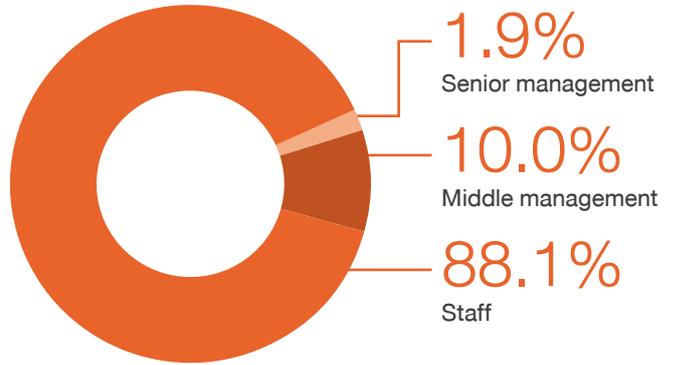


Talents & Leaders	Workforce	Grassroots	Social Responsibility
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Talents & Leader

Minor strives to groom our talents and leaders in middle and senior management levels to be visionary, agile, adaptive to changes, and able to empathize with our stakeholders. Minor deploys multiple approaches for learning and development, from e-learning to workshops, and most importantly experience-based learnings. The COVID-19 pandemic has proven that strong leadership is essential in a time of crisis. Leaders have to demonstrate the ability to act quickly to address the challenges while considering the long-term consequences. Examples of development programs for our talents and leaders are listed below.



GROW's Experiment Playground

Launched in August 2020, GROW's Experiment Playground is a new training program participated by 42 talents from Minor Food, with add-on coaching from senior management. The program was developed based on the 3 pillars of "Minor Food Behaviors for Successes" – Hyper Collaboration, Customer Centricity, and Digital Acumen, aiming to enhance leadership skills through action-based learnings. Participants teamed up in groups and were assigned experimental projects with various objectives such as identifying new store concepts and products, creating synergies between brands, turning customer insights into customer experience, and reducing environmental impact from operations.

Minor Hotels' Learning Journeys

Minor Hotels' Learning Journeys are complete leadership development series for talents which comprise of 3 programs: Wavelength, Endeavour, and Horizon. The programs are offered to talents in manager and director levels. In 2020, Minor Hotels offered these development programs for their talents through both offline and online platforms. Total of 16 talents participated in the Endeavour and Horizon programs while Wavelength welcomed 19 more graduates.



Talents and Leaders	Workforce	Grassroots	Social Responsibility
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Responsible Employer | Occupational Health & Safety and Employee Well-being

Workforce

With over 66,000 employees in our businesses worldwide, Minor pledges to be a responsible employer and employer of choice. To achieve this ultimate goal, we have introduced several initiatives. On personal and professional development, we continue to provide different forms of learning and development for our workforce, talents, and leaders to ensure our pipeline is filled with skilled and capable resources, who are also capable of creating positive social and environmental impacts. We provide safe and healthy working environment in accordance with relevant legal regulations to create good workplace and enhance productivity. In addition, we promote well-being initiatives that focus on employees' strong body and mind, reasonable support for family and society, and encouragement of financial disciplines. We believe that it is our duty to create an environment where our employees can deliver their best performance, develop their capabilities, and grow their careers.



Responsible Employer

Minor commits to be a responsible employer and strives to be an employer of choice. We believe that the ability to attract the right people, optimize their capabilities, and retain them can be achieved through treating our employees well and offering opportunities to develop and grow.

In 2020, Minor introduced “Minor’s Behaviors for Success” (BFS), a new set of employees’ competencies, aiming to create competent people who will help drive the company to success in this fast-changing business environment



The foundation of being a responsible employer is ensuring that our employees are treated fairly and professionally. Minor tracks and monitors relevant local and international regulations for compliance and continuous improvement. We assure the protection of basic rights of our employees, guided by corporate Human Rights Policy, which includes freedom of association and collective bargaining.

Talents and Leaders	Workforce	Grassroots	Social Responsibility
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Responsible Employer | Occupational Health & Safety and Employee Well-being



In 2020, 19% of total workforce worldwide are covered by collective bargaining agreements. In addition, in countries where welfare committees are enforced by laws, employees can also raise their concerns through these committees who will consider appropriate actions. The standard entry-level wages of our business units are on par with the country's minimum wage or higher, subject to the type of business, nature of job, and location. The employees also receive benefits depending on their employment type. Details of employee benefits are presented in "Human Resource Performance" section of [Sustainability Performance Data 2020](#) on our website.

Minor also focuses on the continued development of our people by offering various training programs to enhance skills, knowledge, and behaviors necessary for employees in different business units and levels. In addition to provided training courses, employees can also discuss additional developments through annual appraisal with their supervisors which allows employees to reflect their performance and seek for the gaps for improvement. In 2020, the average training hours per employee per year was 26.

Details of training programs are presented on Minor's website under "Human Resource Performance" section of [Sustainability Performance Data 2020](#).

Due to the fluid situation with the COVID-19 pandemic in 2020, all of Minor business units made the decision not to conduct employee engagement surveys. It is unfortunate that as lockdowns were enforced and operations halted in jurisdictions globally, we had to streamline our workforce which resulted in higher than usual turnover rate. In 2020, overall turnover, inclusive of both full-time and part-time employees was 58%.

Prior to departure from employment, an exit interview is conducted with the employee to identify resignation causes and appropriate actions which can be taken to reduce future attrition where needed. The information is collected and held in confidentiality. We also continue to develop systems and processes to enhance recruitment and retention effectiveness. Minor Food Thailand implemented "Smart Career System" to improve recruitment process. The system also helps filter/match applicant's skills with those needed by the position and is expected to help with retention.

As the company went through the phases of work-from-home, learning and development continued to progress with several online learning sessions offered to employees.

Talents and Leaders	Workforce	Grassroots	Social Responsibility
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Responsible Employer | Occupational Health & Safety and Employee Well-being

Online Learning Platforms

We effectively utilized online learning platforms across all Minor business units to allow continuous personnel development when face-to-face trainings were not possible. Numerous courses were offered such as HSMAI, Percipio, EdEx, Torrens, and Typsy, to develop both required and new skills needed for them to adapt to changes and manage possible challenges.



Live Sara – Self-Development Program

In May 2020, Minor launched a new development program called “Live Sara”, a series of knowledge sharing talk shows focused on enhancing employees’ knowledge and capabilities. Initially hosted in live streaming format during the lockdown, the program continued its momentum and turned into face-to-face sessions when employees returned to office. The sessions covered a diverse range of topics ranging from how to use virtual meeting platforms, new-normal lifestyle and way of work, to customer centric, wealth management, and hyper collaboration. Live Sara will continue in 2021, with topics focusing on artificial intelligence (AI) and technology.



Manager Leadership Development Program (MLDP)

Manager Leadership Development Program (MLDP) is a leadership development program providing professional development opportunities to Minor Food’s area managers to become internal trainers. The program aims to uplift knowledge and skills of area managers, who after graduation, can instruct further batches of people within their operations. In 2020, ten area managers were trained and certified as trainers. They will begin to give training to store managers in 2021.

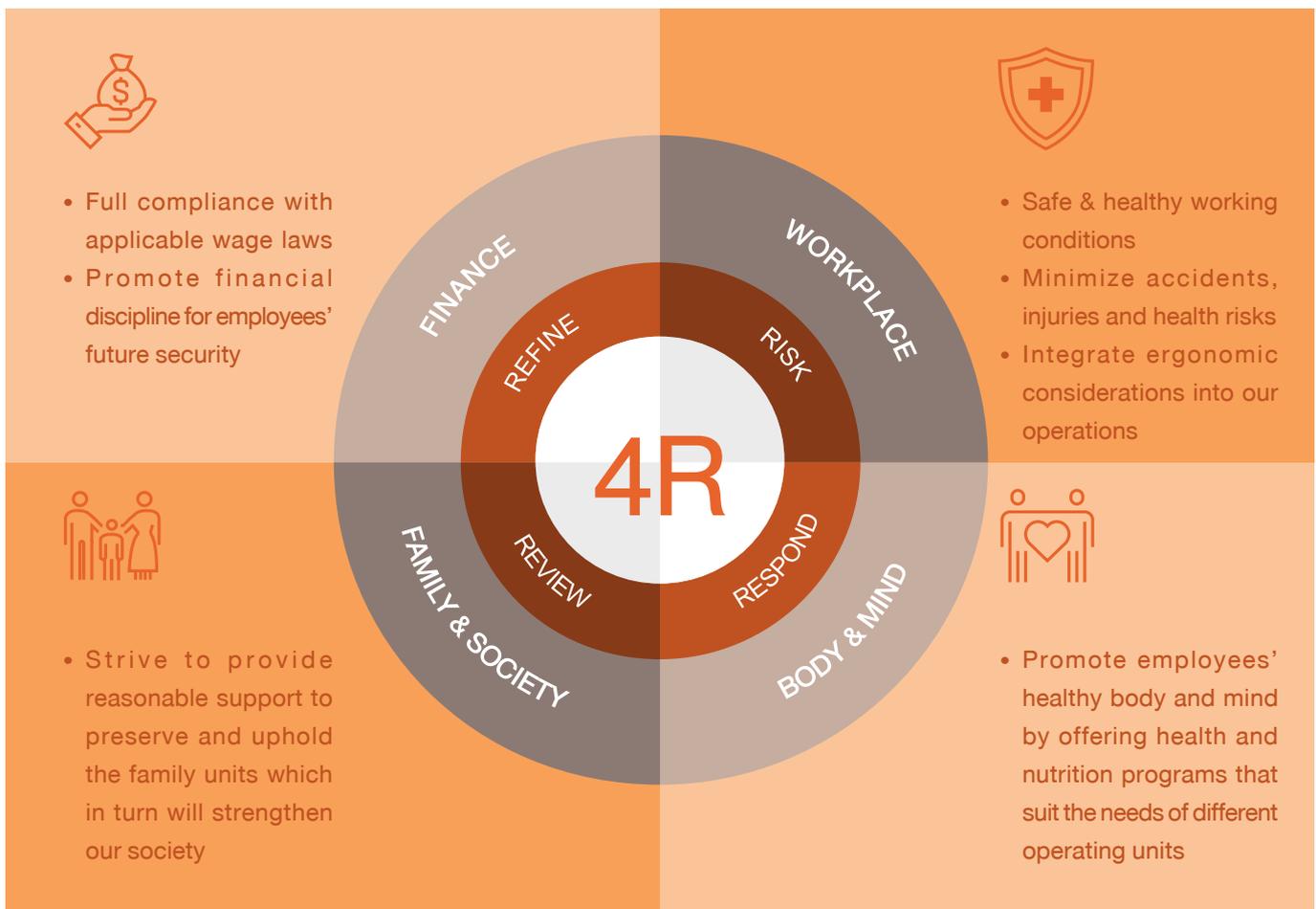
Talents and Leaders	Workforce	Grassroots	Social Responsibility
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Responsible Employer | Occupational Health & Safety and Employee Well-being

Occupational Health & Safety (OHS) and Employee Well-being

The health and safety of our employees are very important to Minor. Ensuring good practices in occupational health & safety and employee well-being instills morale and trust among existing employees, attracts talents to the company, as well as protects the company from unforeseen reputation risks. Minor continuously implements safe and healthy working environment in accordance with relevant legal regulations to create good workplace and enhance productivity. In addition, we promote well-being initiatives that focus on employees' strong body and mind, reasonable support for family and society, and encouragement of financial disciplines. In response to the established Occupational Health & Safety (OHS) and Well-being Framework, in 2020, we built a holistic "More You" program, championed by well-being committee comprising human resources teams from all business groups. The purpose was to enhance employees' well-being in order for them to deliver their best performances. The initiatives include providing discounted fitness facilities, healthy menus by Minor Food brands kiosks located in office cafeteria, emotional support, and well-being knowledge sharing through various activities such as Wellness Day and My Social Hour that encourage employees to mingle and share their ideas, flexible working hours and work from home arrangement, and health support programs such as annual health check-up, influenza vaccination, and discount for dental treatment, etc.

Occupational Health & Safety (OHS) and Well-being Framework



Talents and Leaders	Workforce	Grassroots	Social Responsibility
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Responsible Employer | Occupational Health & Safety and Employee Well-being

Workplace



Minor Dairy Limited was awarded “Zero Accident” Campaign from Thailand Institute of Occupational Safety and Health (Public Organization) as it had recorded 1,099,005 working hours with zero Lost-Time Injury Frequency and Lost Day.

In compliance with Thai occupational health and safety laws, our 14 hotels, 2 corporate offices of Minor Hotels, and 3 manufacturing plants: Minor Dairy, Minor Cheese, and NMT each has their own formal joint management-worker health and safety committee with average 4.6% of total workforce represented in the committee. In 2020, after the relocation to the new headquarter, we appointed new occupational health and safety committees of Minor Hotels’ corporate offices at the Parq and Riverside. Due to different nature of business, such committee is not legally required for Minor Food and Minor Lifestyle. However, members from these business units have joined Minor Hotels committee to ensure all safety measures are uniformly implemented across all business groups. All committee members have successfully passed compulsory 2-day training in early 2021.

We are cognizant of the importance of OHS indicators and continue to improve the data coverage of our occupational health and safety reporting. In 2020, for Minor Hotels, we included OHS performance of NH Hotel Group into our reporting scope, resulting in increased number of reported hotels from 110 in 2019 to 443 hotels and 1 corporate office. Moreover, we implemented online accident reporting tool for Minor Food’s equity restaurants and Minor Lifestyle outlets in early 2020 and were able to report Lost-Time Injury Frequency and Lost Day rates for these outlets for the first year. We also include our new bakery factory, Art of Baking, into our reporting scope in 2020.

In 2020, the company’s Injury Rate increased 16%, in the same direction as the Lost Day Rate that significantly increased by 105% while Lost-time Injury Frequency Rate decreased by 33%. Reasons behind these increments were due to high accident numbers and high lost day cases of NH Hotel Group. Considering high lost day cases of NH Hotel Group, main accidents were from slip and trip, which was one of the major accident types of Minor International. Details of root causes and mitigation actions are described in the next section. The company’s Occupational Diseases Rate increased from 0 to 0.56 due to new inclusion of data of NH Hotel Group. Main occupational diseases were musculoskeletal disorder in which job safety analysis were implemented to seek for root cause to prevent future recurrence. In 2020, Minor’s Fatality Rate decreased from 0.03 to 0.01, or a reduction of 58%.

Minor Dairy Limited was awarded “Zero Accident” Campaign from Thailand Institute of Occupational Safety and Health (Public Organization) it had recorded 1,099,005 working hours with zero Lost-Time Injury Frequency and Lost Day.

Details of occupational health and safety performances are presented on Minor’s website under “Occupational Health and Safety Performance” section of [Sustainability Performance Data 2020](#) .

Talents and Leaders	Workforce	Grassroots	Social Responsibility
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Responsible Employer | Occupational Health & Safety and Employee Well-being

Minor International’s Top 4 Types of Accident and Their Analysis

<p>Accident from equipment or tools – cut</p>		<p>Root Causes</p> <ul style="list-style-type: none">• Negligence of employees• Lack of training and awareness on using sharp-edge tools and equipment <p>Mitigation Actions</p> <ul style="list-style-type: none">• Provide work safety training with sharp-edge tools and equipment
<p>Accident from slip and trip</p>		<p>Root Causes</p> <ul style="list-style-type: none">• Negligence of employees• No precaution and warning at stairs and different level areas <p>Mitigation Actions</p> <ul style="list-style-type: none">• Refresh training on how to protect yourselves from slip and trip• Place precaution and warning signs at stairs and different level areas
<p>Accident from equipment or tools – bump or hit</p>		<p>Root Causes</p> <ul style="list-style-type: none">• Negligence of employees• Inadequate number of people during heavy lifting <p>Mitigation Actions</p> <ul style="list-style-type: none">• Revise process and/or standard operating procedure to ensure potential hazards are addressed to prevent recurrence
<p>Road Accident</p>		<p>Root Causes and Mitigation Actions</p> <ul style="list-style-type: none">• Detail of root causes and mitigation actions are presented under section “The Pizza Company and 1112 Delivery Driver Safety”

Talents and Leaders	Workforce	Grassroots	Social Responsibility
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Responsible Employer | Occupational Health & Safety and Employee Well-being

The Pizza Company and 1112 Delivery Driver Safety

In order to respond to customers' trends and expectation to enjoy dining anytime and anywhere, food delivery service has inevitably become an integral part of our emerging business. As we transform our delivery service to 1112 Delivery, we have traced road accidents from both traditional channel and the new platform. Road accident was 15% of total accident types occurred in 2020. It is our obligation to equip our riders with safe driving skills in order to prevent them from road accidents.

The Pizza Company and 1112 Delivery continued the effort to build strong safety driving behavior among our riders by verifying validity of motorcycle registrations, driving licenses, and compulsory motor insurance through the daily outlet checklist by store managers, and the monthly Quality Service Cleanliness and Safety (QSCS) audit by area coaches.



The Pizza Company has maintained its partnerships with Honda Thailand for safe driving trainings since 2014 and continues to fine-tune the trainings to address the major causes of road accidents observed in previous years. The training content includes theoretical study and web-based simulation as well as practical driving at Honda Circuit supervised by Honda trainers. However, the trainings were temporarily paused in 2020 due to the COVID-19 pandemic and expected to resume once the situation is relieved.



Minor initiated a new delivery service, “1112 Delivery”, with an aim to move away from brand-specific delivery predominantly led by The Pizza Company, to delivery of food from entire Minor Food Thailand’s portfolio and other food brands. As of February 2021, 12 brands of Minor Food and others are offered on 1112 Delivery platform.

In 2020, The Pizza Company and 1112 Delivery have implemented driver tracking system, Loginext. This system monitors the drivers' real-time location, driving speed, and driving behavior. The system will help monitor delivery service and also help tackle causes of road accidents occurred by driving behaviors. We aim to extrapolate the benefits further in 2021 by defining proper countermeasures against those misbehaviors to prevent accident recurrence. Currently, Loginext is available in all Bangkok Metropolitan and Pattaya locations. We are going to expand this system to riders throughout Thailand within June 2021.

Body & Mind

Minor offers a variety of well-being activities to its employees based on prioritized issues of each business unit. The highest priority in 2020 was to prevent our employees from COVID-19 infection. All of our business units have initiated various response activities for operations team such as daily body temperature check, provision of personal protective equipment, and stringent and regular working area cleaning. Working from home arrangement and flexible working hours were implemented for non-operational employees to reduce the risk of COVID-19.

Talents and Leaders	Workforce	Grassroots	Social Responsibility
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Responsible Employer | Occupational Health & Safety and Employee Well-being

The relocation of our Thailand headquarter in mid-2020 and initiation of “More You” program allowed our employees to participate in various well-being activities such as discounted fitness facility, healthy menus offered by Minor Food brands kiosks located in office cafeteria, well-being knowledge sharing and emotional support via hotline and WebEx, etc. Moreover, My Social Hour, a monthly Get Together campaign, has been arranged for corporate employees to mingle and exchange ideas on the forth Friday of every month.



At our hotel properties, activities promoting physical well-being are offered, ranging from sports activities e.g. yoga, volleyball, football, cricket, and sport day, hygienic and nutritious meals e.g. low-fat, low-sugar, and no MSG, to health promotions such as annual health check-up, breast cancer awareness, and influenza vaccination. For mental well-being, stress management is provided to employees such as yoga and meditation class and stress relief communication via poster, webinar, and trainings. We also continuously monitor our workplace condition such as lighting, temperature, noise, humidity, and ergonomics of our employees, and provide various measures to improve the conditions such as employees’ outfits that are suitable with climate conditions, working posture training, and replacement of furniture and workstation to meet with ergonomic requirement.

Our manufacturing facilities, Minor Dairy, Minor Cheese, and NMT focus on working condition such as illumination, noise, temperature, air quality, and ergonomic workstation improvement aiming at improving not only well-being of their employees but also companies’ productivity. Moreover, various well-being activities such as sports activities, annual health check-up, and influenza vaccination were offered.

Family & Society

Employees’ well-being is inevitably related to well-being of their families and societies. Minor realizes this connection and therefore has provided various programs to support employees’ families such as children education support, paid paternity leave in excess to legal regulation in Seychelles, cash support for the newborn, and child daycare voucher.

In 2020, Minor empowered and supported over 540,000 family and community members worldwide with over Baht 62 million spent on education, health and well-being, and environment. This amount does not include our spending on our own workforce development.

Finance



Baht 22,170 million benefits to employees e.g. salaries, wages, welfare, and other regular contribution.

The COVID-19 pandemic has put unprecedented pressure on businesses as well as our employees. Minor introduced the Chairman’s Fund program offering zero-interest loan to struggled employees from all business units throughout Thailand. Total of Baht 14,210,000 were supported to 1,421 employees. Each business unit also had other assistance to help their employees further. For example, Minor Hotels initiated a food allowance support to give away Baht 5,000 to each employee while Minor Food offered Baht 5,000 interest-free loans to 805 employees. In total, Minor and its employees provided over Baht 29.5 million of interest-free loans and allowances to support staff during operations closures.

Talents and Leaders	Workforce	Grassroots	Social Responsibility
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Youth Development | Children Education Support | Career Support for People with Disabilities

Grassroots

Our grassroots support focuses on developing youth through holistic development programs, enhancing children’s learning capabilities, and providing employment opportunities for local and disadvantaged community members.

Youth Development

Almost half of total Minor workforce are people aged below 30 years old. The development of youth through our holistic development programs allows Minor to have access to potential workforce during and after their graduations, hence building a sustainable human capital pipeline for our businesses.



Government Co-Payment Program

In September 2020, the Government of Thailand launched the “co-payment” program to assist both companies affected by the COVID-19 pandemic and new graduates who struggled in finding jobs. This co-payment program offers 50% payment support to companies hiring those who graduated in 2019 onwards at national’s standard education level payment rate. Minor participated in this program and has recruited a total of 212 graduates by December 2020. This allows us to create jobs for new graduates while realizing over Baht 2 million savings for our businesses.

Minor Corporate University (MCU)

To create a pool of potential entry-level employees for Minor businesses, Minor Corporate University (MCU) has co-developed the curriculum with partnered vocational schools to offer courses to students that fit with our business needs. In 2020, 1,043 students participated in the program and out of total, 36% joined Minor as employees after their graduation.

The Coffee Club Chef Academy

The Coffee Club Chef Academy is an international development program for MCU students to create quality chefs for The Coffee Club stores worldwide. The Coffee Club and the Australian Vocational Education and Training (VET) have partnered with the Office of Vocational Education Commission (OVEC) in creating a dual certificate program for participating students. The graduates received two accredited certificates from both Australia and Thailand, presenting them with better employment opportunities. In 2020, 48 students graduated from the program. As The Coffee Club Thailand was greatly impacted by the pandemic, regrettably only 4 graduates were employed for our business.



Talents and Leaders	Workforce	Grassroots	Social Responsibility
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Youth Development | Children Education Support | Career Support for People with Disabilities

Minor Hotels Explorer Program

Minor Hotels Explorer Program is an intensive hospitality curriculum providing an apprenticeship to students with opportunity to earn while they learn, gaining valuable hospitality experience and career upon graduation. In 2020, 6 participants graduated from the program. Unfortunately, the plan to expand the Explorer Program to Vietnam in 2020 was on hold due to the COVID-19 pandemic.

Excellence Model School (EMS)

Minor and the Office of Vocational Education Commission (OVEC) have co-developed a vocational school education curriculum and on-the-job training program to equip students with skills and competencies in hospitality. In 2020, total of 204 students from Pathumthani Vocational Education College and Bangsaen Technical College, members of the Excellence Model School (EMS) initiative, participated in the program.



Minor Food China Joint-Culinary Curriculum

Minor Food China continues its partnership with Dong Fang Culinary School in offering a joint-culinary program to develop skilled kitchen talents to fill its business pipeline. Students receive a 2-year professional cooking technical training that prepares them for the “Chef Management Trainee” position at our restaurants. In 2020, total of 180 graduates were hired from Dong Fang Culinary School by our business.



Talents and Leaders	Workforce	Grassroots	Social Responsibility
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Youth Development | Children Education Support | Career Support for People with Disabilities

Children Education Support

Minor believes that access to education can create better future for our children. We have been providing continuous support to children and schools through various programs.

Heinecke Foundation Scholarship

Since 1995, the Heinecke Foundation and Minor have been providing scholarships to deserving students who have outstanding academic and social-serving performance. The scholarship recipients are students from schools in communities where we operate in Thailand, Minor-supported schools, and children of junior-level staff. Despite the impact from the COVID-19 pandemic, a total of 974 scholarships were given in 2020.



Minor's School Program

Minor's School Program aims to give students access to better education and facilities. We work with schools in need located in communities nearby our business. Since the launch of the program in 2005, total of 15 schools have been included in the program. In 2020, Minor's IT Department team installed 50 donated computers at 3 member schools and gave a short education session to the students. Meanwhile, a team of Minor volunteers also helped to renovate one of the schools' kitchen facility to enhance health and hygiene of the students.

Minor Smart Kids (MSK)

Minor Smart Kids (MSK) is Minor's Thailand-based education business that offers innovative learning materials to children. MSK believes in holistic learning approach and seeks to engage with parents and children through educational seminars that emphasize children's creativity and skills development. In 2020, over 30,000 parents and children nationwide participated in these seminars, with the theme of experimental and coding education. In addition, MSK continues its support in education by contributing books and learning materials valued over Baht 680,000 to 39 schools in Thailand.

The Pizza Company Book Club

Launched in 2002, The Pizza Company Book Club aims to instill reading habits among Thai children as reading can enhance vocabulary development, concentration spans, and analytical thinking. We work with teachers and schools to create list of recommended books for students to read during school semesters. Participating students are validated for their reading achievements by the teachers in which they will earn stamps to redeem free pizzas from The Pizza Company outlets.

The Pizza Company Book Club 2020 Achievements



Talents and Leaders	Workforce	Grassroots	Social Responsibility
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Youth Development | Children Education Support | Career Support for People with Disabilities

Career Support for People with Disabilities

In 2020, Minor supported over 400 people with disabilities worldwide with employment opportunities. In Thailand, we supported over 200 people with disabilities through employment at our operations and the continuing collaboration with the Social Innovation Foundation and the Association of Strong Micro Enterprise Development Institute (SMEDI). Internationally, we supported over 100 persons with employment, including 89 hired by NH Hotel Group in their operations. Furthermore, Elewana Collection's Arusha Coffee Lodge in Tanzania continues its support to Shanga, a social enterprise that offers career to people with disabilities. The Shanga workshop creates handmade jewelry, glassware, and home decorations from hotel's and communities' recyclable wastes. In 2020, it employed 35 people with disabilities and assisted them with subsistence allowances, food, and medical supports to help them through the COVID-19 pandemic.



In 2020, Minor supported over **400** people with disabilities worldwide with employment opportunities.



Talents and Leaders	Workforce	Grassroots	Social Responsibility
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Alignment with Business for Societal Impact (B4SI) | Social Responsibility Initiatives

Social Responsibility

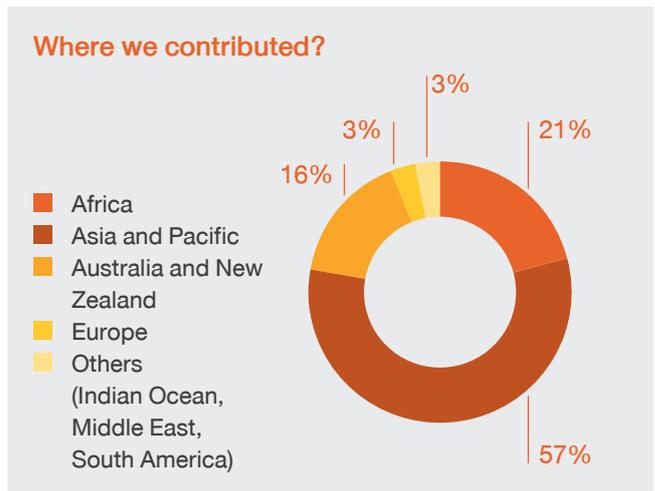
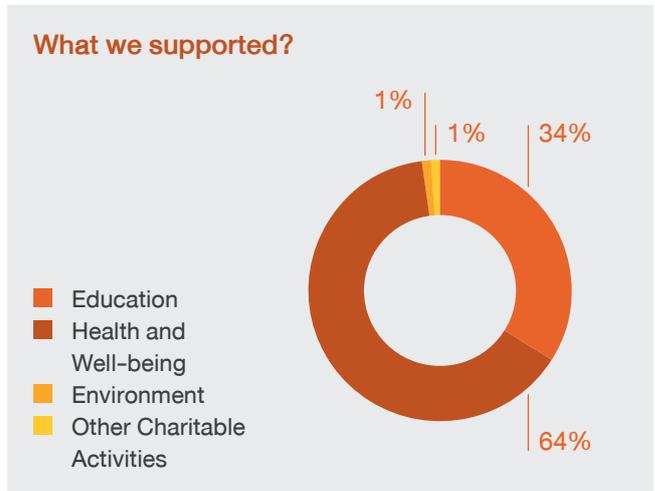
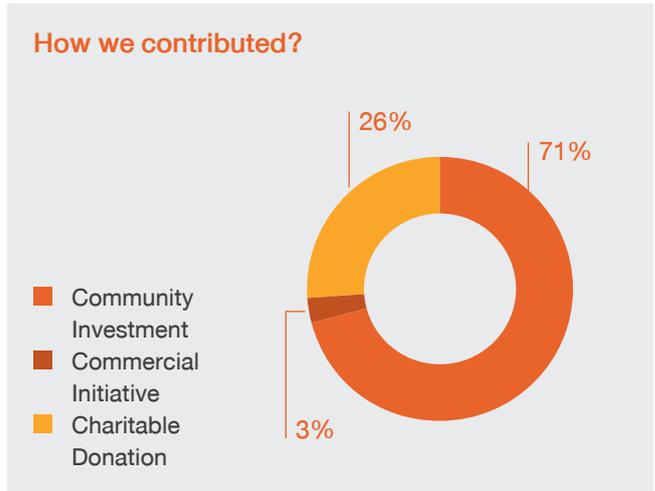
Minor believes that one of the keys to achieving sustainability is being socially responsible. We promote “socially responsible mindset” among our people and peers by encouraging our business units globally to undertake social responsibility activities to both address issues in the society where we operate and support company’s sustainability priority.



Alignment with Business for Societal Impact (B4SI)

We monitor our contributions to the society in alignment with the **Business for Societal Impact (B4SI)** framework, formerly known as the London Benchmark Group (LBG). In 2020, our monetary contribution spent on numerous social and environmental programs worldwide accounted for 0.1% of our total core revenue (including core revenue of NH Hotel Group). Details of how, where and what we contributed in 2020 are presented as follows:

Minor’s Social Responsibility Contribution in monetary value (Baht)



Talents and Leaders	Workforce	Grassroots	Social Responsibility
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Alignment with Business for Societal Impact (B4SI) | Social Responsibility Initiatives

Social Responsibility Initiatives

	Minor Founder's Day & Together with Love Minor Group, Worldwide	Minor's annual day-of-good-deed was joined by our employees globally. In 2020, despite the challenges from the pandemic, volunteers contributed over 2,300 hours of their time and efforts in good causes, benefiting over 18,000 people in the society.
	Hotels with a Heart NH Hotel Group, Europe	NH Hotel Group has implemented the "Hotels with a Heart" program for 12 years to support accommodations for children with serious illnesses and their families with limited resources when they need to be accommodated away from their hometowns and closer to the hospitals in bigger cities. In 2020, 317 nights of accommodations were contributed from 30 hotels.
	Emergency Accommodation Support Minor Hotels Australia (Oaks), Australia	Minor Hotels Australia partnered with Australian Department of Housing & Social Services in providing emergency accommodation to those without homes and at risk of the COVID-19 spreading. Total of 3,500 nights of accommodation were provided to 1,000 people.
	Blood Donation Minor Group, Malaysia, Oman, Thailand	Almost 500 Minor employees from 3 countries donated blood to the national Red Cross and hospitals located in areas where our business operates, benefiting almost 500 blood recipients.
	Good Deeds in Your Birth Month Minor Headquarter, Thailand	A monthly social responsibility program that aims to nurture the spirit of giving among employees at Minor's headquarter by inviting those who were born in the month to participate in good causes. Throughout the year, almost 200 employees volunteered in these activities that benefited over 1,400 people.
	Supporting The Nine Telethon Minor DKL Food Group (The Coffee Club), Australia	The Coffee Club Australia participated in the Nine Telethon Project, the only live televised fundraising event in Queensland. The project raised fund for the Children's Hospital Foundation to procure cutting-edge medical equipment and funded life-saving medical research and patient and family support programs. In 2020, The Coffee Club Australia raised over AUD 56,000 for the Foundation through this project.