

Sustainability Performance Data 2020

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Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity
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Economic Performance

		2017	2018	2019	2020 (Post-TFRS 16)
Consolidated ⁽¹⁾ (Baht million)	Total Revenue	58,644	78,620	129,889	58,232
	Gross Profit	34,893	46,127	60,625	23,059
	EBITDA	12,273	14,634	26,283	546
	Net Profit (Loss)	5,415	4,508	10,698	(21,407)
	Benefits to employees comprising salaries, wages, welfares, and regular contribution	15,342	20,218	32,053	22,170
	Dividend to Shareholders	1,544	1,848	1,848	-
	Finance Costs paid to Lender	1,747	2,519	3,457	4,078
	Corporate Income Tax paid to Government (Corporate income tax credit carried over) ⁽²⁾	787	1,289	2,293	(2,445)
Profitability Ratio (%)	Return on Total Assets (ROA)	4.76	2.33	4.10	(6.94)
	Return on Equity (ROE)	11.86	6.79	12.72	(26.40)
Per Share Data (Baht)	Basic Earnings per Share	1.22	0.93	2.04	(4.71)

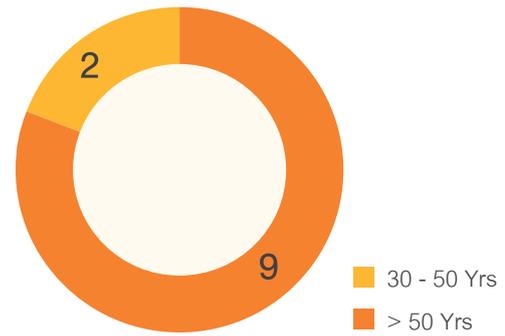
Notes: (1) Include consolidation of NH Hotel Group

(2) Minor International reported a net loss in 2020. Thus, it did not have payable corporate income tax and carry over the tax losses to offset against future profit.

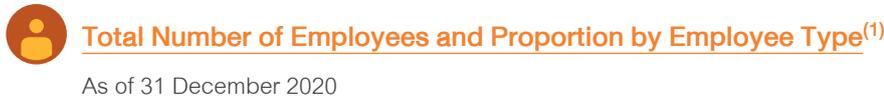


Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity
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Composition of Governane Bodies

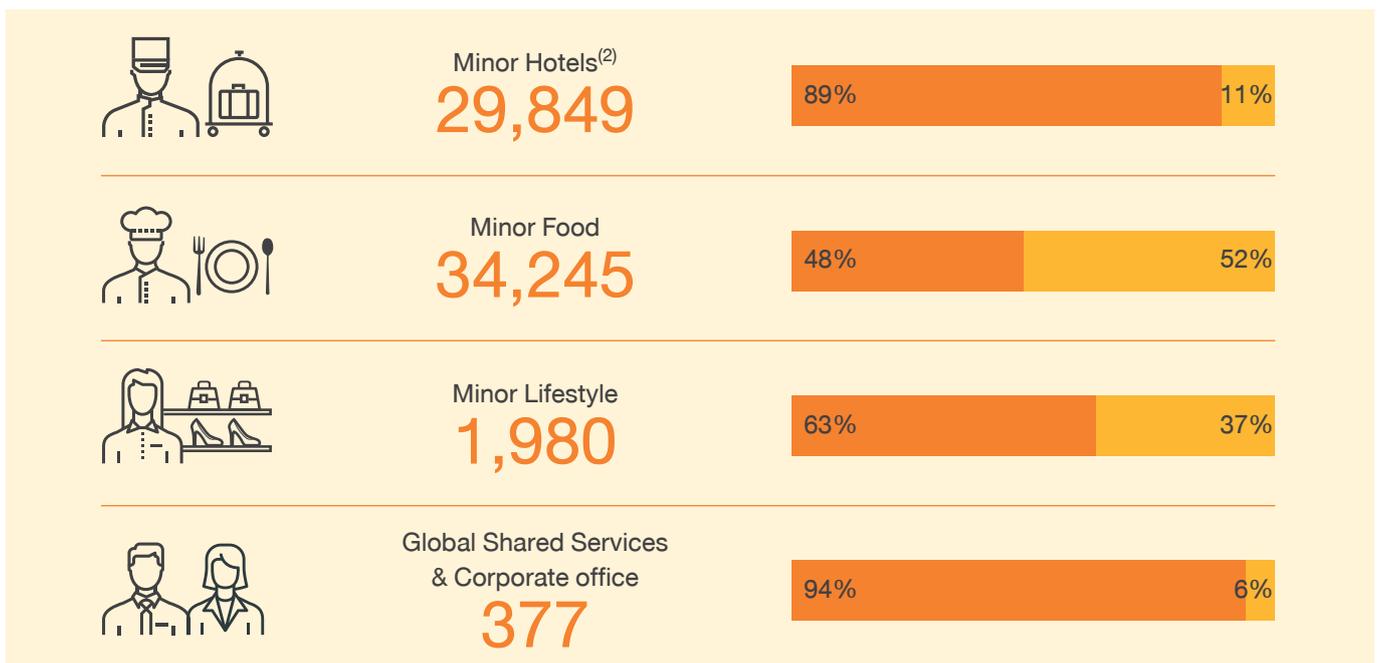


Human Resource Performance



Grand Total
66,451

■ Full time ■ Part Time



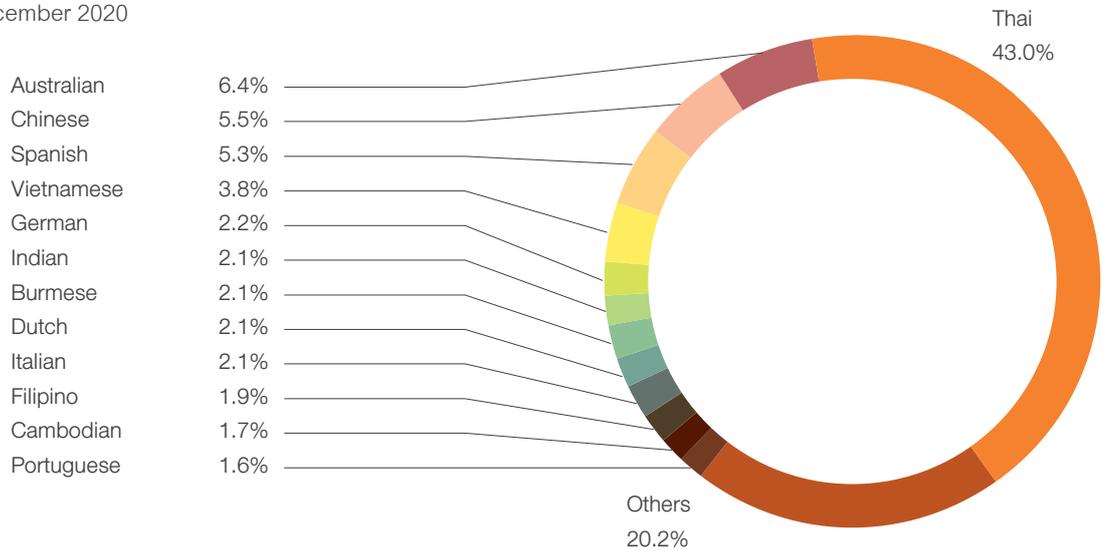
Notes: (1) All employees including all significant subsidiaries, and include employees of managed hotel properties and franchise

(2) Includes employees of NH Hotel Group per NH Hotel Group's Consolidated Non-Financial Information Statement 2020 (Corporate Perimeter)

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity
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Proportion of Employees by Nationality⁽¹⁾⁽²⁾

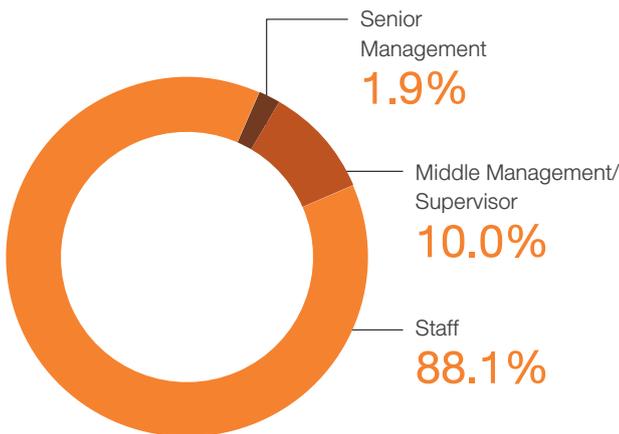
As of 31 December 2020



Notes: (1) All employees including all significant subsidiaries, and include employees of NH Hotel Group, managed hotel properties and franchise
 (2) Minor employs 157 nationalities within our group

Proportion of Employees by Level⁽¹⁾

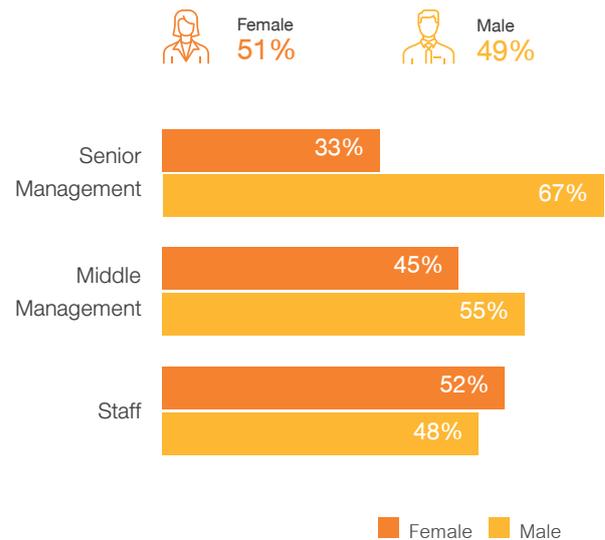
As of 31 December 2020



Note: (1) For Minor Food: Include corporate offices, factories, and equity stores only.
 For Minor Hotels: Include most of the hotels we own and/or operate
 Include NH Hotel Group (corporate perimeter)

Proportion of Employees by Gender and Level⁽¹⁾⁽²⁾⁽³⁾

As of 31 December 2020

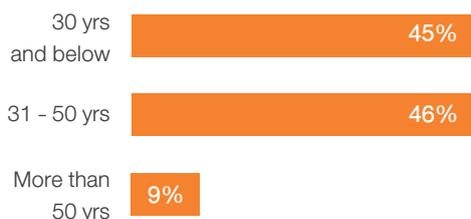


Notes: (1) For Minor Food: Include corporate offices, factories, and equity stores only
 For Minor Hotels: Include most of the hotels we own and/or operate. Include NH Hotel Group (corporate perimeter)
 (2) Female in management position (senior & middle management/ supervisor) = 43%
 (3) Female in junior management position (supervisors/ first level of management) = 46%

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity
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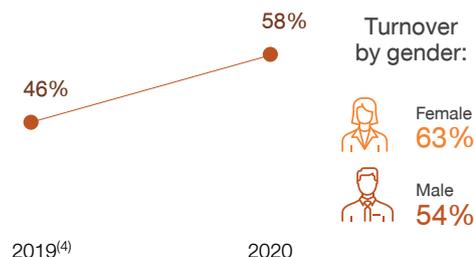
Proportion of Employees by Age⁽¹⁾

As of 31 December 2020



Note: (1) For Minor Food: Include corporate offices, factories, and equity stores only. For Minor Hotels: Include most of the hotels we own and/or operate. Include NH Hotel Group (corporate perimeter)

Employee Turnover (Including Part-time)⁽¹⁾⁽²⁾⁽³⁾



Notes: (1) For Minor Food: Include corporate offices, factories, and equity stores only. Exclude Bon Chon.

For Minor Hotels: Include most of the hotels we own and/or operate. Include NH Hotel Group (corporate perimeter)

(2) Turnover was calculated as Total number of employees that left the company during the year/ Average number of employees

(3) The information include part-time staff (who accounts for almost 30% of the relevant workforce data in 2020). These staff by nature will be working for shorter tenure with the company

(4) Total Turnover for 2019 corrected from 56% to 46%. This was due to correction in consolidation of NH Hotel Group's information, to use headcount instead of FTE's for calculation

Employee Benefits by Employment Type⁽¹⁾

	Full-time	Part-time ⁽²⁾
Life Insurance	●	○
Health Care	●	○
Disability and Invalidity Coverage	●	●
Maternity Leave	●	●
Retirement Provision	●	○
Employees Joint Investment Program (EJIP) ⁽³⁾	●	○
Social Security	●	●
Provident Fund	●	○

Notes: (1) For Thailand operations

(2) "Part-time" for Minor Hotels refer to contractual employees, excluding banqueting casuals

(3) For qualified executives

Average Training Hours per Employee per Year by Level⁽¹⁾

For the year ended 31 December 2020



Note: (1) For Minor Food: Include Thailand corporate offices and equity stores only For Minor Hotels: Include Anantara, AVANI, Oaks, Tivoli, NH Hotel Group

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity
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Minor Group's Training & Development 2020

	Compulsory	System Training	Functional Training
Senior Executive	<ul style="list-style-type: none"> • Orientation • Code of Conduct & Anti-Corruption • Personal Data Protection & GDPR • Sustainability 101 • Minor Executive Onboarding Program (90 Days) • Time for you & Behaviour for success • Minor Hotels - Appropriate Workplace Behaviour, Loyalty Program Introduction, R2W Journeys - New Hygiene and Safety Protocols and Practices • Minor Food - COVID-19 responsibility & service tips, Work at Home courses 	<ul style="list-style-type: none"> • Basic Computer Systems • Employee Platform • PeopleStrong Training 	
Middle Management	<ul style="list-style-type: none"> • Orientation • Code of Conduct & Anti-Corruption • Personal Data Protection & GDPR • Sustainability 101 • Minor Executive Onboarding Program (90 Days) • Time for you & Behaviour for success • Minor Hotels - Appropriate Workplace Behaviour, Loyalty Program Introduction, R2W Journeys - New Hygiene and Safety Protocols and Practices • Minor Food - COVID-19 responsibility & service tips, Work at Home courses 	<ul style="list-style-type: none"> • Oracle Training for Employee • Basic Computer Systems • Employee Platform • PeopleStrong Training 	<ul style="list-style-type: none"> • Minor Hotels – Business Knowledge courses by Job level • Minor Food - BLDP for Operations Manager, Expertise Certification • Minor Shared Service – Finance, Auditing
Entry Level Management, Supervisor, Specialist	<ul style="list-style-type: none"> • Orientation • Code of Conduct & Anti-Corruption • Personal Data Protection & GDPR • Sustainability 101 • Time for you & Behaviour for success • Minor Hotels - Appropriate Workplace Behaviour, Loyalty program introduction, E-Learning (Virtual campus, Safety, First aid, Rostering), R2W Journeys - New Hygiene and Safety Protocols and Practices • Minor Food - Area Coach Onboarding Program, COVID-19 responsibility & service tips, Work at Home courses 	<ul style="list-style-type: none"> • Oracle Training for Employee • Basic Computer Systems • Employee Service • PeopleStrong Training 	<ul style="list-style-type: none"> • Minor Hotels – Supervisory Skills, Business Training, E-learning Courses, Job Skills Coach Certification • Minor Food - MLDP for Store Managers, Business Management for Store Manager, MEP for store manager, Shift Management for store manager, BLDP, First-Time People Manager courses • Minor Lifestyle – eBasic Business Knowledge, Online business • Minor Shared Service - Accounting & Finance Knowledge Enhancement, English for IT and Accounting
Office-Based Employee	<ul style="list-style-type: none"> • Orientation • Code of Conduct & Anti-Corruption • Personal Data Protection & GDPR • Sustainability 101 • Time for you & Behaviour for success • Minor Hotels - Appropriate Workplace Behaviour, Loyalty program introduction • Minor Food - COVID-19 responsibility & service tips, Work at Home courses 	<ul style="list-style-type: none"> • Oracle Training for Employee • Basic Computer Systems • Employee Service • PeopleStrong Training 	<ul style="list-style-type: none"> • Minor Food - Customer Management, Business Management, People Management • Minor Shared Service - Accounting & Finance Knowledge Enhancement
Store/ Hotel Employee	<ul style="list-style-type: none"> • Orientation • Code of Conduct & Anti-Corruption • Personal Data Protection & GDPR • Sustainability 101 • Time for you & Behaviour for success • Minor Hotels - Appropriate Workplace Behaviour, Loyalty Program Introduction, E-Learning (Virtual campus, Safety, First aid, Rostering), Leap From Good to Great Customer Service Training, R2W Journeys- New Hygiene and Safety Protocols and Practices • Minor Food - Serve Better, Sell More, COVID-19 responsibility & service tips 	<ul style="list-style-type: none"> • PeopleStrong Training • Minor Hotels - OPERA System Training, • Minor Food - Menulink, Store Operations System 	<ul style="list-style-type: none"> • Minor Hotels - Service Training Programs, Language Training, Minor Training Bytes (MTB) - 15 Minutes Skills Training, Micro-Learning Courses, Typsy Hotel Skills Training Library, Minor Hotels Explorer Program • Minor Food - Brand's operations training for store staff • Minor Lifestyle - Professional Service, Store Management, Product Knowledge, Customer Focus

Sustainability Performance Data 2020

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity
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Minor Group's Training & Development 2020

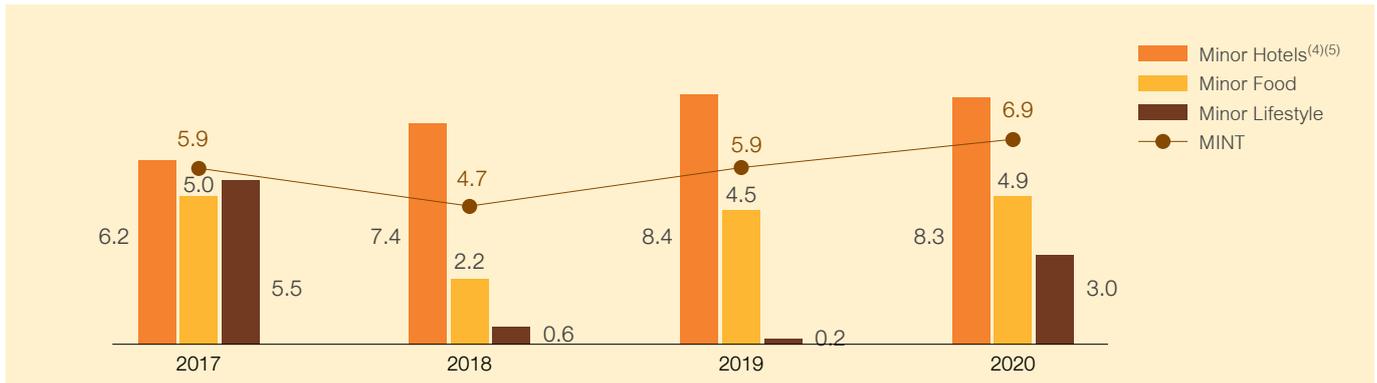
	Managerial & Work Performance Skills Development	Leadership Development (Competency-Based)	Executive Program	Talent Development
Senior Executive	<ul style="list-style-type: none"> Targeted Selection Language Clinic (English) Computer Skills Training Minor Hotels - E-Learning Program (E-Cornell) for GM 	<ul style="list-style-type: none"> First-Time People Supervisor Live Sara Minor Hotels - Entrepise Leader Program, Situational Leadership II, edX @ Minor Hotels, HSMIAI-Business & Commercial Acumen Certificate (GM Academy), Emergenetics and EQ 2.0 	<ul style="list-style-type: none"> Executive Coaching & Mentoring Executive Certification Program 	<ul style="list-style-type: none"> Minor Hotels - Minor Hotel GM Academy
Middle Management	<ul style="list-style-type: none"> Candidate Selection Training English Clinic Computer Skills Training Supervisory & Line Management Skills Skillsoft Leadership Development Program Minor Hotels - E-Learning Program (E-Cornell) for Department head 	<ul style="list-style-type: none"> First-Time People Supervisor Live Sara Minor Hotels – Agile Leader Program, Commercial Leader Program, Situational Leadership II, edX @ Minor Hotels, Emergenetics and EQ 2.0 		<ul style="list-style-type: none"> Minor Food - GROW experiment playground Minor Hotels – Wavelength, Endeavor and Horizon Journey
Entry Level Management Supervisor, Specialist	<ul style="list-style-type: none"> Computer Skills Candidate Selection Training, Managing My Performance Minor Hotels - Skillsoft Leadership Development Program Minor Food - Entry Level Leadership Series (DDI Competency-Based), Area Coach University Minor Lifestyle – Supervisory Skills, English & Chinese language, Digital Marketing 	<ul style="list-style-type: none"> First-Time People Supervisor Live Sara 		<ul style="list-style-type: none"> Minor Food - Store Management Trainee Program Minor Hotels - Wavelength Journey & Ascent Program
Office-Based Employee	<ul style="list-style-type: none"> Minor Food - Business Management, Managing Employee Performance, RM-LDP 	<ul style="list-style-type: none"> Live Sara 		
Store/ Hotel Employee	<ul style="list-style-type: none"> Minor Hotels - Managing My Performance 			

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity
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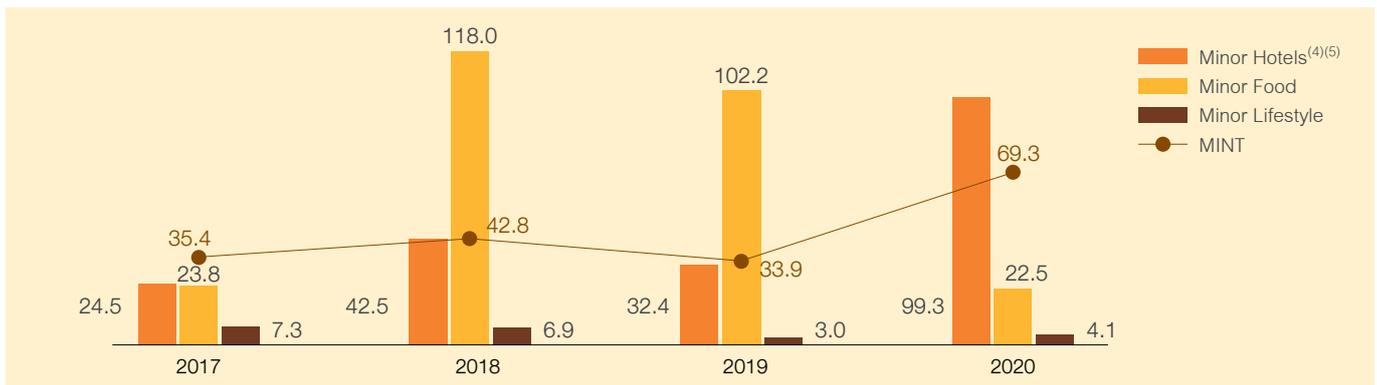
Occupational Health & Safety Performance⁽¹⁾⁽²⁾

Employee

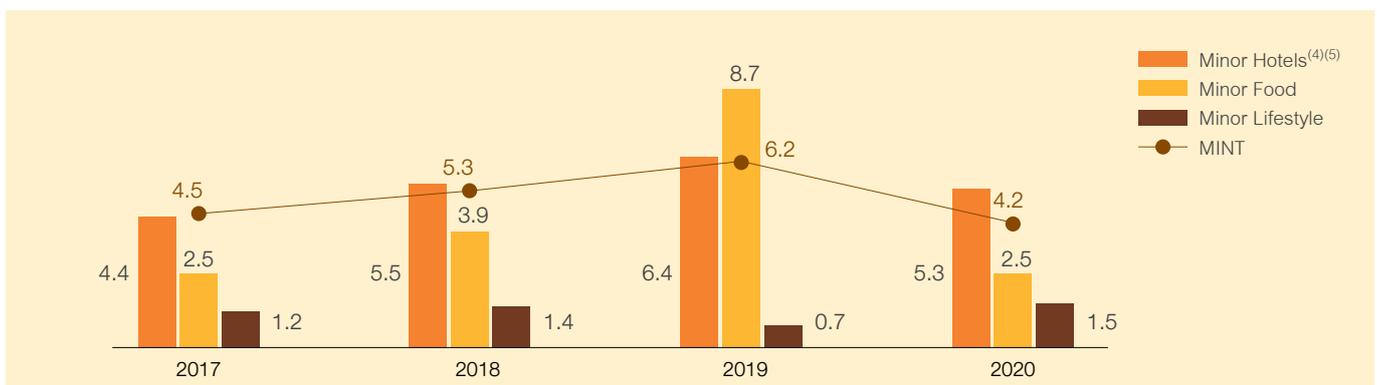
Injury Rate (IR)⁽³⁾



Lost Day Rate (LDR)



Lost-Time Injury Frequency Rate (LTIFR)



Notes: (1) All indicators based on one million working hours

(2) Include all 3 business groups:

- Minor Hotels - 443 owned and managed hotels and a corporate office including NH Hotel Group
- Minor Food - Thailand, Australia, and New Zealand equity food stores, MDL MCL, and Art of Baking
- Minor Lifestyle - retail points of sales in Thailand and NMT
- Details of scope expansion are presented in "Occupational Health & Safety and Employee Well-being" on Minor's website under section "Workforce"

(3) Injury Rate - only the medical treatment level injury, not include first-aid level injury

(4) Number of reported hotels in 2019 at 110 hotels are different from what reported in 2019 Sustainability Report at 121 hotels due to the transfer of 11 hotels to NH Hotel Group. This does not affect performance reporting in 2019.

(5) For 2016 - 2017, working hours covering only full-time employees. From 2018 onwards, working hours covering all types of employees.

(6) Exclude Minor Food equity restaurants and Minor Lifestyle outlets

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity
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Occupational Diseases Rate (ODR)⁽⁶⁾

	2017	2018	2019	2020
Minor Hotels ⁽⁴⁾⁽⁵⁾	0.00	0.15	0.00	0.59
Minor Food	0.00	0.00	0.00	0.00
Minor Lifestyle	0.00	0.00	0.00	0.00
MINT	0.00	0.14	0.00	0.56

Work-related Fatalities Rate

	2017	2018	2019	2020
Minor Hotels ⁽⁴⁾⁽⁵⁾	0.00	0.00	0.00	0.00
Minor Food	0.04	0.00	0.07	0.04
Minor Lifestyle	0.00	0.00	0.00	0.00
MINT	0.02	0.00	0.03	0.01

Contractor

	2017	2018	2019	2020
Injury Rate (IR)	0.00	0.00	0.00	1.35
Lost Day Rate (LDR)	0.00	0.00	0.00	1.35
Lost-Time Injury Frequency Rate (LTIFR)	0.00	0.00	0.00	1.35

Notes: (1) All indicators based on one million working hours

(2) Include all 3 business groups

- Minor Hotels - 443 owned and managed hotels and a corporate office including NH Hotel Group
- Minor Food - Thailand, Australia, and New Zealand equity food stores, MDL MCL, and Art of Baking
- Minor Lifestyle - retail points of sales in Thailand and NMT
- Details of scope expansion are presented in "Occupational Health & Safety and Employee Well-being" on Minor's website under section "Workforce"

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Environmental Performance



Greenhouse Gas (GHG) Emission Scope 1, 2 and 3

GHG Emission ⁽¹⁾⁽¹²⁾		2017	2018	2019	2020
Scope 1	MT CO ₂ e	65,415	86,205	87,575	107,883
Scope 2	MT CO ₂ e	150,428	227,820	246,485	199,035
Scope 3	MT CO ₂ e	-	27,268 ⁽²⁾	28,767 ⁽³⁾	26,186
Total Combined GHG Emission		215,843	341,293	362,826	333,105

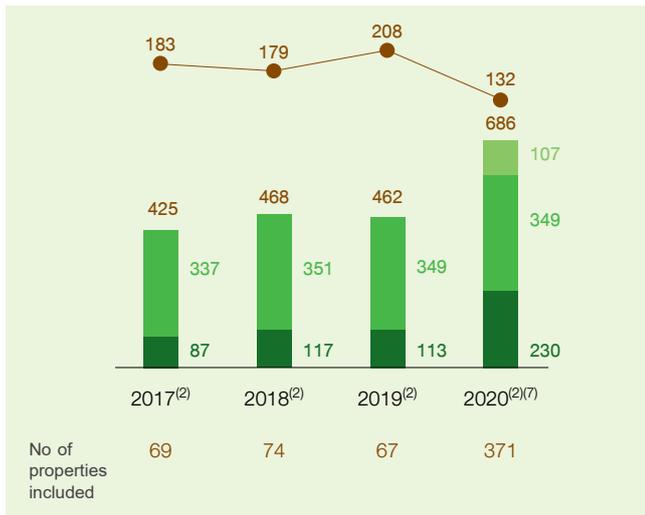
GHG Emission Scope 3 Categories		2018 ⁽²⁾	2019 ⁽³⁾	2020
Purchased Goods and Services ⁽⁴⁾	MT CO ₂ e	2,250	3,628	9,327
Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2 ⁽⁵⁾	MT CO ₂ e	-	-	63
Upstream Transportation and Distribution ⁽⁶⁾	MT CO ₂ e	6,743	8,414	7,057
Waste Generated in Operations ⁽⁷⁾	MT CO ₂ e	2	2	566
Employee Commuting ⁽⁸⁾	MT CO ₂ e	95	166	128
Downstream Transportation and Distribution ⁽⁹⁾	MT CO ₂ e	418	1,211	1,253
Downstream Leased Assets ⁽¹⁰⁾	MT CO ₂ e	17,398	14,957	7,434
Investments ⁽¹¹⁾	MT CO ₂ e	362	389	358

Notes: (1) Include NH Hotel Group and Art of Baking in 2020. Excluding NH, total combined GHG emission in 2020 = 269,421 tons CO₂e
 (2) Reclassify 17,398 tons CO₂e from "Investment" to "Downstream Leased Asset" and 1,506 tons CO₂e from "Other Upstream" to "Upstream Transportation and Distribution"
 (3) Reclassify 1,607 tons CO₂e from "Other Upstream" to "Upstream Transportation and Distribution"
 (4) Include water withdrawal quantity of 371 properties of Minor Hotels (including NH Hotel Group), 802 Minor Food equity restaurants, MDL MCL, Art of Baking, and NMT, single-use plastic packaging in Thailand, raw materials used in Minor Hotels in Thailand (approximately 4.2% of total spending), NH Hotel Group's bottled water, and paper used by NMT
 (5) Include rental vans of MDL MCL and NMT
 (6) Include transportation of raw materials from suppliers to MDL MCL, NMT, and Minor Food Distribution Center and electrical consumption of Minor Food Distribution Center
 (7) Include Waste Disposal of The Pizza Company, MDL MCL, Art of Baking, and NMT
 (8) Include employee commuting at MDL MCL and NMT
 (9) Include 1112 Delivery and The Pizza Company's food delivery to customers and product transportation from MDL MCL and NMT to customers
 (10) Include scope 1 and scope 2 of 5 owned (100%) but not managed hotels
 (11) Include scope 1 and scope 2 of Pecan Deluxe (Minor's joint venture with 49.9% share)
 (12) Emission factors from Thailand Greenhouse Gas Management Organization (TGO) Carbon footprint for Products updated in February 2020, Thailand Greenhouse Gas Management Organization (TGO) Carbon footprint for Organization updated in April 2020, Department for Environment Food and Rural Affairs 2020, and Comprehensive Environmental Data Archive v 5.0

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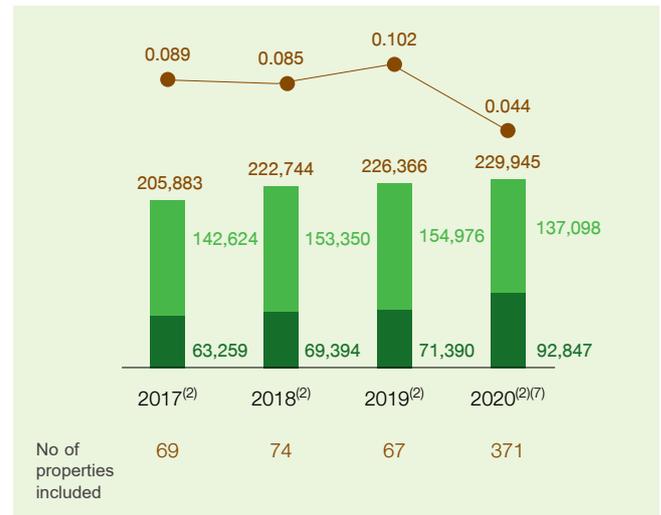
Minor Hotels' Environmental Performance⁽¹⁾

Energy⁽²⁾



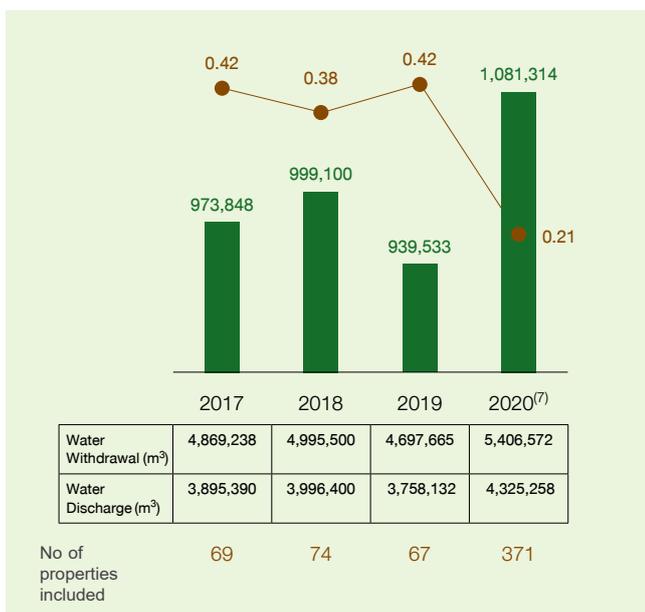
- Other Energy (Diesel, LPG, Natural Gas, Petrol, Hydrofluorocarbon refrigerants, etc.) (Million kWh)
- Purchased Energy (Million kWh)
- Green Energy from Solar, Wind, Hydro (Million kWh)
- Combined Energy Usage per Room Sold (kWh/Room Sold)

Carbon Dioxide Emission⁽³⁾⁽⁴⁾



- Carbon Dioxide Emission Scope 1 (MT CO₂e)
- Carbon Dioxide Emission Scope 2 (MT CO₂e)
- Combined CO₂ Emission per Room Sold (MT CO₂e/Room Sold)

Water Consumption⁽⁵⁾⁽⁶⁾



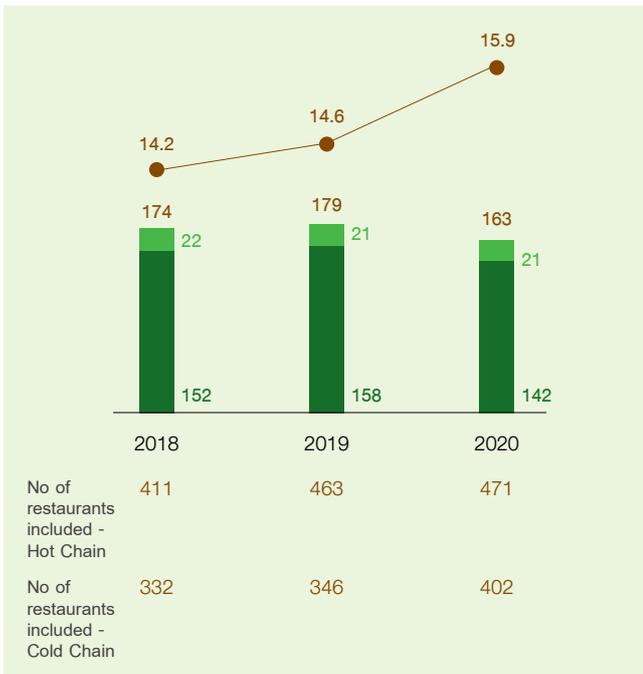
- Water Consumption (Cubic meter)
- Water Consumption per Room Sold (Cubic meter/Room Sold)

Notes: (1) Hotels in Minor's portfolio, including own & managed hotels and NH Hotel Group. Excludes Oaks in Australia and New Zealand
 (2) Conversion factors from Department for Environment Food and Rural Affairs 2020 and 2018 Editions
 (3) Scope 1 = Diesel, LPG, Natural Gas, Heavy Oil, Kerosene, Petrol, Hydrofluorocarbon refrigerants
 Emission factors from Department for Environment Food and Rural Affairs 2020 and 2018 Editions
 (4) Scope 2 = Electricity, Heating, Cooling
 Emission factors from The International Energy Agency (IEA)-2013 Edition and Department for Environment Food and Rural Affairs 2018 Edition
 (5) Main water withdrawal source - Municipal water
 (6) Estimation of water discharge equals to 80% of water withdrawal
 (7) Inclusion of NH Hotel Group contributing to dramatic decreases of energy, carbon dioxide emission, and water intensities by 38%, 58%, and 59% respectively from the 2016 baseline. Details of these decreases are presented in "Environmental Management" on Minor's website under section "Minor Hotels Operations".

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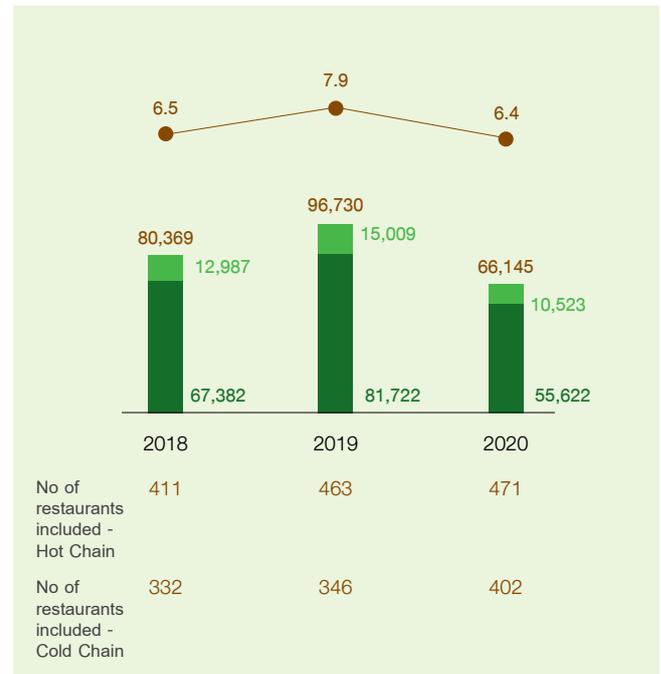
Minor Food's Environmental Performance⁽¹⁾

Energy



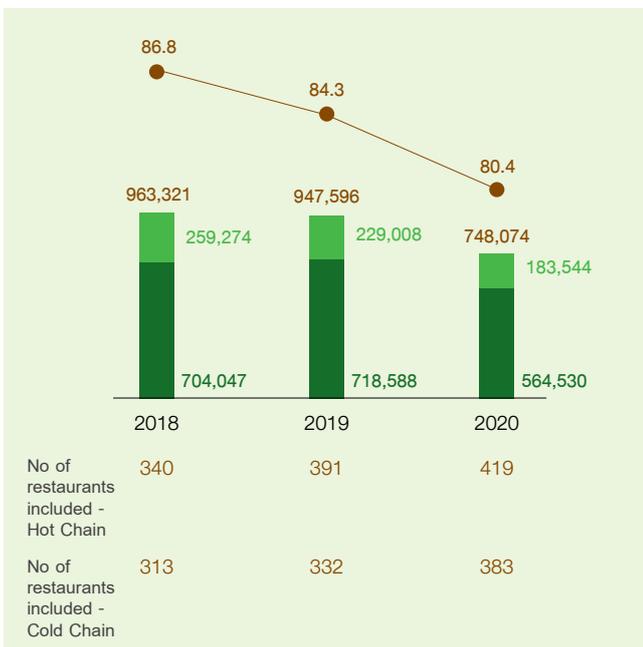
- Total Combined Energy Usage - Hot Chain (Million kWh)
- Total Combined Energy Usage - Cold Chain (Million kWh)
- Combined Energy Usage per Revenue THB '000 (kWh/Revenue THB '000)

Carbon Dioxide Emission⁽²⁾⁽³⁾⁽⁴⁾



- Total Combined CO₂ Emission - Hot Chain (MT CO₂e)
- Total Combined CO₂ Emission - Cold Chain (MT CO₂e)
- Combined CO₂ Emission per Revenue THB '000 (kg CO₂e/Revenue THB '000)

Water Withdrawal⁽⁵⁾



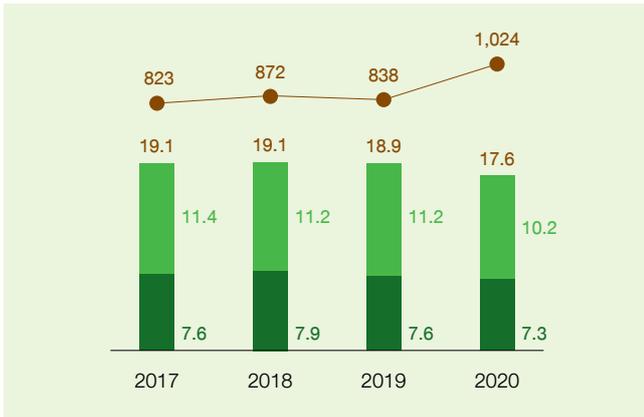
- Water Withdrawal - Hot Chain (Cubic meter)
- Water Withdrawal - Cold Chain (Cubic meter)
- Water Withdrawal per Revenue Million Baht (Cubic meter/Revenue Million Baht)

Notes: (1) Only equity food stores in Thailand. Excludes store operating less than one year
 (2) Scope 1 = LPG
 (3) Scope 2 = Electricity
 (4) Emission factors from Thailand Greenhouse Gas Management Organization (TGO) Carbon footprint for Organization updated in April 2020
 (5) Main water withdrawal source - Municipal water

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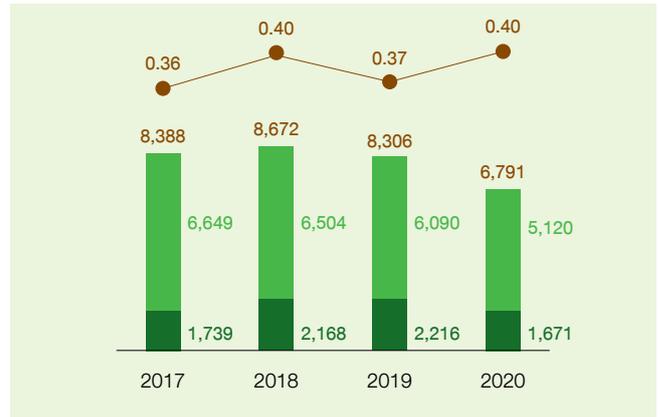
Minor Dairy and Minor Cheese Environmental Performance

Energy⁽¹⁾



- Other Energy (LPG, Diesel, HFC Refrigerant) (Million kWh)
- Electricity (Million kWh)
- Combined Energy per Ton Product (kWh/Ton Product)

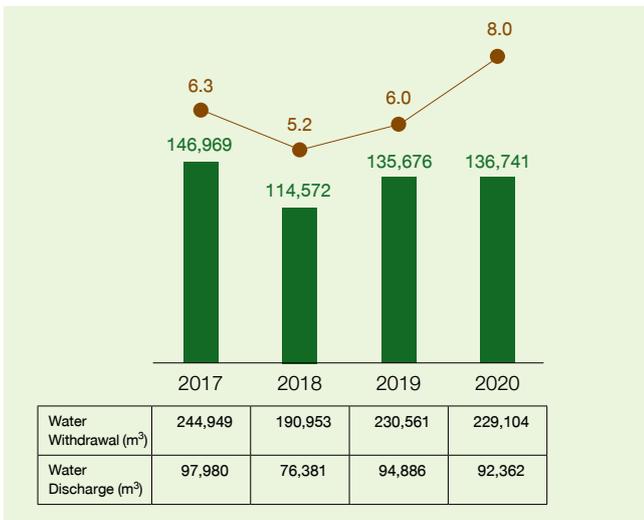
Carbon Dioxide Emission⁽²⁾⁽³⁾⁽⁴⁾



- Carbon Dioxide Emission Scope 1 (MT CO₂e)
- Carbon Dioxide Emission Scope 2 (MT CO₂e)
- Combined CO2 Emission per Ton Product (MT CO₂e/Ton Product)

Notes: (1) Conversion factors from Department of Alternative Energy Development and Efficiency-Thailand
 (2) Scope 1 = LPG, Diesel, Hydrofluorocarbon refrigerants
 (3) Scope 2 = Electricity
 (4) Emission factors from Thailand Greenhouse Gas Management Organization (TGO) Carbon footprint for Organization updated in April 2020 and Department for Environment Food and Rural Affairs 2020

Water Consumption⁽¹⁾⁽²⁾⁽³⁾

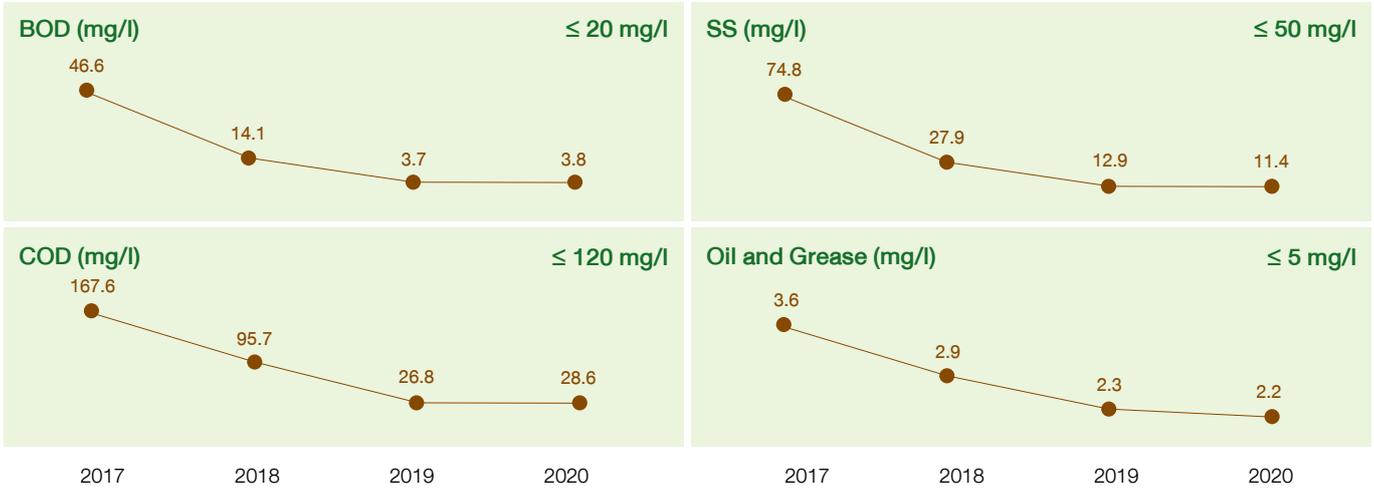


- Water Consumption (Cubic meter)
- Water Consumption per Ton Product (Cubic meter/Ton Product)

Notes: (1) Main water withdrawal source - Ground water
 (2) The 2015 - 2017 data include MDL MCL and Pecan Deluxe while 2018 - 2020 data include only MDL and MCL as Pecan Deluxe is excluded and classified as joint venture factory
 (3) Amendment of water discharge quantities in 2017 and 2018 by estimating water discharge quantity at 40% of water withdrawal. Details of this change is presented in "Environmental Management" on Minor's website under section "Minor Food Operations".

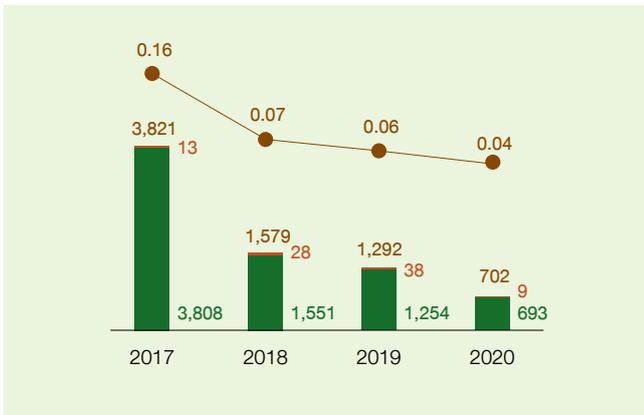
Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity
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Treated Wastewater Quality⁽¹⁾⁽²⁾⁽³⁾



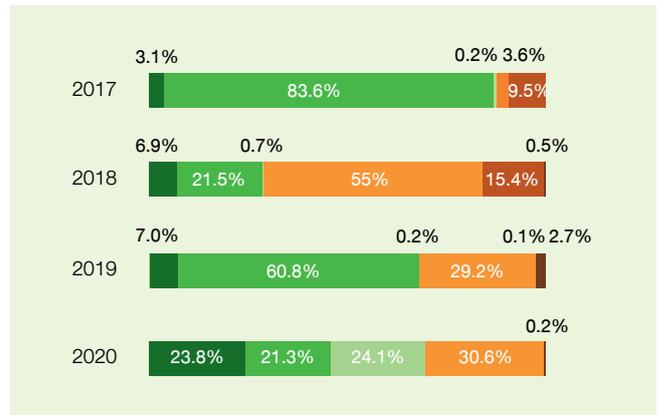
Notes: (1) Wastewater treatment system - Activated Sludge
 (2) Wastewater quality parameters calculated from yearly average values of analysis result
 (3) Wastewater quality standard - Notification of Ministry of Industry - Wastewater effluent standard from factory B.E. 2560

Waste Generation⁽¹⁾



■ Non Hazardous (Ton)
■ Hazardous (Ton)
● Combined Waste per Ton Product (Ton Waste/Ton product)

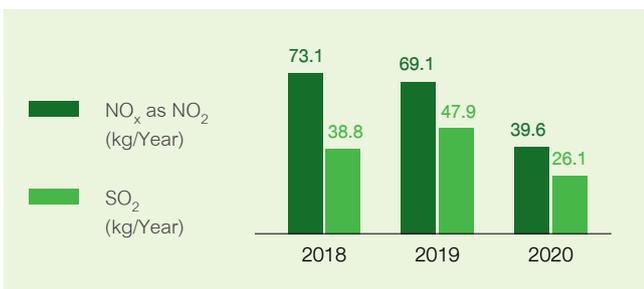
Waste Disposal Methods



■ Recycling
■ Composting
■ Recovery
■ Incineration
■ Landfill
■ Other

Note: (1) The 2015 - 2017 data include MDL MCL and Pecan Deluxe while 2018 - 2020 data include only MDL and MCL as Pecan Deluxe is excluded and classified as joint venture factory.

Air Emission⁽¹⁾⁽²⁾

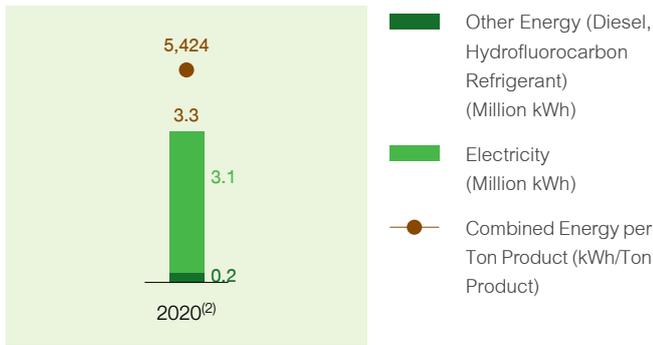


Notes: (1) Calculated from 2 stacks of boilers. Two samplings conducted for each stack
 (2) The result of air emission (TSP, SO₂, NO_x as NO₂ and CO) is within requirements of Notification of Ministry of Industry - Air emission standard from factory B.E. 2549

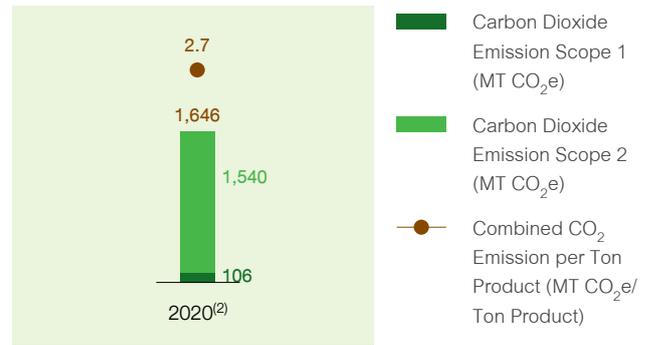
Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity
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Art of Baking Environmental Performance

Energy⁽¹⁾

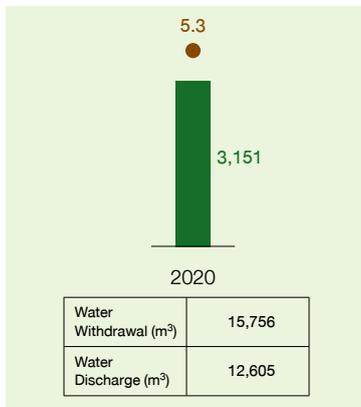


Carbon Dioxide Emission⁽²⁾⁽³⁾⁽⁴⁾



Notes: (1) Conversion factors from Department of Alternative Energy Development and Efficiency-Thailand
 (2) Scope 1 = Diesel, Hydrofluorocarbon refrigerant
 (3) Scope 2 = Electricity
 (4) Emission factors from Thailand Greenhouse Gas Management Organization (TGO) Carbon footprint for Organization updated in April 2020 and Department for Environment Food and Rural Affairs 2020

Water Consumption⁽¹⁾



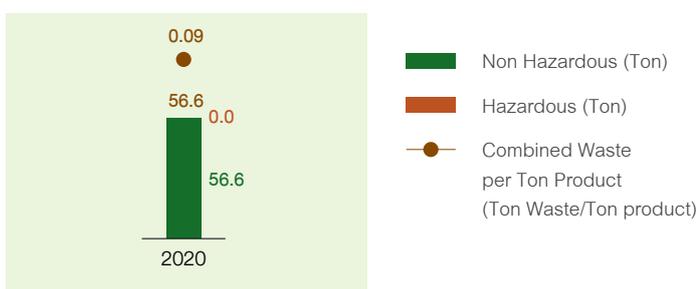
Treated Wastewater Quality⁽²⁾⁽³⁾⁽⁴⁾



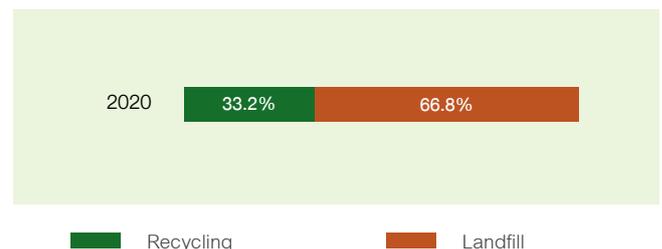
Water Consumption (Cubic meter)
 Water Consumption per Ton Product (Cubic meter/Ton Product)

Notes: (1) Main water withdrawal source - Municipal water
 (2) Wastewater treatment system - Activated Sludge
 (3) Wastewater quality parameters calculated from yearly average values of analysis result
 (4) Wastewater quality standard - Notification of Ministry of Industry - Wastewater effluent standard from factory B.E. 2560

Waste Generation



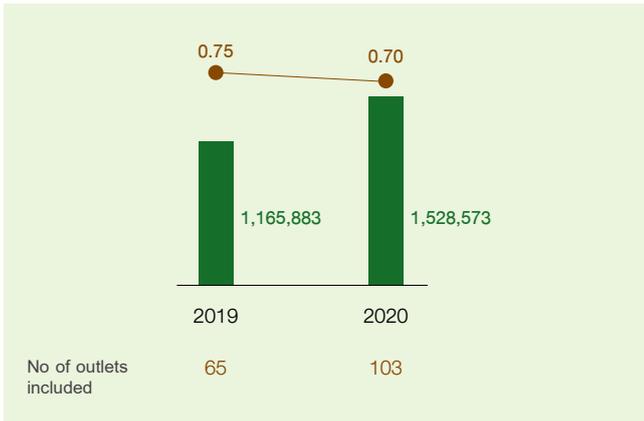
Waste Disposal Methods



Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity
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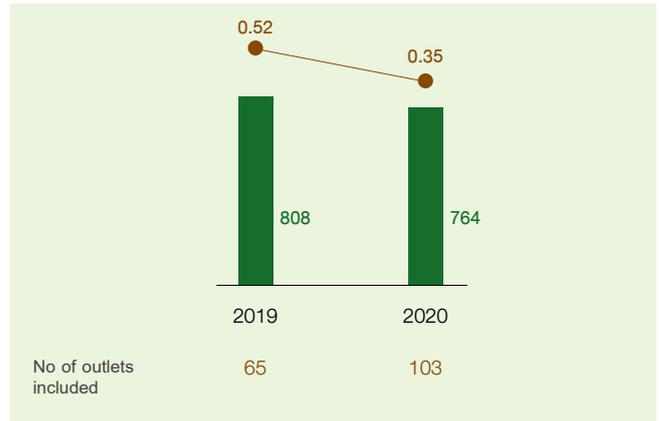
Minor Lifestyle's Environmental Performance

Energy



- Electricity (kWh)
- Combined Energy Usage per Revenue THB '000 (kWh/Revenue THB '000)

Carbon Dioxide Emission⁽¹⁾⁽²⁾

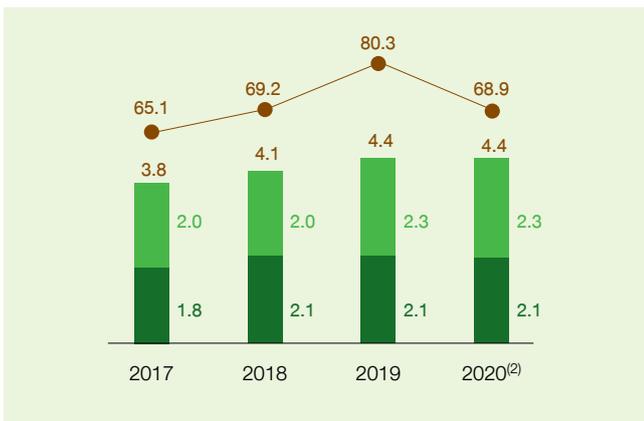


- Carbon Dioxide Emission Scope 2 (MT CO₂e)
- Combined CO₂ Emission per Revenue THB '000 (kg CO₂e/Revenue THB '000)

Notes: (1) Scope 2 = Electricity
 (2) Emission factors from Thailand Greenhouse Gas Management Organization (TGO) Carbon footprint for Organization updated in April 2020

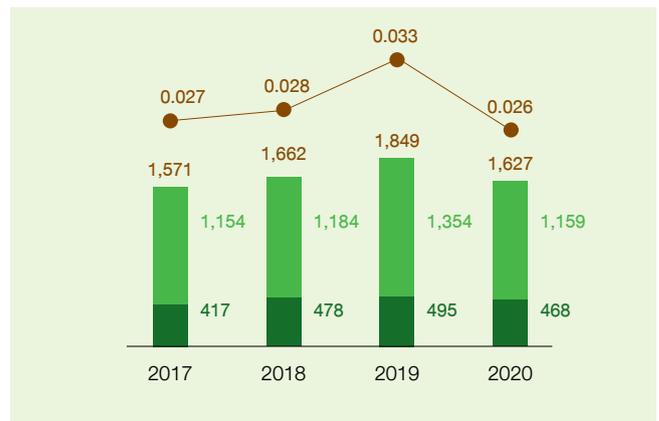
NMT's factory's Environmental Performance

Energy⁽¹⁾



- Other Energy (LPG, Diesel)
- Electricity (Million kWh)
- Combined Energy per Ton Product (kWh/Ton Product)

Carbon Dioxide Emission⁽³⁾⁽⁴⁾



- Carbon Dioxide Emission Scope 1 (MT CO₂e)
- Carbon Dioxide Emission Scope 2 (MT CO₂e)
- Combined CO₂ Emission per Ton Product (MT CO₂e/Ton Product)

Notes: (1) Conversion factors from Department of Alternative Energy Development and Efficiency-Thailand
 (2) In 2020, 13.75 kWh of NMT's energy came from solar
 (3) Scope 1 = LPG and Diesel / Scope 2 = Electricity
 (4) Emission factors from Thailand Greenhouse Gas Management Organization (TGO) Carbon footprint for Organization updated in April 2020

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity
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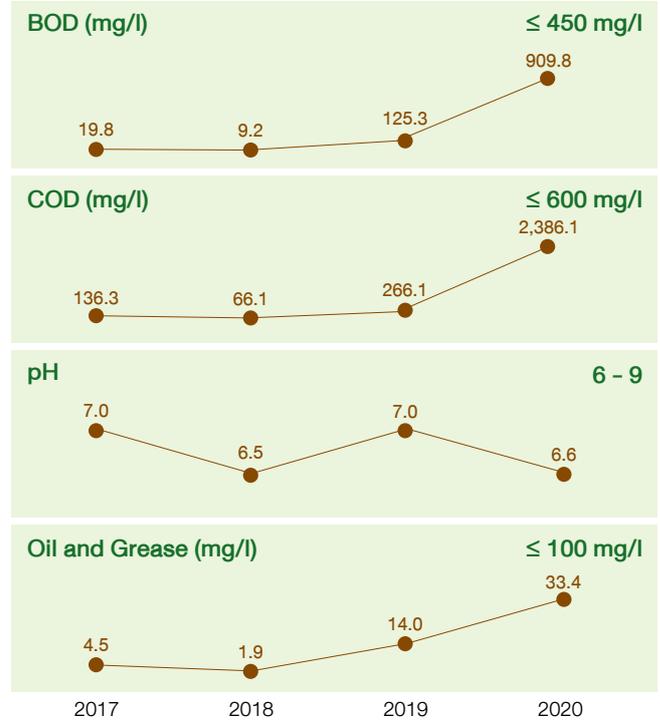
Water Consumption⁽¹⁾⁽²⁾



■ Water Consumption (Cubic meter)
● Water Consumption per Ton Product (Cubic meter/Ton Product)

Notes: (1) Water withdrawal source - Municipal water
 (2) RO concentrated water used in toilet flushing system : 2016=25%, 2017=31%, 2018=38%, 2019=21%, 2020=18% of total water withdrawal.
 (3) Total treated wastewater discharged to wastewater treatment plant of Nava Nakorn Industrial Estate, Pathumthani
 (4) Wastewater treatment systems - Chemical Treatment and Activated Sludge System
 (5) Wastewater quality standard from Nava Nakorn Industrial Estate, Pathumthani

Treated Wastewater Quality⁽³⁾⁽⁴⁾⁽⁵⁾

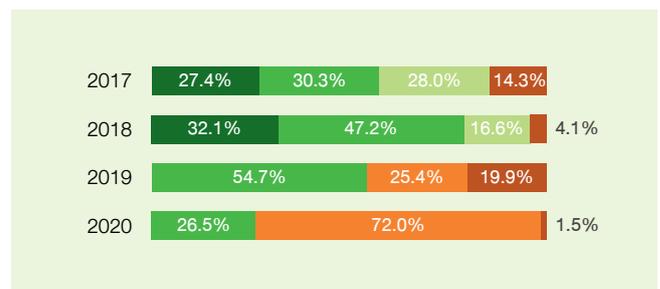


Waste Generation



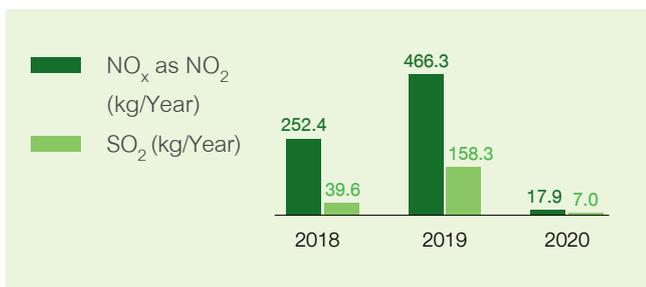
■ Hazardous (Ton)
■ Non Hazardous (Ton)
● Combined Waste per Ton Product (kg Waste/Ton product)

Waste Disposal Methods



■ Reuse
■ Recycling
■ Recovery
■ Incineration
■ Landfill

Air Emission⁽¹⁾⁽²⁾



Notes: (1) Calculated from 1 stack of boiler
 (2) The result of air emission (TSP, SO₂, NO_x as NO₂ and CO) is within requirements of Notification of Ministry of Industry - Air emission standard from factory B.E. 2549

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity
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Biodiversity Conservation Performance

List of hotel properties located in or near protected areas of high biodiversity and their impacts

Operational Sites (Own, lease, manage) in or adjacent to protected areas of high biodiversity	Location	Third-party Partner	Operating area & Related high biodiversity area (in & outside protected areas)	Biodiversity value (terrestrial, freshwater, maritime ecosystem)
Lewa Safari Camp & Kifaru House	Lewa Conservancy, Kenya	Lewa Wildlife Conservancy, Kenya	Operating within 25,000 hectares of Lewa Conservancy	Terrestrial
Joy's Camp Shaba	Shaba National Reserve, Kenya	Nakuprat Gotu Conservancy, NRT	Operating within 13,000 hectares of Shaba National Reserve, Kenya	Terrestrial
Tortilis Camp Amboseli	Amboseli Eco-system, Kenya		Adjacent to 39,200 hectares Amboseli National Park. Tortilis Camp is one of two tourism operators paying fixed rent to local Maasai landowners to preserve the Kitirua Conservancy, a 12,000-hectare wildlife corridor bridging Amboseli and Tanzania.	Terrestrial
Elephant Pepper Camp Masai Mara	Mara North Conservancy, Masai Mara National Reserve, Kenya	Mara North Conservancy	Operating within 30,000 hectares Mara North Conservancy, a privately leased 30,000-hectare wildlife reserve that forms a Northern extension of Masai Mara National Reserve.	Terrestrial
Elsa's Kopje Meru	Meru National Park, Kenya		Operating within 87,000 hectares of Meru National Park	Terrestrial
Sand River Masai Mara	Masai Mara National Reserve, Kenya		Operating within 151,000 hectares of Masai Mara National Reserve, Kenya	Terrestrial
Serengeti Pioneer Camp and Serengeti Migration Camp	Serengeti National Park, Tanzania		Operating within 1.5 million hectares of Serengeti National Park, Tanzania	Terrestrial
Tarangire Treetops	Tarangire- Manyara Ecosystem, Tanzania	Randilen Wildlife Management Area (WMA)	Operating area of 81 hectares, within 31,500 hectares of Randilen Wildlife Management Area, adjacent to 285,000 hectares of Tarangire National Park, Tanzania	Terrestrial
Loisaba Tented Camp	Loisaba Conservancy, Kenya	The Nature Conservancy	Operating within 22,262 hectares of Loisaba Conservancy, Kenya	Terrestrial

Sustainability Performance Data 2020

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity
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Operational Sites (Own, lease, manage) in or adjacent to protected areas of high biodiversity	Location	Third-party Partner	Operating area & Related high biodiversity area (in & outside protected areas)	Biodiversity value (terrestrial, freshwater, maritime ecosystem)
Anantara Medjumbe Island	Medjumbe Island, Mozambique		Operating within 17,000 hectares of marine area, initiated government-sanctioned patrol and protection of marine area from fishing and other incursions	Maritime
Anantara Bazaruto Island	Bazaruto National Park, Mozambique		Adjacent to 1,430 hectares of Bazaruto Archipelago National Park, Southern coast of Mozambique.	Maritime
Desert Islands by Anantara	Desert Islands, United Arab Emirates	Tourism Development & Investment Company (TDIC)	On Sir Bani Yas Island, a nature reserve of the southwest coast of Abu Dhabi, covering 8,700 hectares area.	Terrestrial and maritime
Anantara Qasr Al Sarab	Qasr Al Sarab, United Arab Emirates	Tourism Development & Investment Company (TDIC)	Adjacent to Qasr Al Sarab Protected Area, covering 30,800 hectares area	Terrestrial
Anantara Kihavah Maldives Villas	Baa Atoll, Maldives		Operating area of 51 hectares, adjacent to 3,916 hectares UNESCO Biosphere Reserve, Baa Atoll, Maldives	Terrestrial and maritime
Anantara Golden Triangle	Chiang Rai, Thailand	Royal Forestry Department	Operating area of 145 hectares along the Mekong River, which is an important biodiversity area	Terrestrial
Anantara Layan Phuket	Phuket, Thailand		Operating area of 8 hectares adjacent to 9,000 hectares of Sirinat National Park, Phuket, Thailand	Terrestrial and maritime
JW Marriott Phuket Resort & Spa, Anantara Mai Khao Phuket Villas, and Anantara Vacation Club Phuket Mai Khao	Phuket, Thailand		Operating area of 43 hectares on Mai Khao Beach, adjacent to 9,000 hectares of Sirinat National Park, Phuket, Thailand	Terrestrial and maritime
Cardamom Concession	Botum Sakor National Park, Southern Cardamom Mountains, Koh Kong Province, Cambodia	Ministry of Environment, Cambodia; Wildlife Alliance	Operating area of 20 hectares. Funding local partner Wildlife Alliance in protection of 18,000 hectares of wildlife corridor within Botum Sakor National Park, Southern Cardamom Mountains, Cambodia	Terrestrial and maritime
Anantara Iko Mauritius Resort and Villas	Blue Bay Marine Park and Ramsar Sites	Ministry of Ocean Economy, Marine Resources, Fisheries & Shipping	Lagoon of approximately 30 hectares in 353 hectares Marine Park	Terrestrial and maritime

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity
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Impacts of Minor Hotels' Biodiversity Protection Initiatives

Geographical location	Species affected	Extent of areas impacted	Duration of impacts	Reversibility or irreversibility of impacts
Tarangire Ecosystem, Tanzania	African elephant	Randilen Wildlife Management Area (WMA)	3 years	Land & Life Foundation, together with Elewana's Tarangire Treetops, supports the implementation of innovative Human-Elephant Wildlife Conflict mitigation strategies to reduce conflict caused by crop damage. By working with the local community, potential direct positive impacts will be irreversible.
Loisaba, Laikipia, Kenya	Leopard	Loisaba Wildlife Conservancy	2 years	Guides doubling as wildlife monitors, project aims to persuade local communities to accept leopards.
Loisaba, Laikipia, Kenya	Giraffe	Loisaba Wildlife Conservancy	1 year	Guides and guests doubling as wildlife monitors, identify individuals & learn more about the increasingly endangered population.
Loisaba, Laikipia, Kenya	Lion	Loisaba Wildlife Conservancy	1 year	Partnering with Ewaso Lions to protect all the prides on the conservancy
Diani, Kenya	Marine Turtles	Unknown - wide ranging, long-live species	1 year	Working with Government to relocate and protect nests and ensure safe hatching.
South Male Atoll, Baa Atoll, Maldives	Coral ecosystem	Reefs surrounding resorts, by education and sharing results wider impact	5 years	Minor Hotels is the sole funding and logistical supporter of the Holistic Approach to Reef Protection (HARP) initiative. This initiative is designed to enable potential irreversible direct positive impacts by approaching coral ecosystem protection scientifically.
South East Coast Sri Lanka	Marine Turtles	Coast from Tangalle to Yala National Park	3 years	Working with IUCN, Wildlife Departments & communities to protect 90 km of beach for turtles and nesting.
Udawalawe National Park, Sri Lanka	Asian Elephant	Udawalawe National Park	2 years	Donating equipment to Elephant Transit Home re-wilding orphaned elephants.
Phuket, Thailand	Green Sea Turtle	Unknown - wide ranging, long-live species	10+ years	The Mai Khao Marine Turtle Foundation works with the Phuket Marine Biology Center on the safe releases of this endangered species. Through this initiative, potential direct positive impacts on the endangered status of this species will be irreversible.

Sustainability Performance Data 2020

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity
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Geographical location	Species affected	Extent of areas impacted	Duration of impacts	Reversibility or irreversibility of impacts
South East Asia	Asian Elephant	Khao Yai/Thap Lan National Parks, Thailand. Salakphra Wildlife Sanctuary, Thailand.	Long term and ongoing community based Human Elephant Conflict work sponsored.	By working with the local community, potential direct positive impacts will be irreversible.
Koh Kong Province, Cambodia	Forest/ Grassland/ Mangrove Ecosystem	Botum Sakor National Park, Cambodia	6 years	Ecosystem under threat from outside investors and poachers. Our efforts would be likely reversed resulting in ecosystem destruction if discontinued.
La Cambuse, Mauritius	Green Sea Turtle and Hawksbill Turtle nesting dunes. Lagoon and Coral Ecosystem	Blue Bay Marine Park, Mauritius	2 years	Degraded ecosystem when first surveyed, recovering following the limitation of tourist activities and direct conservation interventions. Reversible should activities cease.

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity
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Species under IUCN Red List of Threatened Species Protected in the Areas Affected or Supported by Our Operations



12 Species Critically Endangered

- African White-backed Vulture (*Gyps africanus*)
- Black Rhino (*Diceros bicornis*)
- Elongated Tortoise (*Indotestudo elongata*)
- Giant Soft-shell Turtle (*Rafetus swinhoei*)
- Hawksbill Turtle (*Eretmochelys imbricata*)
- Hooded Vulture (*Necrosyrtes monachus*)
- Indochinese Leopard (*Panthera pardus* ssp. *Delacouri*)
- Royal Turtle (*Batagur baska*)
- Ruppel's Griffon (*Gyps rueppellii*)
- Siamese Crocodile (*Crocodylus siamensis*)
- Sunda Pangolin (*Manis javanica*)
- White-headed Vulture (*Trigonoceps occipitalis*)

22 Species Endangered

- African Wild Dog (*Lycaon rictus*)
- Asian Arowanna (*Scleropages formosus*)
- Asian Elephant (*Elephas maximus*)
- Banteng (*Bos javanicus*)
- Dhole (*Cuon alpinus*)
- Egyptian Vulture (*Neophron percnopterus*)
- Fishing Cat (*Prionailurus viverrinus*)
- Greater Adjutant (*Leptoptilos dubius*)
- Green Peafowl (*Pavo muticus*)
- Green Sea Turtle (*Chelonia mynas*)
- Grevy's Zebra (*Equus grevyi*)
- Hairy-nosed Otter (*Lutra sumatrana*)
- Indochinese Tiger (*Panthera tigris* ssp. *corbetti*)
- Lappet-faced Vulture (*Torgos tracheliotos*)
- Milky Stork (*Mycteria cinerea*)
- Pallas's Fish Eagle (*Haliaeetus leucoryphus*)
- Pileated Gibbon (*Hylobates pileatus*)
- Silvered Langur (*Trachypithecus germaini*)
- Toque Macaque (*Macaca sinica*)
- White-eared Night Heron (*Gorsachius magnificus*)
- White-winged Duck (*Asarcornis scutulata*)
- Yellow-headed Temple Turtle (*Heosemys annandalii*)

31 Species Vulnerable

- African Elephant (*Loxodonta africana*)
- African Golden Cat (*Caracal aurata*)
- Arabian Oryx (*Oryx leucoryx*)
- Asian Woollyneck (*Ciconia episcopus*)
- Blue Coral (*Heliopora coerulea*)
- Boulder Coral (*Acropora hemprichii*)
- Bushy Table Coral (*Acropora aculeus*)
- Cheetah (*Acinonyx jubatus*)
- Clouded Leopard (*Neofelis nebulas*)
- Dugong (*Dugong dugon*)
- Flowerpot Coral (*Alveopora gigas*)
- Great Hornbill (*Buceros bicornis*)
- Greater Hog Badger (*Arctonyx collaris*)
- Ground Pangolin (*Smutsia temminckii*)
- Hammer Coral (*Euphyllia ancora*)
- Hippopotamus (*Hippopotamus amphibious*)
- Leatherback Turtle (*Dermodochelys coriacea*)
- King Cobra (*Ophiophagus hannah*)
- Leatherback Turtle (*Dermodochelys coriacea*)
- Lesser Adjutant (*Leptoptilos javanicus*)
- Lion (*Panthera Leo*)
- Olive Ridley Turtle (*Lepidochelys olivacea*)
- Pagoda Coral (*Turbinaria mesenterina*)
- Pineapple Coral (*Physogyra lichtensteini*)
- Sambar (*Cervus unicolor*)
- Smooth-coated Otter (*Lutrogale perspicillata*)
- Somali Ostrich (*Struthio molybdophanes*)
- Southern Pig-tailed Macaque (*Macaca nemestrina*)
- Sri Lanka Blue Magpie (*Urocissa ornata*)
- Sri Lanka Red-faced Malkoha (*Phaenicophaeus pyrrhocephalus*)
- Sun Bear (*Ursus malayanus*)

29 Species Near Threatened

- Bataleur Eagle (*Terathopius ecaudatus*)
- Beisa Oryx (*Oryx beisa*)
- Bermuda Coral (*Echinopora forskaliana*)
- Black Giant Squirrel (*Ratufa bicolor*)
- Blackspot Tuskfish (*Choerodon schoenleinii*)
- Boulder Coral (*Porites lobata*)
- Brain Coral - *Platygyra lamellina*
- Branched Sandpaper Coral (*Psammocora contigua*)
- Bushy Acropid (*Acropora tenuis*)
- Daisy Coral (*Goniopora columna*)
- Eurasian Otter (*Lutra lutra*)
- Finger Coral (*Acropora humilis*)
- Gerenuk (*Litocranius walleri*)
- Interlocking Branch Table Acroporid (*Acropora divaricata*)
- Leopard (*Panthera Pardus*)
- Lesser Kudu (*Tragelaphus imberbis*)
- Lobate Daisy Coral (*Goniopora lobata*)
- Octopus Coral (*Galaxea fascicularis*)
- Oriental Darter (*Anbinga melanogaster*)
- Painted Stork (*Mycteria leucocephala*)
- Rusty-spotted Cat (*Prionailurus rubiginosus*)
- Sandpaper Coral (*Psammocora digitata*)
- Sri Lanka Chestnut-backed Owlet (*Glaucidium castanotum*)
- Sri Lanka Spot-winged Thrush (*Zoothera spiloptera*)
- Star Coral (*Favites abdita*)
- Striped Hyaena (*Hyaena hyaena*)
- Volcano Coral (*Diploastrea heliopora*)
- White Rhino (*Ceratotherium simum*)
- White-throated Flowerpecker (*Dicaeum vincens*)