



MK RESTAURANT GROUP PUBLIC COMPANY LIMITED

4Q25 Company Presentation

February 2026

Agenda

Company Overview

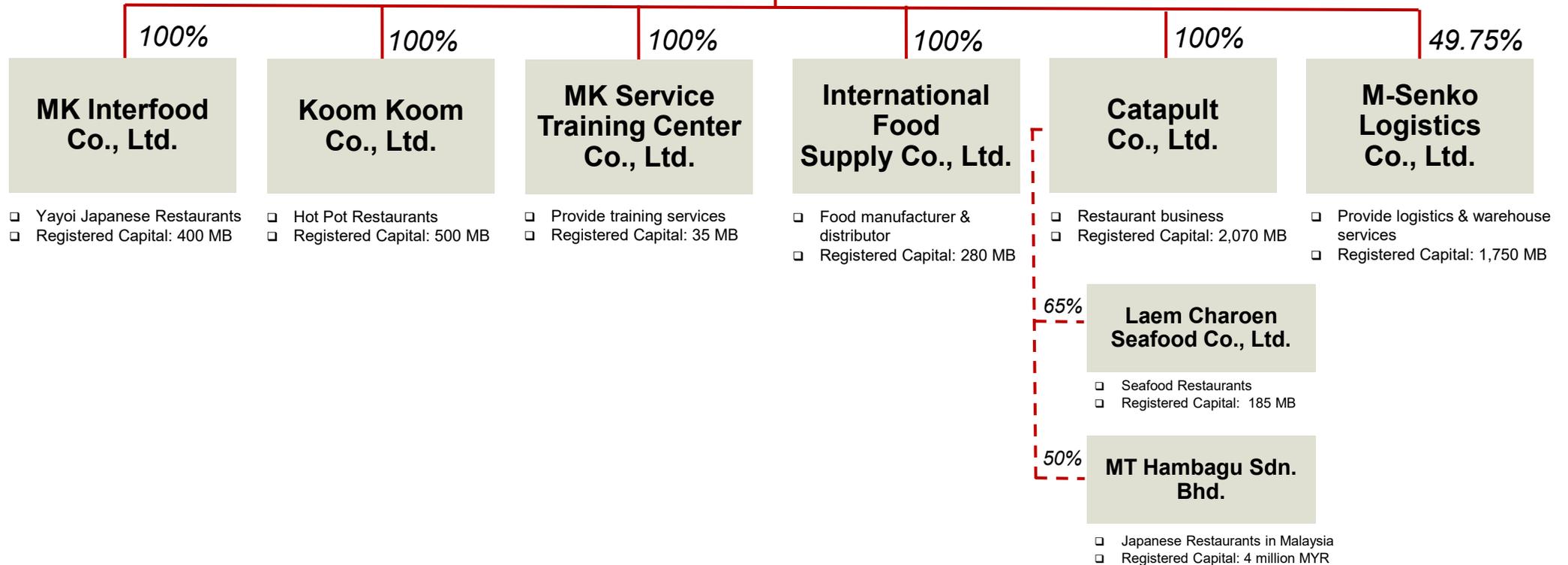
4Q2025 Key Financial Highlights

Business Update

Business Structure

MK Restaurant Group Public Company Limited (M)

MK Suki, MK Premium Buffet, MK Gold and MK Live restaurants
 Thai restaurants – Le Siam
 Japanese restaurants – Miyazaki, Hakata and Hikiniku To Come
 Others – Le Petit and Bizzy Box
 Overseas franchise



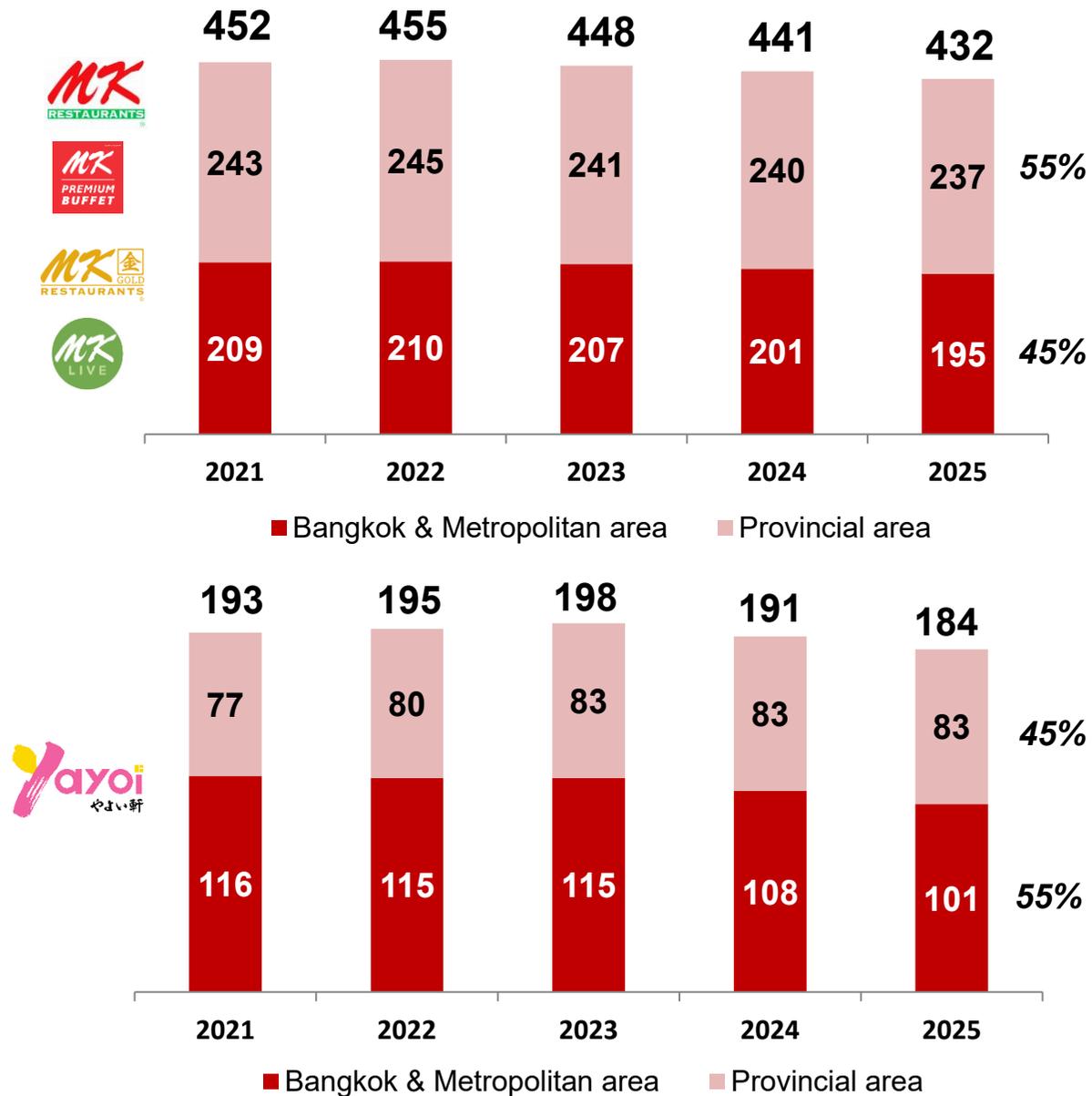
Restaurant Outlets in Thailand

Type of Restaurant	Restaurants	Brand	No. of Outlets
Suki Restaurant	MK		419
	MK Premium Buffet		8
	MK Gold		2
	MK Live		3
	Bonus		15
Japanese Restaurant	Yayoi		184
	Miyazaki		6
	Hikiniku To Come		2
	Hakata		1
Thai / Seafood Restaurant	Leam Charoen Seafood		41
	Le Siam		1
Others	Bizzy Box		2
	Le Petit		3
	Multi-Brand		2

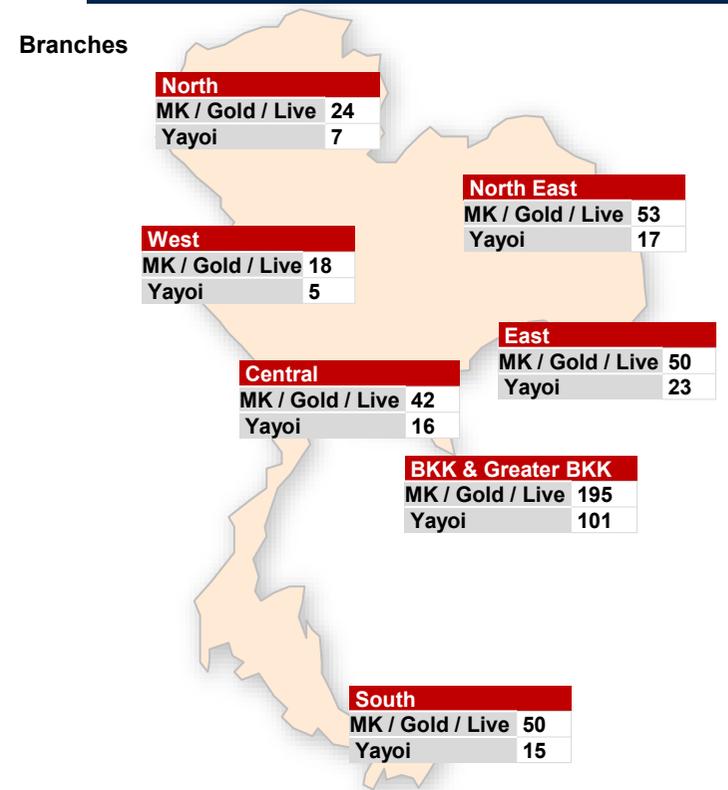
Remark: Data as of December 2025

Dominant Position in Chained Restaurant Industry

Leader in chained restaurant industry with nationwide branches coverage



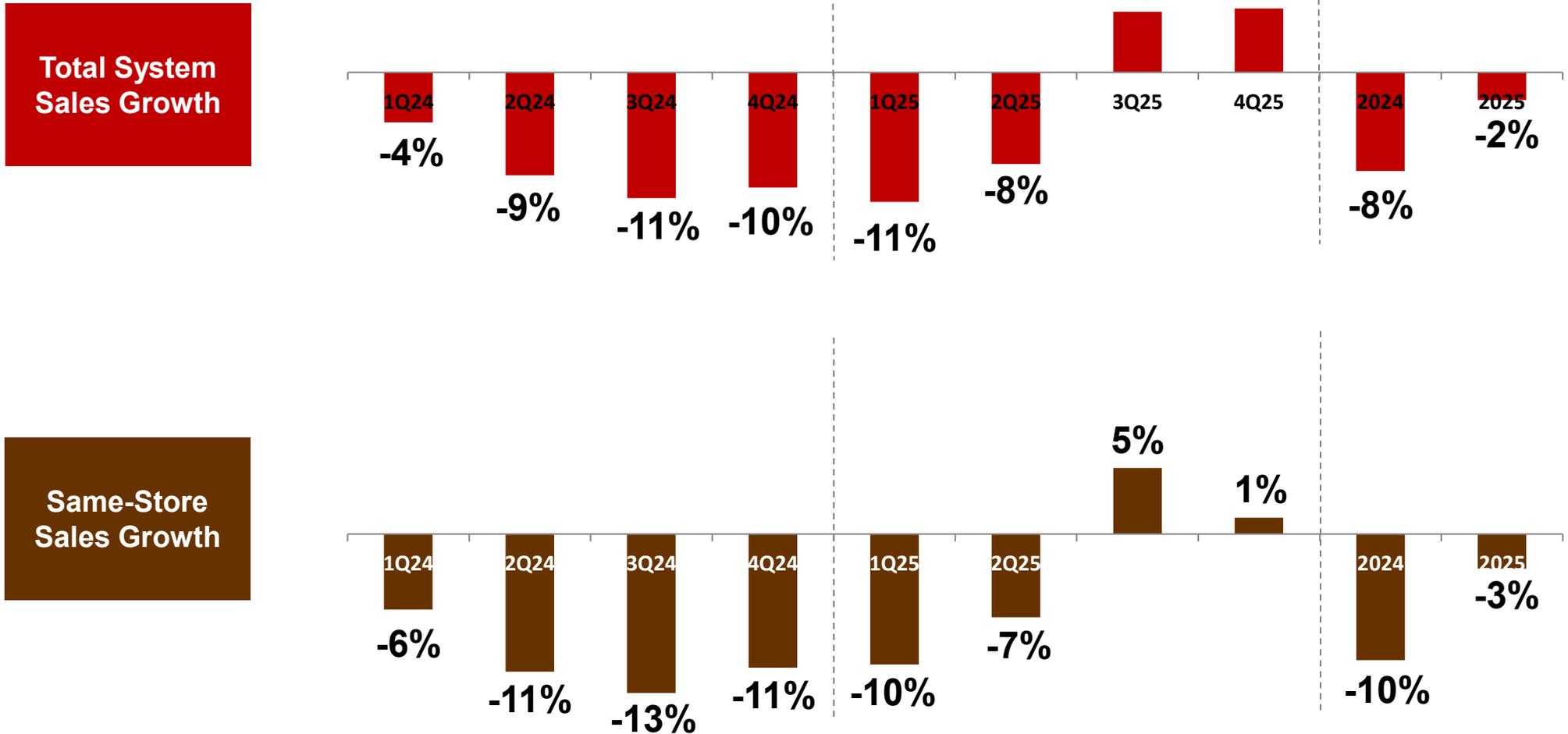
Extensive Coverage Nationwide



Japan	Lao PDR	Malaysia
MK 22	MK 3 / Miyazaki 1	Laem Charoen 5

Same-Store Sales vs. Total System Sales Growth

In 4Q2025, same-store sales growth increased 1% compared to the same period of last year due mainly to the contribution from MK Buffet campaign.



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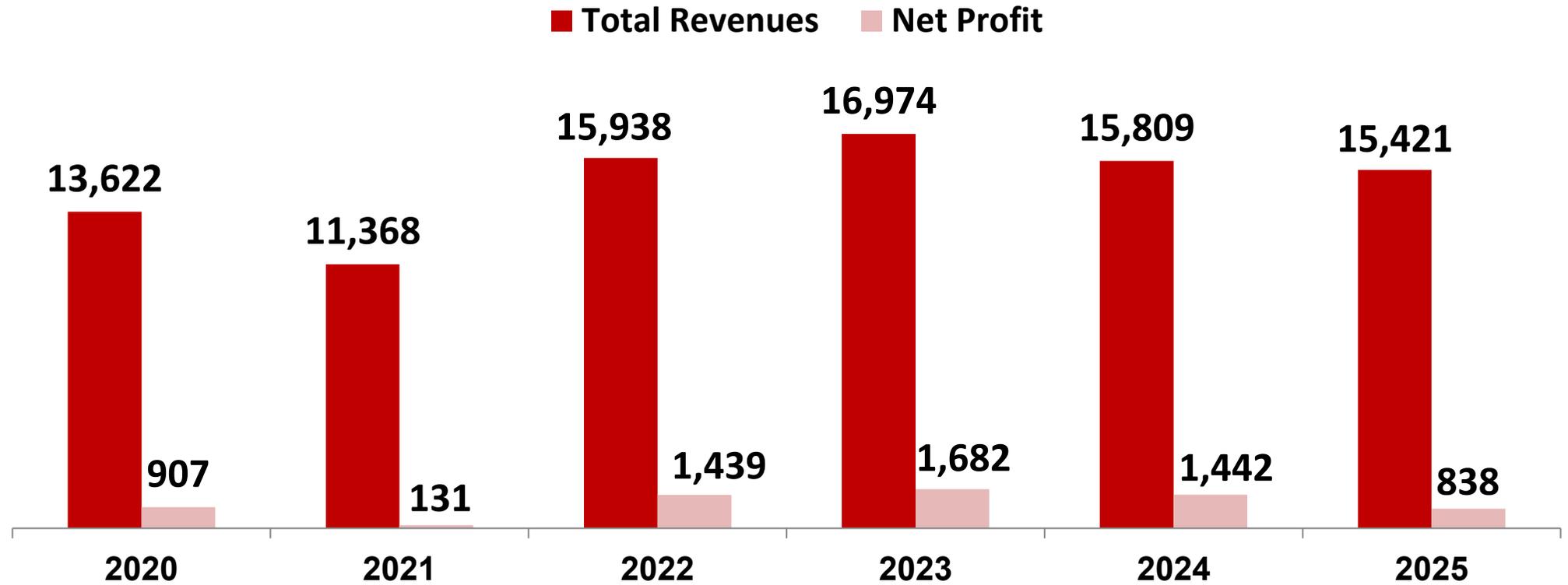
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Total Revenues and Net Profit

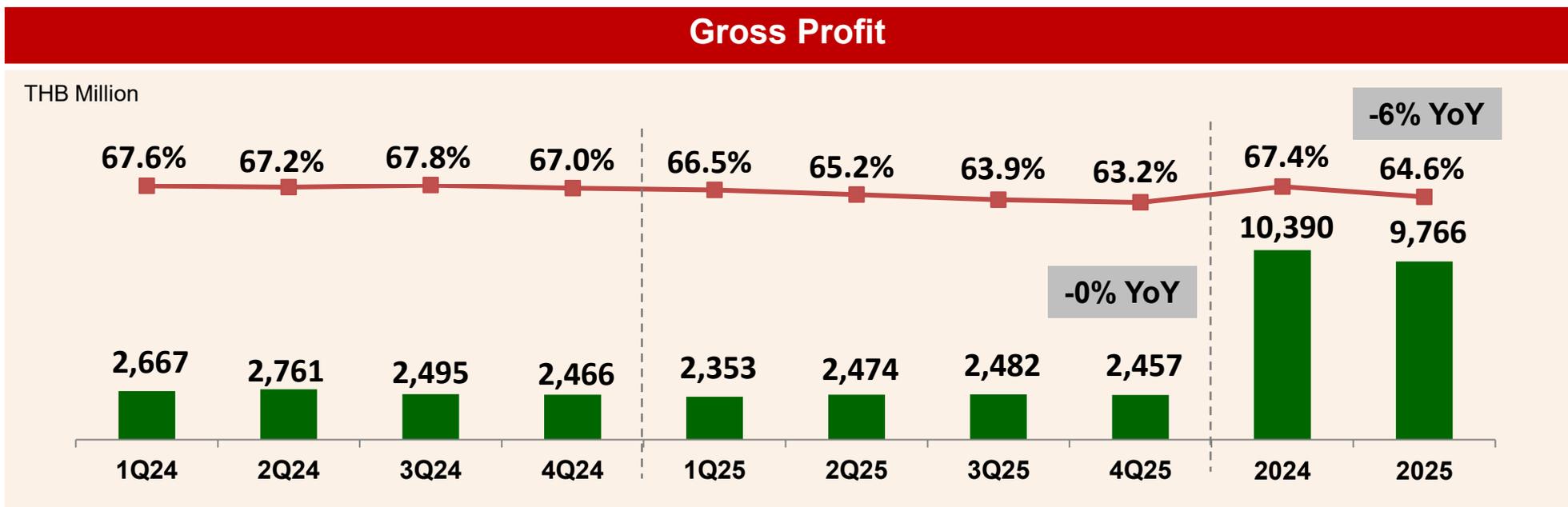
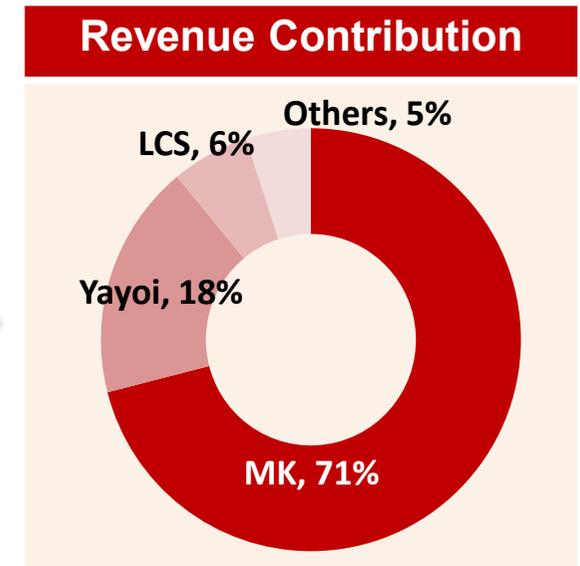
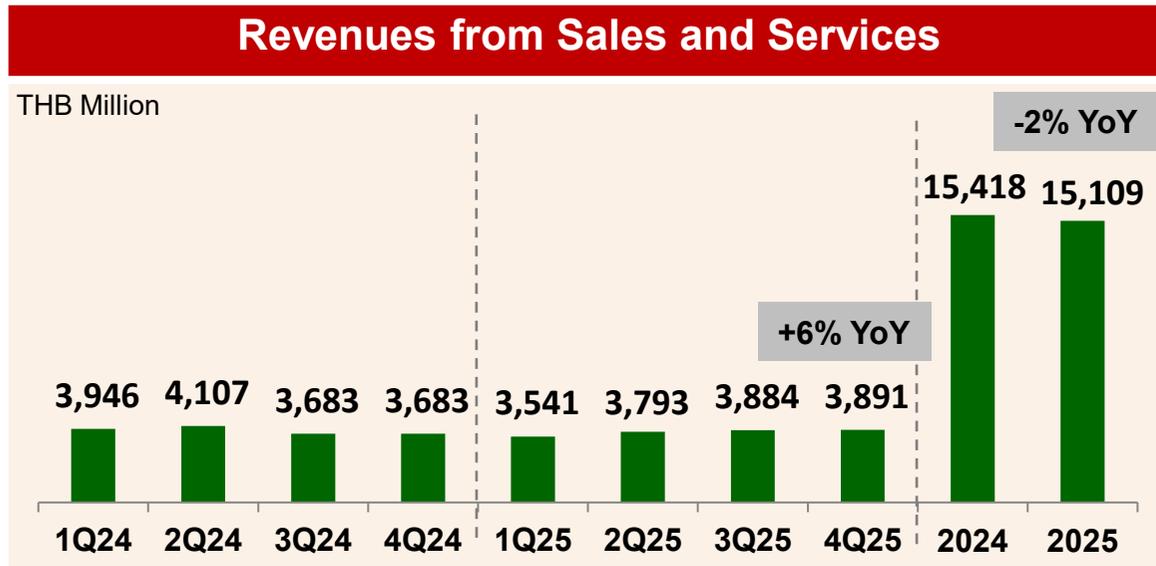
Million Baht



%YoY Growth	2020	2021	2022	2023	2024	2025
Total Revenues	-23%	-17%	40%	6%	-7%	-2%
Net Profit	-65%	-86%	999%	17%	-14%	-42%

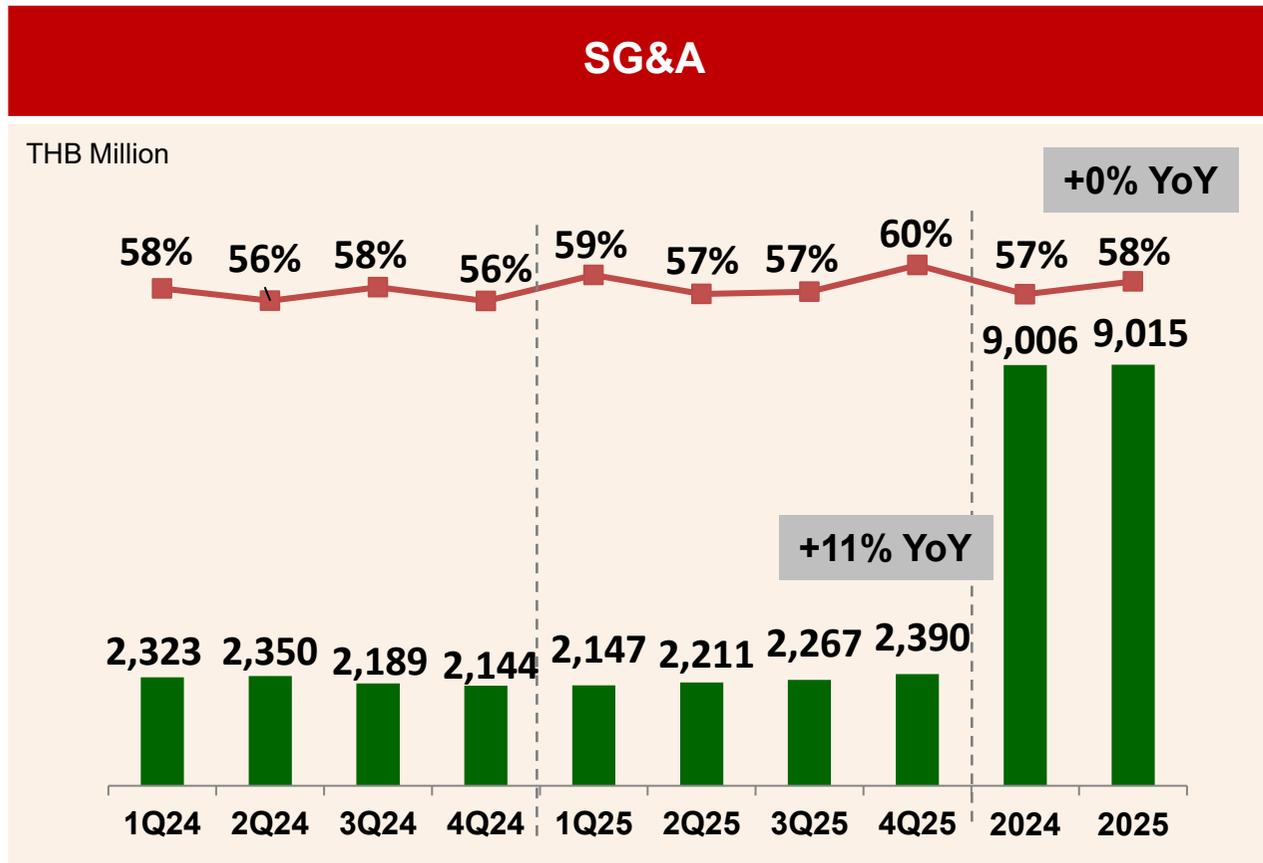
Revenues Growth

In 4Q2025, revenues from sales & services increased 6% from the previous year due to the contribution from new brand "Bonus Suki".

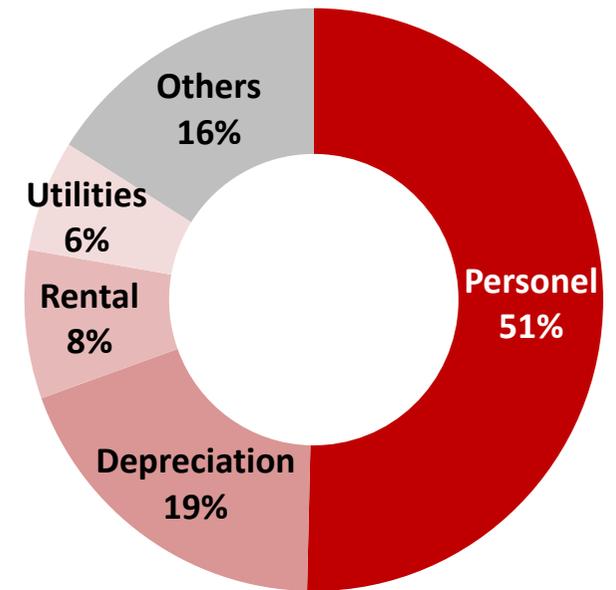


SG&A Expenses

In Y2025, %SG&A to total revenues increased from 57.0% to 58.5% compared to the previous year primarily due to the increase of staff costs and marketing expenses.

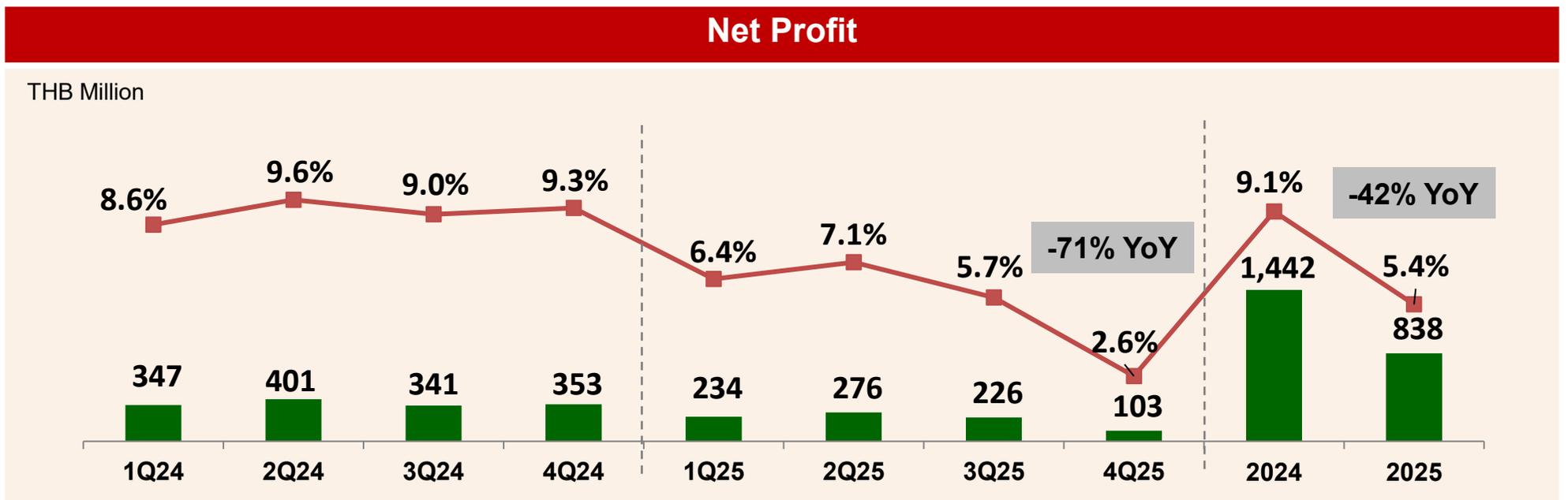
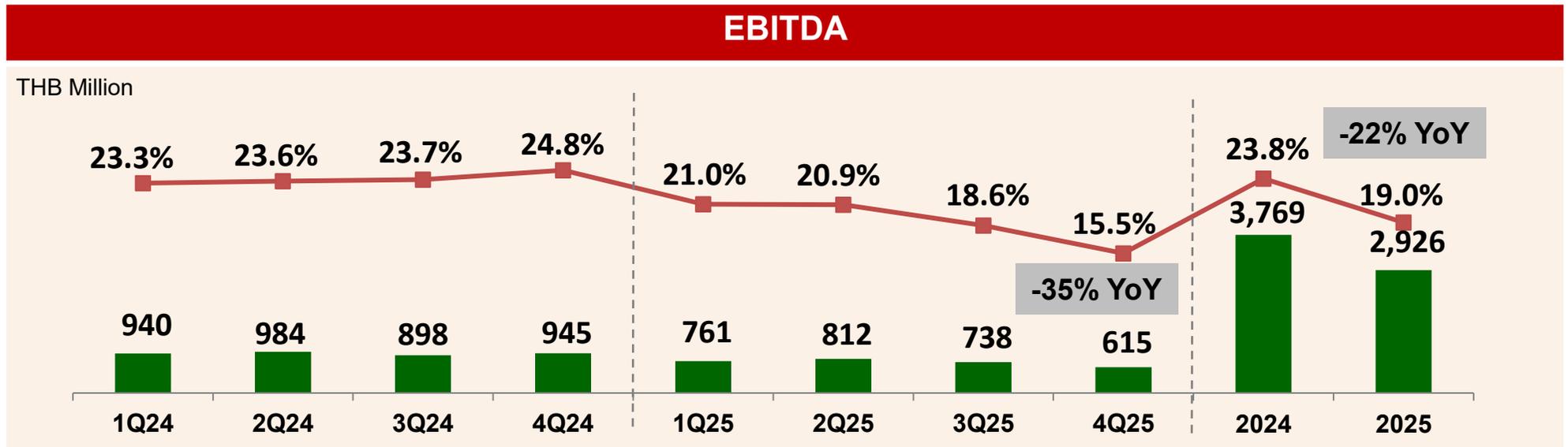


2025 SG&A Expenses Breakdown



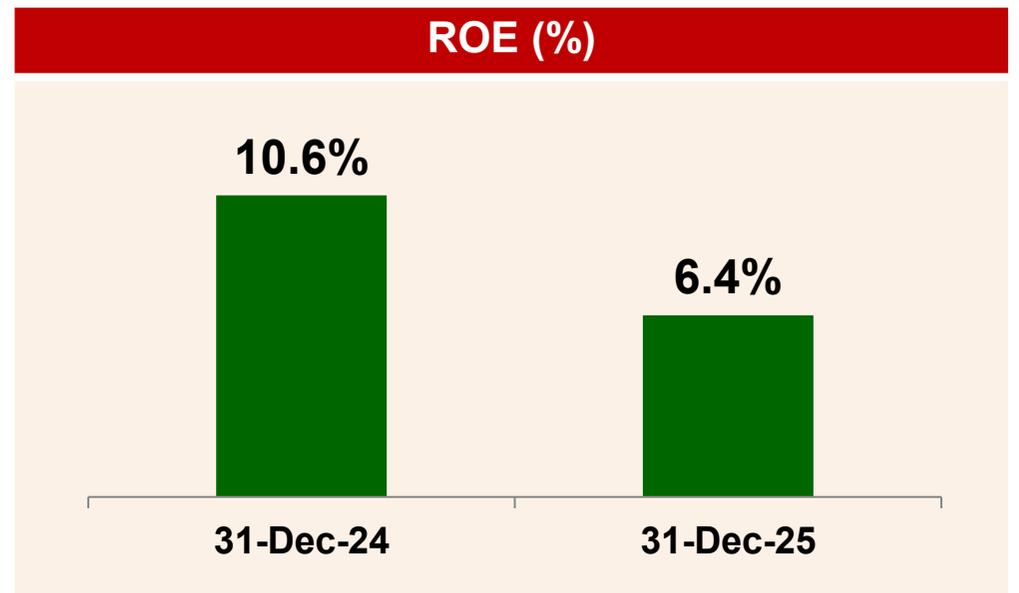
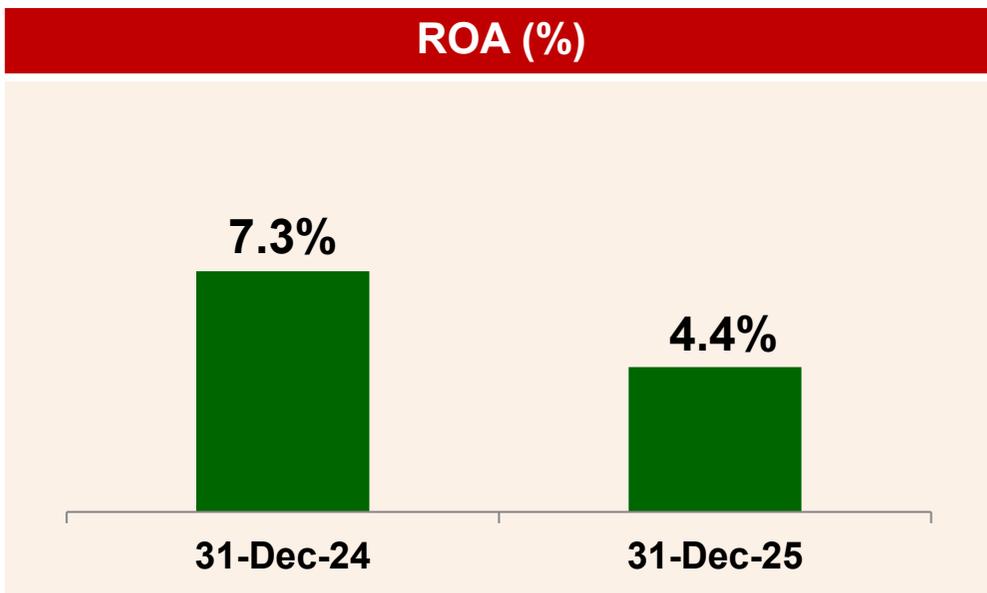
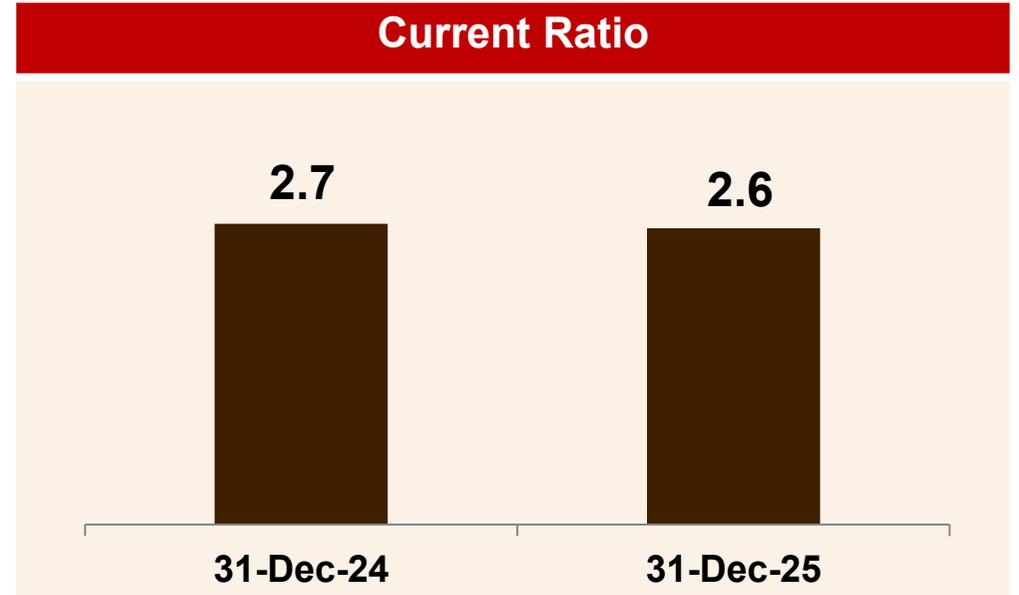
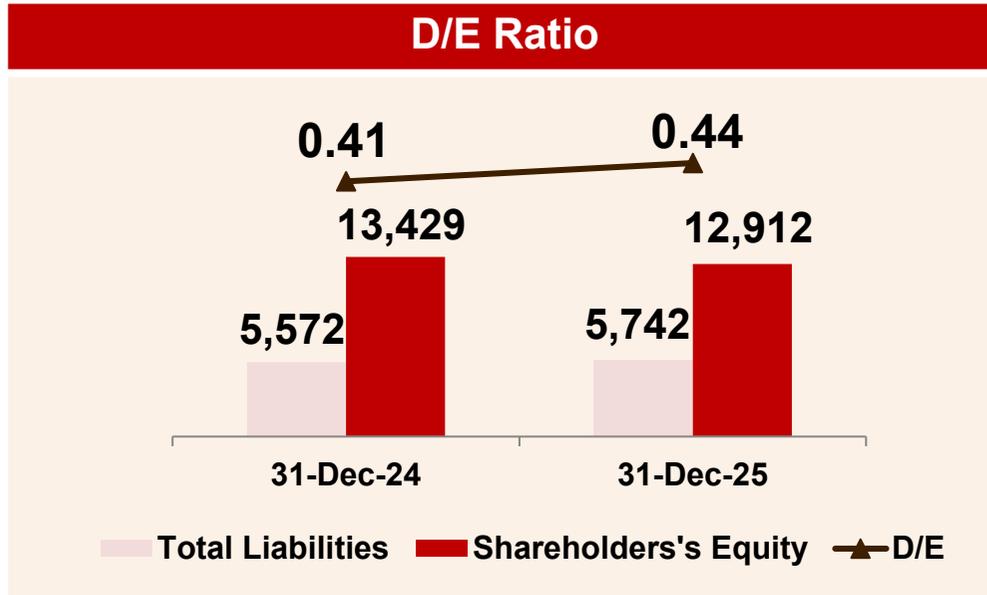
EBITDA & Net Profit

In Y2025, the Company recorded the net profit of 838 MB, decreased 42% from the previous year.



Financial Ratio

Liquidity is at a comfortable level as well as strong capital base to support growth.



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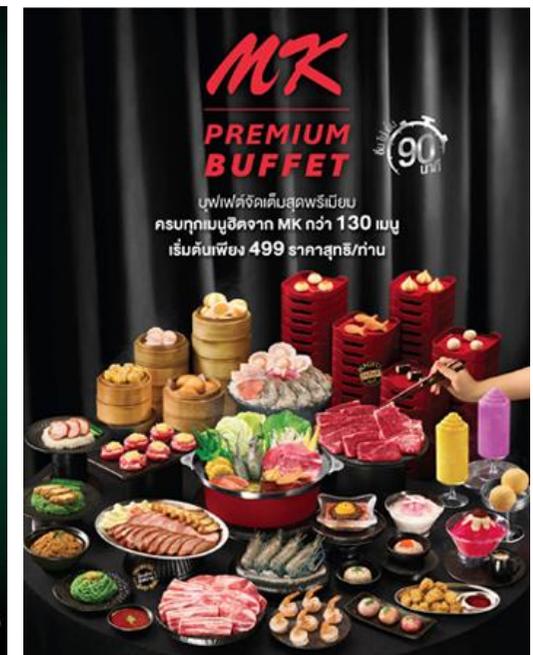
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Notable Events in 2025

- ❑ Launched new brand “**Bonus Suki**”, a buffet-style suki restaurant to meeting consumer demand for value-for-money dining.
- ❑ Launched buffet promotion “**MK Koom Gern Koom**” at THB 299 with more than 29 menu items to cater to customers who prioritize affordability and value.
- ❑ Revamped “**MK Premium Buffet**” by enhancing and expanding menu variety to better serve customers seeking a higher-quality and more premium dining experience.



Outlet Expansion in 2025

Continued expansion strategy with shopping complexes, modern trade stores and community malls covering nationwide

