



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

MBK PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : MBK PUBLIC COMPANY LIMITED

Symbol : MBK

Address : MBK CENTER BLDG, FLOOR 8, 444 PHAYATHAI ROAD, PATHUM WAN

Province : Bangkok

Postcode : 10330

Business : The Company is engaged in Shopping center business, Hotel and tourism business, Golf business, Real estate business, Food Solution business, Financial business and Auction business.

Registration Number : 0107537001102

Telephone : 0-2853-9000

Fax (if applicable) : 0-2853-7000

Website : www.mbkgroup.co.th

Email : -

Total Shares Sold (shares)

Common Stock : 1,981,598,626

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2023	2024	2025
Total revenue from operations (Thousand baht)	10,013,816.00	11,277,675.00	12,110,102.00
Shopping center (Thousand baht)	2,650,923.00	3,341,558.00	3,743,987.00
Hotel and tourism (Thousand baht)	1,299,644.00	1,639,936.00	1,781,448.00
Golf (Thousand baht)	520,119.00	560,827.00	567,353.00
Real estate (Thousand baht)	618,685.00	403,766.00	410,854.00
Food solution (Thousand baht)	1,843,593.00	2,364,438.00	2,666,164.00
Financial (Thousand baht)	2,348,575.00	2,279,873.00	2,303,654.00
Auction (Thousand baht)	718,436.00	661,717.00	613,270.00
Corporate supporting center and other (Thousand baht)	13,841.00	25,560.00	23,372.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Shopping center (%)	26.47	29.63	30.92
Hotel and tourism (%)	12.98	14.54	14.71
Golf (%)	5.19	4.97	4.68
Real estate (%)	6.18	3.58	3.39
Food solution (%)	18.41	20.97	22.02
Financial (%)	23.45	20.22	19.02
Auction (%)	7.17	5.87	5.06
Corporate supporting center and other (%)	0.14	0.23	0.19

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	10,013,816.00	11,277,675.00	12,110,102.00
Domestic (Thousand baht)	9,759,274.00	11,071,176.00	12,110,102.00
International (Thousand baht)	254,542.00	206,499.00	0.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	97.46	98.17	100.00
International (%)	2.54	1.83	0.00

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	546,782.00	180,963.00	334,393.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	546,782.00	180,963.00	334,393.00
Dividend income (Thousand baht)	445,969.00	44,625.00	185,447.00
Other income (Thousand baht)	63,895.00	113,424.00	135,202.00
Finance income (Thousand baht)	36,918.00	22,914.00	13,744.00

Share of profit of joint ventures and associates accounted for using equity method

	2023	2024	2025
Share of profit (Thousand baht)	1,539,398.00	2,214,776.00	2,402,378.00

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2023	2024	2025
R&D expenses in the past 3 years	N/A	N/A	N/A

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

The successor readiness and capabilities

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Other

Expected return on investment in subsidiaries and associated companies

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Fluctuation in return on assets or investment
- Other

Fire Safety Management and Natural Disasters

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Climate change and disasters
- Other

Cybersecurity and personal data protection

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Other

Climate Change

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Government policy
- Changes in technologies
- ESG risk
- Pandemic risk
- Climate change and disasters

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Delays in the development of future projects
- Climate change and disasters

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Other

Environmental risk : Energy management

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Government policy
- Changes in technologies
- Competition risk
- ESG risk
- Other

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Climate change and disasters
- Other

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations
- Other

Financial Risk

- Fluctuation in return on assets or investment
- Other

Social risks : Human rights

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Business operations of partners in the supply chain
- Damage to company image and reputation
- Competition risk
- ESG risk
- Other

Operational Risk

- Shortage or reliance on skilled workers
- Human error in business operations
- Loss or damage from non-compliance of partners or counterparties
- Safety, occupational health, and working environment
- Impact on human rights

Compliance Risk

- Violations of laws and regulations
- Legal risk

Financial Risk

- Other

Good corporate governance risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation
- ESG risk
- Other

Operational Risk

- Systems or internal control system
- Human error in business operations

Compliance Risk

- Violations of laws and regulations
- Corporate Governance

Financial Risk

- Fluctuation in return on assets or investment
- Income volatility
- Other

Risk to Securities Holder (2.2.2)

Investment of securities holders

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://www.mbkgroup.co.th/th/sustainability/sustainability-policy>
(if applicable)

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://www.mbkgroup.co.th/th/sustainability/sustainability-policy>
(if applicable)

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	3,552.00	33,478.99	26,587.70
Gasoline (Litres)	0.00	82,466.07	82,358.46
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00
LPG (Kilograms)	758,976.00	946,704.00	973,008.00

Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	100,370,559.00	112,599,767.38	110,357,223.00

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	1,046,908.00	1,188,543.00	1,248,274.00

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	2,920,000.00	4,329,395.23	4,269,423.50
Hazardous waste (Kilograms)	0.00	0.00	0.00
Total waste generated (Kilograms)	2,920,000.00	4,329,395.23	4,269,423.50

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	9.62	481.54	247.00
Scope 2 (Tons of carbon dioxide equivalents)	47,929.42	53,562.41	13,996.00
Scope 3 (Tons of carbon dioxide equivalents)	28,808.36	36,652.40	56,811.00

Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	76,747.40	90,696.35	71,054.00
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• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : SCG Building and Living Care Consulting Co., LTD.

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://www.mbkgroup.co.th/th/sustainability/sustainability-policy>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2023	2024	2025
Number of male employees (Persons)	2,008	1,904	1,923
Number of female employees (Persons)	1,622	1,595	1,570
Total number of employees (Persons)	3,630	3,499	3,493

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	1,963,508,384.00	2,155,901,170.00	2,142,223,723.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	11.40	17.04	14.43
Employee development and training expenses (baht)	21,538,317.59	51,025,062.29	39,441,822.00

• Health, safety and work environment

	2023	2024	2025
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Total number of lost time injury incidents by employees (Cases)	0	0	0
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• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	13.94	13.78	10.68

• **Significant labor dispute**

	2023	2024	2025
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy	: Yes
Company website on corporate governance policy	: https://www.mbkgroup.co.th/th/about-mbk/corporate-governance/good-corporate-governance-policy

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline	: Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies
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Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct	: Yes
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Policy and Guideline related to the Code of Conduct

Company policy and guideline	: Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing
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**Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information**

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	10	100.00
Number of male directors	8	80.00
Number of female directors	2	20.00
Number of executive directors	2	20.00
Number of non-executive directors	8	80.00
Number of independent directors	4	40.00

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. BANTERNG TANTIVIT Gender: Male Age: 81 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	8 Apr 1994	Finance, Property Development, Engineering, Business Administration, Strategic Management

2.	Mr. SUPHADEJ POONPIPAT Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive) Director type: Re-elected as director	8 Apr 1994	Finance, Property Development, Human Resource Management, Business Administration, Strategic Management
3.	Mrs. VIJITRA THUMPOTHONG Gender: Female Age: 63 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	2 Feb 2023	Accounting, Business Administration, Risk Management, Audit, Human Resource Management
4.	Mr. SUWIT ROJANAVANICH Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	1 Jul 2019	Accounting, Finance, Audit, Risk Management, Business Administration
5.	Mr. ANUWAT LUENGTAWEEKUL Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	29 Apr 2025	Accounting, Finance, Business Administration, Audit, Risk Management

6.	Mrs. PRAPASIRI KOSITTHANAKORN Gender: Female Age: 61 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	5 Jun 2025	Finance, Accounting, Audit, Risk Management, Human Resource Management
7.	Mr. PIYAPHONG ARTMANGKORN Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Taxation Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	8 Oct 1998	Finance, Property Development, Risk Management, Business Administration, Sustainability
8.	Mr. SUVAIT THEERAVACHIRAKUL Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	26 Oct 2000	Finance, Accounting, Property Development, Business Administration, Strategic Management
9.	Mr. ATIPON TANTIVIT Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	8 Oct 2003	Finance, Property Development, Business Administration, Marketing, IT Management

10.	Mr. WICHAK PRADITAVANIJ	Director (Executive)	5 Jan 2022	Finance, Accounting, Property Development, Business Administration, Strategic Management
	Gender: Male			
	Age: 60 years old			
	Highest level of education:	Director type: Re-elected as director		
	Master's degree			
	Major: Accounting			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

List of directors who resigned/vacated their position during the year

General information		Position	Tenure	Replacement Director
1.	Mr. PRACHA JAIDEE	Director (Non-executive, Independent director)	Date position was assumed: 14 Nov 2007 Date directorship ended: 29 Apr 2025	Mr. ANUWAT LUENGTAWEKUL Date position was assumed: 29 Apr 2025
	Gender: Male			
	Age: 70 years old			
	Highest level of education:			
	Master's degree			
	Major: Business Administration			
	Thai nationality: Yes			
	Residing in Thailand: Yes			
2.	Mrs. PANIT PULSIRIVONG	Director (Non-executive, Independent director)	Date position was assumed: 8 Apr 1994 Date directorship ended: 5 Jun 2025	Mrs. PRAPASIRI KOSITTHANAKORN Date position was assumed: 5 Jun 2025
	Gender: Female			
	Age: 77 years old			
	Highest level of education:			
	Honorary degree			
	Major: Journalism and Mass Communication			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Other Information pertaining to committees

The Chairman is an independent director	: No
The Chairman and the manager are the same person	: No
The Chairman and the manager are members of the same family	: No
The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings	: No

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. VIJITRA THUMPOTHONG [1] Gender: Female Age: 63 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	2 Feb 2023	Accounting, Business Administration, Risk Management, Audit, Human Resource Management
2. Mr. SUWIT ROJANAVANICH [1] Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	1 Jul 2019	Accounting, Finance, Audit, Risk Management, Business Administration
3. Mr. ANUWAT LUENGTAWEKUL [1] Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	29 Apr 2025	Accounting, Finance, Business Administration, Audit, Risk Management

4.	Mrs. PRAPASIRI KOSITTHANAKORN [1] Gender: Female Age: 61 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	5 Jun 2025	Finance, Accounting, Audit, Risk Management, Human Resource Management
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[1] A director with the accounting expertise needed to review financial statements

List of audit committee who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. PRACHA JAIDEE [1] Gender: Male Age: 70 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 1 Jan 2008 Date directorship ended: 29 Apr 2025	Mr. ANUWAT LUENGTAWEKUL Date position was assumed: 29 Apr 2025

[1] A director with the accounting expertise needed to review financial statements

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. SUPHADEJ POONPIPAT Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	1 May 2018

2.	Mr. SUVAIT THEERAVACHIRAKUL Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	1 Jan 2023
3.	Mr. PIYAPHONG ARTMANGKORN Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Taxation Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 2006
4.	Mr. ATIPON TANTIVIT Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 2018
5.	Mr. WICHAK PRADITAVANIJ Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	5 Jan 2022

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
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The Nomination and Remuneration Committee	Mr. SUPHADEJ POONPIPAT	Chairman
	Mrs. VIJITRA THUMPOTHONG	Member
	Mr. SUVAIT THEERAVACHIRAKUL	Member
	Mrs. PRAPASIRI KOSITTHANAKORN	Member
	Mr. ANUWAT LUENGTAWEKUL	Member
The Corporate Governance and Sustainability Committee	Mr. BANTERNG TANTIVIT	Chairman
	Mr. SUPHADEJ POONPIPAT	Member
	Mr. SUWIT ROJANAVANICH	Member
	Mr. PIYAPHONG ARTMANGKORN	Member
	Mr. SUVAIT THEERAVACHIRAKUL	Member
	Mr. ATIPON TANTIVIT	Member
	Mr. WICHAK PRADITAVANIJ	Member
	Mrs. VIJITRA THUMPOTHONG	Member
	Mr. ANUWAT LUENGTAWEKUL	Member
	Mrs. PRAPASIRI KOSITTHANAKORN	Member
The Risk Oversight Committee	Mr. ANUWAT LUENGTAWEKUL	Chairman
	Mrs. PRAPASIRI KOSITTHANAKORN	Member
	Mr. WICHAK PRADITAVANIJ	Member
	Mr. Kraivin Srikraivin	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: None
Sub-committees responsible for nomination	: The Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: The Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: The Corporate Governance and Sustainability Committee
Sub-committees responsible for corporate sustainability development	: The Corporate Governance and Sustainability Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. WICHAK PRADITAVANIJ Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Accounting	President & CEO and Chief Finance Business Officer	1 Jan 2023	Finance, Accounting, Property Development, Business Administration, Strategic Management
2. Mr. Kraivin Srikraivin Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration	Member of the Risk Oversight Committee, Deputy Chief Executive officer 1 and Acting Chief Real Estate Business Officer	1 Jan 2023	Marketing, Corporate Management, Strategic Management, Accounting, Business Administration
3. Mr. Kasemsuk Chongmankhong [1] Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Accounting	Deputy Chief Executive Officer 2 Chief Golf Business Officer Chief Auction Business Officer and Chief Financial Officer	1 Jul 2003	Finance, Accounting, Risk Management, Human Resource Management, Business Administration
4. Mr. Somphol Tripopnart Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Business Administration	Chief Shopping Center Business Officer Acting Chief Leasing Officer and Acting Chief Operating Officer	1 Nov 2017	Marketing, Corporate Management, Business Administration, Property Development
5. Mr. Kriangkrai Phurivitvattana Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Business Administration	Assistant Chief Executive Officer	5 Jan 2023	Corporate Management, Information & Communication Technology, Strategic Management, Risk Management, Finance

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration

	2023	2024	2025
Total executive remuneration (baht)	43,250,000.00	45,570,000.00	52,890,000.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 1,923

Number of female employees (persons) : 1,570

Total number of employees (persons) : 3,493

Employee Remuneration

Total employee remuneration : 2,142,223,723.00

Provident fund

Total number of employees (persons) : 3,493

Number of employees contributing to the PVD (persons) : 2,729

Percentage of employees who are members (%) : 78.13

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Ms. Wanpen Rungrojchanathip	wanpen@mbkgroup.co.th	0-2853-9000

- Company secretary

General information	Email	Telephone
1. Ms. Chonlada Ngamnikulchalin	chonlada@mbkgroup.co.th	0-2853-9000

- Head of internal audit

General information	Email	Telephone
1. Mr. Sombat Manwacha	sombat@mbkgroup.co.th	0-2853-9000

- Head of compliance unit

General information	Email	Telephone
1. Ms. Suthasinee Sangiamrak	suthasinee@mbkgroup.co.th	0-2853-9000

- Head of investor relations

General information	Email	Telephone
1. Mr. Peerapong Wiboontumrongwasu	peerapongw@mbkgroup.co.th	0-2853-9000

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
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1. EY OFFICE LIMITED	1. Mrs GINGKARN ATSAWARANGSALIT Email: Gingkarn. Atsawarangsalit@th.ey.com Telephone: 0-2264-9090	2,330,000.00	Details: The Company has engaged the audit firm, the auditor is affiliated with (EY Office Limited) to provide auditing services in accordance with the agreed methods concerning the income from the activity area under the Company's Sky Walk and tax advisory services, because EY Office Limited has expertise and experience in the aforementioned services. Total service fee (baht): 550,200.00
	2. Mrs. PIMJAI MANITKAJOHNKIT Email: Pimjai. Manitkajohnkit@th.ey.com Telephone: 0-2264-9090		
	3. Mrs. ORAWAN TECHAWATANASIRIKUL Email: Orawan. Techawatanasirikul@th.ey.com Telephone: 0-2264-9090		
	4. Mrs. NARAYA SRISUKH Email: Naraya.Srisukh@th.ey.com Telephone: 0-2264-9090		

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

• List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. BANTERNG TANTIVIT Gender: Male Age: 81 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	Date position was assumed: 8 Apr 1994	Finance, Property Development, Engineering, Business Administration, Strategic Management
2. Mr. SUPHADEJ POONPIPAT Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive) Director type: Re-elected as director	Date position was assumed: 8 Apr 1994	Finance, Property Development, Human Resource Management, Business Administration, Strategic Management
3. Mr. WICHAK PRADITAVANIJ Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 5 Jan 2022	Finance, Accounting, Property Development, Business Administration, Strategic Management

• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. ANUWAT LUENGTAWEKUL Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 29 Apr 2025	Accounting, Finance, Business Administration, Audit, Risk Management
2. Mrs. PRAPASIRI KOSITTHANAKORN Gender: Female Age: 61 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 5 Jun 2025	Finance, Accounting, Audit, Risk Management, Human Resource Management

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. BANTERNG TANTIVIT	Chairman of the board	Non-participating
Mr. SUPHADEJ POONPIPAT	Vice Chairman	Participating
Mrs. VIJITRA THUMPTHONG	Director	Participating
Mr. SUWIT ROJANAVANICH	Director	Non-participating
Mr. ANUWAT LUENGTAWEKUL	Director	Participating
Mrs. PRAPASIRI KOSITTHANAKORN	Director	Participating
Mr. PIYAPHONG ARTMANGKORN	Director	Non-participating
Mr. SUVAIT THEERAVACHIRAKUL	Director	Participating
Mr. ATIPON TANTIVIT	Director	Non-participating

Mr. WICHAK PRADITAVANIJ	Director	Participating
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Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 12

Date of AGM meeting : 29 Apr 2025

EGM meeting : Yes

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. BANTERNG TANTIVIT (Chairman of the board)	-	12/12	Participating	Participating
2. Mr. SUPHADEJ POONPIPAT (Vice Chairman)	-	12/12	Participating	Participating
3. Mrs. VIJITRA THUMPOTHONG (Director)	-	12/12	Participating	Participating
4. Mr. SUWIT ROJANAVANICH (Director)	-	12/12	Participating	Participating
5. Mr. ANUWAT LUENGTAWEKUL (Director)	-	8/8	Non-participating	Non-participating
6. Mrs. PRAPASIRI KOSITTHANAKORN (Director)	-	6/6	Non-participating	Non-participating
7. Mr. PIYAPHONG ARTMANGKORN (Director)	-	12/12	Participating	Participating
8. Mr. SUVAIT THEERAVACHIRAKUL (Director)	-	12/12	Participating	Participating
9. Mr. ATIPON TANTIVIT (Director)	-	12/12	Participating	Participating
10. Mr. WICHAK PRADITAVANIJ (Director)	-	12/12	Participating	Participating
11. Mr. PRACHA JAIDEE (Director)	29 Apr 2025	4/4	Participating	Participating

12.	Mrs. PANIT PULSIRIVONG (Director)	5 Jun 2025	6/6	Participating	Participating
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Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. BANTERNG TANTIVIT (Chairman of the board)	-	1,380,000.00	3,130,438.00	Yes
2.	Mr. SUPHADEJ POONPIPAT (Vice Chairman)	-	840,000.00	2,347,826.00	Yes
3.	Mrs. VIJITRA THUMPTHONG (Director)	-	1,116,000.00	1,565,217.00	Yes
4.	Mr. SUWIT ROJANAVANICH (Director)	-	906,000.00	1,565,217.00	Yes
5.	Mr. ANUWAT LUENGTAWEKUL (Director)	-	604,000.00	0.00	Yes
6.	Mrs. PRAPASIRI KOSITTHANAKORN (Director)	-	470,500.00	0.00	Yes
7.	Mr. PIYAPHONG ARTMANGKORN (Director)	-	696,000.00	1,565,217.00	Yes
8.	Mr. SUVAIT THEERAVACHIRAKUL (Director)	-	696,000.00	1,565,217.00	Yes
9.	Mr. ATIPON TANTIVIT (Director)	-	696,000.00	1,565,217.00	Yes
10.	Mr. WICHAK PRADITAVANIJ (Director)	-	696,000.00	1,565,217.00	Yes
11.	Mr. PRACHA JAIDEE (Director)	29 Apr 2025	302,000.00	1,565,217.00	Yes
12.	Mrs. PANIT PULSIRIVONG (Director)	5 Jun 2025	348,000.00	1,565,217.00	Yes

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 13

	List of directors	Termination date	Number of the audit committee meeting
1.	Mrs. VIJITRA THUMPTHONG (Chairman of the audit committee)	-	13/13
2.	Mr. SUWIT ROJANAVANICH (Audit committee)	-	13/13
3.	Mr. ANUWAT LUENGTAWEKUL (Audit committee)	-	8/8
4.	Mrs. PRAPASIRI KOSITTHANAKORN (Audit committee)	-	6/6
5.	Mr. PRACHA JAIDEE (Audit committee)	29 Apr 2025	5/5

Remark : 1. Mr. Anuwat Luengtaweekul was appointed as a member of the Audit Committee effective April 29, 2025.
2. Mrs. Prapasiri Kositthanakorn was appointed as a member of the Audit Committee effective June 5, 2025.