercise of right of MMM-W1 Warrant and MMM-W2 Warrant is not exceeding 108,899,994 shares, equivalent to 30 percent of the total shares issued of the Company which is not exceeding 50 percent of the total shares issued of the Company. (The total shares issued of the Company is calculated on the assumption that the Company has registered the increase in paid-up capital to

	accommodate stock dividends in accordance with the resolution of the Extraordinary General Meeting of Shareholders No. 1/2026, totaling 29,999,979 shares, which the Company will register the increase in paid-up capital on February 6, 2026, and in the event that the Annual General Meeting of Shareholders for the year 2026 to be held on March 23, 2026 resolves to approve the payment of stock dividends at a ratio of 10 existing shares to 1 new share, and the Company has completed the payment of such stock dividends).
Secondary Market of MMM-W2 Warrant	The Company will file the application for listing MMM-W2 Warrant on the Market for Alternative Investment (mai) as the listed securities.
Secondary Market for Ordinary Shares Issued from Exercise of MMM-W2 Warrant	The Company will file the application for listing ordinary shares issued from the exercise of MMM-W2 Warrant on the Market for Alternative Investment (mai) as the listed securities.
Price Dilution and Control Dilution	The calculation of the Price Dilution and Control Dilution is based on the assumption that the Company has registered the paid-up capital increase to accommodate stock dividends according to the resolution of the Extraordinary General Meeting of Shareholders No. 1/2026 for 29,999,979 shares, which the Company will register the paid-up capital increase on February 6, 2026, and the assumption that the Annual General Meeting of 2026 on March 23, 2026 resolves to approve the payment of stock dividends at a ratio of 10 existing shares to 1 new share, whereby there will be 32,999,998 shares to accommodate such stock dividend allocation, and the Company has registered the paid-up capital increase for the stock dividend payment, resulting in the Company having a paid-up capital of 181,499,988.50 Baht, equivalent to 362,999,977 shares. 1. Price Dilution 1.1 Scenario 1 : In the event of exercise of the MMM-W2 Warrant Price Dilution = $(P_o - P_{E_2}) / P_o$

$$= (3.22 - 3.25)/(3.22)$$

$$= - 0.93\%$$

$$\text{Whereby } PE_2 = (PoQo + Pe_2Qe_2) / (Qo + Qe_2)$$

$$= [(3.22 \times 362,999,977) + (3.60 \times 36,299,998)] / [362,999,977 + 36,299,998]$$

$$= 3.25$$

1.2 Scenario 2 : In the event of exercise of the MMM-W1 Warrant and MMM-W2 Warrant

$$\text{Price Dilution} = (Po - PE_{1,2}) / Po$$

$$= (3.22 - 3.15)/(3.22)$$

$$= 2.17\%$$

$$\text{Whereby } PE_{1,2} = (PoQo + Pe_1Qe_1 + Pe_2Qe_2) / (Qo + Qe_1 + Qe_2)$$

$$= [(3.22 \times 362,999,977) + (2.60 \times 72,599,996) + (3.60 \times 36,299,998)] / [362,999,977 + 72,599,996 + 36,299,998]$$

$$= 3.15$$

Whereby

Po = Share price before issuing MMM-W2 Warrant (Baht/share) calculated from the volume-weighted average price of shares traded on the Market for Alternative Investment for 15 consecutive trading days prior to the date the Board of Directors resolved to propose to the shareholders' meeting for approval to issue the Warrant (between January 15, 2026 and February 4, 2026), whereby the price used for such average is the average price of share trading on each day, which equals 3.22 Baht per share

Pe₁ = Exercise price at Baht 2.60 per share

Pe₂ = Exercise price at Baht 3.60 per share

Q_0 = Current number of the Company shares, which is 362,999,977 shares

Q_{e_1} = Number of shares issued from exercise of MMM-W1 Warrant in its entirety, which is 72,599,996 shares

Q_{e_2} = Number of shares issued from exercise of MMM-W2 Warrant in its entirety, which is 36,299,998 shares

2. The control dilution can be calculated from the following formula:

2.1 Scenario 1 : In the event of exercise of the MMM-W2 Warrant

$$\begin{aligned}\text{Control Dilution} &= Q_{e_2}/(Q_0+Q_{e_2}) \\ &= (36,299,998)/(362,999,977+36,299,998) \\ &= 9.09\%\end{aligned}$$

2.2 Scenario 2 : In the event of exercise of the MMM-W1 Warrant and MMM-W2 Warrant

$$\begin{aligned}\text{Control Dilution} &= (Q_{e_1}+Q_{e_2})/(Q_0+Q_{e_1}+Q_{e_2}) \\ &= (72,599,996+36,299,998)/(362,999,977+72,599,996+36,299,998) \\ &= 23.08\%\end{aligned}$$

Whereby

Q_0 = Current number of the Company shares, which is 362,999,977 shares

Q_{e_1} = Number of shares issued from exercise of MMM-W1 Warrant in its entirety, which is 72,599,996 shares

Q_{e_2} = Number of shares issued from exercise of MMM-W2 Warrant in its entirety, which is 36,299,998 shares

Conclusion

Scenario 1 : In the event of exercise of the MMM-W2 Warrant

	1. There is no price dilution from exercise of MMM-W2 Warrant because the market price before the issuance of MMM-W2 Warrant (or P_0) is less than the market price after the allocation of MMM-W2 Warrant (or PE_2) 2. The control dilution from exercise of MMM-W2 Warrant in its entirety in its entirety does not exceed 9.09 percent. Scenario 2 : In the event of exercise of the MMM-W1 Warrant and MMM-W2 Warrant 1. The price dilution from exercise of MMM-W1 Warrant and MMM-W2 Warrant in its entirety does not exceed 2.17 percent. 2. The control dilution from exercise of MMM-W1 Warrant and MMM-W2 Warrant in its entirety in its entirety does not exceed 23.08 percent.
Events Requiring to Issue New Shares to Accommodate Right Adjustment	The Company will adjust the exercise price and/or the exercise ratio pursuant to the conditions concerning the right adjustment upon the occurrence of any of the events stipulated in the terms and conditions of MMM-W2 Warrant which fall under the events prescribed in Clause 11(4)(b) of the Notification of the Capital Market Supervisory Board No. TorJor. 34/2551 Re: Application for and Approval of Offer for Sale of Warrants to Purchase Newly Issued Shares and Shares Issuable upon Exercise of Warrants.
Registrar of MMM-W2 Warrant	Thailand Securities Depository Co., Ltd. or any person duly appointed to act as the registrar of MMM-W2 Warrant.

Documents or Evidence Required to Verify Shareholder Status or Proxy Entitlement to Attend the Meeting

In order to ensure that the shareholders' meeting of the listed company is conducted in a transparent, lawful, and beneficial manner for shareholders, the Company deems it appropriate to require verification of documents or evidence confirming the status of shareholders or proxies entitled to attend the meeting. Shareholders are requested to comply accordingly.

As certain shareholders may not yet be familiar with the practices implemented for shareholders' meetings, the Company reserves the right to relax the submission of documents or evidence confirming shareholder status or proxy entitlement on a case-by-case basis, as deemed appropriate by the Company.

1. Individual Shareholders

1.1 Thai Nationality

- (a) Identification card of the shareholder (Thai national ID card, government officer ID card, or state enterprise employee ID card);
- (b) In case of proxy, a copy of the grantor's identification card and the proxy's identification card or passport (for foreign nationals).

1.2 Foreign Shareholders

- (a) Passport of the shareholder;
- (b) In case of proxy, a copy of the grantor's passport and the proxy's identification card or passport (for foreign nationals).

2. Juristic Persons

2.1 Juristic Person Registered in Thailand

- (a) Certificate of juristic person issued by the Department of Business Development, Ministry of Commerce, not more than six (6) months prior to the meeting date;
- (b) A copy of the identification card or passport (for foreign nationals) of the authorized director who signed the proxy form, together with the identification card or passport (for foreign nationals) of the proxy.

2.2 Juristic Person Registered Outside Thailand

- (a) Certificate of incorporation of the juristic person;
- (b) A copy of the identification card or passport (for foreign nationals) of the authorized director who signed the proxy form, together with the identification card or passport (for foreign nationals) of the proxy.

Copies of documents must be certified true copies. Documents executed outside Thailand must be notarized by a Notary Public not more than twelve (12) months prior to the shareholders' meeting date.

3. Registration via Electronic Meeting System

Shareholders or proxies may register and submit the required documents for verification in accordance with the procedures specified in the guidelines for attending the meeting via electronic means through the Inventech Connect system (Attachment No. 9) from 16 March 2026 at 8:30 a.m. The registration system will close on 23 March 2026 until the adjournment of the meeting.

The electronic meeting system will be accessible on 23 March 2026 at 8:00 a.m. (two hours prior to the commencement of the meeting).

Remark

In the event that a shareholder is unable to attend the 2026 Annual General Meeting of Shareholders, the shareholder may appoint an Independent Director of the Company as proxy to attend the meeting and vote on his/her behalf by submitting the proxy request via electronic means in accordance with the procedures specified in the guidelines for attending the meeting via electronic means through the Inventech Connect system (Attachment No. 9), or by sending a duly completed proxy form to:

Company Secretary

MMM Capital Public Company Limited
89/2 Amornphan 205 Tower 1, 6th Floor
Soi Nathong, Ratchadaphisek Road
Din Daeng Subdistrict, Din Daeng District
Bangkok 10400
Email: secretary@mmm.capital

Guidelines for attending of Electronic Meeting by Inventech Connect

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

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

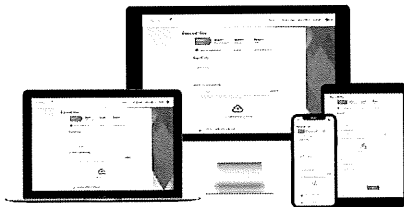
1. The Shareholders must submit a request to attend the meeting by Electronic Means via Web Browser at

<https://con.inventech.co.th/MMM154875R/#/homepage> or scan QR Code

as shown in the picture



and follow the steps



- 1 Click link URL or scan QR Code in the letter notice Annual General Meeting
- 2 Choose type request for request form to 4 step
 - Step 1 Fill in the information shown on the registration page
 - Step 2 Fill in the information for verify
 - Step 3 Verify via OTP
 - Step 4 Successful transaction, The system will display information again to verify the exactitude of the information
- 3 Please wait for an email information detail of meeting and Password

** Merge user accounts, please using

2. For Shareholders who would like to attend the Meeting either through the Electronic Means by yourself or someone who is not the provided independent directors, please note that the electronic registration will be available from 16 March 2026 at 8:30 a.m. and shall be closed on 23 March 2026 Until the end of the meeting.

3. The electronic conference system will be available on 23 March 2026 at 8:00 a.m. (2 hours before the opening of the meeting).

Shareholders or proxy holders shall use the provided Username and Password and follow the instruction manual to access the system.

Appointment of Proxy to the Company's Directors

In the event that a shareholder wishes to appoint a director of the Company as proxy, the shareholder may submit the proxy request via electronic means in accordance with the prescribed procedures, or deliver the completed proxy form together with the supporting documents to the Company by post at the address specified below. The documents must be delivered to and received by the Company no later than 16 March 2026 at 5:00 p.m.

MMM Capital Public Company Limited

Company Secretary

No. 89/2 Amornphan 205 Tower 1, 6th Floor

Soi Nathong, Ratchadaphisek Road, Din Daeng Subdistrict

Din Daeng District, Bangkok 10400

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



02-460-9225



@inventechconnect



The system available during 16 - 23 March 2026 at 08.30 a.m. – 05.30 p.m.

(Specifically excludes holidays and public holidays)



Report a problem

@inventechconnect

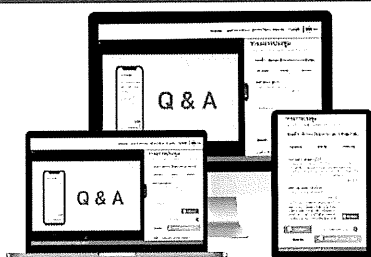
Steps for registration for attending the meeting (e-Register) and voting process (e-Voting)

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



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

Step to ask questions via Inventech Connect



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

How to use Inventech Connect

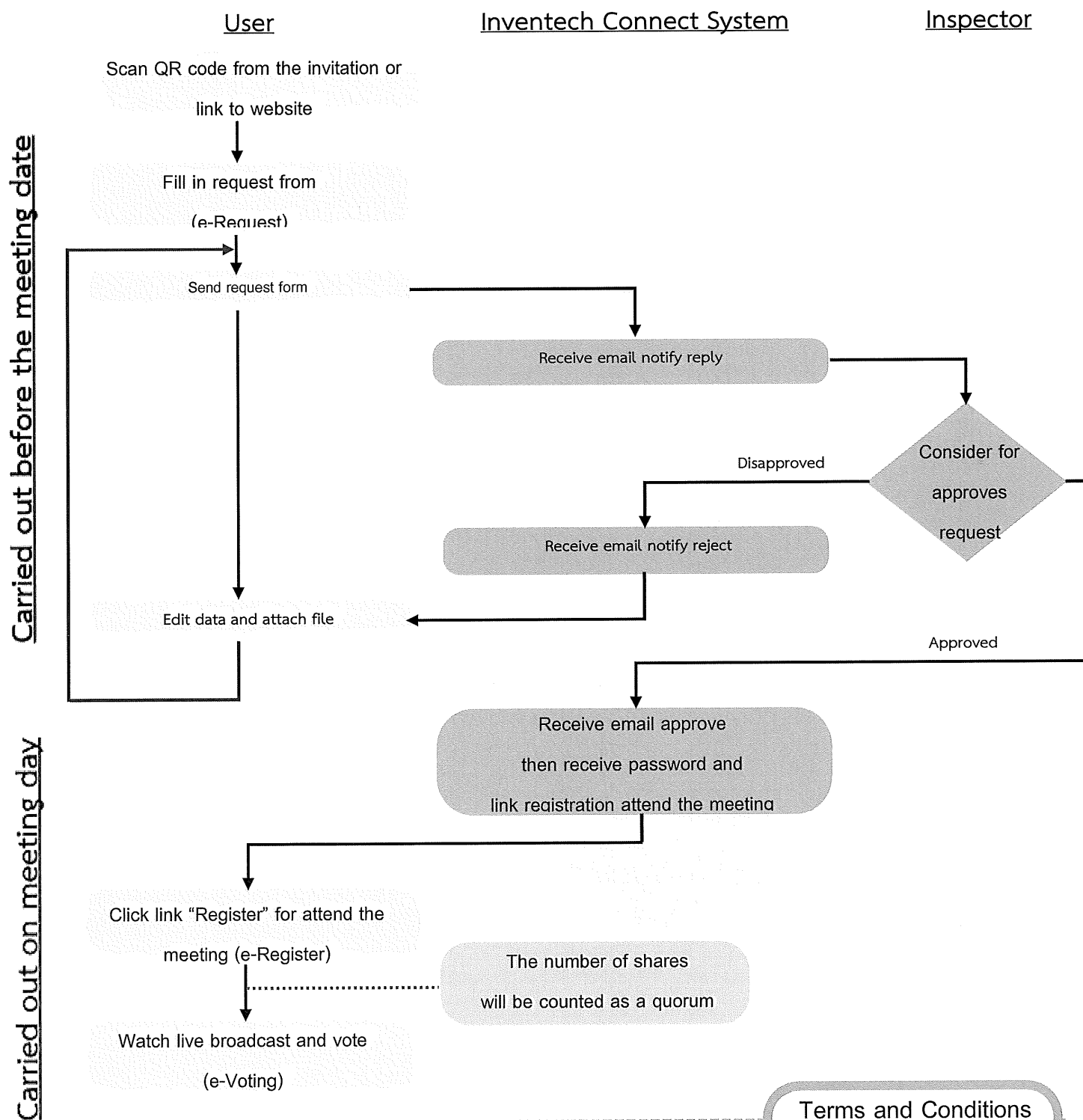


User Manual and Video of using Inventech Connect

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

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

Guidelines for attending of Electronic Meeting



Account Consolidation / Account Switching

In the case where multiple registration requests are submitted using the same email address and telephone number, the system will consolidate the user accounts automatically. If a user has more than one account, the user may click the "Switch Account" button to access another account. The previous account will continue to be counted as part of the quorum for the meeting.

Leaving the Meeting

Participants may click the "Register to Leave the Quorum" button to exit the meeting. The participant's voting rights will be deducted from the voting base for all agenda items that have not yet been considered.

Company's Articles of Association relating to shareholders' meeting

1. Call for Meeting

Article 34, Section 4

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

Article 36, Section 4

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

2. Proxy

Article 38, Section 4

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

The proxy instrument shall contain at least the following particulars:

- (1) The number of shares held by the shareholder granting the proxy.
- (2) The name of the proxy holder.
- (3) The meeting number/particular shareholders' meeting for which the proxy holder is authorized to attend and vote.

3. Meeting Procedures

Article 39, Section 4

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

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

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

Article 40, Section 4

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

4. Quorum

Article 37, Section 4

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

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

If, at any shareholders' meeting, one (1) hour has elapsed from the time appointed for the meeting and the quorum requirement has not been satisfied, then: (i) where the meeting was convened upon the requisition of shareholders, the meeting shall be dissolved; and (ii) where the meeting was not convened upon such requisition, the meeting shall be reconvened and a notice of meeting shall be delivered to

shareholders not less than seven (7) days prior to the reconvened meeting, provided that no quorum shall be required at the reconvened meeting.

5. Voting Procedures

Article 41, Section 4

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

Article 42, Section 4

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

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

- (1) the sale or transfer of the whole or a material part of the Company's business to any other person;
- (2) the purchase or acceptance of a transfer of the business of any other public limited company or private limited company by the Company;
- (3) the execution, amendment, or termination of any agreement for the lease of the whole or a material part of the Company's business, the entrustment of the management of the Company's business to any other person, or the amalgamation of the business with any other person with a view to sharing profits and losses;
- (4) any amendment to the Company's Memorandum of Association or these Articles of Association;
- (5) any increase or reduction of the Company's capital;
- (6) the issuance of debentures; and
- (7) the merger or dissolution (liquidation) of the Company.

Form of Proxy, Form A

Made at

Date Month Year

(1) I/We nationality.....
 residing/located at No. Road Tambol/Kwaeng.....
 Amphur/Khet Province Postal Code

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

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

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

(3) I/We wish to appoint

(1) age years, residing/located at No.
 Road, Tambol/Kwaeng , Amphur/Khet
 Province , Postal Code , or

(2) age years, residing/located at No.
 Road, Tambol/Kwaeng , Amphur/Khet
 Province , Postal Code , or

(3) age years, residing/located at No.
 Road, Tambol/Kwaeng , Amphur/Khet
 Province , Postal Code

Any one of the following persons is hereby appointed as my/our sole proxy to attend and vote on my/our behalf at the 2026 Annual General Meeting of Shareholders to be held on 23 March 2026 at 10:00 a.m. via electronic means only, or at any adjournment thereof at any other date, time, and place.

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

Signed Grantor

(.....)

Signed Grantee

(.....)

Signed Grantee

(.....)

Signed Grantee

(.....)

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

Form of Proxy, Form B

Made at

Date Month Year

(1) I/We nationality
 residing/located at No. Road, Tambol/Kwaeng
 Amphur/Khet Province Postal Code

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

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

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

(3) I/We wish to appoint

(1) age years,
 residing/located at No. Road, Tambol/Kwaeng
 Amphur/Khet Province Postal Code or

(2) age years,
 residing/located at No. Road, Tambol/Kwaeng
 Amphur/Khet Province Postal Code or

(3) age years,
 residing/located at No. Road, Tambol/Kwaeng
 Amphur/Khet Province Postal Code

Any one of such persons is hereby appointed as my/our sole proxy to attend the 2026 Annual General Meeting of Shareholders and to vote on my/our behalf at the meeting to be held on 23 March 2026 at 10:00 a.m. via electronic means only, or at any adjournment thereof at any other date, time, and place.

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

☐ Agenda no. 1 To Consider and Acknowledge the Minutes of the Extraordinary General Meeting of Shareholders No.1/2026 (This agenda item is for acknowledgement; therefore, no vote is required.)

☐ 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; therefore, no vote is required.)

☐ 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

☐ Disapprove

☐ Abstain

- ☐ 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 ☐ Disapprove ☐ Abstain

- ☐ 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 ☐ Disapprove ☐ Abstain

☐ The Appointment of Directors on an Individual Basis

Name of Director Mr. Warot Songroeg

☐ Approve ☐ Disapprove ☐ Abstain

Name of Director Mr. Suriya Wongsittichaiakul

☐ Approve ☐ Disapprove ☐ Abstain

Name of Director Mr. Kawin Ananpatanakul

☐ Approve ☐ Disapprove ☐ Abstain

- ☐ 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 ☐ Disapprove ☐ Abstain

- ☐ 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 ☐ Disapprove ☐ Abstain

- ☐ 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 ☐ Disapprove ☐ Abstain

☐ 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 ☐ Disapprove ☐ Abstain

☐ Agenda no. 10 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 be in line with the Increase 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 ☐ Disapprove ☐ Abstain

☐ Agenda no.11 To Consider and Approve the Allocation of the Newly Issued Ordinary Shares 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 ☐ Disapprove ☐ Abstain

☐ Agenda no.12 To Consider and Acknowledge the Change in the Objectives of the Utilization of Proceeds from the Initial Public Offering (IPO) by Reallocating the Estimated Use of Proceeds among the Specified Objectives

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

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

☐ Approve ☐ Disapprove ☐ Abstain

☐ Agenda no.13 To Consider Other Matters (if any)

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

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

☐ Approve ☐ Disapprove ☐ Abstain

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

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

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

Signed.....Grantor

(.....)

Signed.....Grantee

(.....)

Signed.....Grantee

(.....)

Signed.....Grantee

(.....)

Remarks

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

Attachment to Proxy Form B.

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

For 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, as appropriate.

☐ 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

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 withvotes ☐ 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 withvotes ☐ 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 withvotes ☐ Abstain with.....votes
- ☐ The Appointment of Directors on an Individual Basis
- Name of Director Mr.Warot Songroeg
- ☐ Approve with votes ☐ Disapprove withvotes ☐ Abstain with.....votes
- Name of Director Mr. Suriya Wongsittichaiakul
- ☐ Approve with votes ☐ Disapprove withvotes ☐ Abstain with.....votes
- Name of Director Mr. Kawin Ananpattanakul
- ☐ Approve with votes ☐ Disapprove withvotes ☐ 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 withvotes ☐ 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 withvotes ☐ 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 withvotes ☐ 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

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

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

Name	Mr. Prasert Wangrattanapranee
Age	75 years
Nationality	Thai
Address:	No. 89/2, Amornphan 205 Tower 1, 6th Floor, Soi Nathong, Ratchadaphisek Road, Din Daeng Subdistrict, Din Daeng District, Bangkok 10400, Thailand
Education	- Bachelor of Accountancy (Second Class Honours), Thammasat University - Bachelor of Laws, Thammasat University
Director Accreditation Program	- Capital Market Readiness Program for Target Companies on LiVEx (Live Exchange) - Director Accreditation Program (DAP), Class 85/2010 - Independent Observer Program (IOP), Class 3/2016

Work Experience	Period of Time	Position	Company / Organization
	2019 - 2024	Advisor to the Standing Committee on Transport	Senate
	2019 - 2024	Member of the Social Security Fund Audit Committee	Social Security Office
	2017 - 2020	3rd Vice President and Chairman of the Accounting Profession Committee	Federation of Accounting Professions (Under the Royal Patronage) of Thailand

Current Positions	Period of Time	Position	Company / Organization
	2023 - Present	Chairman of the Board of Directors / Audit Committee Member / Nomination and Remuneration Committee Member / Independent Director	MMM Capital Public Company Limited

Current Positions	Period of Time	Position	Company / Organization
	2019 - Present	Member of the Auction Committee	Anti-Money Laundering Office (AMLO)
	2017 - Present	Independent Observer	Anti-Corruption Organization of Thailand
	2025 - Present	Chairman of the Workmen's Compensation Fund Audit Committee	Social Security Office

Other Listed Companies

Does not hold any position in other listed companies.

Other Non-Listed Companies	Period of Time	Position	Company / Organization
	2019 - Present	Member of the Auction Committee	Anti-Money Laundering Office (AMLO)
	2019 - 2024	Advisor to the Standing Committee on Transport	Senate
	2019 - 2024	Member of the Social Security Fund Audit Committee	Social Security Office
	2017 - Present	Independent Observer	Anti-Corruption Organization (Thailand)
	2017 - 2020	3rd Vice President and Chairman of the Accounting Profession Committee	Federation of Accounting Professions (Under the Royal Patronage) of Thailand
	2025 - Present	Chairman of the Workmen's Compensation Fund Audit Committee	Social Security Office

Holding positions in other companies that may cause conflict of interest with the Company

- Not holding any position as director/executive in such business

Shareholding in the Company None

Direct and indirect interest None

in any business in which the Company or its subsidiary
is a contracting party

Interest in the agenda proposed at this Meeting None

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

Name	Mr. Siridech Kumsuprom		
Age	52 years		
Nationality	Thai		
Address:	No. 89/2, Amornphan 205 Tower 1, 6th Floor, Soi Nathong, Ratchadaphisek Road, Din Daeng Subdistrict, Din Daeng District, Bangkok 10400, Thailand		
Education	- Doctor of Philosophy (Ph.D.) in Business Information Systems, RMIT University, Australia - Master of Information Systems, Griffith University, Australia - Master of Business Administration (Accounting), Dhurakij Pundit University - Bachelor of Accountancy, Dhurakij Pundit University		
Director Accreditation Program	- Capital Market Readiness Program for Target Companies on LiVEx (Live Exchange) - Director Accreditation Program (DAP) Class 121/2015 - Advance Audit Committee Program (AACP) Class 41/2021 - Risk Management Leader (RML) Class 2/2015 - Diving Company Success with IT Governance Class 1/2016		
Work Experience / Current Positions	Period of Time	Position	Company / Organization
	2023 – Present	Chairman of the Audit Committee / Chairman of the Risk Management Committee / Independent Director	MMM Capital Public Company Limited
	2024 – Present	Vice President for Strategic Partnerships	Dhurakij Pundit University
	2021 – Present	Independent Director / Audit Committee Member	Well Management Corporation Public Company Limited

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

In any listed companies

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

In any non-listed companies

Period of Time	Position	Company / Organization
2024 – Present	Vice President for Strategic Partnerships	Dhurakij Pundit University

Holding positions in other companies that may cause conflict of interest with the Company

- Not holding any position as director/executive in such business

Shareholding in the Company

Does not hold any position in other listed companies.

Direct and indirect interest

None

in any business in which the Company or its subsidiary
is a contracting party

Interest in the agenda proposed at this Meeting

None

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

Name	Mr. Warot Songroeg
Age	37 years
Nationality	Thai
Address:	No. 89/2, Amornphan 205 Tower 1, 6th Floor, Soi Nathong, Ratchadaphisek Road, Din Daeng Subdistrict, Din Daeng District, Bangkok 10400, Thailand
Education	Master of Financial Management, Thammasat University Bachelor of Accountancy, Thammasat University
Director Accreditation Program	- Capital Market Readiness Program for Target Companies on LiVEx (Live Exchange) - Director Accreditation Program (DAP) Class 213/2024

Work Experience	Period of Time	Position	Company / Organization
	2024 – 2024	Deputy Chief Accounting and Financial Officer	CAC Chance & Challenge Holding Company Limited
	2023	Chief Officer of Accounting and Finance	The Master Company Limited
	2020 – 2023	Chief Officer of Accounting and Finance	Teppipat Company Limited
	2011 – 2020	Senior Manager	PricewaterhouseCoopersABAS Company Limited

Current Positions	Period of Time	Position	Company / Organization
	2023 – Present	Audit Committee Member / Chairman of the Nomination and Remuneration Committee / Independent Director	MMM Capital Public Company Limited
	2024 – Present	Chief Officer of Accounting and Finance	Future Medical Supply Company Limited
	2024 – Present	Director	Proper Holdings Company Limited
	2021 – Present	Director	Proper Accounting Company Limited

In any listed companies

Does not hold any position in other listed companies.

Holding positions in other companies that may cause conflict of interest with the Company

- Not holding any position as director/executive in such business

<u>In any non-listed companies</u>	Period of Time	Position	Company / Organization
	2024 – Present	Chief Officer of Accounting and Finance	Future Medical Supply Company Limited
	2024 – 2024	Deputy Chief Accounting and Financial Officer	CAC Chance & Challenge Holding Company Limited
	2024 – Present	Director	Proper Holdings Company Limited
	2023	Chief Officer of Accounting and Finance	The Master Company Limited
	2021 – Present	Director	Proper Accounting Company Limited
	2020 – 2023	Chief Officer of Accounting and Finance	Teppipat Company Limited
	2011 – 2020	Senior Manager	PricewaterhouseCoopers ABAS Company Limited

Shareholding in the Company	None
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Direct and indirect interest	None
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in any business in which the Company or its subsidiary
is a contracting party

Interest in the agenda proposed at this Meeting	He is a nominee proposed for re-election as a director under Agenda Item 5.
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Privacy Notice

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

MMM Capital Public Company Limited (the "Company") recognizes the importance of the personal data of its shareholders and/or proxy holders (the "Shareholder" or "You") who attend the 2026 Annual General Meeting of Shareholders (collectively, the "Shareholders' Meeting"). The Company therefore wishes to inform You of the details regarding the collection, use, and disclosure of Your personal data, including Your rights, the confidentiality and security measures applied to Your personal data, and the means by which You may contact the Company.

This notice is provided in accordance with the Personal Data Protection Act B.E. 2562 (2019) (the "PDPA") and other applicable laws and regulations, as detailed below:

1. Personal Data to Be Processed

The Company is required to collect personal data of shareholders, including but not limited to: name-surname, alias, nationality, age, mailing address, email address, telephone number, facsimile number, copy of national identification card, identification number, passport information, alien identification card, driver's license, signature, photographs and/or video recordings captured via closed-circuit television (CCTV), as well as images, audio, and audio-visual recordings arising from interactions between You and the Company during the Shareholders' Meeting, for the purpose of organizing and conducting the Shareholders' Meeting.

2. Purposes and Legal Bases for Processing

The Company processes personal data of shareholders for the following purposes and under the following legal bases:

2.1 Legal Obligation

- The Company collects and uses the personal data specified in Clause 1 for the purpose of convening, organizing, and conducting the Shareholders' Meeting, including verification of shareholders' identities, distribution of relevant documents, and taking any action necessary to comply with resolutions of the Shareholders' Meeting and applicable laws, as well as complying with lawful orders of competent governmental authorities, in accordance with the Public Limited Companies Act B.E. 2535 (1992) and other relevant laws.

2.2 Legitimate Interests

- The Company collects and uses the personal data specified in Clause 1 for preparing and recording the minutes of the Shareholders' Meeting and as evidence of attendance, including any other actions

necessary for the legitimate interests of the Company and other persons, to the extent reasonably expected by shareholders.

- The Company collects and uses CCTV images and/or video recordings of shareholders for security purposes in organizing and conducting the Shareholders' Meeting, to ensure that the Meeting proceeds smoothly and achieves its intended objectives.
- The Company processes and retains photographs and video recordings of the Shareholders' Meeting for reporting and public relations purposes via electronic and printed media. Such photographs and video recordings may contain images of attending shareholders and may identify shareholders by name, as necessary for the purposes of the Shareholders' Meeting.

3. Sources of Personal Data

The Company receives Your personal data directly from You via email or postal mail, and through securities companies, asset management companies, or Thailand Securities Depository Co., Ltd., via electronic means.

4. Processing and Disclosure of Personal Data

Upon receiving Your personal data from the sources described in Clause 3, the Company is required to collect and use such personal data in accordance with Clause 1. The Company may disclose Your personal data to relevant governmental authorities where necessary to achieve the purposes described above and in accordance with the legal bases specified in Clause 2.

5. Retention Period

The Company will retain Your personal data for a period of 10 years.

6. Data Subject Rights

You have the following rights under the PDPA:

- The right to access Your personal data and request a copy thereof, including disclosure of the source of personal data obtained without Your consent;
- The right to request correction of inaccurate personal data or completion of incomplete data;
- The right to request transfer of Your personal data to another data controller or to Yourself under certain circumstances;
- The right to object to the processing of Your personal data under certain circumstances.

You may contact the Company's Data Protection Officer (DPO) at:

E-mail: ia@mmm.capital

to submit a request to exercise the above rights.

You will not be required to pay any fee for exercising such rights. The Company will consider and notify You of the result within 30 days from the date the Company receives Your request.

In the event that the Company or its employees violate or fail to comply with applicable personal data protection laws, You may lodge a complaint with the Office of the Personal Data Protection Committee at:
Government Complex Commemorating His Majesty the King's 80th Birthday Anniversary,
Ratthaprasasanabhakti Building, Chaeng Watthana Road, Lak Si District, Bangkok
Tel: +66 (0) 2142 1033
E-mail: pdpc@mdes.go.th