



# **Annual Registration Statement / Annual Report**

## **Form 56-1 One Report**

### **(Structured Data Report)**

**MK RESTAURANT GROUP PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2022



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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 : MK RESTAURANT GROUP PUBLIC COMPANY LIMITED

Symbol : M

Address : 1200 Debaratna Road, Bangnatai, Bangna

Province : Bangkok

Postcode : 10260

Business : operates the restaurant business "MK Suki" and Japanese restaurant "Yayoi" which obtained a franchise right from Japan. It also operates other restaurants such as 2 Japanese restaurants - "Hakata" and "Miyazaki", Thai restaurant "Na Siam" and "Le Siam", the coffee and bakery shop "Le Petite".

Registration Number : 0107555000317

Telephone : 0-2836-1000

Fax (if applicable) : 0-2836-1099

Website : [www.mkrestaurant.com](http://www.mkrestaurant.com)

Email : [investorrelations@mkrestaurantgroup.com](mailto:investorrelations@mkrestaurantgroup.com)

#### Total Shares Sold (shares)

Common Stock : 920,878,100

Preferred Stock : 0

## Business Operations (1.2)

### Revenue Structure (1.2.1)

#### By Product Line or Business Grouping\*

	2020	2021	2022
Total (Thousand baht)	13,360,876.00	11,181,512.00	15,727,890.00
MK (Thousand baht)	9,897,835.00	8,282,606.00	11,692,983.00
Yayoi (Thousand baht)	2,439,920.00	2,092,395.00	2,913,050.00
Laem Charoen (Thousand baht)	747,511.00	593,315.00	876,921.00
Other income (Thousand baht)	275,610.00	213,196.00	244,936.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
MK (%)	74.08	74.07	74.35
Yayoi (%)	18.26	18.71	18.52
Laem Charoen (%)	5.59	5.31	5.58
Other income (%)	2.06	1.91	1.56

#### By Geographical Area or Market\*

	2020	2021	2022
Total (Thousand baht)	13,360,876.00	11,181,512.00	15,727,890.00
Domestic (Thousand baht)	13,360,876.00	11,181,512.00	15,727,890.00
International (Thousand baht)	0.00	0.00	0.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00

International (%)	0.00	0.00	0.00
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\*Excluding the profit margins in the associated companies

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)	2020	2021	2022
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)**

### **Risk arising from COVID-19 pandemic**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Government policy

Operational Risk

- Delays in the development of future projects

Financial Risk

- Fluctuation in return on assets or investment

### **Risk from intense competition**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Behavior or needs of customers / consumers

### **Risk from volatility of raw material prices**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources



#### **Risk from additional staff costs**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Shortage or reliance on skilled workers

Financial Risk

- Fluctuation in return on assets or investment

#### **Risk from the shortage of branch operational employees**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Shortage or reliance on skilled workers

Financial Risk

- Fluctuation in return on assets or investment

#### **Risk from failure to find leased space and to renew the leased space under a condition deemed appropriate by the Company**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Property lease agreement execution

#### **Risk from new branch opening**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Delays in the development of future projects

## Financial Risk

- Fluctuation in return on assets or investment

## Risk from failure to renew the Yayoi franchise

**Risk Management Measures:** Yes

### Related Risk Topics

## Strategic Risk

- Reliance on large partners / distributors or few partners / distributors

## Risk from the information technology (IT) system

**Risk Management Measures:** Yes

### Related Risk Topics

## Strategic Risk

- Changes in technologies

## Operational Risk

- Systems or internal control system

## Risk from overseas investment

**Risk Management Measures:** Yes

### Related Risk Topics

## Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers

## Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

## **Risk from natural disasters and accidents**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Operational Risk

- Climate change and disasters

# Sustainable Development

## Sustainable Development

### Sustainability Management Policy and Targets (3.1)

#### Sustainability Management Policy and Targets

Corporate Sustainability Policy : No

### Environmental Aspect (3.3)

#### Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : No

Company environmental guideline : Electricity Management, Fuel Management, Water Management, Waste Management, Greenhouse Gas and Climate Change Management

#### Results with Respect to the Environmental Aspect (3.3.2)

##### Energy management

###### • Fuel consumption

	2020	2021	2022
Diesel (Litre)	1,842,505.00	1,848,088.00	1,934,236.00

###### • Electricity consumption

	2020	2021	2022
Amount of electricity purchased (kWh)	123,503,850.00	106,083,274.00	119,702,803.00

##### Water management

###### • Water consumption

	2020	2021	2022
Water consumption (cubic meters)	1,578,070.00	1,386,761.00	1,816,269.00

## Greenhouse gas management

### • Greenhouse gas emissions

	2020	2021	2022
GHG emission target	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	6,990.00	6,922.00	7,578.00
Scope 2 (Tons of carbon dioxide equivalents)	61,740.00	53,031.00	59,839.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
<b>Total (Tons of carbon dioxide equivalents)</b>	<b>68,730.00</b>	<b>59,953.00</b>	<b>67,417.00</b>

### • Verification of greenhouse gas emissions over the past year

Third-party verification : No

## Social Aspect (3.4)

### Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy : Yes

URL of human rights policy : <https://investor.mkrestaurant.com/storage/content/corporate-governance/cg-policy/20220201-mk-human-rights-policy-and-practice-th.pdf>

Company human right guideline : Employee Rights, 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

	2020	2021	2022
Number of male employees (persons)	5,801	4,737	5,733
Number of female employees (persons)	11,909	10,371	11,641
<b>Total (persons)</b>	<b>17,710</b>	<b>15,108</b>	<b>17,374</b>

##### • Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	48	58	41

##### • Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	N/A	N/A	N/A

##### • Significant labor dispute

	2020	2021	2022
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://investor.mkrestaurant.com/storage/content/corporate-governance/cg-policy/20210624-m-cg-2021-th.pdf>

#### 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

## Code of Conduct (6.2)

### Establishing a Code of Conduct

#### Establishing a Code of Conduct

Code of Conduct : Yes

##### 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

**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	1	10.00
Number of non-executive directors	9	90.00
Number of independent directors	6	60.00

#### 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. RIT THIRAKOMEN Gender: Male Age: 71 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive)  Director type: Original director	18 Jun 2012	Accounting, Finance, Human Resource Management, Risk Management, Marketing, Transportation & Logistics, Engineering

2.	Mr. SOMCHAI HANJITKASEM Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	18 Jun 2012	Marketing, Transportation & Logistics
3.	Mr. SOMCHAI PIPITVIJITKORN Gender: Male Age: 83 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	18 Jun 2012	Accounting, Finance, Risk Management, Marketing, Law
4.	Mr. ANNOP TANLAMAI Gender: Male Age: 72 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	18 Jun 2012	Accounting, Finance, Risk Management, Marketing, Engineering
5.	Mr. KATIYA GREIGARN Gender: Male Age: 70 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	18 Jun 2012	IT Management, Risk Management, Engineering, Accounting, Finance

6.	<p>Mr. THANONG CHOTISORAYUTH</p> <p>Gender: Male</p> <p>Age: 69 years old</p> <p>Highest level of education:</p> <p>Honorary degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	18 Jun 2012	Human Resource Management, Engineering
7.	<p>Mrs. VILAI CHATTANRASSAMEE</p> <p>Gender: Female</p> <p>Age: 69 years old</p> <p>Highest level of education:</p> <p>Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	18 Jun 2012	Accounting, Finance
8.	<p>Mr. SUJINT CHUMPOLKANJANA</p> <p>Gender: Male</p> <p>Age: 71 years old</p> <p>Highest level of education:</p> <p>Bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	18 Jun 2012	Engineering
9.	<p>Mr. PRAVIT TANTIWASINCHAI</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education:</p> <p>Bachelor's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	18 Jun 2012	Accounting, Finance, Law

10.	Mrs. YUPIN THIRAKOMEN	Director	22 Dec 2021	Human Resource Management,
	Gender: Female	(Non-executive)		Marketing
	Age: 66 years old			
	Highest level of education:	Director type: Re-elected		
	Honorary degree	as director		
	Major: Business Administration			
	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 : Yes

The Chairman and the manager are members of the same family : Yes

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. Mr. ANNOP TANLAMAI Gender: Male Age: 72 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)  Director type: Original director	18 Jun 2012	Accounting, Finance, Risk Management, Marketing, Engineering
2. Mrs. VILAI CHATTANRASSAMEE [1] Gender: Female Age: 69 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Original director	18 Jun 2012	Accounting, Finance
3. Mr. KATIYA GREIGARN Gender: Male Age: 70 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Original director	12 Nov 2020	IT Management, Risk Management, Engineering, Accounting, Finance

[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. RIT THIRAKOMEN Gender: Male Age: 71 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	1 Jul 2015

## Other sub-committees

### Sub-committees information

Name of sub-committees	List of directors	Position
Corporate Governance, Nominating and Compensation Committee	Mr. KATIYA GREIGARN	Chairman
	Mr. SOMCHAI PIPITVIJITKORN	Member
	Mrs. VILAI CHATTANRASSAMEE	Member

### Roles of Sub-committees

Sub-committees responsible for risk management	: None
Sub-committees responsible for nomination	: Corporate Governance, Nominating and Compensation Committee
Sub-committees responsible for remuneration	: Corporate Governance, Nominating and Compensation Committee
Sub-committees responsible for corporate governance	: Corporate Governance, Nominating and Compensation Committee
Sub-committees responsible for corporate sustainability development	: None



## 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. RIT THIRAKOMEN Gender: Male Age: 71 years old Highest level of education: Bachelor's degree Major: Engineering	Chief Executive Officer	1 Jul 2015	Accounting, Finance, Human Resource Management, Risk Management, Marketing, Transportation & Logistics, Engineering
2. Mr. KIATKONG KUNGWANWONG Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Engineering	Chief Development Officer	1 Jul 2019	Engineering
3. Mrs. SUDARUT PATVIVATSIRI [1] Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Business Administration	Chief Financial Officer	1 Jul 2019	Accounting, Finance
4. Mr. PONGCHAI PIPITVIJITKORN Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Engineering	Chief Supply Chain Officer	1 Feb 2022	Engineering
5. Mr. WEERA OWARITKUL Gender: Male Age: 42 years old Highest level of education: Master's degree Major: Business Administration	Chief Human Resource Officer	1 Feb 2022	Economics, Engineering, Human Resource Management, Procurement

6.	Ms. TANTAWAN THIRAKOMEN Gender: Female Age: 36 years old Highest level of education: Master's degree Major: Management	Chief Marketing Officer	1 Feb 2022	Economics, Marketing
7.	Mr. TEE THIRAKOMEN Gender: Male Age: 34 years old Highest level of education: Master's degree Major: Management	Chief Operating Officer	1 Feb 2023	Engineering, Corporate Management, Marketing
8.	Mr. PONGPAN PIPITVIJITKORN Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Engineering	Chief Technology Officer	1 Feb 2022	Engineering, Information & Communication Technology, IT Management
9.	Mr. KANCHIT CHATTRAKUL Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Business Administration	Chief Product Development Officer	1 Feb 2022	Marketing
10.	Ms. VALAILUK PROMSUWAN Gender: Female Age: 43 years old Highest level of education: Master's degree Major: Business Administration	Vice President Accounting and Finance Division	1 Feb 2018	Accounting, 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 policy for executives

Remuneration policy for executives : No

## Remuneration

	2020	2021	2022
Total executive remuneration (baht)	40,154,540.00	43,671,344.00	61,327,875.00

## 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) : 5,733

Number of female employees (persons) : 11,641

Total (persons) : 17,374

#### Provident fund

Total number of employees (persons) : 17,374

Number of employees contributing to the PVD (persons) : 5,522

Percentage of employees who are members (%) : 31.78

# 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. KATIYA GREIGARN Gender: Male Age: 70 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 18 Jun 2012	IT Management, Risk Management, Engineering, Accounting, Finance
2. Mr. SUJINT CHUMPOLKANJANA Gender: Male Age: 71 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 18 Jun 2012	Engineering
3. Mr. PRAVIT TANTIWASINCHAI Gender: Male Age: 66 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 18 Jun 2012	Accounting, Finance, Law

4.	Mrs. YUPIN THIRAKOMEN	Director	Date position was assumed:	Human Resource Management, Marketing
	Gender: Female	(Non-executive)	22 Dec 2021	
	Age: 66 years old			
	Highest level of education:	Director type: Re-elected as director		
	Honorary degree			
	Major: Business Administration			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

### Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. RIT THIRAKOMEN	Chairman of the board	Non-participating
Mr. SOMCHAI HANJITKASEM	Director	Non-participating
Mr. SOMCHAI PIPITVIJITKORN	Director	Non-participating
Mr. ANNOP TANLAMAI	Director	Non-participating
Mr. KATIYA GREIGARN	Director	Participating
Mr. THANONG CHOTISORAYUTH	Director	Participating
Mrs. VILAI CHATTANRASSAMEE	Director	Non-participating
Mr. SUJINT CHUMPOLKANJANA	Director	Participating
Mr. PRAVIT TANTIWASINCHAI	Director	Non-participating
Mrs. YUPIN THIRAKOMEN	Director	Non-participating

### 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) : 5

Date of AGM meeting : 27 Apr 2022

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. RIT THIRAKOMEN (Chairman of the board)	-	5/5	Participating	Did not hold the meeting
2.	Mr. SOMCHAI HANJITKASEM (Director)	-	5/5	Participating	Did not hold the meeting
3.	Mr. SOMCHAI PIPITVIJITKORN (Director)	-	5/5	Participating	Did not hold the meeting
4.	Mr. ANNOP TANLAMAI (Director)	-	5/5	Participating	Did not hold the meeting
5.	Mr. KATIYA GREIGARN (Director)	-	5/5	Participating	Did not hold the meeting
6.	Mr. THANONG CHOTISORAYUTH (Director)	-	5/5	Participating	Did not hold the meeting
7.	Mrs. VILAI CHATTANRASSAMEE (Director)	-	5/5	Participating	Did not hold the meeting
8.	Mr. SUJINT CHUMPOLKANJANA (Director)	-	5/5	Participating	Did not hold the meeting
9.	Mr. PRAVIT TANTIWASINCHAI (Director)	-	5/5	Participating	Did not hold the meeting
10.	Mrs. YUPIN THIRAKOMEN (Director)	-	3/5	Participating	Did not hold the meeting

## Remuneration for company directors

List of directors		Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. RIT THIRAKOMEN (Chairman of the board)	-	N/A	N/A	No
2.	Mr. SOMCHAI HANJITKASEM (Director)	-	N/A	300,000.00	No
3.	Mr. SOMCHAI PIPITVIJITKORN (Director)	-	30,000.00	548,800.00	No
4.	Mr. ANNOP TANLAMAI (Director)	-	135,000.00	548,800.00	No
5.	Mr. KATIYA GREIGARN (Director)	-	135,000.00	548,800.00	No
6.	Mr. THANONG CHOTISORAYUTH (Director)	-	N/A	548,800.00	No
7.	Mrs. VILAI CHATTANRASSAMEE (Director)	-	120,000.00	548,800.00	No
8.	Mr. SUJINT CHUMPOLKANJANA (Director)	-	N/A	548,800.00	No
9.	Mr. PRAVIT TANTIWASINCHAI (Director)	-	N/A	548,800.00	No
10.	Mrs. YUPIN THIRAKOMEN (Director)	-	N/A	300,000.00	No



## 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) : 6

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. ANNOP TANLAMAI (Chairman of the audit committee)	-	6/6
2.	Mrs. VILAI CHATTANRASSAMEE (Audit committee)	-	6/6
3.	Mr. KATIYA GREIGARN (Audit committee)	-	6/6