

# MINOR INTERNATIONAL

2021 Sustainability Report

STRONG FOUNDATIONS  
POSITIONED FOR RECOVERY

Member of  
**Dow Jones  
Sustainability Indices**  
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# About Minor International

Minor International (“Minor”) is a global company operating in 63 countries across the Asia Pacific, the Middle East, Africa, the Indian Ocean, Europe, South and North America. Minor focuses on three primary businesses including hospitality, restaurants, and lifestyle brands distribution. Minor is a hotel owner, operator, and investor with a portfolio of 527 hotels and serviced suites. Minor is also one of Asia’s largest restaurant companies with 2,389 outlets operating system-wide. In Thailand, Minor is one of the largest distributors of lifestyle brands with 386 points of sale, focusing primarily on fashion, home, and kitchenware. Minor is also a contract manufacturer with its own manufacturing plants.



# MINOR HOTELS



<b>Hotels</b>	527 properties
• Majority-owned	119 hotels
• Leased	228 hotels
• Joint-ventures	25 hotels
• Purely Managed	93 hotels
• Management Letting Rights	62 properties
<b>Spa and Clinics</b>	53 locations
<b>Plaza &amp; Entertainment</b>	3 plazas 7 entertainment outlets
<b>Residential Development</b>	6 properties/ 143 units
<b>Vacation Club</b>	265 locations



# MINOR FOOD

### Restaurant Outlets

- Equity
- Franchised

2,389 outlets  
1,205 outlets  
1,184 outlets

### 6 Owned and Joint-venture Factories

Ice-cream, Cheese, Ice-cream ingredients & toppings, 2 Coffee Roasters, Bakery



# MINOR LIFESTYLE

### Retail Points of Sale

386 points of sale

### Contract Manufacturing

1 Factory



CHARLES & KEITH





# Minor International's Footprint

## The Americas

●	Argentina	●	Colombia	● ▲	Mexico
●	Brazil	●	Cuba	●	Uruguay
▲	Canada	●	Ecuador	●	USA
●	Chile	●	Haiti		

## Europe

●	Andorra	●	Hungary	▲	Romania
●	Austria	●	Ireland	●	Slovakia
●	Belgium	●	Italy	●	Spain
●	Czech Republic	●	Luxembourg	●	Switzerland
●	Denmark	●	Netherlands	● ▲	UK
●	France	●	Poland		
●	Germany	●	Portugal		

Revenue Baht  
**76,003**  
million

Net Loss Baht  
**13,167**  
million

**> 64,000**  
Employees

**> 50**  
Brands



Africa

● Botswana	● Mauritius	● Tanzania
● Egypt	● Mozambique	● Tunisia
● Kenya	● Namibia	● Zambia
● Lesotho	●▲ Seychelles	

Middle East

▲ Bahrain	●▲ Oman	●▲ UAE
▲ Kuwait	●▲ Qatar	
▲ Lebanon	▲ Saudi Arabia	

Asia Pacific

●▲ Australia	●▲ Laos	▲ Singapore
●▲ Cambodia	●▲ Malaysia	● South Korea
●▲ China	●▲ Maldives	● Sri Lanka
● India	▲ Myanmar	●▲▼ Thailand
●▲ Indonesia	●▲ New Zealand	●▲ Vietnam

- Minor Hotels
- ▲ Minor Food
- ▼ Minor Lifestyle



> 148  
Million Customers Served

DJSI  
Membership



FTSE4Good  
Membership

MSCI ESG  
Rating of AA



## Chairman's Message



“I believe that our diversified portfolio, proven platform, and our commitment to create positive impacts on our people, value chain and planet, will help us to excel.”

William Ellwood Heinecke  
Chairman

2021 was another year of hard work, dedication and agility by the Minor team members amid prolonged COVID-19 uncertainty. At its onset, there was no clarity as to when or how quickly economies would rebound. As we focused on shoring up our operational and financial strengths, we did not lose sight on maintaining sustainability to strengthen our long-term capabilities and performance in preparation for a turnaround. Looking ahead, although there continue to be headwinds, I believe that our diversified portfolio, proven platform, and our commitment to create positive impacts on our people, value chain and planet, will help us to excel. Therefore, we are already looking past the recovery and gearing up for sustainable growth post-COVID-19.

While COVID-19 may have captured everyone's attention in the past two years, Minor is fully aware of the urgent global agenda on Climate Change that adversely affects all living creatures. In 2021 we started to deploy the TCFD (Task Force on Climate-related Financial Disclosures) recommendations to the enterprise risk management, which were then incorporated into the development of our sustainability strategy, goals and programs.

In November 2021, the Board of Directors approved for Minor International to commit to become a Net-zero Carbon organization by 2050. We are fully committed in striving to minimize the environmental impact from our operations and to promote biodiversity conservation. Minor Food implemented restaurant energy saving project across all Thailand equity stores and 188 The Pizza Company's franchise stores, where we have seen significant savings both in carbon dioxide emissions and costs. We stayed on course to reduce single-use plastic by 75% within 2024, and to date reduced annual volume by 27% compared to the 2018 baseline through packaging redesign or replacement with more eco-friendly materials. We continue to support the protection of lives on-land and below-water and their habitats, with 87% of our nature-based hotels have at least one long-term conservation initiative. The Golden Triangle Asian Elephant Foundation has taken in one new elephant in 2021 and continued caring for 20 elephants and their mahouts and families. It also extended its contribution to support elephant veterinarians treatments and fodders for elephants in other camps in Thailand that experienced hardship.



With the pandemic continuing to impact not only our business but also the livelihood of our communities, Minor reached out to support where we can and ensured the development of our team members remain one of our priorities. Minor deployed a 3-Tier Human Capital Development Approach that covered the development and well-being promotion for our stakeholders in the grassroots communities, our workforce, and talents & leaders. In 2019, we announced a goal of “1 million people developed and supported by 2023” and I’m delighted to report that this goal was already achieved by the end of 2021 through our various people development and CSR initiatives. Keeping up with this good momentum, in 2022 we challenged ourselves to a new long-term sustainability goal of “3 million people developed and supported by 2030”. We aim to continue elevating sustainable development of the people within our organization and communities through initiatives that supports education, job opportunities and career advancement, health and well-being, and the environment where we operate. Furthermore, to ensure that sustainability is truly integrated into our operations, Minor introduced sustainability KPI to all

our executive committee members and management at the corporate office and Minor Hotels properties, which are cascaded down to their teams.

Sustainable value chain, from our suppliers to customers, is crucial to the sustainability of our business especially in these times of much uncertainty. We forged ahead with expanding our sustainable supply chain approach to our Australia hub. We made great progress in assessing Thailand and Australia local critical food & packaging suppliers on sustainability risk, and we aim to include Thailand project management suppliers in 2022. Responding to increased customers’ preference for healthy and sustainable lifestyle, four Minor Food brands in Thailand, Australia and the Middle East have collectively introduced more than 50 new healthy menus in 2021. Staying true to our core value of being innovative and delivering great customer experiences, Minor Food’s Young Entrepreneur Program (YEP) collaborated with the Minor Food Innovation Team (M-FIT) to develop and market new innovations. Some of the brainchildren of this program include Naughty & Rice, healthy poke rice bowl and Jooly cold-pressed juice brands. In addition,



Minor Hotels embarked upon developing a “Multi-dimensional Wellness Program” covering wellness from physical, mental, spiritual, emotional, social, to environmental dimensions, starting at our Anantara properties in Asia.

As a foundation to sustainability, we continue to ensure strong corporate governance and responsible business culture are in place. Minor International received “Excellent” CG Scoring by the Thai Institute of Directors Association for the 9<sup>th</sup> consecutive year in 2021 and remains a certified member of the Private Sector Collective Action Coalition Against Corruption (CAC).

Notwithstanding the challenges, Minor forged ahead with the embracement of shared value creation to continue uplifting sustainability standards. I’m very proud that in 2021 Minor International maintained our inclusion in the Dow Jones Sustainability Emerging Markets Index for the 8<sup>th</sup> consecutive year, the FTSE4Good Index Series for the 6<sup>th</sup> consecutive year, and received MSCI ESG Rating of AA. We were also awarded “Highly Commended in Sustainability”

from the Stock Exchange of Thailand and included in the list of Thailand Sustainability Investment by the Stock Exchange of Thailand for the 7<sup>th</sup> consecutive year.

I would like to take this opportunity to thank our stakeholders – our employees, customers, shareholders, partners, suppliers, creditors, government, non-profit organizations and communities – for the continued support and trust in our company and management. My heartfelt appreciation also extends to our people for their dedication and perseverance, for outlasting such a challenging time and helping us emerge from it an even better, stronger, and more sustainable company. I am very excited and look forward to a promising 2022. There will be more challenges and uncertainties, but we have passed the worst, and are now working toward a very sustainable rebound in 2022.

**William Ellwood Heinecke**  
Chairman





# Sustainability Goals and Performance 2021

Minor established an initial set of Sustainability Goals in 2018 which addresses our materiality topics as well as responds to 7 UN Sustainable Development Goals. The goals are tracked, updated, and added according to business relevancies and global sustainability trends.

In 2021, Minor has achieved a total of four long-term sustainability goals, one under “People” and three under “Planet”: 1) 1 million people developed and supported by 2023, 2) 20% reduction in energy intensity for Minor Hotels by 2023 (Baseline 2016), 3) 20% reduction in carbon dioxide emission for Minor Hotels by 2023 (Baseline 2016), and 4) 20% reduction in water intensity for Minor Hotels by 2023 (Baseline 2016).

In addition to our accomplishment of the above four long-term goals, three annual goals were also achieved: 1) 50% internal promotion of management levels each year, 2) Minor International maintains annual “Excellent” CG scoring, and 3) 100% of employees trained on anti-corruption and Company Code of Conduct each year. We will continue to monitor our annual performance to ensure these targets are sustainably achieved.



With these achievements, we have revised one goal to stretch ourselves for greater impact. The “People” goal is extended to “3 million people developed and supported by 2030”.

Minor pledges to become a “Net-zero Carbon organization by 2050”, and endeavors to set a science-based target for the combination of scope 1 & 2 in 2022 by consolidating carbon inventory of business units under our operational control. As we undertake this exercise, we decided to delay the establishment of new group-wide energy, carbon dioxide emission, and water goals in 2021.

In addition to the revised goal, a new goal under “Planet” was also established for “50% reduction in organic waste to landfill for Minor Hotels by 2030 (Baseline 2021)”.



## Minor's Sustainability Goals & Performance 2021



Not on track



Developing



On track



Achieved

	Sustainability Goals	2021 Performance
<b>People</b>  	<b>1 million</b> people developed and supported by 2023	<b>&gt; 171,000</b> Total > 1.15 million people from 2019 - 2021
	<b>50%</b> of Minor Corporate University (MCU) program graduates <sup>(1)</sup> return to work with Minor by 2023	<b>39%</b>
	<b>50%</b> internal promotion of management levels each year	<b>50%</b>
	<b>3 million</b> people developed and supported by 2030	
<b>Value Chain</b> 	<b>100%</b> of Thailand and Australia local critical suppliers assessed on sustainability risk by 2023 <sup>(2) (3) (4)</sup>	<b>11%</b> Total 70% since 2019
	<b>100%</b> of identified high-risk suppliers audited and developed each year	<b>0%</b> <sup>(4)</sup>
	<b>50</b> guest Loyalty NPS score for Minor Hotels by 2024	<b>45</b>
	<b>All Minor Food</b> brands offer at least one new sustainable or healthy menu by 2024	<b>36%</b> <sup>(5)</sup> <sup>(6)</sup>

### Remarks:

- (1) Refer to MCU students in Thailand under Dual Vocational Education and Explorer programs, but does not include normal student interns
- (2) Current scope includes Thailand and Australia's local critical food and packaging suppliers and Minor Food Thailand's project management suppliers
- (3) As we have already made significant progress towards achieving the goal of "100% of Thailand and Australia local critical food & packaging suppliers assessed on sustainability risk", we expanded the goal's scope to include Thailand suppliers of Minor Food Project Management
- (4) Details of the performance are presented in "Value Chain" under "Suppliers"
- (5) Four of eleven key Minor Food brands offered at least one new sustainable or healthy menu in 2021:
  - Thailand: Sizzler, Burger King, The Coffee Club, and Dairy Queen
  - Australia & Middle East: The Coffee Club
- (6) Details of the performance are presented in "Value Chain" under topic of "Customer".

	Sustainability Goals	2021 Performance
<b>Planet</b>    	<b>20%</b> reduction in energy intensity for Minor Hotels by 2023 (Baseline 2016) <sup>(7)</sup>	-47%
	<b>20%</b> reduction in carbon dioxide emission intensity for Minor Hotels by 2023 (Baseline 2016) <sup>(7)</sup>	-62%
	<b>20%</b> reduction in water intensity for Minor Hotels by 2023 (Baseline 2016) <sup>(7)</sup>	-62%
	<b>75%</b> reduction of single-use plastic by 2024 (Baseline 2018) <sup>(8)</sup>	27%
	<b>100%</b> of nature-based hotels have at least one long-term conservation initiative by 2023	87%
	<b>50%</b> reduction in organic waste to landfill for Minor Hotels by 2030 (Baseline 2021) <sup>(9)</sup>	
<b>Governance</b> 	Minor International maintains annual “Excellent” CG scoring <sup>(10)</sup>	“Excellent”
	<b>100%</b> of employees trained on anti-corruption and Company Code of Conduct each year <sup>(11)</sup>	100%

**Remarks:**

- (7) The goals have been achieved with the inclusion of NH Hotel Group. No new goals are established in 2021 as science-based target of the combination of scope 1 and 2 and group-wide water goal will be set up in 2022.
- (8) Include Thailand, Maldives, and Seychelles
- (9) Measured by intensity (tons/total system sales in Baht million)
- (10) From Thai Institute of Directors Association (IOD) Corporate Governance Report of Thai Listed Companies.
- (11) Applied to Thailand-based employees and Minor Hotels properties in Thailand and other 22 countries.

# Sustainability Highlights 2021

Member of  
**Dow Jones Sustainability Indices**

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**Sustainability Yearbook**  
Member 2022

**S&P Global**

Included in Dow Jones Sustainability Emerging Markets Index (DJSI) 2021 in Hotels, Resorts and Cruise Lines Industry (eighth consecutive year)  
S&P Global

As of 2021,  
received an MSCI ESG  
Rating of AA  
MSCI



Included in FTSE4GOOD  
Index Series  
(sixth consecutive year)  
FTSE Russell

Highly Commended Sustainability Award 2021  
(Market Capitalization of over Baht 100 Billion)  
The Stock Exchange of Thailand



Included in the List of Thailand Sustainability Investment (THSI) 2021 (seventh consecutive year)  
The Stock Exchange of Thailand



Sustainability Disclosure  
Award 2021  
Thaipat Institute

2021 Excellent CG Scoring (ninth consecutive year)  
Thai Institute of Directors Association



**MINOR**  
INTERNATIONAL



**Excellent CG Scoring 2021**  
(For the Ninth Consecutive Year)



All-Asia Executive Team 2021:  
Best ESG  
Institutional Investor



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Certified as a member of the Private Sector  
Collective Action Coalition Against Corruption (CAC)  
(2019 - 2022)

Thai Institute of Directors Association

2021 AMCHAM Thailand's CSR Excellence Award –  
Platinum Status

The American Chamber of Commerce in Thailand



Franchise of the Year 2021, Dairy Queen

Thailand Franchise Award 2021

Best Overseas Franchise, Dairy Queen

Thailand Franchise Award 2021



Supplier Engagement Rating "B-"

CDP



BREEAM: Total of 8 hotels in Europe certified

ISO 14001: Total of 98 hotels in Europe, America and  
Middle East and 3 factories in Thailand certified

ISO 50001: Total of 31 hotels in Europe and Middle  
East and 2 factories in Thailand certified



**Green Key**

Green Key - Eco Label: Total of 54 hotels under NH  
Hotel Group in Europe and America awarded

Green Growth 2050 Members:

Total of 23 Certification Member Hotels

(5 Platinum, 17 Gold, and 1 Silver Certifications)



Eco-rating Certification, Ecotourism Kenya:

Total of 9 Certified Hotels

(6 Gold, 2 Silver, and 1 Bronze Certifications)

ISO 22000: Total of 3 hotels in Middle East and Asia  
and 2 factories in Thailand certified

HACCP: Total of 10 hotels in Middle East and Asia  
and 2 factories in Thailand certified

# Minor Value Chain

1

## Communities

- Engage local communities, local suppliers and offer local employment in 63 countries
- Support disadvantaged students and community members

2

## Famers, Producers, Manufacturers, Suppliers

- 7 owned and JV factories: Ice-cream, Cheese, Ice-cream ingredients & toppings, Bakery, Coffee roasters, Contract manufacturing
- Over 14,000 suppliers in Thailand, Australia, and Europe

3

## Distribution Centers and Logistics

- Centralized logistics for Minor Food and Minor Lifestyle in Thailand - Delivery to 1,601 restaurants and 386 retail points of sale in Thailand
- Decentralized logistics setting for Minor Hotels



4

**Business partners**

- Long-term and sustainable partnerships with:
  - Over 20 joint venture partners
  - 4 hotel operators
  - 93 hotels under management
  - 5 food brand principals
  - 1,184 franchised restaurants
  - 9 retail brand principals

5

**Minor International**

- Core Values: Customer Focus, Result Oriented, People Development, Innovative, Partnership
- Integrate sustainability into business operations
- Provide equal employment opportunities, good and safe working environment and development opportunities

6

**Customers**

- Satisfy over 148 million customers worldwide with quality products, services and experiences that promote local culture and heritage

7

**Environment**

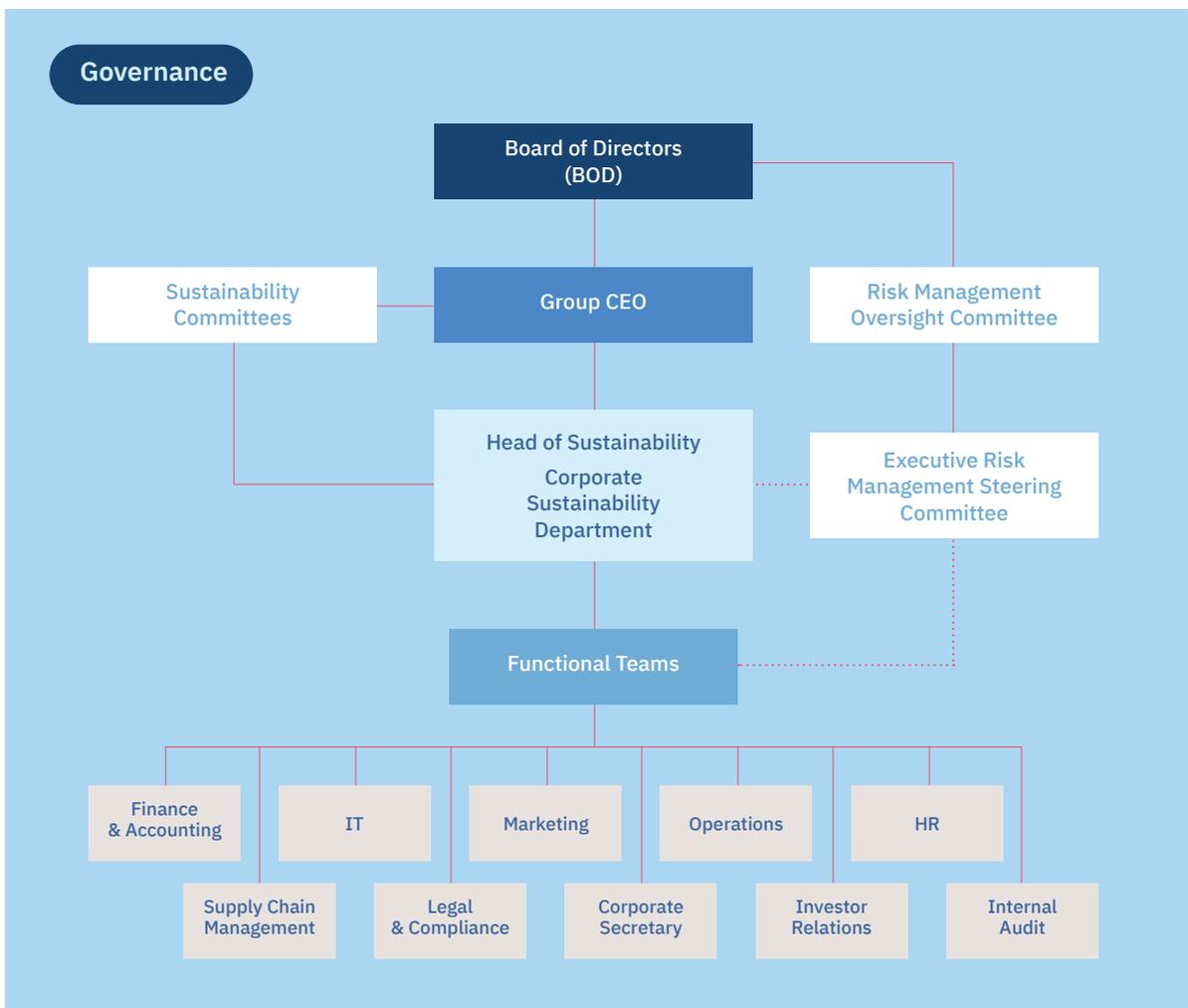
- Encourage all of our operations to responsibly manage resource consumption, waste and effluents according to or better than applicable laws
- Support biodiversity protection, with key focus on conservation of life on land, life below water, and their habitats



# TCFD Disclosure

Minor International realized the urgent global agenda on Climate Change that adversely affects all living creatures, and in 2021 started to deploy the TCFD (Task Force on Climate-related Financial Disclosures) recommendations to the enterprise risk management by describing qualitative climate-related risks and opportunities. This is part of our identification of sustainability risks and opportunities and we will embark upon quantifying the financial impact of such risks. The identified risks and opportunities, together with stakeholders' requirements and business strategies were then translated into the company's sustainability strategy, goals, and programs.

Four elements of recommended Climate-related Financial Disclosures:



Climate-related risks and opportunities are managed by Executive Risk Management Steering Committee, in cooperation with Corporate Sustainability Department, and reporting to the Risk Management Oversight Committee.

The Risk Management Oversight Committee consists of a minimum of three directors, with the role to assist the Board in its oversight of the Company's management of key risks, including strategic, operational, and climate-related risks, as well as the guidelines, policies, and processes for monitoring and mitigating such risks. This includes identifying opportunities that may arise from such risks.

The Executive Risk Management Steering Committee is composed of the following C-Suite Officers and executives: Corporate Chief Financial Officer (Chairman), Chief Operating Officer - Minor Food, Chief Operating Officer - Minor Lifestyle, Chief Strategy Officer, Chief Financial Officers of each business group, Chief Commercial Officer and General Counsel, Chief Information Officer, Head of Sustainability, and Head of Internal Audit and Risk Management. The Committee has the responsibility for reviewing overall implementation of risk management across the group to assure that key risks are effectively identified and managed. This includes climate-related risks and opportunities.

CEO's and CFO's of each business units are responsible for identifying risks, monitoring, and implementing risk management measures. This includes climate-related risks and opportunities. The business units are risk owners and have primary responsibility to promote risk awareness within their operations, and effectively managing risks on

a day-to-day basis. Furthermore, the business units are also responsible for identifying their own risk appetite and risk tolerant within their operations and aligning with the broader risk appetite cascaded down to them.

Identified climate-related risks and opportunities are translated into company's sustainability strategy, goals, and programs. Our efforts to embed sustainability in all business units receive strong support from the Board of Directors and senior management. The Board endorses Minor long-term sustainability goals and rolling 5-Year Sustainability Strategy, which is presented annually, and reviews progress quarterly. Sustainability Strategy is developed by the Corporate Sustainability Department headed by Head of Sustainability and sponsored by Group CEO and C-level executives. The sustainability committee is attended by C-level executives and senior management of relevant functions from all 3 business groups and the Corporate Sustainability Department and meets quarterly to discuss implementation plan, review progress towards sustainability goals and provide necessary resources. The Corporate Sustainability Department is responsible for updating and executing our Sustainability Strategy. The team consults with senior management of all business units and works closely with all business units to embed sustainability and ensure our sustainability initiatives and practices are aligned with the Group's overall strategic direction. The team also facilitates by monitoring and communicating progress of our sustainability initiatives and practices.

Details of Sustainability Governance Structure are presented on Minor's website under [Sustainability Governance Structure](#)

## Strategy

In 2021, we formally deployed TCFD into our enterprise risk management by describing qualitative climate-related risks and opportunities.



## Risk Management

Climate-related risks are considered as one of the key sustainability risks and is included as one of the enterprise risk factors. To maintain and enhance the enterprise risk management (ERM) framework, the Company's Risk Management function has proposed to the Risk Management Oversight Committee (RMOC) and the Board to integrate the TCFD framework into the existing ERM framework. This approach will facilitate the identification of risks, risk responses, tracking of risks and reporting of risks, as well as the identification of opportunities, that are linked to the Company's sustainable strategies. The proposal was approved by the RMOC and the Board in November 2021.

The Risk Management function will continue to collaborate with Corporate Sustainability to further refine risks management procedures to include elements from the TCFD recommendations. This includes risk assessment guidelines to quantify the potential impact, to facilitate the embedment of climate-related risks into our enterprise risk management and support the sustainability of our business and the environment. The team will also work closely with finance functions to integrate climate-related risks and opportunities in financial planning.

At the corporate level, to reduce our impact to the environment and manage our climate-related risk exposures, we have set long-term environmental goals to reduce energy, water, and carbon emission intensities and reduce the use the single-use plastic. We have also set goal to enhance long-term biodiversity conservation by our nature-based hotels.

In November 2021, the Board of Directors have approved for Minor International to commit to becoming a Net-zero Carbon organization by 2050. We are currently developing a Science-based target which are expected to be launched in 2022.

In our upstream value chain, Minor continues its efforts in ensuring food safety and food quality of products and/or services as well as compliances on environmental, occupational health and safety, and human rights (sustainability) of our upstream suppliers. We have incorporated the assessment and monitoring of our critical suppliers' sustainability into our sustainability goals.

In Minor's downstream value chain, in 2021 we have launched a sustainability goal: "All Minor Food brands offer at least one new sustainable or healthy menu by 2024" in response to customers' increased awareness and consciousness in health and environmental issues.

## Metrics and Targets

Management of climate-related risks and opportunities at Minor:

### Commitment of Minor International becoming Net-zero Carbon organization by 2050

- Consolidate carbon inventory of scope 1, scope 2, and scope 3
- Apply Net-zero Standard Science-Based Targets
- Deploy 4R (Reuse-Reduce-Recycle-Replace) approach
- Offset residual carbon

### 75% Reduction of single-use plastic by 2024 (Baseline 2018)

- Drive our efforts through 4R approach: Reduce, Reuse, Recycle natural resources such as water and energy and discharges such as greenhouse gas, and Replace existing materials with more environmental-friendly and sustainable alternatives
- Responsibly source and replace existing raw materials and products; where applicable, with more environmental-friendly options
- Reduce consumption of disposable items by changing operations and behaviors
- Educate customers to be part of environmental advocates

### 100% of Nature-based hotels have at least one long-term conservation initiative by 2023

- Partner with skilled conservation agencies to create long-term conservation initiatives with focus on elephants, turtles, wildlife, and their habitats.
- Establish conservation measurement methodology to ensure positive impact and ability to offset residual carbon
- Invite customers to be part of environmental advocates

### 100% of Thailand and Australia local critical suppliers assessed on sustainability risk by 2023

- 100% of identified high-risk suppliers audited and developed each year
- Educate and assess food and packaging suppliers on sustainability: Environment, Occupational Health and Safety, and Human Rights
- Audit and monitor sustainability performance of identified high-risk suppliers to ensure their continual improvement

### All Minor Food brands offer at least one new sustainable or healthy menu by 2024

- Work closely with suppliers to develop sustainable or healthy menu in response to customers' increasing health and wellness preference
- Communicate health and environmental impacts through menu offering



# Minor Sustainability Approach

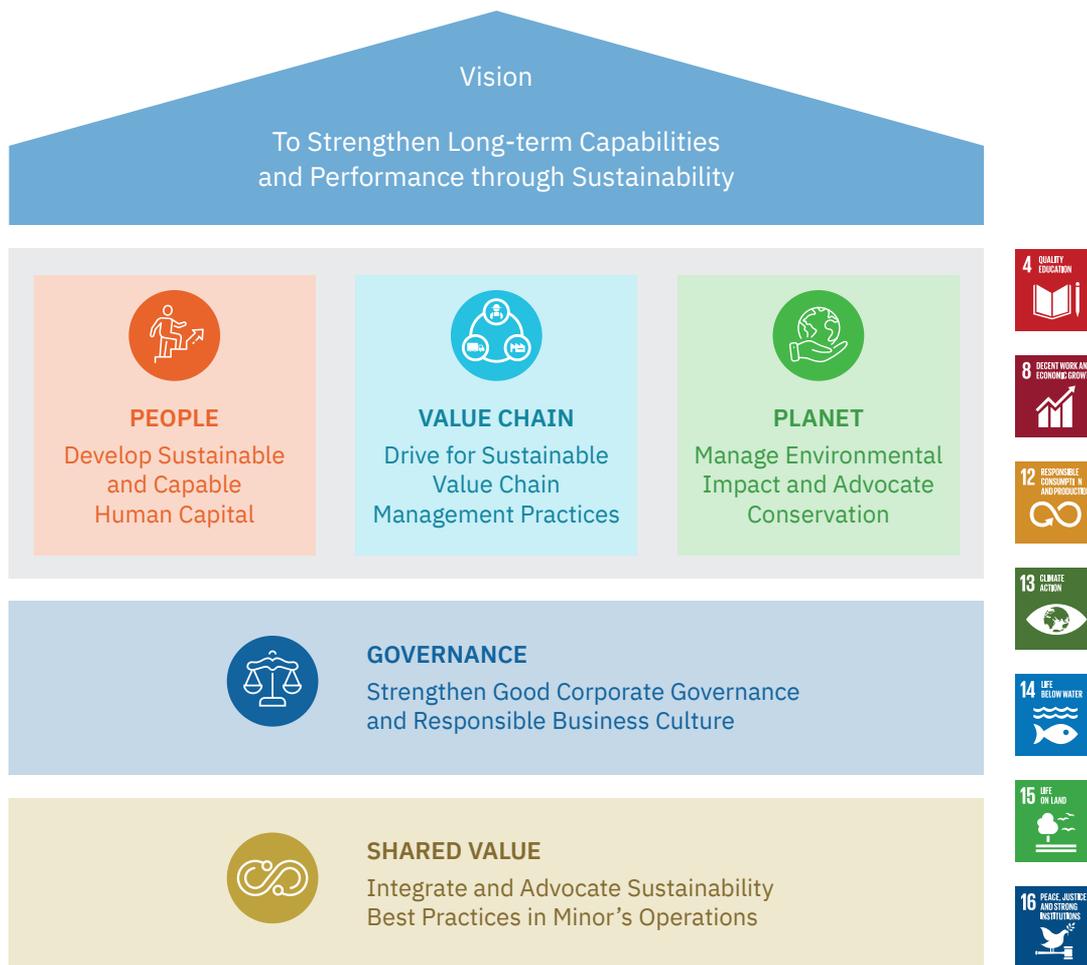
**Minor's Sustainability Vision:**

## To Strengthen Long-term Capabilities and Performance through Sustainability

Minor is committed to achieving sustainability by strengthening the long-term capabilities of our organization and our numerous stakeholders. We believe our Sustainability Approach enables us to elevate the economic, social, and environmental conditions of our stakeholders, while we continue to build upon our strong foundations and position ourselves for recovery swiftly and sustainably.

Our Sustainability Approach is the interconnections of: the Company's Vision, Core Values, business strategy, and dynamic Stakeholder Engagement practices. These components enable us to conduct Materiality Assessment to identify issues that are material and common for both Minor and its stakeholders. This understanding, together with the assessment of sustainability risks and opportunities through the risk management practices, were the foundation in the development of our Sustainability Strategy<sup>(1)</sup>. The Board of Directors endorses the strategy, as reflected in Minor's Sustainability Governance Structure<sup>(2)</sup> and progress of the initiatives and performance towards sustainability goals are reported to and reviewed by the Board quarterly.

Minor's Sustainability Strategy comprises of 3 pillars: People, Value Chain, Planet and 2 Enablers: Governance and Shared Value.



**Remarks:**

- (1) Details can be found on Minor International's website under Sustainability Strategy
- (2) Details can be found on Minor International's website under Sustainability Governance Structure



# People

“People Development and Support” is one of Minor’s key focuses, as reflected in our core value and sustainability strategic pillar. We believe a company can only grow and stay competitive with sustainable and capable people in the organization and the society. We commit to be a responsible employer by providing safe and healthy working environment and promoting well-being among over 64,000 employees in 63 countries worldwide. We also focus on offering personal and professional development opportunities through educational and career enhancement for our workforce, talents and leaders, and continue to foster socially responsible mindset of our employees. Concurrently, Minor continues to invest in surrounding communities through various social responsibility programs to support children, youth, and underprivileged community members.

Minor undertakes a 3-tier Human Capital Development Approach to enhance people’s capabilities within our sphere of influence: Grassroots, Workforce, and Talents & Leaders.



Our Topics	Training and Education	Employment	Communities	
 <b>Goals</b>	<b>Goal 1:</b> <b>50%</b> of Minor Corporate University (MCU) program graduates return to work with Minor by 2023	<b>Goal 2:</b> <b>50%</b> internal promotion of management levels each year	<b>Goal 3:</b> <b>1</b> million people developed and supported by 2023	<b>New Goal:</b> <b>3</b> million people developed and supported by 2030 <sup>(1)</sup>
 <b>2021 Performance</b>	<b>Developing:</b> <b>39%</b>	<b>Achieved:</b> <b>50%</b>	<b>Achieved:</b> <b>&gt; 171,000</b> Total > 1.15 million people from 2019 - 2021	
 <b>Boundary &amp; Approach</b>	<b>Thailand:</b> Partner with vocational schools and educational institutions to develop students' hands-on capabilities to prepare them to be our future workforce	<b>Worldwide:</b> Enhance capability and retention of existing workforce through various development and engagement programs to prepare them for management level positions	<b>Worldwide:</b> Support underprivileged community members with emphasis on community investments and combination of charitable donations and commercial initiatives and concurrently provide learning and development opportunities for workforce and talents & leaders	
 <b>Responsibility</b>	<ul style="list-style-type: none"> <li>Human Resources</li> <li>Corporate Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources</li> <li>Corporate Sustainability</li> </ul>	
 <b>Monitoring &amp; Evaluation</b>	<ul style="list-style-type: none"> <li>Third-party verification: Employment and Communities</li> <li>Internal monitoring: Training and Education</li> </ul>			
 <b>Grievance Mechanism</b>	<ul style="list-style-type: none"> <li>Whistle-Blower reporting Email: <a href="mailto:whistleblower@minor.com">whistleblower@minor.com</a></li> <li>Comments and suggestions Email: <a href="mailto:Feedback@minor.com">Feedback@minor.com</a></li> </ul>			

Remark:

(1) New goal, beginning 2022.



# 64,389

Total employees



# 48% Male 52% Female



# 161

Nationalities



# 27

Average training hours/employee/year



# 4,867

Participating volunteers



# 8,060

Volunteer hours

Minor's 3-Tier Human Capital Development Approach covers the development and support for Grassroots, Workforce, and Talents & Leaders. This approach enables the company to be responsible for capacity development and well-being of both internal and external stakeholders: employees, children, youths, and underprivileged community members.

Minor pledges to be a responsible employer and employer of choice. We uphold a safe and healthy working environment, promote employees' well-being, and provide development opportunities to cultivate their full potential. On personal and professional development, we continue to offer different forms of learning and development for our workforce, talents, and leaders to ensure our pipeline is fulfilled with skilled and capable resources.

The established "More You" program, championed by well-being committee comprising teams from all business groups, continues to ensure safe and healthy working environment in accordance with company's Occupational Health & Safety (OHS) and Well-being Framework and relevant legal regulations. We also promote well-being initiatives that focus on employees' strong body & mind, support for family and society, and encouragement of financial disciplines. In 2021, the program was adapted to include online elements during work-from-home period to keep the momentum as we aim to foster engagement, performance, and well-being of our employees.

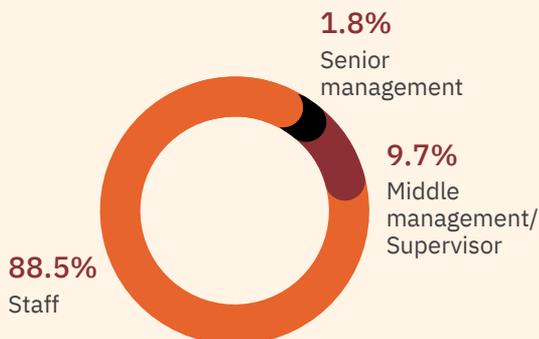
The company continuously invests in the support and development of children, youth, and underprivileged community members through community investment, commercial initiatives, and charitable donations in alignment with Business for Societal Impact (B4SI). We also promote "social responsible mindset" among our employees and peers by encouraging our businesses worldwide to undertake social responsibility activities in line with Minor's Sustainability Strategy whilst creating positive social and environmental impacts.

These efforts collaboratively contributed to the achievement of Minor's long-term sustainability goal of "1 million people developed and supported by 2023". From 2019 to 2021, we were able to develop and support over 1.15 million people through our various initiatives. To extend this accomplishment, we launched a new goal of "3 million people developed and supported by 2030", beginning in 2022. With the new goal, we aim to elevate sustainable development of our people and integration of shared value creation into our investment in long-term initiatives that support education, health & well-being, and environment in the society where we operate.

Illustrations of People initiatives which contribute to both company and socio-environmental benefits are presented in "Shared Value" chapter.

## Talents & Leaders

Minor believes the company's success depends largely on our human capital. We focus on grooming high-potential talents and leaders to be visionary, resilient, agile, and adaptive to changes and able to empathize with our stakeholders. Identifying and developing capable leaders will build foundation for the company to navigate through changes and unforeseen situations in the best possible manners. In 2021, Minor deployed both online and onsite approaches for learning and development of our talents and leaders. Examples of development programs are as follows:



Proportion of Employees by Level - as of 31 December 2021



### Digital Academy

Digital Academy was offered for director to chief officer levels to amplify their knowledge in digital transformation strategy in response to the current digital trend. This online training consisted of 6 modules: 1. Customer Centric, 2. Experiment, 3. Practice Agile Method, 4. Activating Growth, 5. Be Data Driven, and 6. Evaluate Trends. It aimed to empower leaders with outward looking digital mindsets and knowledge to enable digital change in the organization and be ready to drive modern business. Total of 60 leaders graduated from this 2.5-month training.

## Finance Academy

Finance Academy is an onsite training program, in partnership with Sasin School of Management, which is an AACSB and EQUIS accredited business school founded by Chulalongkorn University in collaboration with the Kellogg School of Management and the Wharton Business School. Participated by 20 talents from Minor Food's general manager level and its potential successors, the training targeted those who do not have financial expertise and equipped them with financial skillset and mindset so that they can spearhead business to preferable outcomes.

## Minor Hotels' Leadership Development Journey

Minor Hotels' Leadership Development Journey is a leadership development series for talents in manager and director levels, consisting of 3 programs: Wavelength, Endeavour, and Horizon. In 2021, "Agile Leader Programme", a part of Wavelength program, was arranged to enhance people skills of leaders by promoting sense of community within their teams. Leaders were expected to lead their teams to higher engagement, improved trust, and stronger relationships among themselves as well as customers and other stakeholders. Total of 25 leaders from Minor Hotels properties worldwide participated in this 7-week online training program.

We believe that our people development approach plays an important role in supporting internal promotion, which is one of our key focus. In 2021, we achieved our long-term sustainability goal of 50% internal promotion of management levels, a significant improvement from 37% in 2020 which was an extraordinary year. Minor is diligent in updating our internal talent pool and would look for candidates internally for management positions. We have also started to create an internal candidate talent pool database within our recruiting system and cascaded to business units and hotel properties across all levels. Year 2020 through to 2021 were difficult years for all our businesses and it was unfortunate that we had lost a few management members, some to more secured industries. In addition, constant changing travel restrictions imposed by different jurisdictions reduced our ability to create workforce mobility across different hotel properties. Nonetheless, we remained focus on our learning and development for talents and leaders to ensure we grow our internal candidates for management roles. As borders gradually opened in 2021 and business started to recover, we were able to improve the mobility of our management across different brands and countries and provide them with extended career opportunities. We understand that with ongoing uncertainty in hospitality sector, we will continue to face challenges in retention and intend to do our utmost to ensure our management are engaged and provided with development and promotion opportunities.



Responsible Employer | Occupational Health & Safety and Employee Well-being

## Workforce

“People Development” is one of Minor’s core values and a strategic sustainability pillar. With over 64,000 people employed directly and indirectly by Minor worldwide, we pledge to be a responsible employer through providing different forms of learning and development for our workforce and creating a safe and healthy workplace where people can sustainably develop and grow. The “More You” program aims at creating these experiences to employees by offering a number of different activities such as wellness, education, and recreation as well as nurturing their sense of social responsibility. Our goal is to create a workplace that brings out the best capacities of our employees, while fulfilling them with rewarding benefits, development opportunities, and career growth. Ultimately, we seek to attract talents and to retain our qualified and capable employees.

To emphasize on our commitment to creating skilled and capable human capital while also creating positive social and environmental impacts, in 2021 Minor introduced and deployed “Sustainability Key Performance Indicator (KPI)” rated at 5% of total KPI to employees in Minor corporate office, Minor Lifestyle, and Minor Hotels in Asia, Indian Ocean, Middle East, Africa and Brazil.



### Responsible Employer

Minor believes that the foundation of being a responsible employer is to ensure our employees are treated fairly and professionally. Our [Human Rights Policy](#) ensures protection of basic rights of our employees, which includes diversity, equity and inclusion as well as freedom association and collective bargaining. In 2021, 19% of total workforce worldwide were covered by collective bargaining agreements. In addition, in countries where welfare committees are enforced by laws, employees can raise their concerns through these joint management and operations committees. 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 2021](#) on our website. The development of employees, both personal and professional, is essential at Minor. We offer various training programs to all levels of employees to enhance their knowledge, skills, and behaviors for success. An annual appraisal is also in place to allow employees to evaluate their performances and discuss their improvement gaps that should be developed with their managers.

## Responsible Employer | Occupational Health &amp; Safety and Employee Well-being

Prior to departure from employment, an exit interview is conducted with the employee to identify resignation causes so that appropriate actions can be taken to reduce future attrition where needed. The information is collected and held in confidentiality. Meanwhile, to enhance our recruitment process, Minor Food brands in Thailand continues to utilize the “Smart Career System”, which was developed to help filter/match applicant’s skills with those needed by the available position.

Minor considers our people as company’s most valuable asset. After the long haul of COVID-19 pandemic, Minor continues to seek for our employees’ insights and opportunity for improvements by conducting employee engagement surveys. Employee engagement score in 2021 was 75%, which included group-wide corporate office employees as well as operations staff of Minor Food and Minor Lifestyle in Thailand. Minor Hotels did not conduct the survey at properties level in 2021 as properties were in varied operating status from the COVID-19 condition and restriction which could provide inaccurate results.

Minor tracks and monitors employee turnover for business units under our operational control. In 2021, the overall turnover was 51%, a reduction from 58% in 2020. Turnover

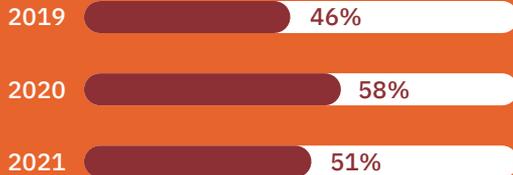
is calculated as total number of employees that left the company during the year divided by the average number of employees. The information includes part-time staff but excludes daily workforce. These part-time staff by nature will be working for shorter tenure with the company. Part-time staff accounted for 22% of relevant employee pool and accounted for 47% of those who left.

Minor has begun to optimize its workforce in response to the pandemic since 2020 and as a result was able to better maintain our staff in 2021. To improve retention, we continue to offer learning and development as well as career opportunities for our people. We also realized that effective communications are critical for employee engagement and have worked on improving our internal communications, both in terms of frequency and clarity. This includes encouraging the line managers to be in charge of communicating the corporate and HR-related information to their team members for more personalized touch. However, as the pandemic prolonged and continued to impact both the business and personal life, we observed the increased stress levels among our staff and introduced more mental and physical health and wellness programs to help our team members pass through in this difficult time.



Responsible Employer | Occupational Health &amp; Safety and Employee Well-being

### Employee Turnover (Including Part-time)<sup>(1) (2) (3)</sup>



#### Remarks:

- (1) Information from business units under Minor's operational control, including NH Hotel Group
- (2) Turnover was calculated as Total number of employees that left the company during the year/ Average number of employees
- (3) The information includes part-time staff. These staff by nature will be working for shorter tenure with the company

While the COVID-19 pandemic prolonged into 2021, Minor remains committed in continuous development of our employees. The constant uncertainty from travel restriction and work-from-home policy has redefined the methods of developing and delivering trainings at Minor. In 2021, most of our training programs were created on online platform, while some trainings were provided onsite when COVID-19 situation improved. This allowed consistency in providing development programs to our employees whenever and wherever. Details of training program are presented on Minor's website under "Human Resource Performance" section of [Sustainability Performance Data 2021](#)



In 2021,  
the average training  
hours per employee  
per year was  
**27**

Examples of development programs are listed below.

### Business Leadership Development Program

Participated by 52 Minor Food's Area Coaches and Operations Managers, this online training program educated participants on 7 core competencies: 1. Brand Ambassador, 2. Talent Scout, 3. Servant Leader, 4. Head Coach, 5. Synergist, 6. Marketing Guru, and 7. Goal Getter. The program aimed to equip the junior managers with the understanding of customer pain points and the ability to explore new business opportunities to address them. Practical initiatives were developed from this program such as keeping food all-the-way-through heated for take-away customers and improving productivity in stores for speed of service. The final result presentations will be held in 2022.

### People Leadership Development Program

People Leadership Development Program took place over 4 months for almost 80 supervisory level leaders overseeing manufacturing operations. It aimed to develop participant's overall leadership skills, especially on team engagement and leadership communications, that will enhance their teams to work smarter, not harder. Training topics covered Communication for Leadership Success, Coaching for Peak Performance, Setting Goal and Reviewing Performance, and Developing Yourself.



Responsible Employer | Occupational Health &amp; Safety and Employee Well-being

## Minor Hotels and Asian Institute of Hospitality Management (AIHM) Collaboration

In addition to the enrollment of external students, in 2021, the Asian Institute of Hospitality Management (AIHM) started its partnership with Minor Hotels to provide trainings to its employees. AIHM is a hospitality institute founded by Minor Hotels in academic association with Les Roches, a global leader in hospitality education, where Bachelor of Business Administration in Global Hospitality Management degree is offered. This allows a sustainable development of our employees with exemplary trainings crafted for our business requirements. In addition, AIHM offered 10 scholarships to our hotel employees with outstanding performances who will complete a 3.5-year curriculum and awarded with a bachelor's degree upon graduation.

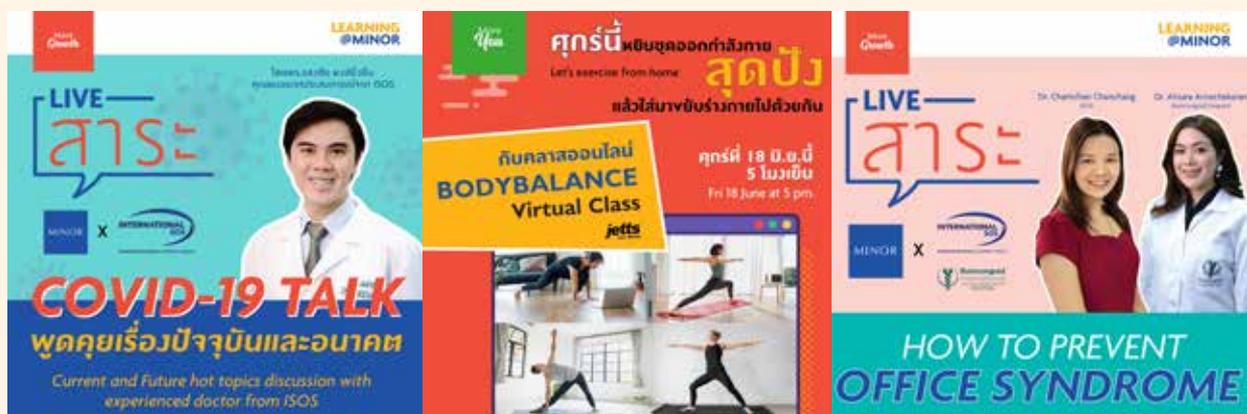
### Minor Hotels' Online Learning

Operating in several countries in different regions worldwide, Minor Hotels focuses on offering comprehensive online training courses to its employees. Training courses which provide essential knowledge and skills required in hospitality sector are offered for employees of Anantara, Avani, and Tivoli brands worldwide at all levels on various online platforms such as Percipio, SHMAI, and E-Hotelier. In 2021, over 62,000 courses were completed with more than 27,000 training hours attained.



### Live Sara

Launched in May 2020 and continued the momentum into 2021, Live Sara is a series of knowledge sharing talk shows under the umbrella of "More You" program, to enhance employees' knowledge and capacities on both personal and professional level. Speakers are internal and external experts from different fields. Although Minor's head office implemented the work-from-home policy for almost 6 months in 2021 due to the COVID-19 situation, the program was adapted to online sessions to ensure continuity of employee development and engagement. In 2021, total of 8 Live Sara sessions were hosted, including COVID-19 prevention and vaccination, well-being promotion, office syndrome prevention, bitcoin investment, and tax planning.



Responsible Employer | Occupational Health &amp; Safety and Employee Well-being

### Occupational Health & Safety (OHS) & Employee Well-Being

The health and safety of our employees is very important to Minor as human resource is our greatest asset. 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. Providing healthy and safe working environment to our employees while enforcing safety management for onsite contractors are a must at all Minor's facilities. We regularly monitor OHS performances in our business units by identifying OHS aspects and corresponding root causes, and mitigating those risks to prevent recurrence.

Occupational Health & Safety (OHS) and Well-being framework aims to minimize accidents associated with works, promote employees' strong body and mind, reasonably support family and society, and encourage employees' financial disciplines.

Since 2020, the holistic "More You" program has provided various initiatives in alignment with Occupational Health & Safety and Well-being framework. The initiatives include discounted fitness facilities and dental treatment, annual health check-up, influenza and COVID-19 vaccination, healthy menus offered by Minor Food brands kiosks located in office cafeteria, emotional support, and well-being knowledge sharing. We also altered the "More You" program to suit online activities so our employees can stay connected and participated in a variety of activities, in particularly during work-from-home arrangement or quarantine period. These well-being activities helped to create positive energy, physically and emotionally, among employees.

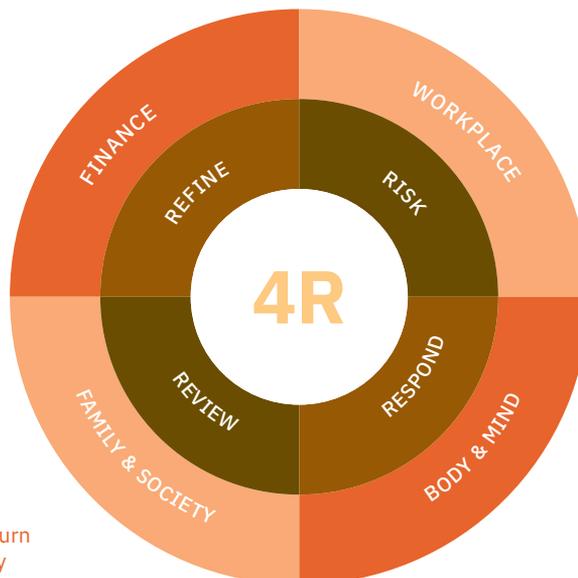
### Occupational Health & Safety (OHS) and Well-being Framework



- Fully comply with applicable wage laws
- Promote financial discipline for employees' future security



- Strive to provide reasonable support to preserve and uphold the family units which in turn will strengthen the society



- Provide safe & healthy working conditions
- Minimize accidents, injuries, and health risks
- Integrate ergonomic considerations into our operations



- Promote employees' healthy body and mind by offering health and nutrition programs that suit the needs of different operating units



## Workplace

We are cognizant of the importance of OHS indicators and continue to improve the data coverage of our occupational health and safety reporting. In 2021, we included OHS performance of Anantara Vacation Club and Plaza & Entertainment properties into our reporting scope, resulting in the increased number of reported properties to 447 properties and 9 offices and preview centers (showroom) under Minor Hotels. With our online accident reporting system for Minor Food's equity restaurants and Minor Lifestyle outlets, we can consolidate the data and report all OHS indicators across all business groups. We also captured the details of accidents and occupational diseases to further classify types of accident, address root causes, and identify mitigation actions.

In 2021, Minor's Injury Rate (IR) decreased 8% from 2020, in line with Lost-time Injury Frequency Rate (LTIFR) and Lost Day Rate (LDR) which decreased 16% and 24% respectively. The main contributor to this improvement was the substantially lower accident cases and lost days of Minor Food equity restaurants. In 2021 we did not take into consideration the Unsafe Road Accidents that do not

involve any injury nor medical treatment of our employees. The majority of cases with high lost days were accidents from slip and trip, which was one of top 3 types of accident of Minor International.

We restated Minor's 2020 Occupational Diseases Rate (ODR) from 0.56 to 0.11 as we corrected the calculations to reflect annual number of cases instead of cumulative ODR number. In 2021, Minor's ODR decreased from 0.11 to 0.07. Most occupational diseases were related to musculoskeletal disorder in which the assessment of job safety was implemented to address the root cause to prevent future recurrence. Minor's Fatality Rate (FR) was zero in 2021.

For our contractors, all OHS indicators noticeably increased due to higher number of renovations and maintenance works at various hotels during low business periods. The construction activities added more workers on-site and incurred more occupational risks.

Details of occupational health and safety performances are presented on Minor's website under "Occupational Health and Safety Performance" section of [Sustainability Performance Data 2021](#).

Responsible Employer | Occupational Health &amp; Safety and Employee Well-being

**Minor International's Top 3 Types of Accident and Analysis****Accident from Equipment or Tools – Cut****Root causes**

- Negligence of employees when using sharp-edge tool or handling garbage bags
- Indiscipline to follow the standard operating procedure

**Mitigation Actions**

- Conduct additional work safety training for sharp-edge tools and equipment and raise more awareness during shift meetings

**Accident from Slip and Trip****Root causes**

- Negligence of employees
- No precaution and warning signs when spill or wet floor occurred.

**Mitigation Actions**

- Place precaution and warning signs for wet floor and different-level areas
- Rectify wet floor and clean up spill promptly
- Refresh safety training and emphasize the importance of wearing appropriate footwear particularly in the kitchen area

**Accident from Heat****Root causes**

- Negligence of employees
- Indiscipline to follow the standard operating procedure

**Mitigation Actions**

- Conduct additional safety training especially proper handling of hot objects and using of kitchen equipment
- Ensure all employees follow the standard operating procedure and wear PPE where required

**Remark:**

The study of occupational accidents included the cases from all business groups, except NH Hotel Group.

## Body & Mind

As COVID-19 pandemic prolonged, Minor reinforces the safety and well-being of our employees as a priority. All of our business units implement various response activities to ensure protection of our employees from COVID-19 infection such as daily body temperature check, regular COVID-19 testing, provision of personal protective equipment, and stringent and regular working area cleaning. We also continue to apply work-from-home arrangement for non-operational employees when necessary.

Minor promotes the well-being of our people, both physically and mentally, through various activities. At Minor head-quarter in Thailand, the “More You” program offers online well-being courses, including office syndrome prevention, sleep health, stress relief, and yoga. Minor employees are also eligible for discounted fitness facility at the office building. However, My Social Hour, a monthly get-together activity, was put on hold to observe social distancing and will resume when the situation improves. In addition, we provide annual health check-up, influenza vaccination, and COVID-19 vaccination to our employees group-wide.

At Minor Hotels properties, wellness activities are organized for their employees such as regular sport activities, Zumba classes, and walks. We assign hotel chefs to prepare healthy and nutritious meal options as well as healthy menu cooking classes for employees. We also continuously monitor our workplace condition such as lighting, temperature, noise, and humidity for our employees and provide various measures to improve the conditions. Their workspaces are equipped with proper ergonomics furniture to provide comfort, limit muscle soreness, improve posture, and reduce work related injuries. In addition, mental wellness is essential for operational employees, especially during this challenging time. Several courses, both onsite and online, on stress management, mental well-being, as well as one-on-one counselling are offered.

## Family & Society

Minor realizes the important relationships between employees’ well-being and that of their families’, and therefore provides various programs to support employees’ families such as educational scholarships for employees’ children, paid paternity leave in some countries, and child daycare facilities where applicable. We also pay close attention to the well-being of the society surrounding our operations. In 2021, Minor continued our efforts in supporting communities, especially underprivilege community members, with over Baht 32 million spent on supporting and developing more than 150,000 community members worldwide in education, health and well-being, and environment. This amount does not include spending on our own workforce development.

Baht  
**23,160** million  
benefit to employees for  
salaries, wages, welfare, and  
other regular contribution

## Finance

The COVID-19 pandemic brought additional economic stresses to businesses and individuals. In addition to wages and benefits, we offer multiple programs, including those in accordance with relevant laws, to provide post-career financial support and equip our employees with money management knowledge. These include provident fund program, workshops/education on financial investment and savings, tax management, and for the management level, Employee Joint Investment Program (EJIP). Furthermore, the zero-interest Chairman’s fund program’s first repayment was extended to 2022 to alleviate the participants’ financial burden.

Youth Development | Children Education Support | Career Support for People with Disabilities

## Grassroots

Minor's 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

Minor's holistic Youth Development approach engages and develops youth in preparation for their first career. With 45% of Minor's workforce being under the age of 30, this approach gives us access to potential workforce during and after their graduations, hence building a sustainable human capital pipeline for our businesses.



### Co-Payment Program

Since September 2020, the Government of Thailand launched the "co-payment" program to assist both companies affected by COVID-19 pandemic and new graduates who struggled in finding jobs by offering 50% payment support to companies hiring this group of youth. In 2021, Minor recruited and provided career opportunity for 467 graduates and saved almost Baht 12 million for our businesses. Since inception until the end of the program in November 2021, Minor supported a total of 679 new graduates with stable jobs amidst this difficult time.

### Minor Corporate University (MCU)

Minor Corporate University (MCU) is our long-term youth development program that focuses on creating a pool of potential entry-level employees for Minor businesses. To equip these students with required knowledge and skills, Minor partners with vocational schools in developing the curriculum and offers students with on-the-job trainings and career opportunities upon their graduations. Due to business disruptions and uncertainties from COVID-19 in 2020 and 2021, many students in the MCU program opted to end their trainings early, hence in 2021 there were only 156 students who graduated from the program. Of the graduates, 39% joined Minor as employees, an increase of 3% from 2020. As we adjust our operations in response to the changing environment, we also welcomed new enrollment of 777 students to MCU program in 2021. Concurrently, Minor worked with a new partner, Saowabha Vocational College, an institute that offers home economics education, in developing a curriculum of Food Business Management Pathway, which is certified by the Office of Vocational Education Commission (OVEC), Ministry of Education. Students will be trained on kitchen work, service work, and general management. The curriculum will welcome its first intake in 2022 academic year.

% MCU graduates joined Minor after their graduations

2019  
43%



2020  
36%



2021  
39%



Youth Development | Children Education Support | Career Support for People with Disabilities

### Excellence Model School (EMS)

As part of MCU, 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. The COVID-19 situation forced our Thailand hotels to run at minimal capacity, hindering their ability to take on interns. Instead, Minor was able to offer appropriate training for these students in Minor Food restaurants. In 2021, 19 students graduated from the Excellence Model School (EMS) program and 5 were hired by our food business.



### Minor Food China Joint-Culinary Curriculum

Partnering with Dong Fang Culinary School, Minor Food China continues its effort to create skilled kitchen talents through a 2-year joint-culinary program. This program allows Minor Food China to fill its business pipeline with skilled chefs who are trained in professional cooking techniques, enabling it to save both time and cost in training new recruits. In 2021, total of 157 students graduated from this program and joined the business as “Chef Management Trainee”.



### Children Education Support

Minor believes that education is the foundation for human well-being as well as national and global development. We trust that our continuous support programs for children’s education and schools will play a part in creating a better future.

### Heinecke Foundation Scholarships

The Heinecke Foundation and Minor have been awarding scholarships to students with outstanding academic and social-serving performance since 1995. The scholarship recipients are students from schools in communities where we operate in Thailand, Minor-supported schools, and children of junior-level staff in Thailand. In 2021, the program awarded 1,173 students with total scholarship valued almost Baht 7.5 million.



**1,173**  
scholarships granted



Baht  
**7.5** million  
scholarships amount

Youth Development | Children Education Support | Career Support for People with Disabilities

### Minor's School Program

Minor's School Program was initiated to support schools in need in Thailand, aiming to give students access to better education and facilities. Minor has worked with schools located in communities nearby our business to address facilities, education supplies, and other improvement gaps. Minor has supported 15 schools since the program's inception in 2005.

### Minor Smart Kids (MSK)

Minor Smart Kids (MSK) is Minor's Thailand-based education business that offers innovative learning media adapted to the current learning trends. MSK focuses on holistic learning approach and has hosted education seminars for parents and children to demonstrate learning methods that promote children's creativity and skills development. In 2021, MSK's seminars emphasized on positive learning and children development under the COVID-19 situation. Over 18,300 parents and children nationwide participated in these seminars.

### The Pizza Company Book Club

The Pizza Company was not able to implement the Book Club program in 2021 as most schools in Thailand were forced to close to limit the spread of COVID-19. However, it continued to coordinate with teachers and schools and is exploring means that would allow students to read out of schools to ensure continuity of the program in 2022. 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. Students who complete their reading will earn stamps to redeem free pizzas from The Pizza Company outlets.

### Career Support for People with Disabilities

People with disabilities have the same rights as others to economic and social security and to a decent level of living. Minor remains committed to bring about necessary changes to lives of people with disabilities through our career support programs that allow them to earn and take care of themselves as well as their families.

In 2021, Minor supported over 340 people with disabilities worldwide with employment opportunities. In Thailand, we supported over 230 disabled people through employment at our operations and the continuing collaboration with the Social Innovation Foundation (SIF) and the Association of Strong Micro Enterprise Development Institute (SMEDI). Internationally, we supported over 100 persons with employment, including 85 hired by NH in their operations.

We continue our support to Shanga, a social enterprise located at Elewana Collection's Arusha Coffee Lodge in Tanzania that offers career to people with disabilities. The Shanga workshop creates unique, high quality handmade jewelry, glassware, and homewares, incorporated by recycled materials collected from the hotel and surrounding communities. Profits from products sold are reinvested into the workshop. In 2021, Shanga employed 33 people with disabilities and could sustain its operations through sales and private donations.



## Social Responsibility

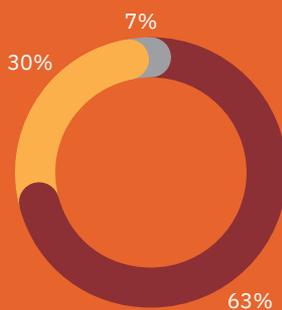
Minor believes that being socially responsible is one of the keys to achieving sustainability. We promote “socially responsible mindset” among our people and peers by encouraging our business units globally to undertake social responsibility activities to address issues in the society where we operate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

### Alignment with Business for Societal Impact (B4SI)

Minor’s societal contributions are categorized into “How we contributed?”, “What we supported?”, and “Where we contributed”, which are adapted from Community Investment framework under Business for Societal Impact (B4SI). In 2021, our monetary contribution spent on numerous social and environmental programs worldwide accounted for 0.04% of our total core revenue. Details of how, what, and where we contributed in 2021 are presented as follows:

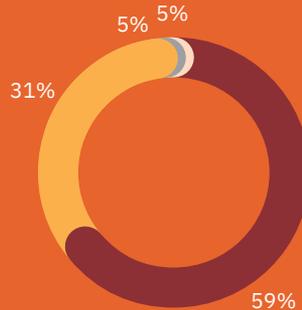
### Minor’s Social Responsibility Contribution in Monetary Value (Baht)

#### How we contributed?



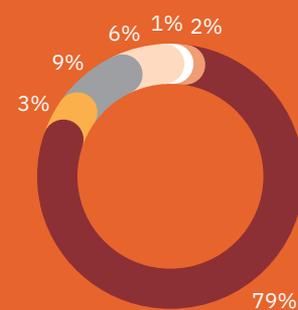
- Community Investment
- Commercial Initiative
- Charitable donation

#### What we supported?



- Education
- Health and Well-being
- Environment
- Other Charitable Activities

#### Where we contributed?



- Africa
- Asia and Pacific
- Australia and New Zealand
- Europe
- South America
- Others (Indian Ocean, Middle East)

Alignment with Business for Societal Impact (B4SI) | Social Responsibility Initiatives

## Social Responsibility Initiatives

Highlights of our social responsibility initiatives are listed below



### Minor Group Worldwide

#### Minor Founder's Day & Together with Love

An annual day-of-good-deed that was carried out by Minor employees worldwide as an opportunity to be socially responsible to communities. In 2021, due to the COVID-19 pandemic, a one-day gathering was not possible so that our businesses took time over the month of June to implement activities for good causes. Over 1,000 volunteers contributed their time and efforts that benefited more than 10,000 people in the society.



### Minor Group Australia, Cambodia, Oman, Portugal, Qatar, United Arab Emirates, Thailand

#### Blood Donation

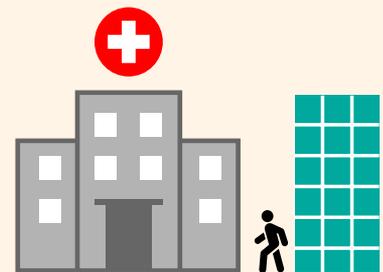
Over 570 Minor employees from 7 countries donated blood to national Red Cross and hospitals located in areas where our businesses operate, benefiting 573 blood recipients.



### Minor Group Worldwide

#### COVID-19 Relief Support

Minor continued to provide support to people in the communities affected by the COVID-19 situation. Through donations of food, medical equipment and other necessities, our businesses supported over 68,000 people, both affected communities and front-line medical workers, worldwide.



### NH Hotel Group Europe

#### Hotels with a Heart

Since 2008, NH Hotel Group's "Hotels with a Heart" aims to support accommodations closer to city hospitals to children with serious illnesses and their families who have limited resources and need to be away from their hometowns. In 2021, total of 1,010 accommodation nights were supported by 14 NH Hotels Group properties.



# Value Chain

Minor is committed to driving positive change and creating sustainable business through establishing long-term and sustainable partnerships with our key stakeholders in the value chain: suppliers, business partners, and customers. These strong relationships with our key stakeholders are vital to the sustainable growth and the competitiveness of the company especially as we prepare for recovery.



Material Topics	Sustainable Supply Chain	Customer Relationship Management	Health and Wellness
<p><b>Goals</b></p>	<p><b>Goal 1:</b> <b>100%</b> of Thailand and Australia local critical suppliers assessed on sustainability risk by 2023<sup>(1)</sup> <sup>(2)</sup></p>	<p><b>Goal 2:</b> <b>100%</b> of identified high-risk suppliers audited and developed each year</p>	<p><b>Goal 3:</b> 50 Guest Loyalty Net Score for Minor Hotels by 2024</p> <p><b>Goal 4:</b> All Minor Food brands offer at least one new sustainable or healthy menu by 2024</p>
<p><b>2021 Performance</b></p>	<p><b>On track:</b> <b>11%</b> Total 70% since 2019</p>	<p><b>Not on track:</b> <b>0%</b></p>	<p><b>On track:</b> <b>45</b></p> <p><b>On track:</b> <b>36%</b><sup>(3)</sup></p>
<p><b>Boundary &amp; Approach</b></p>	<p><b>Thailand and Australia:</b> Educate and assess Thailand and Australia local critical and food &amp; packaging suppliers on sustainability: Environment, Occupational health and safety, and Human rights. Expand scope to include Thailand project suppliers</p>	<p><b>Thailand and Australia:</b> Audit, monitor, and develop sustainability performances of identified high-risk suppliers against relevant local regulations to ensure their continual improvement</p>	<p><b>Worldwide:</b> Use Net Promoter Score to enhance customer loyalty for hotel properties under Anantara, Avani, Oaks, others (Private Islands, Tivoli), and NH Hotel Group</p> <p><b>Worldwide:</b> Work closely with suppliers to develop sustainable or healthy menu in response to customers' increasing preference in health and wellness and sustainable products and services</p>
<p><b>Responsibility</b></p>	<p>Corporate Sustainability Supply Chain Management</p>	<p>Minor Hotels operations</p>	<p>Minor Food brands</p>
<p><b>Monitoring Evaluation</b></p>	<ul style="list-style-type: none"> <li>Internal monitoring: Sustainable Supply Chain, Health and Wellness, Customer Relationship Management</li> </ul>		
<p><b>Grievance Mechanism</b></p>	<ul style="list-style-type: none"> <li>Whistle-blower reporting Email: <a href="mailto:whistleblower@minor.com">whistleblower@minor.com</a></li> <li>Comments and suggestions Email: <a href="mailto:Feedback@minor.com">Feedback@minor.com</a></li> </ul>	<ul style="list-style-type: none"> <li>Customer feedback/complaint channel on brand's and Minor's online platforms</li> <li>Whistle-blower reporting Email: <a href="mailto:whistleblower@minor.com">whistleblower@minor.com</a></li> <li>Comments and suggestions Email: <a href="mailto:Feedback@minor.com">Feedback@minor.com</a></li> </ul>	

**Remarks:**

- (1) Current scope includes Thailand and Australia's local critical food and packaging suppliers and Minor Food Thailand's project management suppliers.
- (2) Expanded scope to Minor Food Project Management in Thailand. Details of the performance are presented under "Suppliers" section.
- (3) Four of eleven key Minor Food brands offered at least one new sustainable or healthy menu in 2021:
  - a. Thailand: Sizzler, Burger King, The Coffee Club, and Dairy Queen
  - b. Australia & Middle East: The Coffee Club

**91%**Local suppliers<sup>(1)</sup>**84%**Total spending on local suppliers<sup>(1)</sup>**100%**of Thailand suppliers and contractors sign  
Business Partners Code of Conduct<sup>(2)</sup>**> 148** million

customers served

**Remarks:**

(1) In Thailand, Europe, and Australia

(2) Include special approvals from C-level executives

Minor continues its efforts in safeguarding food safety and quality of products and services as our top priority. In addition, we ensure compliances to environmental, occupational health and safety, and human rights legal regulations of our upstream suppliers are adhered to. We also source sustainable and certified materials to support animal welfare, the environment, and the society. Minor employs the blockchain technology to enhance procurement and payment processes that benefit both the company and suppliers. The above initiatives help guarantee non-disrupted supplies of safe and quality food and/or services are offered to customers in our downstream value chain.

Minor vows to provide customers with quality products and/or services that can meet their expectations and desires. We aim to enhance customers loyalty by uplifting their experiences with our deep understanding of their demands and changing behaviors especially as results of COVID-19 circumstances. With this understanding, we actively connect and engage with our customers through various channels to preempt and fulfill their needs. We also invite customers to participate in our contributions to the society and the environment with our cause-related marketing campaigns.





To resonate our sustainability goal: “All Minor Food brands offer at least one new sustainable or healthy menu by 2024”, Minor Food Innovation Team (M-FIT), established in 2020, continues to develop new menus to deliver best experiences for our customers. Four of Minor Food brands in Australia, Middle East, and Thailand had fully embraced this concept and launched a total of 55 sustainable or healthy menus into the market. M-FIT and all Minor Food brands will continue to create new sustainable or healthy menus for health and environmentally conscious customers in 2022. Meanwhile, Minor Hotels remains committed in offering exceptional experiences to customers with its multi-dimensional wellness products and/or services that cover physical, mental, spiritual, emotional, social, and environmental aspects.

In addition to assuring health and safety of our employees presented in “[People](#)” section, all Minor businesses adapted our operations in response to the prolonged COVID-19 by implementing the highest standard of safety and hygiene to protect our customers. Minor Food in Thailand maintained the “Zero Touch Delivery” protocol while Minor Hotels continued to implement the health and hygiene measures such as Anantara’s Stay with Peace of Mind, AvaniSHIELD, Oaks SureStay, Elewana’s Essential Elements, and Feel Safe at NH, and enhanced hotels’ safety protocol to tighten every step of their operations. In addition, both

Minor Food and Minor Hotels in Thailand sustained their “Amazing Thailand Safety and Health Administration: SHA” certifications received since 2020. All hotel properties also obtained “SHA+” certifications in 2021 which certified business entities that provided COVID-19 vaccination to their employees. Similarly, our properties in the United Arab Emirates earned “Go Safe” certifications, issued by the Abu Dhabi government, for the implementation of cleanliness and hygiene standards designed to minimize the spread of COVID-19 virus in tourist premises.

Minor realizes the importance of creating sustainable and long-term relationships with our business partners that drives mutual growth and success. We continue to combine Minor’s well-built expertise and knowledge in hospitality and retail with our business partners’ local proficiency to sustain and develop strong foundation and maximize our performance in the market. We also actively engage with related trade and industry associations to amplify collective voice for mutual business, social, and environmental goals.

Illustrations of Value Chain initiatives which contribute to both company and socio-environmental benefits are presented in “[Shared Value](#)” chapter.

## Suppliers

Minor continues its efforts in safeguarding food safety and quality of products and services as our top priority. In addition, we ensure compliances to environmental, occupational health and safety, and human rights legal regulation of our upstream suppliers are adhered to. We also source sustainable and certified materials to support animal welfare, the environment, and the society. Minor employs the blockchain technology to enhance procurement and payment processes that benefit both the company and suppliers.

### Sustainable Supply Chain

In 2021, Minor International established a centralized Supply Chain Management Department, integrating resources from Minor Food, Minor Hotels, and Minor Lifestyle into one single function. This consolidation leads to lower administration cost, increased productivity, and better negotiation power

in the expanded marketplace. We also extend our services to Minor affiliates and external customers.

As we have already made significant progress towards achieving the goal of “100% of Thailand and Australia local critical food & packaging suppliers assessed on sustainability risk”, we have broadened the goal’s scope to include Thailand-based suppliers of Minor Food Project Management Department. This inclusion of project management suppliers results in an increase in the total critical suppliers to be assessed by 2023. Therefore in 2021, the cumulative performance is 70%, which is lower than the performance of 72% reported in 2020 that was calculated from a lower base.

Unfortunately, in 2021 we were not on track with the audit and development of identified high-risk suppliers. Due to the COVID-19 restriction, the newly identified high-risk Australian local suppliers cannot be audited and developed as access to the suppliers’ manufacturing facilities were prohibited.



### Supplier self-assessment and audit on sustainability

8 additional suppliers with high sustainability risk identified

0%<sup>(1)</sup> of Thailand and Australia's local critical tier 1 and non-tier 1 food & packaging suppliers identified as high sustainability risk audited in 2021

16%<sup>(2)</sup> of Thailand local critical tier 1 and non-tier 1 food & packaging suppliers audited on annual basis

2%<sup>(3)</sup> of Thailand's local critical tier 1 and non-tier 1 food & packaging suppliers, who have good performance, audited once every 3 years

100% of audited suppliers with identified gap have corrective action plans with appropriate timeline

50%<sup>(4)</sup> of audited suppliers with corrective action plans that have improved their sustainability performances within 12 months.

#### Top 3 non-conformities: Social Impact

##### Chemical Handling

- Inadequate provision of personal protective equipment (PPE) to employees, material safety data sheets (MSDS), and emergency equipment
- No or inadequate monitoring of chemical concentration in workplace and no or inadequate health check of employees working in respective areas
- No submission of legally required chemical safety document and reports to the authorities

##### Fire Protection

- Inadequate provision and maintenance of fire protection equipment and emergency equipment
- Lower percentage of employees received basic firefighting training than legal requirement

##### Workplace Environment

- No or inadequate annual inspection of workplace environment (heat, illumination, noise) and the results are over than legal threshold limits
- No action taken for cases over threshold limits
- No or inadequate annual health check of employees working in respective areas

#### Top 3 non-conformities: Environmental Impact

##### Waste Management

- Missing waste disposal permits
- Mixed storage of hazardous and non-hazardous wastes

##### Wastewater Management

- Missing parameters and inadequate monitoring of wastewater quality in compliance with legal regulations
- No appointment and relevant training of water pollution controllers
- No submission of water pollution control reports to the authority

##### Energy Management

- No appointment and relevant training of energy responsible persons
- No submission of annual energy management report to the authority

#### Remarks:

- (1) The audits of 8 Australian suppliers with identified high sustainability risk were not undertaken in 2021 due to COVID-19 pandemic
- (2) Percentage of total Thailand's local critical tier 1 and non-tier 1 food & packaging suppliers audited in 2021. To date, 100% of total Thailand's local critical tier 1 and non-tier 1 food & packaging suppliers audited since 2018
- (3) First audit of suppliers with low sustainability risk assessed in 2019 and 2020
- (4) Applicable for only suppliers who were undertaken follow-up audits within 12 months, and received higher score in 2021

### Blockchain Solution for Procure to Pay (B2P)

**Since 2019, over 200,000 invoices with combined value over Baht 3,500 million from almost 2,500 suppliers were digitized via Blockchain Solution for Procure-to-pay (B2P) platform**

Minor, in partnership with Siam Commercial Bank, continues to replace traditionally manual procurement platform with more efficient blockchain technology. The system digitalizes processes from purchase order generation to supplier payment, which can be monitored and traced by both parties resulting in reduction of processing time and cost.

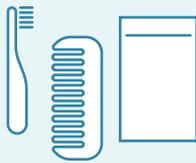
In addition, our suppliers are able to request for invoice financing directly from the bank, which benefits their cashflow management. This system also reduces paper-based documents and processing through application for e-tax invoice and receipt with the Revenue Department.



Sustainable Supply Chain | Blockchain Solution for Procure to Pay (B2P) | Sustainable Sourcing

## Sustainable Sourcing

Minor Hotels continues its endeavor to lead sustainable hospitality practices with various sustainable policies and commitments such as “Heart to Hearth Policy” - sustainable sourcing and seasonal menu planning in local specialty restaurants for Anantara and Avani, Sustainable Seafood Policy; and Commitment to Sourcing Cage-free Eggs by 2027 for all hotel properties.



**Almost 265,000 pcs. of Bio-corn toothbrushes, hairbrushes, shower caps, and sanitary bags were used in 12 hotel properties and plazas**

Certified sustainable materials procured in 2021 - Minor Hotels and Minor Food in Thailand and Australia:

### Forest Stewardship Council (FSC) and Programme for the Endorsement of Forest Certification (PEFC)

- Minor Food: Minor Dairy and Minor Cheese used over 270 tons of certified packaging material and tissue
- Minor Food: The Coffee Club in Australia procured over 570 tons of certified packaging material
- Minor Hotels: In Thailand, certified copy paper used in 15 properties and plazas. certified tissue paper used in 17 properties and plazas. A total of 25,000 pcs. of certified luggage tags used in 2 properties.

### Roundtable on Sustainable Palm Oil (RSPO)

- Minor Food: Art of Baking procured almost 21,000 liters and almost 183 tons of certified palm oil and margarine respectively

- Minor Food: Minor Dairy and Minor Cheese used approx. 1.2 tons of certified palm oil
- Minor Hotels: Certified palm oil and margarine sheet used in 9 properties in Thailand

### Royal Society for the Prevention of Cruelty to Animals (RSPCA)

- Minor Food: The Coffee Club in Australia procured almost 220 tons of certified chicken products

### Marine Stewardship Council (MSC)

- Minor Food: The Coffee Club in Australia procured almost 29 tons of certified fish products

### Best Aquaculture Practices (BAP)

- Minor Food: The Coffee Club in Australia procured over 180 kg of certified prawn cutlets

- Minor Hotels: Over 4 tons of certified white shrimp PTO (Peeled Tail On) used in 3 properties in Thailand

### Cage-free eggs

- Minor Food: 100% of over 9.2 million eggs procured by The Coffee Club in Australia are cage-free
- Minor Hotels: Over 1.5 million eggs procured by NH Hotel Group in Europe are cage-free. Properties in Germany, Austria, Belgium, the Netherlands, Luxembourg, Switzerland, and Denmark used all cage-free eggs.

### Sustainable and Organic Coffee

- Nomad procured over 2,500 tons of UTZ certified coffee, over 120 tons of Fairtrade coffee, and almost 150 tons of organic coffee

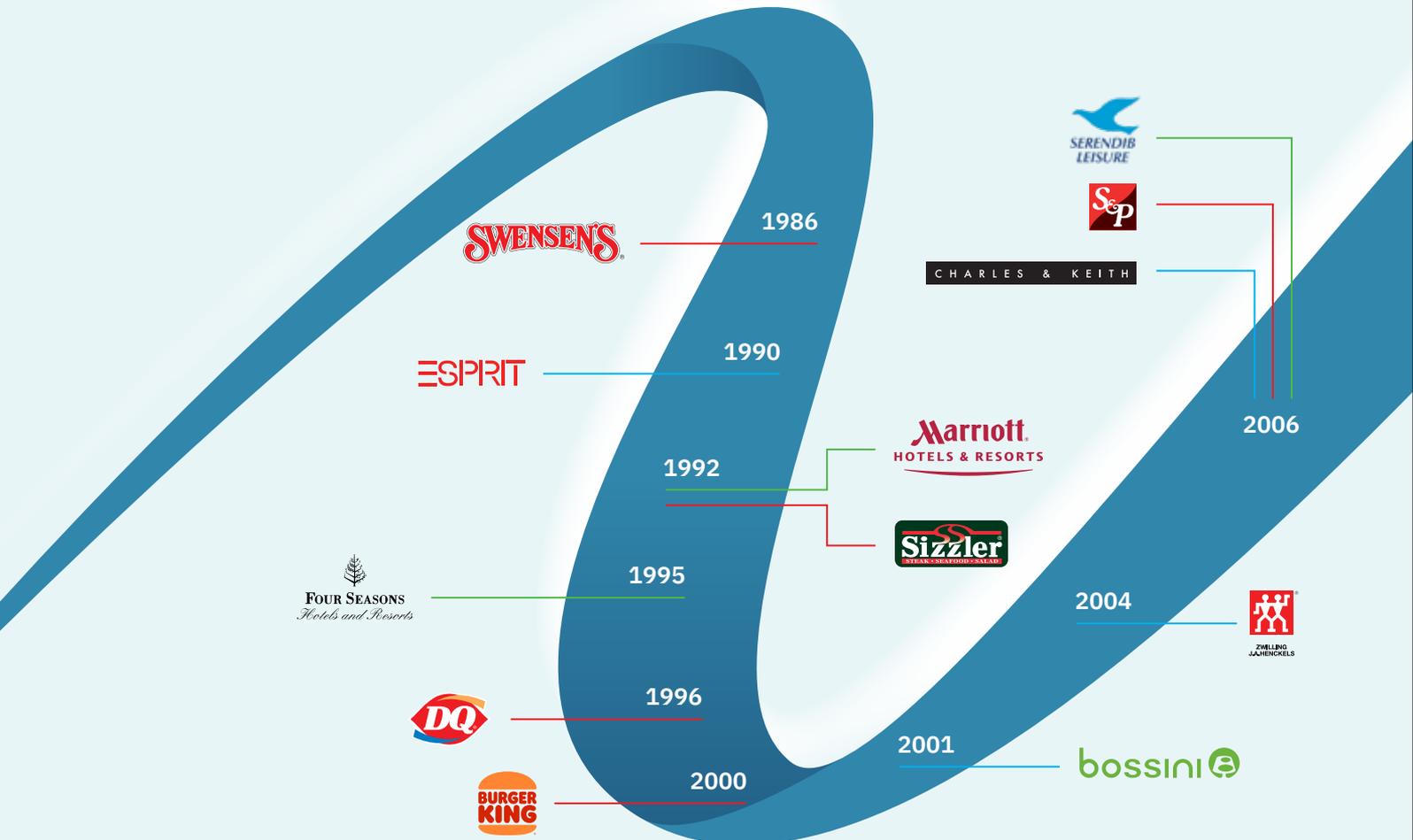
Long-term and Sustainable Partnerships | Trade & Industry Associations and Memberships |  
Collaboration with Financial Institutions on ESG

## Business Partners

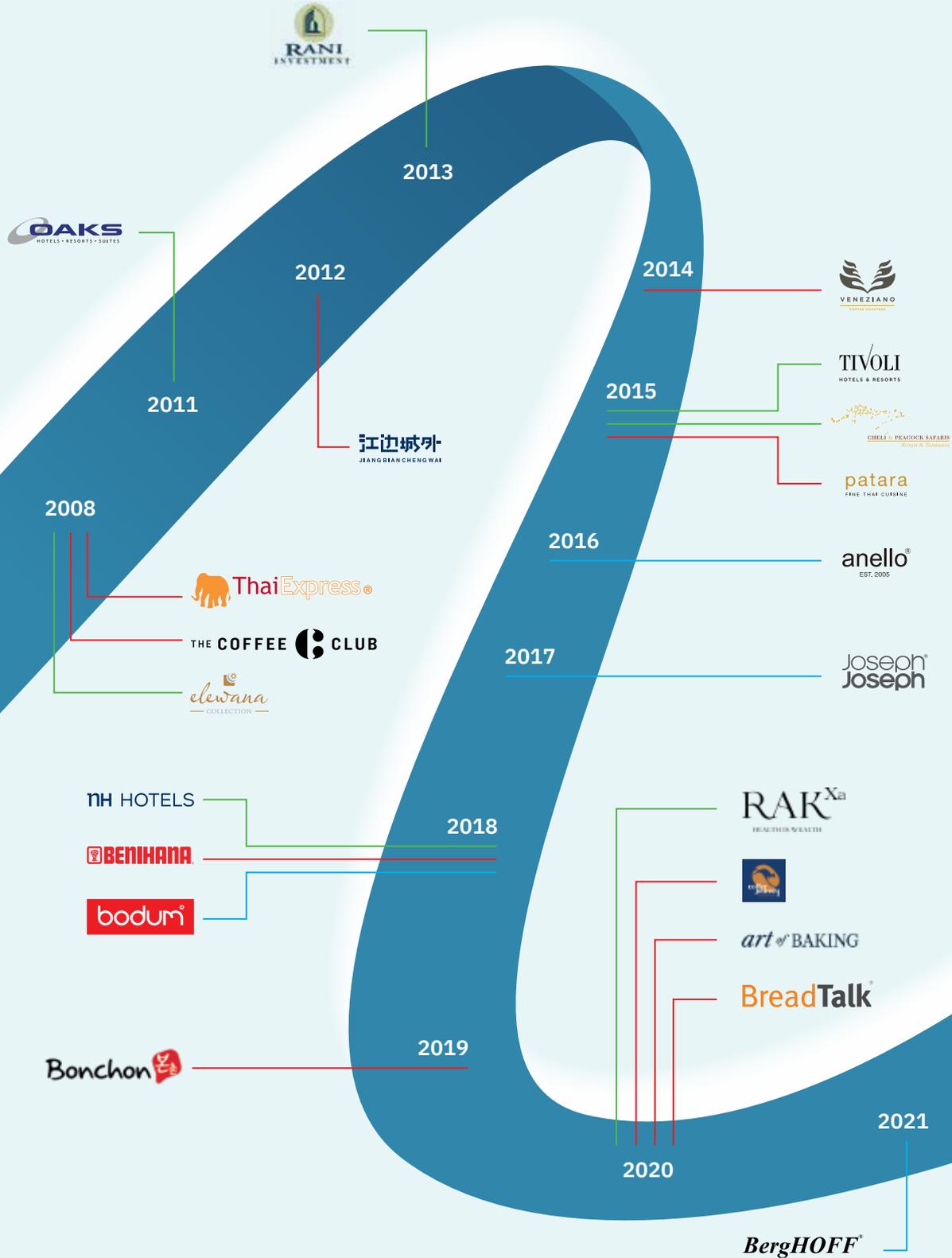
Minor is committed to creating long-term and sustainable relationships with our business partners as they are vital to the growth, competitiveness, and sustainability of our business. Strong partnership with business partners creates strong win-win synergies with the combination of Minor's well-built expertise and knowledge in hospitality and retail businesses together with our business partners' local proficiency.

### Long-term and Sustainable Partnerships

Minor establishes a strong and sustainable business through formation of sustainable and long-term business partnerships with master franchisors, franchisees, brand operators, hotel owners, joint-venture partners, and retail brand principals.



Long-term and Sustainable Partnerships | Trade & Industry Associations and Memberships | Collaboration with Financial Institutions on ESG



Long-term and Sustainable Partnerships | Trade & Industry Associations and Memberships | Collaboration with Financial Institutions on ESG

## Minor Hotels

Minor Hotels recognizes the importance of strategic partnerships with joint-venture partners, hotel owners, and hotel brand operators in helping us sustain and grow our operations, especially amidst the prolonged COVID-19 uncertainty. These partnerships allow us and partners to share experiences that contribute to local knowledge, skills, industry expertise, and brand strengths.

In June 2021, Minor Hotels announced the establishment of a hotel management joint venture agreement with China's Funiyuan Hotels & Resorts that will oversee business development, hotel operations, as well as the sales and marketing functions of seven Minor Hotels brands in China. This strategic partnership will offer perfect opportunity for Minor to bring quality hotel experiences and exclusive lifestyle products to Chinese consumers at the crucial time for the post-pandemic travel boom.

### Number of hotel properties by ownership as of 31 December 2021



### Asian Institute of Hospitality Management (AIHM)

Asian Institute of Hospitality Management (AIHM) was founded in 2019 by Minor Hotels, in academic association with Les Roches, a global leader in hospitality education, offering Les Roches accredited curriculum for the Bachelor of Business Administration in Global Hospitality Management. AIHM welcomed its first intake in 2021 and currently 35 students are enrolled with the institute. During 2021, several open house events, expert talks, and high school visits, both online and onsite, were hosted to over 1,000 students, parents, and school counselors. In October 2021, eight AIHM students and faculty members were invited to participate in Phuket Hotels Association's online event "Phuket Hotels for Islands Sustaining Tourism (PHIST)", under the topic of "Sustainable Asia Redefined". Along with leading CEOs across the region, AIHM students shared their thoughts and ideas on sustainability, showcasing their creativity, confidence and poise as next-generation leaders.

Long-term and Sustainable Partnerships | Trade & Industry Associations and Memberships | Collaboration with Financial Institutions on ESG

### Minor Food

Minor Food expanded and grew our business in regional and global market by offering franchise opportunities of owned brands and brands with master franchise rights to our partners. In 2021, 50% of Minor Food's 2,389 stores were franchised stores which echoes their significant roles to Minor's business success. We remain committed in developing our franchisees' capacities and creating best franchise system that ensures effectiveness in their operations.

#### Number of Equity and Franchise stores - as of 31 December 2021



\* Nomad Coffee Group, Benihana

The ongoing COVID-19 pandemic engenders the necessity to adapt our franchise strategy. In 2021, to ensure continuity and survival of franchisee's business, Minor offered deferred-interest loans, marketing fee waiver, and franchise rights extension considering non-operational period. We also offered capacity development trainings to both Thailand-based and international franchisees via online and onsite platforms to maintain their development and strong alliances.

As the COVID-19 restrictions in Thailand alleviated, Minor Food organized Minor Food Franchise Award Ceremony 2021 to share Thailand franchisees' best experiences and honor those with outstanding performances. While the international travel restriction from COVID-19 continued, International Franchise team organized its meetings and trainings virtually.

Dairy Queen was awarded "Franchise of the Year" from the Thailand Franchise Award 2021 organized by Thailand's Department of Business Development, and two other awards from International DQ (IDQ): Foster Teamwork Award and Support Community Award for its outstanding performance in 2021.





Long-term and Sustainable Partnerships | Trade & Industry Associations and Memberships |  
Collaboration with Financial Institutions on ESG

### Franchise Development Programs in 2021

#### Domestic Franchise

	Minor Food Franchise Award Ceremony 2021	Franchise Academy, The Pizza Company	Franchise Academy, Coffee Journey	Basic Management Training, Swensen's	Managing Employee Performance, Swensen's
<b>Objective</b>	To maintain engagement and strong alliances, share best practices, and recognize outstanding franchisees	To provide franchisees with knowledge and technique in enhancing dine-in and take-away experiences to maximize sales	To equip franchisees with business strategy amidst new normal, focusing on delivery service as its priority	To educate franchisees on key performance drivers that lead to effective management and performance enhancement	To equip franchisees with people management strategy by enhancing their potential skills and personal performance
<b>Description</b>	A one-day event under the theme of "Minor Food Next - Rethink, Rebuild, Rebound". attended by all franchisees in Thailand, to share Minor's business vision beyond COVID-19 and exchange best practices among franchisees. Outstanding franchisees were awarded in 8 categories: Long-term Partnership, Best Entrepreneur, Best Operation, Best Customer Satisfaction, High Growth, Budget Achievement, and Franchise Social Responsibility	A 3-month virtual training to 1) equip franchisees with knowledge in managing their stores to bring out the best customer experiences, leading to high satisfaction and increase sales 2) familiarize franchisees with take-away provision in response to increasing demand of food delivery 3) develop franchisees' capacities to serve both dine-in and take-away/delivery market segments, allowing them to maximize their growth and sales	A one-day virtual training emphasizing on development of business strategy that best responds to the COVID-19 situation with focus on delivery service to serve growing market segment. Also, Coffee Journey has created a virtual communication channel to connect with all franchisees enabling them to share one another's pain points and seek for the best solution to enhance their business performance	A two-day virtual training focusing on knowledge provision of key performance drivers such as cost of good, cost of labor, and business trends essential for effective planning and management, that lead to key performance achievements.	A two-day training with one-day online and one-day live training at Minor Head Quarter. The training aimed to enhance people skills for franchisee's management team with positive management techniques to develop their employees effectively and bring constructive outcomes to their businesses
<b>Platform</b>	Onsite - Avani Riverside	Online	Online	Online	Onsite - The Parq & Online
<b>Participants</b>	300 franchisees of The Pizza Company, Swensen's, Dairy Queen, and Coffee Journey	25 franchisees of The Pizza Company	30 participants from 24 franchisees of Coffee Journey	50 franchisees of Swensen's	12 franchisees of Swensen's

Long-term and Sustainable Partnerships | Trade & Industry Associations and Memberships | Collaboration with Financial Institutions on ESG

### International Franchise

International Franchise Annual Meeting	
<b>Objective</b>	To maintain strong business partnerships and alliance with international franchisees, share Thailand's best practices, and provide 2022 business direction
<b>Description</b>	A month-long virtual meeting with a purpose to ensure connectivity among international franchisees and with the head quarter team. The meeting covered performance review of 2021, key learnings, and sharing of best practices implemented in Thailand that could be replicated to overseas markets e.g. pricing strategy, social media plan, and localized store design. Examples include Swensen's in Cambodia which reported 3% cost saving from changing stores' delivery procedure allowing customers to choose not to receive plastic cutlery. Marketing overview and business strategy for 2022 were also communicated during the meeting.
<b>Platform</b>	Online
<b>Participants</b>	> 40 franchisees of The Pizza Company, Swensen's, The Coffee Club in Cambodia, Myanmar, Laos, Vietnam, Bahrain, Maldives, Oman, United Arab Emirates, and Saudi Arabia



Long-term and Sustainable Partnerships | Trade & Industry Associations and Memberships |  
Collaboration with Financial Institutions on ESG

## Minor Lifestyle

As one of Thailand's largest distributors of lifestyle brands, Minor offers multiple brands of quality fashion, home, and kitchenware products. In 2021, Minor Lifestyle offers of products from 9 brands through its 386 outlets nationwide.



## Trade & Industry Associations and Memberships

Minor maintains relationships with our peers in the industry and in the same geographical locations where our businesses operate through participation in various trade and industry associations. We aim to strengthen our network and keep pace with industry policies and trends to amplify collective voice for mutual business, social, and environmental benefits. Our contributions to these associations are in form of membership fees and participation in relevant forums. In 2021, Minor and its subsidiaries, including NH Hotel Group, participated in over 100 trade and industry associations and contributed Baht 15.8 million in membership fees. In Europe, Minor Hotels collaborated with a number of different associations to drive against climate change and foster sustainable tourism, this includes the participation in the UN World Tourism Organization, the UN Global Compact, the World Resources Institute, the Worldwide Fund for Nature, the Sustainable Hospitality Alliance, and CDP.

## Collaboration with Financial Institutions on ESG

Minor's innovative collaborations with Siam Commercial Bank (SCB) does not limit only to blockchain solutions, but also extends to other emerging topics. In November 2021, we entered into an ESG-Linked Interest Rate Swap transaction with SCB. Minor's environmental, social, and governance (ESG) performance is used to determine the swap's interest rate, which has a positive impact on the overall cost of funds. The move is in line with the international practice where everyone takes part in mitigating climate change and moves forward together sustainably.

Food Safety and Traceability | Health and Wellness | Innovation | Customer Relationship Management | Cause-related Marketing Campaigns

## Customers

Minor is committed to offering our customers with exceptional products and services that best serve their needs, expectations, and desires. We actively engage customers to understand their demands and innovate products and services to address them.

In 2020, Minor introduced a new sustainability goal: “All Minor Food brands offer at least one new sustainable or healthy menu by 2024” in consideration of customers’ increasing awareness and preference for health and wellness and sustainable consumption. Four of Minor Food brands in Thailand, Australia, and the Middle East introduced 55 new sustainable or healthy menus to the market in 2021.

We continue to enhance customer loyalty by elevating their experiences with our products and services as well as inviting them to participate in cause-related marketing campaigns, in which customers can join hands with Minor in contributing to the society and the environment.

With the COVID-19 pandemic persisting, enhanced health safeguard and hygiene procedures have become part of Minor’s standard operating practices across all businesses worldwide. Our hotels continue to implement health and hygiene measures such as Anantara’s Stay with Peace of Mind, AvaniSHIELD, Oaks SureStay, Elewana’s Essential Elements, and Feel Safe at NH. Minor Food in Thailand carries on its “Zero Touch Delivery” protocol and maintains the “Amazing Thailand Safety and Health Administration: SHA” certification received since 2020 and additionally applied for “Amazing Thailand Safety and Health Administration: SHA+” certification.



Food Safety and Traceability | Health and Wellness | Innovation | Customer Relationship Management | Cause-related Marketing Campaigns

## **Food Safety and Traceability**

At Minor, safe and quality food is our top priority as it has significant impact on customer health. We ensure high quality and safe food is served at our hotels and restaurants through strict procedures and enhanced traceability of food supply chain.

In addition, Minor's Supply Chain Management or certified third-party auditors conduct regular supplier audits, at annual intervals or every 2 or 3 years depending on suppliers' identified risks. Food safety and quality complaints are one of the criteria. In 2021, 71% of tier 1 and critical non-tier 1 suppliers in Thailand, Australia, and Europe were audited on food safety/quality under the annual audit scheme. Gaps and issues identified need to be addressed by suppliers or else they would risk being terminated if critical food safety or quality issues are not resolved.

This practice is to guarantee the protection of customers' health as well as the business in terms of financial impact, operational continuity, and reputation.

## **Minor Hotels Worldwide**

To ensure safety of food prepared for customers, all employees in Food & Beverage Service and Culinary Departments at Minor Hotels are required to complete the Food Safety and Sanitation Training provided at every property worldwide.

## **Minor Food Thailand**

Minor Food Thailand requires all new employees working at the stores to obtain Food Safety Certificate through Food Handler Training provided by MSC Thai Culinary School, a professional culinary school accredited by Thai Ministry of Education. They must attend and pass this training within 7 days after starting their employment. In 2021, total of 16,280 employees completed the training and received the certificates which are valid for 3 years.



**Minor Food Thailand continues its collaboration with NSF International, an international independent organization specializing in health and safety standard, to provide coaching and auditing procedure at Minor Food franchised stores in Thailand. In 2021, NSF conducted audits on food safety, brand standard, and occupational health and safety, which were done through paperless system, for total of 373 stores of The Pizza Company and Swensen's.**

## **Minor Food China**

Minor Food China initiated a fish traceability project to monitor and track end-to-end supply chain of live fish used as main ingredients in its Riverside restaurants. In 2021, Minor Food China continued to develop partnership with local fish farms breeding fish species used at the restaurants and added more species to the currently traced Grass Carp and Quin Jiang fish. Due to the COVID-19 pandemic, traceability project in northern region stores was postponed and will be activated again in July 2022.

Food Safety and Traceability | **Health and Wellness** | Innovation | Customer Relationship Management | Cause-related Marketing Campaigns

## Health and Wellness

### Minor Hotels Multi-dimensional Wellness Program

Minor Hotels realizes the growing trend of customers' gravitation towards wellness. To enhance our wellness products and services, we embarked upon delivering wellness through a Multi-dimensional approach to serve customers' demands for better and healthier lifestyle. We create programs covering complete nature of wellness from physical, mental, spiritual, emotional, social, to environmental dimensions. Each dimension contributes to one's own sense of wellness or quality of life as well as relationship with others. The programs started in Asia at Anantara properties in 2021.

We continue to offer essential wellness products and services such as sustainable or healthy cuisines, fitness, yoga classes, spa, and pampering treatments. However, we elevate these items to be more personalized to customers' preferences and requirements. Nutritionists are hired at our wellness clinics to provide private nutrition consultation and create nutrition plan with wellness cuisine menu supporting customers' immunity and health. Specialized therapies are developed to combine our signature treatments with local wellness wisdom that provide mindfulness experiences as well as therapeutic benefits. We also work with our gardeners in planting herbs that can be used at our wellness facilities as well as hotel's restaurants. We tap into local healing traditions, revive the hidden healing art, and create a series of local indigenous therapies, for example, Yam Khang treatment in northern Thailand. To promote mental wellness, Minor Hotels develops "sleep restoration" program to address sleep issues including sleep apnea, difficulty with switching off, and stress related issues to restore sleep wellness for customers. This program will be available at the selected properties in 2022.

We continue to pave the path forward in combining medical wellness offerings in luxury hotel and spa facilities. In 2021, we opened the first flagship Clinique La Prairie facility outside Europe. Clinique La Prairie is world-renowned for cutting-edge therapies. Our holistic approach to well-being incorporates a combination of innovative solutions, internationally trained therapists, and a collection of traditional philosophies. Our forever young treatments and healing programs have been specifically created in line with Clinique La Prairie's commitment to helping and inspiring guests to live a healthier, longer, and better life.

We trust that wellness is essential for all age groups and have developed specialized programs for kids that promotes physical movement, nutrition knowledge, and mindfulness such as tree top walking, archery, animal yoga, gardening, cooking classes, and traditional art and craft. These activities can be joined by the parents to promote family bonding while staying at our hotels.



Food Safety and Traceability | Health and Wellness | Innovation | Customer Relationship Management | Cause-related Marketing Campaigns

## Minor Hotels Health Safeguarding

All Minor Hotels' brands, including Anantara, Avani, Oaks, Tivoli, Elewana Collection, and NH Hotel Group, maintains their elevated hygiene and safety standards in response to the prolonged COVID-19 pandemic. Health safeguarding measures launched in 2020 to protect our customers and employees continued to be implemented while being updated regularly according to changing situation. In 2021, all properties in Thailand had obtained "Amazing Thailand Safety and Health Administration: SHA+" certifications, which guaranteed that sufficient hygiene and safety measures are implemented, including full COVID-19 vaccination of employees working in the operations. Similarly, our properties in the United Arab Emirates earned "Go Safe" certifications, issued by the Abu Dhabi government, for the implementation of cleanliness and hygiene standards designed to minimize the spread of COVID-19 virus in tourist premises.



## Minor Food Preventive Measure Against COVID-19

Health and safety of our customers is Minor Food's priority for both dine-in and take-away. We implement strict hygiene measures to ensure customers and employees' health are protected. All Minor Food brands follow enhanced workplace hygiene measures for COVID-19 prevention as well as health and safety procedures.

We continue the "zero-touch" measure applied for dine-in and take-away orders, as well as Minor's own 1112 Delivery (1112D) service, to provide maximum health safeguarding to our customers. In 2021, all Minor Food stores in Thailand, with the exception of Dairy Queen kiosks and Coffee Journey stores, maintained their "Amazing Thailand Safety and Health Administration: SHA" certifications while more than 65% received SHA+ certifications.

To swiftly respond to government's temporary closure of department stores and plazas during the COVID-19 pandemic, in 2021, Minor Food initiated "Cloud Kitchens" by consolidating two to five of Minor Food brands in one location. The selection of brands includes The Pizza Company, Sizzler, Bon Chon, Swensen's, and Dairy Queen. Swensen's and Dairy Queen were sold at almost 30 outlets while Sizzler was available for customers at over 20 stand-alone Stores of The Pizza Company.

Food Safety and Traceability | Health and Wellness | Innovation | Customer Relationship Management | Cause-related Marketing Campaigns

## Minor Food Sustainable or Healthy Menu

In 2020, Minor established a new goal: “All Minor Food brands offer at least one new sustainable or healthy menu by 2024” in response to growing customer demands for environmental-friendly and healthy products. Consumers are becoming more conscious about their health as well as how the environment may be negatively impacted by food agriculture, processing and transportation. Minor Food Innovation Team (M-FIT) continues to work closely with research and development teams of Minor Food brands and our manufacturing factories to develop new products to serve our sustainability goal and address this increasing demand.

Due to continuing effects of COVID-19 on business and economy, not every brand of Minor Food could offer new sustainable or healthy menu to the market in 2021. Four out of nine brands in Thailand were able to launch total of 19 sustainable or healthy menus. Moreover, The Coffee Club in Australia and Middle East offered additional 36 sustainable or healthy menus to customers.

### Burger King - Plant-based Burger

Burger King Thailand saw the opportunity in sustainable and healthy food demand and introduced three new plant-based options for its burger to the market in 2021, including Plant-based Whopper, Plant-based Whopper Junior, and Single Plant-based Black Truffle Burger. It became the first fast food chain in Thailand to offer such option.



### The Coffee Club - Keto Dishes & Cold-pressed Juice

At the beginning of 2021, The Coffee Club Thailand launched three keto (ketogenic) dishes and two keto drinks to serve the increasing demand among Thai consumers for keto diet, which is low diet in carbohydrates and gluten. It is believed that keto diet is an alternative way to lose weight and become healthier. Later in the year, The Coffee Club introduced a new product line, cold-pressed juice branded “Jooly”, which came in six varieties. The juices contain beta glucan that has positive effects on heart health and cholesterol levels and has been shown to boost immunity and stabilize blood sugar level.

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#### Dairy Queen - Less Sweet Ice Cream

Dairy Queen responded to the growing demand for reduced sugar products by developing a low sugar version of its soft serve ice cream. The new product, "Less Sweet" soft serve, containing 25% less sugar than Dairy Queen's regular ice cream was launched in November 2021 and are now available nationwide. Dairy Queen Thailand was the first and only master franchise in the world that launched this product.

#### Sizzler - Plant-based Dishes & Healthy Bread

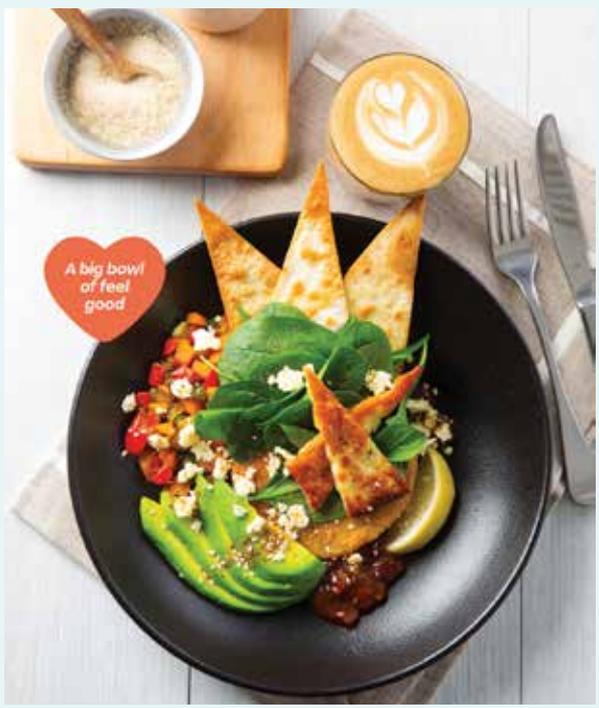
Since 2019, Sizzler Thailand has continued to add more options of 100% plant-based menus as healthier and more environmental-friendly options for Thai consumers. In 2021, it launched two new dishes, Beyond Steak with Guacamole & Salsa and OmniMeat Laab Tod with Sticky Rice. It also offered two sandwich menus made from mixed vegetable bread with high fiber and wholemeal bread with low GI (Glycemic Index) containing lower sugar that suits people who need to control their sugar levels.



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### The Coffee Club Australia - Vegan, Vegetarian, Low Gluten, and Low Energy Dishes & Drinks

A total of 23 healthy menus were offered to adult and kid customers in Australia by The Coffee Club in 2021 such as Low-gluten Warm Sweet Potato & Chicken Salad, Low-gluten Green Smoothie, Vegan Topped Toast with Mediterranean Veggie, Vegetable Kids' Club: Aussie Kids' Flat Grill, and Low Energy Acai Smoothie.



### The Coffee Club Middle East - Plant-based and Vegan Dishes

The Coffee Club Middle East offered 13 Plant-based and Vegan Dishes throughout the year 2021 such as Plant-based Schnitzel, Plant-based Kung Pao, Vegan Pumpkin and Spinach Fusilli, Vegan Eggplant Steak with Marinara, and Vegan Pasta with Spinach Pesto.

Food Safety and Traceability | Health and Wellness | **Innovation** | Customer Relationship Management | Cause-related Marketing Campaigns

## Innovation

Innovation is an essential for business to grow sustainably and competitively. It allows companies to stand out beyond other peers in the market and excite customer with innovative products and services while bringing new revenue streams to the company.

### Minor Hotels

Minor Hotels focuses on digitizing its booking and check-in processes to increase operational efficiency while still delivering great customers experience. We launched the “Anantara Digital Host Application” in 2020 and followed by the “Avani Digital Host Application” in 2021. In total, 18 hotel properties have utilized this digital application in which new technology and features were introduced to increase digital capability. Mobile keys and online pre-check-in were piloted at Avani Palm View Dubai. This reduces waiting time and touch points between customers and hotel staff amidst the pandemic. The mobile keys also help save materials used to produce physical keycards hence reducing carbon dioxide emission.



Minor Hotels also aims to enhance online booking experience and promote direct booking on hotels' websites, by offering more benefits and flexible payment methods to our customers. This allows us to obtain customer information and preference, upon customers' consent, and design attractive and relevant loyalty and marketing campaigns.

### Minor Food

Minor Food drives its innovations through the Minor Food Innovation Team (M-FIT) that works closely with research and development teams of Minor Food brands in Thailand as well as international franchise team. M-FIT does not only work on developing new products but also introducing new technology or approach to enhance customer experience and improve operations efficiency. Additionally, in 2021, Minor Food's Young Entrepreneur Program (YEP), a 12-month training program under GROW development umbrella, was initiated to recruit entry-level talents who are high-caliber millennials and equip them with various skills needed for successful entrepreneurs. Minor aims to create internal incubators who promote Minor's innovations and seek potential business ventures for Minor. YEP works closely with M-FIT to introduce and execute innovative ideas into commercialized scale with appropriate marketing, branding, positioning, and in-store execution. In this program, successful innovations were developed and launched such as Jooly - a cold-pressed juice brand and Naughty & Rice - a young and trendy style premium rice bowl brand, bringing in new sales opportunities for the company.

Food Safety and Traceability | Health and Wellness | Innovation | Customer Relationship Management | Cause-related Marketing Campaigns

Highlights of innovations developed by Minor Food in 2021:

### Swensen's - Concept Stores and Craft Bar Premium Ice Cream

To reinforce its leadership in ice cream with a long history, Swensen's followed the success of Kad Nan Concept Store in combining distinctive local culture with unique customer experience and introduced 2 more concept stores in 2 provinces. Located in Yala Province, the design of Yala Park Concept Store was inspired by the province's reputation as "bird city" and featured bird cages for their exterior and store decorations. The Kad Farang Concept Store in Chiang Mai Province highlights northern exterior architecture and the famous traditional Lanna festival, "Yee Peng", in store's lantern design.

Swensen's also introduced "Swensen's Craft Bar" in October 2021 at Siam Paragon Department Store in Bangkok to respond to specially customized needs and lifestyles of consumers. The store produces freshly blended ice cream crafted with quality ingredients. Six special flavors were launched: Pistachios Ferrero, Black Truffle, Reese's Peanut Butter, Creamy Peach, Rose Lychee Sorbet, and Mixed Berry Sorbet. The flavors are refreshed every two months. With this innovative concept, the store's sales increased by 75% in the 4<sup>th</sup> quarter of 2021 compared to the same quarter of 2020.



### Naughty & Rice - Healthy Poke Rice Bowl

Naughty & Rice is a new brand launched in 2021 to offer healthy "Poke" rice bowls with fresh and quality ingredients to young, trendy, and health-conscious consumers. Apart from normal toppings like salmon and tuna that are served in Japanese style, Naughty & Rice adds refreshing Thai spice and ingredients to differentiate with newness to its Poke bowls. Examples of these unique menus are "Yum? Yumm!", a Thai-style spicy salmon salad topping, and "Jim's Jaew", a topping with mixture of various Thai spices and herbs served with grilled chicken.

Food Safety and Traceability | Health and Wellness | Innovation | Customer Relationship Management | Cause-related Marketing Campaigns



### Jooly - 100% Cold-pressed Juice

Growing demand for healthy products in Thailand offers new opportunities for Minor Food to capture the market with its newly launched cold-pressed juice brand, “Jooly”. Jooly’s cold-pressed juices are made with High-Pressure Processing (HPP) technology which sterilizes and preserves juice for longer shelf life. The cold pasteurization technique retains freshness of fruits and vegetables as well as vitamins, enzymes, minerals, and antioxidants. Six juice varieties are available with different health benefits including promoting immune system and enhancing detoxification process.

### Sizzler - To Go

Launched in 2020, a grab-and-go concept “Sizzler To Go” kiosk continues its momentum to serve healthy meals and drinks to urban consumers living a fast-paced lifestyle. In 2021, Sizzler introduced five more kiosks at main transportation hubs in Bangkok. Currently, there are total of six kiosks serving consumers with convenient yet healthy meal options such as salad bowls, low GI sandwiches, and cold-pressed juices.



### 1112 Delivery

Minor Food’s delivery service, “1112 Delivery” (1112D), expanded its network to all provinces in Thailand except Mae Hong Son, serving over 1.2 million active customers in 2021, almost 70% increase from the year 2020. With new delivery platform, Zeek, the 1112D was able to improve delivery time by shortening match time and travel time. This reduced 21% of carbon dioxide emission per docket compared to 2020. The 1112D continues to enhance its service and customer experience as well as implement strict safety and hygiene standard to ensure protection of customers’ health. The 1112D service is available on website and mobile phone application and delivers orders for 17 Minor Food and non-Minor Food brands, depending on brands availability at customers’ location. For payments, in addition to cash on delivery and credit/debit cards, customers can choose to pay via TRUE money wallet. Customers can also earn points from Rabbit LINE Pay that can be redeemed as a discount. We are in process of expanding the partnerships with more payment providers in the market.



17 brands of Minor Food and other brands are offered on 1112 Delivery platform.

Food Safety and Traceability | Health and Wellness | Innovation | **Customer Relationship Management** | Cause-related Marketing Campaigns

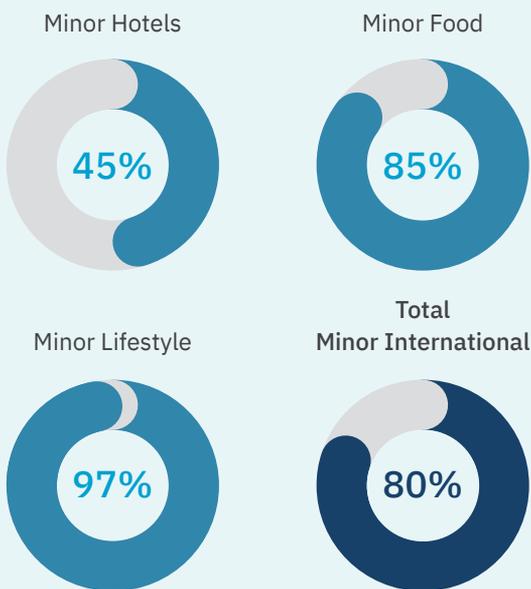
## Customer Relationship Management

Minor remains committed in building strong relationship and engagement with customers. We believe this leads to increased customer loyalty, resulting in retention and growth of the business. We track customers' loyalty towards our products and services to better understand their behavior and demands, that allows us to continuously improve our offerings. We are cognizant of the increasing utilization of digital platforms and have been focusing on elevating the platforms to ensure effective and timely customer relationship management, while enforcing strong cybersecurity and strict protection of customer privacy.

### Customer Loyalty

Minor Hotels established a 5-year goal of "50 Guest Loyalty NPS score for Minor Hotels by 2024" in the late 2019 and has continuously tracked its performance. We started to standardize and implement this standard customer loyalty measurement across all business groups, namely Minor Hotels, Minor Food, and Minor Lifestyle. We are in process of data consolidation and aim to establish a group-wide NPS goal in 2022.

### Net Promoter Scores 2021



### Corporate Communication Framework:

Minor and its affiliated entities are strictly guided by Corporate Communication Framework when communicating with external parties, particularly customers, suppliers, media, government agencies, general public, shareholders, investors, and communities, in order to build positive long-term relationships and earn their trust and confidence. The communicated information must be complied with all applicable rules and regulations and sensitive information must also be protected.

In 2021, no material non-compliance was identified on the health and safety impacts of our products and services and our marketing communications.

Food Safety and Traceability | Health and Wellness | Innovation | Customer Relationship Management | Cause-related Marketing Campaigns

## Cause-related Marketing Campaigns

Minor invites customers to take part in our cause-related campaigns to nurture relationships and engagement between customers and our businesses. We aim to cultivate continued loyalty and trust from customers while contributing to the environment and the society where we operate.

### Minor International - A Month of Giving

During the month of June, Minor International launched a cause-related marketing campaign inviting customers who ordered food through 1112 Delivery to be part in supporting frontline medical workers fighting COVID-19. Every Bath 5 collected from each order contributed to cooked meals provided to medical workers at vaccination centers in Bangkok. We raised over Bath 1.1 million towards this program.



### Minor Food

#### Sizzler's Community Support

Sizzler maintained its partnership with Food4Good, a non-profit organization that focuses on solving malnutrition among underprivileged children in Thailand. In 2021, Sizzler donated Baht 114,870 from its cause-related marketing campaign, in which Baht 10 from every order of the New York Steak is collected to support the organization.



#### The Pizza Company "Buy 1. Give 1."

The Pizza Company invited its customers who bought a pan of pizza to donate another one for free to support frontline medical workers fighting COVID-19 and underprivileged people in the communities through its "Buy One. Give One." campaign. The campaign ran from May to June 2021 and garnered donation of over 11,000 meals with value of more than Baht 1.6 million.

Food Safety and Traceability | Health and Wellness | Innovation | Customer Relationship Management | Cause-related Marketing Campaigns



### Minor Hotels - Dollars for Deeds

A long-term commercial initiative where Minor Hotels invite their customers to donate approximately USD 1 per night stay, with additional USD 1 matched from the hotel, to support its long-term community investment initiatives aiming to uplift the well-being of community members or the surrounded environment.

#### Thailand

Dollars for Deeds program in Thailand contributes to 3 beneficiary organizations: Golden Triangle Asian Elephant Foundation, Mai Khao Marine Turtle Foundation, and Princess Sirindhorn Craniofacial Center. With limited hotel activities in 2021, we were able to raise only Baht 318,990 and equally distributed to the 3 organizations to ensure continuity of their supported initiatives.



#### Vietnam

Minor Hotels' properties in Vietnam: Anantara Hoi An Resort, Anantara Quy Nhon Villas, and Avani Quy Nhon Resort & Spa continue their contributions from Dollar for Deeds program to the Kianh Foundation, a non-profit organization providing a support to children with special needs in the central region of Vietnam. In 2021, over USD 2,500 were raised from the program and donated to the Foundation where around 100 children are being taken care of.



# Planet

Minor International realized the urgent global agenda on Climate Change that adversely affects all living creatures. Minor therefore pledges to become a “Net-zero Carbon organization by 2050”. We have established an approach to “Net-zero Carbon organization” by reviewing our carbon inventory of scope 1, 2, and 3, implementing 4R approach – Reduce, Reuse, Recycle, Replace, and offsetting residue carbon.

As a global company with 527 hotels, 2,389 food outlets, 386 lifestyle points of sale and 7 factories in 63 countries across the continents, it is our obligation to minimize impact of our presence to the environment and the surrounding communities, from design, construction, operations, and renovation. We strive to drive our efforts through the reduction, reuse, and recycle of natural resources such as water and energy, as well as discharges such as greenhouse gas, and replacement of existing materials with more environmental-friendly and sustainable alternatives. In addition, we support biodiversity protection especially in the areas where we have footprints.



## Management Approach

Material Topics	Environment – Energy, Water, Carbon Dioxide Emissions, Waste, Biodiversity			
 <b>Goals</b>	<b>Goal 1:</b> <b>20%</b> reduction in energy intensity for Minor Hotels by 2023 (Baseline 2016) <sup>(1)</sup>	<b>Goal 2:</b> <b>20%</b> reduction in carbon dioxide emission for Minor Hotels by 2023 (Baseline 2016) <sup>(1)</sup>	<b>Goal 3:</b> <b>20%</b> reduction in water intensity for Minor Hotels by 2023 (Baseline 2016) <sup>(1)</sup>	<b>Goal 4:</b> <b>75%</b> Reduction of single-use plastic by 2024 (Baseline 2018) <sup>(2)</sup>
 <b>2021 Performance</b>	<b>Achieved:</b> <b>-47%</b> (Incl. NH Hotel Group)	<b>Achieved:</b> <b>-62%</b> (Incl. NH Hotel Group)	<b>Achieved:</b> <b>-62%</b> (Incl. NH Hotel Group)	<b>On Track:</b> <b>27%</b>
 <b>Boundary &amp; Approach</b>	<b>Worldwide:</b> Address the global climate change by driving our efforts through the 4R approach: Reduce, Reuse, Recycle natural resources such as water and energy and discharges such as greenhouse gas, and Replace existing materials with more environmental-friendly and sustainable alternatives		<b>Thailand and Indian Ocean:</b> Respond to the rapidly increasing plastic pollution issue by implementing initiatives to reduce single-use plastic from operations and replace with more environmental-friendly alternatives. In addition, we reduce consumption of disposable items by changing internal operations while educating customers.	
 <b>Responsibility</b>	Minor Hotels Operations		Minor Group in Thailand and Minor Food in Maldives and Seychelles	
 <b>Monitoring &amp; Evaluation</b>	<ul style="list-style-type: none"> <li>• Third-party verification: Energy, Water, Carbon Dioxide Emissions</li> <li>• Third-party assessment such as ISO 14001, ISO 50001</li> </ul>			
 <b>Our Grievance Mechanism</b>	<ul style="list-style-type: none"> <li>• Whistle-blower reporting Email: <a href="mailto:whistleblower@minor.com">whistleblower@minor.com</a></li> <li>• Complaints &amp; Feedback Email: <a href="mailto:Feedback@minor.com">Feedback@minor.com</a></li> </ul>			

### Remarks:

(1) The goals have been achieved with the inclusion of NH Hotel Group. No new goals are established in 2021 as science-based target of the combination of scope 1 and 2 and group-wide water goal will be set up in 2022.

(2) Include Thailand, Maldives, and Seychelles

## Management Approach

Material Topics	Environment – Energy, Water, Carbon Dioxide Emissions, Waste, Biodiversity	
 <b>Goals</b>	<b>Goal 5:</b> <b>100%</b> of nature-based hotels have at least one long-term conservation initiative by 2023	<b>New Goal:</b> <b>50%</b> reduction in organic waste to Landfill for Minor Hotels by 2030 (Baseline 2021) <sup>(3) (4)</sup>
 <b>2021 Performance</b>	<b>On Track:</b> <b>87%</b>	
 <b>Boundary &amp; Approach</b>	<b>Worldwide:</b> Implement long-term conservation initiatives by partnering with skilled conservation agencies to create long-term conservation initiatives with focus on elephants, turtles, wildlife, and their habitats and establishing conservation measurement methodology by integrating Task Force on Nature-related Financial Disclosures (TNFD) recommendations to ensure positive impact and link to carbon offset	<b>Worldwide:</b> Efficiently use natural resource and Reduce, Reuse, Recycle waste and promote utilization of organic waste such as composting and animal feeding in order to divert them from landfill
 <b>Responsibility</b>	Minor Hotel operations	
 <b>Monitoring &amp; Evaluation</b>	Internal monitoring: Waste, Biodiversity	
 <b>Our Grievance Mechanism</b>	<ul style="list-style-type: none"> <li>• Whistle-blower reporting Email: <a href="mailto:whistleblower@minor.com">whistleblower@minor.com</a></li> <li>• Complaints &amp; Feedback Email: <a href="mailto:Feedback@minor.com">Feedback@minor.com</a></li> </ul>	

**Remarks:**

(3) New goals, beginning 2022

(4) Measured by intensity (tons/total system sales in Baht million)



# > 80%

of Minor Dairy and Minor Cheese's waste recycled, composted, or recovered



# 16%

reduction in water intensity of Minor Dairy and Minor Cheese\*



# 43%

reduction in waste intensity of Minor Dairy and Minor Cheese\*



# 7%

reduction in carbon dioxide emission intensity of Minor Food restaurants\*



# 34%

reduction in energy intensity of NMT factory\*



# 64%

reduction in waste intensity of NMT factory\*



# 81

of IUCN Red list of threatened Species protected

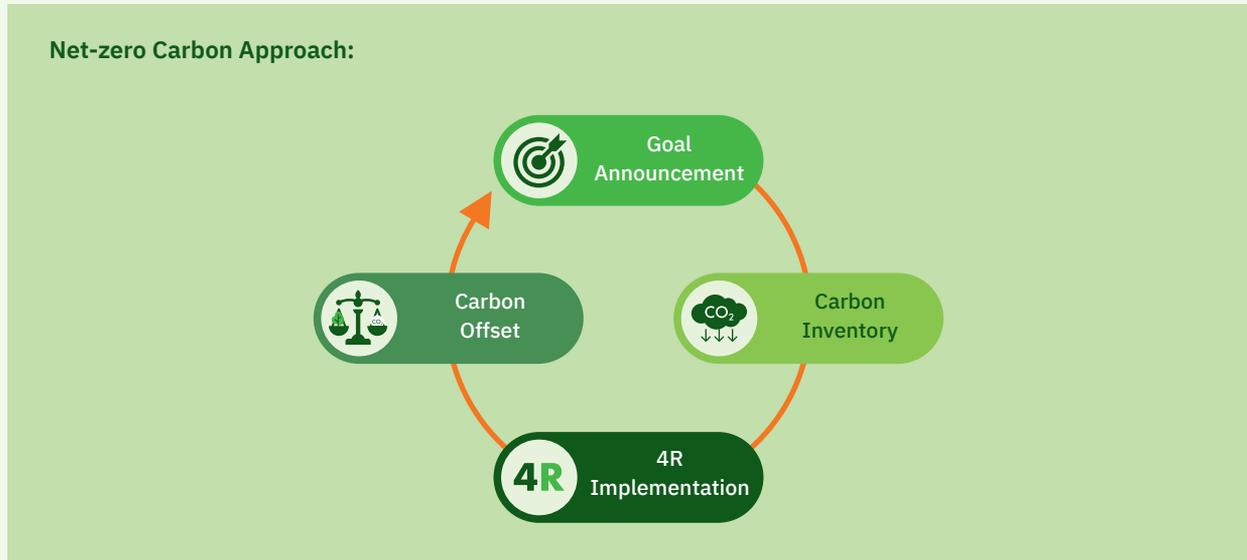
Minor strives to deliver the best products and services to our customers while also committing to help mitigate global climate change by operating our businesses in a sustainable manner as guided by our group-wide Environmental Policy.

In 2021, we started to deploy the recommendations of "TCFD Disclosures" recommendations to the enterprise risk management by describing qualitative climate-related risks and opportunities. This is part of our identification of sustainability risks and opportunities, and we will embark upon quantifying the financial impact of such risks. The identified risks and opportunities, together with stakeholders' requirements and business strategies were then translated into the company's Sustainability Strategy, goals, and programs.



\* Reduction from 2020

In November 2021, the Board of Directors has approved for Minor International to commit to becoming a “Net-zero Carbon organization by 2050”. We have established an approach to “Net-zero Carbon” by reviewing our carbon inventory of scope 1, 2, and 3, implementing 4R approach – Reduce, Reuse, Recycle, Replace, and offsetting residue carbon.



We continue our efforts to efficiently utilize natural resources, including raw materials, energy, and water, while being mindful of our discharges and emission, such as waste, wastewater, and greenhouse gases, and endeavor to manage and minimize them where possible. We apply the 4R approach within our operations to Reduce, Reuse, Recycle natural resources and discharges, and Replace existing materials with more environmental-friendly and sustainable alternatives. Concurrently, we encourage environmental-friendly or green initiatives including renewable energy.

Minor monitors our key suppliers' compliances to relevant environmental regulatory requirements via “Sustainable Supply Chain” initiatives. These initiatives aim to support Minor’s Net-zero Carbon approach in minimizing the indirect impacts our businesses have on the environment and protecting valuable natural resources.

We also promote biodiversity conservation, especially in the area where we operate. Over 50 properties of Minor Hotels are in, adjacent to, or derive income or reputation from natural-protected or ecologically significant areas or one playing a significant part in the life cycle of IUCN red list species. Therefore it is vital that we safeguard and conserve biodiversity in these areas. The proximity to nature is also one of the key attractions that bring guests to our hotels. We set a long-term goal for all Minor Hotels’ nature-based properties to implement at least one long-term conservation initiative by 2024. We believe this goal will steer us towards creating positive and sustainable impacts to the environment and communities where we operate and providing us the opportunities to engage our guests and communities in our efforts to conserve “life on land” and “life below water”. We also aim to establish conservation measurement methodology by integrating Task Force on Nature-related Financial Disclosures (TNFD) recommendations to ensure positive impact and link to residual carbon offset.

In 2021, no material non-compliance with environmental laws and regulations were identified.

Illustration of Environmental Initiatives which contribute to both company and socio - environmental benefits are presented in “Shared Value” chapter.

Environmental Policy and Certifications | Group-wide Operations  
 Minor Hotels Operations | Minor Food Operations | Minor Lifestyle Operations

## Environmental Management

### Environmental Policy and Certifications

Minor established a group-wide Environmental Policy to encourage business units to take actions in mitigating global warming and climate change and to conserve biodiversity of the areas where we have footprint. We constantly benchmark ourselves against the policies, relevant legal requirements, and international guidelines and standards to ensure we are on track to achieve our long-term Net-zero Carbon goal by 2050. Details of our benchmarking efforts are presented in “Membership and Certifications” section of Sustainability Performance Data 2021 on our website.



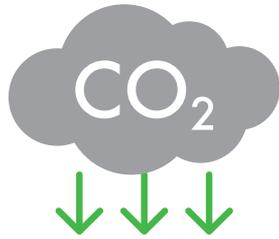
In 2021, Minor responded to CDP's climate change and water security questionnaires and received scores of “C” for both areas. We also received Supplier Engagement Rating of “B-” for Climate Change. We realize the importance of swift actions towards an urgent global agenda of climate change and strongly believe that our commitment to become a Net-zero Carbon organization by 2050 will help navigate us to achieve better CDP scores in the future.



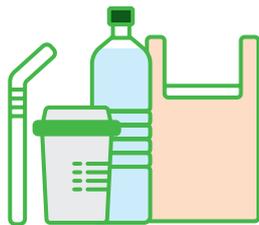
Environmental Policy and Certifications | Group-wide Operations

Minor Hotels Operations | Minor Food Operations | Minor Lifestyle Operations

### Group-wide Operations

**15,000 tons**

In 2021, Minor invested over Baht 26 million in environmental initiatives worldwide contributing to over 15,000 tons of carbon dioxide saving

**27% reduction**

Minor's operations in Thailand, Maldives, and Seychelles reduced single-use plastic by 27% compared to 2018 baseline. This effort helped reduce over 1,100 tons of carbon dioxide emission

In 2021, Minor has achieved three long-term environmental goals: 1) 20% reduction in energy intensity for Minor Hotels by 2023 (Baseline 2016), 2) 20% reduction in carbon dioxide emission for Minor Hotels by 2023 (Baseline 2016), and 3) 20% reduction in water intensity for Minor Hotels by 2023 (Baseline 2016).

A new goal under "Planet" is also established for "50% reduction in organic waste to landfill for Minor Hotels by 2030 (Baseline 2021)".

Minor pledges to become a "Net-zero Carbon organization by 2050", and endeavors to set a science-based target for the combination of scope 1 & 2 in 2022 by consolidating carbon inventory of business units under our operational control. As we undertake this exercise, we decided to delay the establishment of new energy, carbon dioxide emission, and group-wide water goals in 2021.

We realize the need to expand our scope of environmental reporting to cover all business units under operational control and continue to progress towards such disclosure. Where data are not available, we will extrapolate the environmental data based on the business unit's relevant environmental performance. In 2021 we have expanded the scope in our reporting as follows:

- Report total water withdrawal and water consumption in cubic meters and highlighting such volume of those business units in extremely high- and high-water stress areas
- First report of waste quantity and intensity (per total system sales) of Minor Hotels properties under operational control (excluding NH Hotel Group)
- Report estimated water consumption of Minor Food restaurants by calculating water discharge as 80% to total water withdrawal
- First report of environmental performance of Nomad's coffee roaster facilities
- Rearrange our bakery manufacturing factory into scope 3, as it is a joint-venture that is not under Minor's operational control

## Environmental Management

## Biodiversity Conservation

Environmental Policy and Certifications | **Group-wide Operations**  
Minor Hotels Operations | Minor Food Operations | Minor Lifestyle Operations

The reported group-wide absolute GHG emissions scope 1 and scope 2 increased by 34% and 12% from 2020 respectively. This was primarily due to higher energy consumption by Minor Hotels as the COVID-19 situation began to ease. However, the intensities of both energy and carbon dioxide per room sold of Minor Hotel decreased from previous year. The absolute GHG emission scope 3 reported was significantly raised from the year 2020 as we have included “Purchase Goods and Services” and “Capital Goods” for the first time in 2021. We believe the complete carbon inventory of scope 1, scope 2, and scope 3 is a starting point to pursue of commitment in becoming “Net-zero Carbon organization by 2050”. Please find the pending content of Planet below.

In 2021, Minor progressed our effort in reducing single-use plastic in Thailand, the Maldives, and the Seychelles operations by 27% compared to 2018 baseline. This effort helped reduce over 1,000 tons of carbon dioxide emission. In Thailand, Minor Food continued its attempt to replace single-use plastic with more environmental-friendly alternatives for its food packaging and cutlery. Minor Hotels in Thailand advanced on eliminating single-use plastic water bottles, amenities, straws, butter and jam packaging by replacing them with materials such as paper, wood, compostable and biodegradable plastic, that are better for the environment. The hotels also substituted welcome drinks single-use-plastic cups with returnable glasses. Dispensers for hygienic drinking water, shampoo, conditioner, and liquid soap were installed.

Our business in Seychelles has “Zero single-use plastic” since 2019. We continuously track the performance to ensure this commitment. In the Maldives, Minor Food reduced single-use plastic e.g. cutlery, various plastic cups, straws, and bags by almost 29% in 2021 compared to the year 2018.

We realized that changing consumer behavior, especially with hygiene concerns amidst of the COVID-19 pandemic,

has contributed to higher single-use plastic usage of some items such as cutlery and cups & lids for takeaway and delivery. We also noted that the reduction of single-use plastic in 2021 was partially due to impact of reduced business from business closure in response to government restriction. We continue to seek for more environmental-friendly alternatives to reduce our carbon footprint and support of 2050 goal of becoming “Net-zero Carbon organization”.

We annually conducted the analysis of water stress risk of our owned and managed properties by using the World Resources Institute’s Aqueduct tool, to prepare ourselves to respond to water stress risk that may arise in our premises. The result showed that 41% of assessed properties under Minor’s portfolio are located in extremely high- and high-water stress areas. We conducted a workshop in the fourth quarter of the year 2021 with five piloted hotel properties in extremely high-water stress areas and agreed to collect water data in details of hotel activities. The data from the first and second quarters of 2022 will be analyzed and lead to a set-up of internal water targets against major hotel activities.

Details are presented in “Environmental Performance” section of [Sustainability Performance Data 2021](#) on our website.

In addition to our own operations, we monitor our key suppliers’ compliances to relevant environmental legal requirements via “[sustainable supply chain](#)” initiatives.

Environmental Policy and Certifications | Group-wide Operations  
Minor Hotels Operations | Minor Food Operations | Minor Lifestyle Operations

### Minor Hotels Operations

In 2021, with the inclusion of NH Hotel Group, Minor has achieved three environmental goals: 1) 20% reduction in energy intensity for Minor Hotels by 2023 (Baseline 2016), 2) 20% reduction in carbon dioxide emission for Minor Hotels by 2023 (Baseline 2016), and 3) 20% reduction in water intensity for Minor Hotels by 2023 (Baseline 2016).

The energy and carbon dioxide emission intensities of Minor Hotels, including NH Hotel Group, decreased by 47% and 62% compared to the 2016 baseline intensities respectively. This was fundamentally due to around 28% of total purchased energy (electricity, heating, and cooling), or 14% of its total energy usage, was derived from renewable energy such as wind, solar, and hydro in Northern and Southern Europe.

In 2021, we restated higher figures of energy consumption from 2016-2020 due to a change of the conversion factor of diesel used for onsite generators in accordance with that from Department for Environment Food and Rural Affairs (DEFRA). In addition, diesel consumption used for onsite power generators was separated from reported electricity and reported under "Energy for self-generated electricity".

Additionally, carbon dioxide emission scope 2 of the year 2020 was restated in 2021 as new emission factors from 2021 EIA edition were applied for both 2020 and 2021 figures.

Water withdrawal intensity decreased by 62% compared to 2016 baseline. This resulted from over 80% of total rooms sold used for intensity calculations were from NH Hotel Group's city hotels which consumed less water than resort



Environmental Policy and Certifications | Group-wide Operations  
 Minor Hotels Operations | Minor Food Operations | Minor Lifestyle Operations

or non-city hotels. In 2021, we undertook a survey of hotels under Minor’s operational control (excluding NH Hotel Group) and found that 51% of water withdrawal quantity was discharged. We then applied this rationale to water discharge of the years 2020 and 2021. Water consumption is not material for NH Hotel Group’s city hotels.

Minor pledges to become a “Net-zero organization by 2050”, and endeavors to set science-based target for the combination of scope 1 & 2 in 2022 by consolidating carbon inventory of business units under our operational control. As we undertake this exercise, we decided to delay the establishment of new energy, carbon dioxide emission, and group-wide water goals in 2021.

In 2021, Minor’s Corporate Sustainability Department and Minor Hotels Operations organized the second waste management workshop for all hotels under our operational control in Asia Pacific, Middle East, and Brazil. With prominent guest speakers and real practices from the four piloted resort and city hotels, the workshop aimed to resonate and convert Minor’s [Environmental Policy](#) into practices by 4R (Reduce-Reuse-Recycle-Replace) concept and equip the participants with understanding of different types of waste, approach to effectively manage them, and contact details for additional information they may need. We were able to collect the fourth quarter waste data from 62 properties (78% of targeted properties) and set up a new waste goal of “50% reduction in organic waste to landfill for Minor Hotels by 2030 (Baseline 2021)”, which will be measured by intensity, tons per total system sales in Baht million.

Details are presented in “Minor Hotels’ Environmental Performance” section of [Sustainability Performance Data 2021](#) on Minor website and details of NH Hotel Group’s sustainability, including environmental performance are presented on NH Hotel Group’s website under [NH Hotel Group’s Consolidated Non-Financial Information Statement 2021](#).

## Minor Food Operations

### Minor Food Restaurants



**In 2021, Minor’s Food restaurants’ energy saving program reduced 26.6 million kWh or 8,300 tons of carbon dioxide emission and decreased operating cost by 78.7 million baht**

In 2021, Minor Food restaurants’ energy use and carbon dioxide emission per Baht 1,000 revenue decreased by 4.5% and 6.6% respectively compared to 2020. The reductions resulted from the introduction of Minor Food energy saving program under the theme “Save Energy – Save Money – Save the Planet” in late 2020 by changing operational practices, using more energy saving equipment, and raising awareness among employees via energy saving e-learning. The program aims to reduce power units, base load, and peak load with the establishment of clear standard operating practices and putting in-place daily checklists e.g. specified time for ice making, electrical warmer bags and waiter calling device charging, temperature control of air-conditioners and water heaters, habit cultivation to unplug equipment, and daily tracking of electricity consumption records. The program was also rolled out to 188 franchise restaurants. Similarly, water intensity reduced by 2.5% compared to 2020.

We report “water consumption” of Minor Food’s restaurants for the first time in 2021 by calculating water discharge as 80% to total water withdrawal.

Environmental Policy and Certifications | Group-wide Operations  
Minor Hotels Operations | Minor Food Operations | Minor Lifestyle Operations

### Minor Dairy and Minor Cheese



### Minor Dairy and Minor Cheese continued its achievement of “Zero Waste to Landfill”

The factories' energy and carbon dioxide emission intensities decreased by 8% and 2% respectively compared to 2020. This was a result of the change in operational procedure to shut down chilled water supply to cooling plate of pasteurizer and ammonia supply to the ice cream freezer during non-operating hours. Moreover, replacement of leaky plate heat exchangers resulted in lower consumption of liquid Petroleum Gas (LPG). Similarly, water consumption per ton product reduced by 16% due to the reduction of blown-down water from boilers after the use of RO water which has lower total dissolved solid (TDS) than soft water previously used, and the cease of over-flown water from cooling tower replaced by more frequent check of water's conductivity and TDS. The factories' waste intensity significantly decreased by 43% from 2020, with over 80% of total waste utilized via recycling, composting and recovery (12% increase from the year 2020). In 2021, all parameters of treated wastewater were in compliance with relevant legal regulation.

### The Pizza Company's Waste Composition

After the initial waste composition analysis at The Pizza Company in 2019, we continue to estimate waste quantity and composition by using the same methodology as previous years. The waste composition from analysis of 4 sample Delco with Seats and Restaurant-based Delivery stores were applied to the restaurants of the respective formats, which represented 71% of The Pizza Company's gross sales in 2021. The recurrent on-site analysis at The Pizza Company and expansion of this analysis to other Minor Food brands were postponed due to the COVID-19 situation which resulted in temporary alterations of operations and business priorities.

Details are presented in “Minor Food's Environmental Performance” section of [Sustainability Performance Data 2021](#) on Minor website.



Environmental Policy and Certifications | Group-wide Operations  
Minor Hotels Operations | Minor Food Operations | Minor Lifestyle Operations

### Minor Lifestyle Operations

In 2021, we continued to monitor energy and carbon dioxide emission intensities of 7 brands of lifestyle outlets. The energy and carbon dioxide emission per Baht 1,000 revenue jumped by 14% and 14% respectively compared to 2020 because of lower revenue during the COVID-19 restriction.

#### **NMT Limited**

In 2021, NMT's energy per ton product decreased by 34% compared to previous year as the majority of its production mix did not require hot water for cleaning, hence less LPG was consumed. On the other hand, carbon dioxide emission intensity increased by 11% because of the inclusion of refrigerant in the calculation for the first time in 2021. The waste intensity also substantially increased by 64% compared to 2020. This resulted from additional 185 tons of sludge from new wastewater treatment system sent to landfill. This new system was installed to replace the damaged Membrane Bioreactor (MBR) in the 3<sup>rd</sup> quarter of 2021.

Details are presented in "Minor Lifestyle's Environmental Performance" section of [Sustainability Performance Data 2021](#) on Minor website.



Life on land | Life below water

## Biodiversity Conservation

Biodiversity conservation is vital for promoting well-being of “life on land” and “life below water” and maintaining healthy ecosystem. Over 50 properties of Minor Hotels are “nature-based”, that is, they are in, adjacent to, or derive income or reputation from natural-protected or ecologically significant areas or one playing a significant part in the life cycle of **IUCN Red List species**. Conservation of biodiversity in the area where we operate is crucial not only to the ecological sustainability but also to our business sustainability as the proximity to nature has been one of the key attractions that brings customers to our hotels. We also concurrently involve our customers and communities in our long-term conservation initiatives.

### Life on land

#### Elephant Conservation

Elephants help maintain forest and ecosystems for other species and are integrally tied to rich biodiversity. They are also an iconic species that attract tourism. However, elephant population is threatened by poachers for ivories, conflicts with villagers, and destruction of forests in which they live.

In Thailand, elephants are considered a national symbol and admired for their strength, endurance, and intelligence. Minor, headquartered in Thailand, devotes in protecting and conserving elephants, both wild and captive, and founded the **Golden Triangle Asian Elephant Foundation (GTAEF)** in 2005. The Foundation was primarily set up to save elephants from busy city streets and has extended its efforts to promote well-being of both captive and wild elephants as well as support scientific research and education.

Despite on-going COVID-19 pandemic in 2021, GTAEF continued its virtual awareness raising activities throughout the year to educate young generations, customers, and communities about the importance of elephant conservation. The Foundation remains persistent in providing shelter to captive elephants and support mahouts and their families. One of the key activities that the foundation typically hosts is the Target Training Positive Reinforcement Workshop, a training aimed to educate elephant handlers to ensure proper and ethical handling for captive elephants. Unfortunately, in 2021, due to the COVID-19 restriction and lack of funding, such workshop could not be organized. Instead, GTAEF provided the Target Training Positive Reinforcement to a staff from Wildlife Friends Foundation Thailand (WFFT), a non-profit organization located in the West of Thailand, with a mission to help captive and wild animals. This training enabled him to learn and implement the techniques at the southern sanctuary and expand the knowledge to local mahouts. GTAEF also hosted a virtual run fund-raising activity, “Run, Walk, Crawl for Rangers” to support park rangers working to protect wild elephants. Fund raised was distributed to support 65 park rangers in Thailand, Cambodia, and Africa.



Life on land | Life below water

Mission	Captive Elephant Welfare Promote ethical and non-abusive work with captive elephants	Wild Elephant Protection Support conservation of wild elephants and their habitats and resolution of human-elephant conflicts	Scientific Research and Education Support ethical and non-invasive elephant behavior and intelligence research and studies
2021 Performance	<p> <b>1</b> new elephant taken in from non-operating camp affected by COVID-19</p> <p><b>20</b> elephants currently living at the foundation's camp</p> <p> <b>33</b> mahouts and their families currently living in the camp</p> <p> <b>13</b> elephant veterinarians supported</p> <p> <b>67</b> elephants in other camps supported with supplementary fodder</p> <p> <b>336</b> children from mahout families of Ban Taklang Elephant Village provided with English classes</p>	<p>Worked with local conservation organization and communities in Dong Phrayayen-Khao Yai Forest Complex in implementing "Communities Mitigating Human-Elephant Conflict" project</p> <p> <b>163</b> human-elephant conflict patrols undertaken</p> <p> <b>24</b> elephant crop raiding incidents defused</p> <p> <b>1,115</b> community members and park rangers trained on human-elephant conflict handling</p> <p> <b>0</b> elephant casualty incident in the project area</p>	<p> <b>32</b> elephant professional lectures hosted by elephant experts via online platform</p> <p> Continued support of "Understanding Elephant Behavior" research project by Comparative Cognition for Conservation Lab, City University of New York with research assistance and data collection in Salakphra, Kanchanaburi. The project aims to find a novel approach to mitigate human-elephant conflicts.</p> <p> <b>250</b> trials of "Smelly Elephant Repellent" scientific research to address human-elephant conflict. The project was successful in Africa and being tested in Asia.</p> <p><b>LIVE</b>  Daily livestream sessions undertaken to educate on elephant behaviors and how to take care of them</p>

Life on land | Life below water

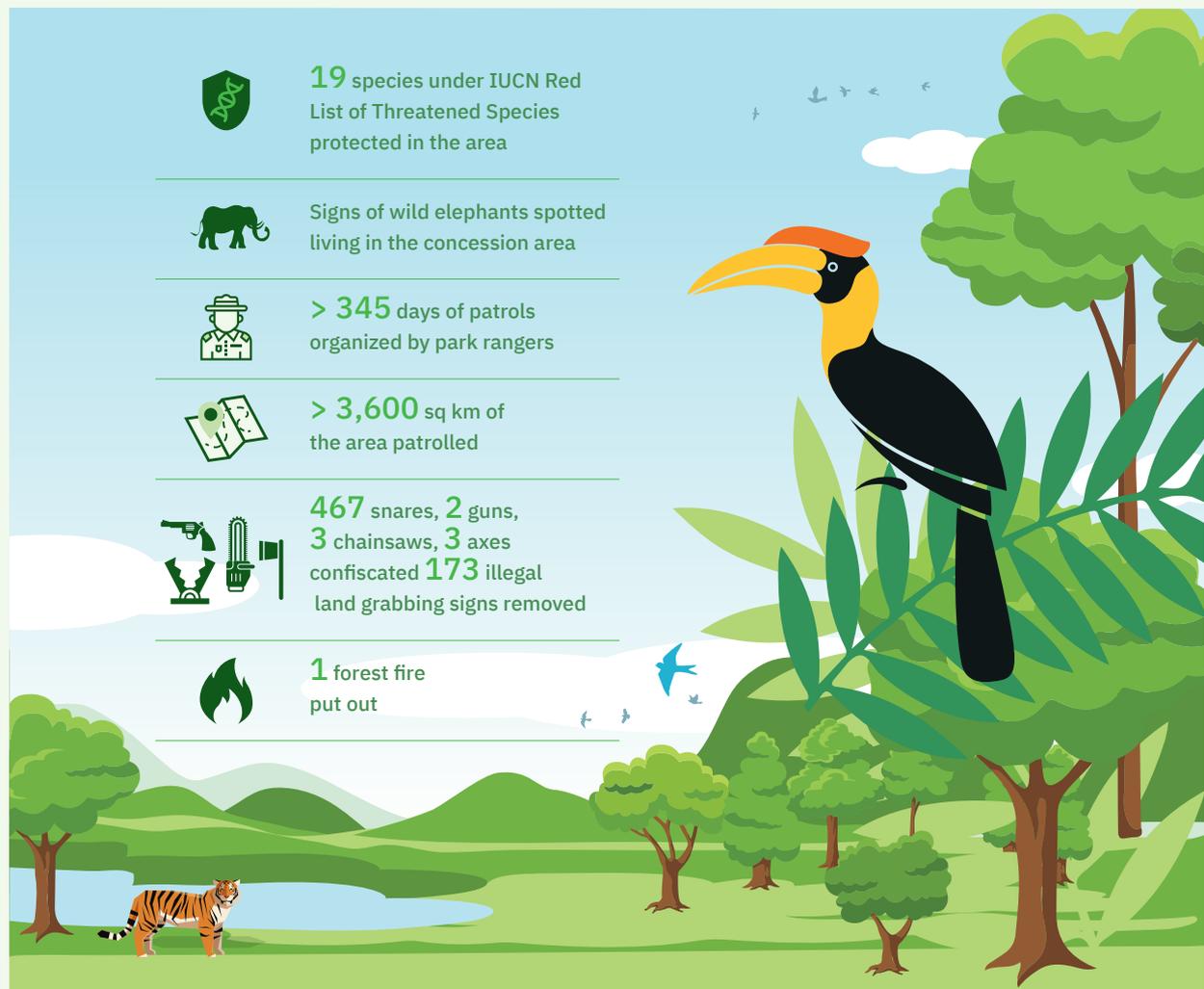
## Wildlife Conservation

Conservation of wildlife nearby the areas where Minor Hotels operate is crucial for maintaining prosperous ecosystem as well as preserving traditional culture and heritage of native communities, hence promoting sustainable tourism.

### Conservation in Cambodia

Cardamom Tented Camp is a sustainable tourism project developed by Minor, Wildlife Alliance, and YAANA Ventures, located in the area next to the Cardamom mountains which represent one of the largest and most diverse forest in mainland Southeast Asia. A part of the camp's earnings is contributed back to Wildlife Alliance, a non-profit wildlife and forest conservation organization in Cambodia and long-term partner of Minor and GTAEF, to promote conservation activities and support park rangers' mission in protecting the area.

### 2021 Performance



Life on land | Life below water

### Conservation in Africa

Land & Life Foundation is supported by the Elewana Collection, Cheli & Peacock Safaris, and GTAEF. The Foundation's mission is to create a sustainable future where communities peacefully live alongside wildlife across Kenya and Tanzania with a focus on four main programs:

#### 2021 Performance



#### Wildlife Warrior Program

Create next generation conservationists through promoting inter-generational knowledge sharing, innovative thinking, and proactive wildlife conservation among children living in prominent wildlife areas

- **52** scholarships provided to secondary school students
- Sponsorship of Diani's Sea Turtle Festival. Over **200** local students' awareness raised about importance of marine conservation



#### Nature Conservation

Partner with the Honey Guide Foundation and local communities to implement the Human-Elephant Conflict Mitigation Program in the Randilen Wildlife Management Area of Tanzania with a focus on reducing human-elephant conflict through methods of crop protection for local landowners

- Over USD **3,300** raised to support local communities nearby national parks by cohosting fund raising activity with representatives from Kenya Wildlife Services and Tourism Authorities



#### Medical Support

Collaborate with Aitong Health Center, to provide medical supplies and equipment, free medical camps, and staff capacity building that address the core priorities of healthcare in Laikipia and Masai Mara

- **686** community members treated in a 4-day medical camp hosted at Aitong Health Centre for Narok community in Masai Mara with screening of cervical cancer, HPV, and HIV, as well as general medicine, dental, and eye checkups



#### School Support

Support to schools near key conservation areas in Kenya and Tanzania by providing school supplies and resources for their development priorities via fundraising program

- In collaboration with the A.E Reimann Foundation to provide:
  - **602** scholarships to students and monetary support for teachers and staff at Esiteti Primary School in Amboseli, Kenya
  - Maintenance of school building
  - Food support
- A new classroom built with **30** new desks donated for Morijo Primary School in partnership with the Loisaba Conservancy and Gigi Seasons



Life on land | Life below water

## Life below water

### Turtle Conservation

#### Conservation in Thailand

Founded in 2002, the Mai Khao Marine Turtle Foundation (MKMTF) advocates the conservation of endangered sea turtles and protection of their habitats in Phuket, Thailand, where Minor Hotels operate. Despite the COVID-19 restriction enforced by the Thai Government in 2021, Minor's hotel properties in Phuket continued to support MKMTF to ensure continuity of its conservation efforts and sustainability of its positive impacts.

MKMTF's conservation efforts focus on 3 aspects:

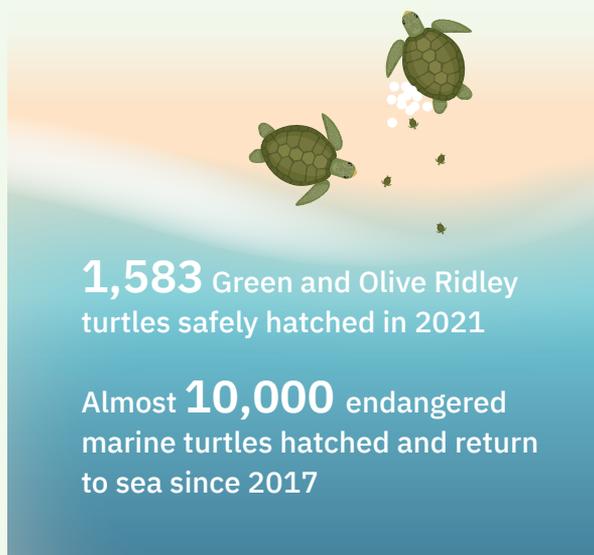
Mission	<b>Turtle Conservation</b> Partnerships with the Phuket Marine Biological Center (PMBC) and the Royal Thai Navy to collect turtle eggs from beaches in Phuket. The collected eggs are then hatched and turtles are safely released back to the sea. MKMTF also supports the Sea Turtle and Habitat Conservation Fund in protecting turtle nests found in Phuket and Phang-gna until turtles are naturally hatched and return to sea.	<b>Turtle Habitat Conservation</b> Collaboration with hotel partners located on the Mai Khao beach to maintain safe environment for turtles by conducting year-round beach cleanup activities	<b>Awareness and Education</b> Awareness raising about sea turtle biology and its importance to marine biodiversity among students, community members, and hotel guests through educational activities and public events.
2021 Performance	 <p>27 endangered Leatherback turtles and 20 endangered Green turtles released back to the sea at the 12<sup>th</sup> Mai Khao Annual Turtle Release 2021.</p>  <p>Baht 160,000 raised to support sea turtle conservation works</p>	 <p>Over 350 kgs of marine debris collected from the beach</p>	<p>Phuket students' awareness raised about the Foundation's work on environmental protection and marine turtle conservation in the "Youth Volunteer Leadership for Nature and Environmental Conservation of Phuket Province" event, joined by MKMTF and hosted by local administrative agencies, universities, and the Sirinat National Park</p>

Life on land | Life below water

### Conservation in Sri Lanka

Situated along a stretch of beach that is a vital turtle nesting ground, Anantara Peace Haven Tangalle Resort (ATAN) has been working with the International Union for Conservation of Nature (IUCN) since 2017 to conserve threatened marine turtles and protect their habitats. This long-term project is funded by the Anantara “Dollars for Deeds” program, which engages guests to donate a dollar with additional dollar matched by the hotel.

In 2021, two research papers were written by the project about Olive Ridley turtles and habitat assessments. It also planned to conduct habitat assessments at Anantara Kalutara Resort, another Minor Hotels property in Sri Lanka. The project protected hatching ground for 1,583 Green and Olive Ridley turtles, allowing them to safely return to sea. Since 2017, almost 10,000 turtles were hatched under this long-term partnership. However, year 2021 saw a significant decline of turtle nesting and hatching from over 2,300 hatchlings in 2020. This resulted from a container ship carrying toxic chemicals that caught fire and sank in the middle of Sri Lanka Ocean in May 2021. Hundreds of tons of chemicals and plastics leaked from the ship, impacting population marine turtles, dolphins, and whales in the area.



### Coral Rejuvenation

Coral reefs are some of the earth’s most diverse and valuable ecosystems that support hundreds of species. They provide economic benefit as they are the source of human food chain as well as the creation of jobs and businesses through sustainable tourism and recreation. Coral reef structures also buffer shorelines against energy from waves, storms, and floods. Currently, coral reefs are severely threatened by climate change, pollution, and habitat destruction. The Maldives, being an island nation, depends on its coral reefs, which play a vital role in the economic and social well-being of the country.

Anantara and Niyama resorts have been working with the Coral Reef CPR scientists on the Holistic Approach to Reef Protection (HARP), which is supported through the Dollars for Deeds Program, to restore Maldives’ coral reefs that were damaged from the El Nino effect since 2015.

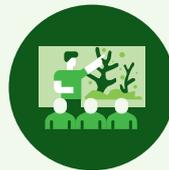
### 2021 Performance



**1,890** coral fragments planted in the nurseries



**496** m length of coral ropes containing coral colonies from the nursery installed around the islands



**> 600** students and guests educated about marine environment and its creatures



**365** employees trained on environmental best practices and marine biology



# Governance

Good corporate governance and responsible business culture is one of Minor's strategic sustainability enablers. We are cognizant that having good governance and conducting business responsibly are critical factors in achieving long-term sustainable growth objectives and creating trust and confidence among our stakeholders.



## Management Approach

Material Topic	Good Corporate Governance and Anti-Corruption	
 <b>Goals</b>	<b>Goal 1:</b> Minor International maintains annual “Excellent” CG scoring <sup>(1)</sup>	<b>Goal 2:</b> <b>100%</b> of employees trained on anti-corruption and Team Members Code of Conduct each year
 <b>2021 Performance</b>	<b>Achieved:</b> Minor International received “Excellent” CG scoring for 9 <sup>th</sup> consecutive year	<b>Achieved:</b> <b>100%</b> <sup>(2)</sup>
 <b>Boundary &amp; Approach</b>	<b>Worldwide:</b> Ensure good corporate governance from the Board of Directors, senior and middle management to operations levels  (Although the award is given in Thailand, but it implicates group-wide practice)	<b>Thailand and other 22 countries:</b> Amplify good corporate governance throughout the organization and with relevant stakeholders by deploying Team Members and Business Partners Code of Conduct, human rights due diligence, and effective risk management and ensuring employees’ and stakeholders’ understanding and acknowledgement through relevant trainings
 <b>Responsibility</b>	<ul style="list-style-type: none"> <li>• Board of Directors</li> <li>• Executive Management Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources</li> </ul>
 <b>Monitoring &amp; Evaluation</b>	Third-party assessment	Internal monitoring
 <b>Grievance Mechanism</b>	<ul style="list-style-type: none"> <li>• Whistle-blower reporting                      Email: <a href="mailto:whistleblower@minor.com">whistleblower@minor.com</a></li> <li>• Comments and suggestions                      Email: <a href="mailto:Feedback@minor.com">Feedback@minor.com</a></li> </ul>	

**Remarks:**

(1) From Thai Institute of Directors Association (IOD) Corporate Governance Report of Thai Listed Companies

(2) Applied to Thailand-based employees and Minor Hotels properties in Thailand and other 22 countries.



# 70%

of Thailand and Australia's local critical food & packaging suppliers assessed on human rights risk



Minor nurtures good corporate governance by considering stakeholders' interests while putting in place governance structure, rules, guidelines, and practices to ensure the transparency of our organization.

The company implements effective risk management practices and has appointed the Risk Management Oversight Committee and Executive Risk Management Steering Committee to assist the board in its oversight of the company's management of key risks, including strategic, operational, and emerging risks such as climate change risks. It is also responsible for the development of guidelines, policies, and process for monitoring and mitigating such risks.

COVID-19 crisis accelerated Minor's use of digital technologies to ensure businesses are least interrupted.

Minor acknowledges risks and opportunities from the utilizing online platforms in communicating, engaging, and offering products to our customers and other stakeholders. We are committed to protect our cybersecurity and customers' personal information and privacy, as well as to respect their rights to information. Compliances to related regulations and requirements are strictly enforced.

Minor requires our employees and business partners to acknowledge Team Members Code of Conduct and Business Partners Code of Conduct to assure they act in accordance with the company's ethics, human and labor rights, occupational health and safety, and environmental practices and compliances with relevant legal regulations.

The company is also committed to warranting anti-corruption and human rights practices. Our employees undergo and acknowledge online anti-corruption training annually. Furthermore, after human rights due diligence undertaken in 2019, we continue to conduct annual monitoring and mitigation of potential issues via several communication channels.

We have several internal and external grievance mechanisms to receive feedbacks and/or complaints. Our Whistle-blower Policy encourages anyone who works on the company's behalf and other stakeholders to communicate concerns regarding ethics and wrongdoings within the company without fear of reprisal or retaliation. Suspected integrity violations or complaints are addressed to the Whistle-blower Committee for examination and investigation. Importantly, the policy stipulates that employee who reports unethical practices is protected.

As a result of strong commitment and actions in building sustainable and transparent organization, in 2021, Minor maintains the "excellent" scoring in the Corporate Governance Report of Thai Listed Companies 2021, published by the Thai Institute of Directors Association for the ninth consecutive year. In addition, Minor is certified as a member of the Private Sector Collective Action Coalition Against Corruption (CAC).

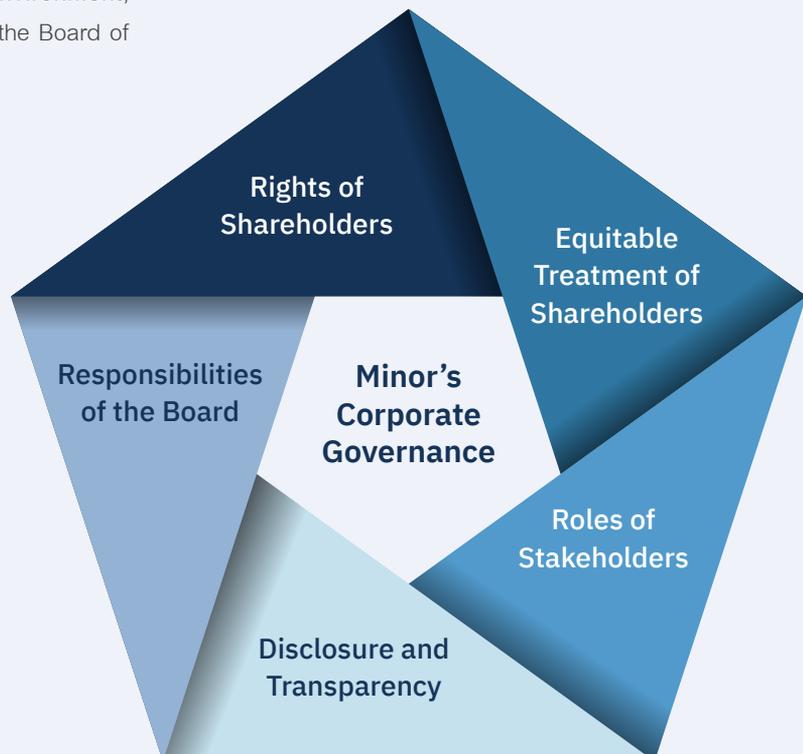
## Corporate Governance

Minor's governance structure is headed by its Board of Directors, which oversees the interests of the company and its shareholders. The Board is supported by four committees, namely the Audit Committee, the Compensation Committee, the Nominating and Corporate Governance Committee, and the Risk Management Oversight Committee. Responsibilities of the Board are detailed in the [Corporate Governance - CG Guidelines](#) section on our website and the [Board of Directors](#) section of Minor International 56-1 One Report 2021. The Committees' functions are detailed in the Corporate Governance, [Charters](#) section on our website and the [Committees](#) section of the 56-1 One Report 2021. Additionally, a set of [Good Corporate Governance Guidelines](#) is published on our website. These guidelines are reviewed and updated annually to incorporate changes in business operations, the regulatory environment, and applicable laws, and are approved by the Board of Directors.



Minor received “Excellent” scoring for the ninth consecutive year in the Corporate Governance Report of Thai Listed Companies 2021, published by the Thai Institute of Directors Association

Minor's corporate governance activities are classified into 5 main categories:



## Risk Management

Minor recognizes that conducting business entails both risks and opportunities. Effective risk management is imperative to address potential risks and pursue possible opportunities, to deliver our objectives and sustainable growth. Risk Management Policy aims to provide a consistent framework for managing the risks of the company in accordance with good corporate governance principles.

For risk management governance, the Board of Directors has appointed the Risk Management Oversight Committee (RMOC), consisting of a minimum of three directors, to

assist in its oversight of the Company's management of key risks, including strategic, operational, and climate-related risks as well as the guidelines, policies, and process for monitoring and mitigating such risks. This includes identifying opportunities that may arise from such risks.

The Executive Risk Management Steering Committee reports to the RMOC and is responsible for reviewing overall implementation of risk management across the group to assure that key risks are identified and effectively managed. The Risk Management Function under the Internal Audit & Risk Management Department acts as an independent facilitator to support business units in identifying risks and mitigation plans. The function is also responsible for building risk awareness culture within the organization including providing proper education, reviewing, and advising processes for risk management, and preparing risk reports to the Risk Management Oversight Committee for reviews and recommendations. The function reports to the Executive Risk Management Steering Committee as well as the Audit Committee.

Minor has a formal **Risk Management Policy** in place to support an effective risk management process which is adhered to by all business units. The Policy covers risk governance structure and reporting and risk management approach, which involves identifying risks, assessing the impact and likelihood of risks materializing, prioritizing the risks using standard risk matrices, implementing appropriate responses to risks, and monitoring the outcomes. In 2021, we have started to deploy the TCFD (Task Force on Climate-related Financial Disclosures) recommendations to the enterprise risk management by describing qualitative climate-related risks and opportunities. Details of TCFD Disclosure are presented in "[TCFD Disclosure](#)" section.

The identified key Risk Factors comprising of existing and emerging risks, mitigations, and opportunities arising from those risks are presented in the **Risk Factors** section of Minor International 56-1 One Report 2021.



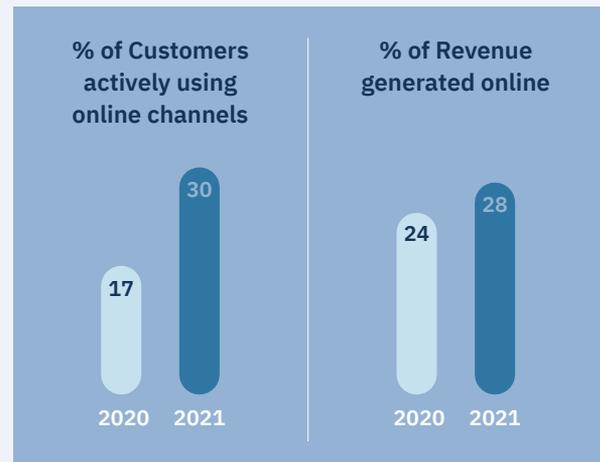
## Cybersecurity and Data Protection

COVID-19 crisis accelerated Minor's use of digital technologies to ensure businesses are least interrupted. Minor acknowledges risks and opportunities from the utilizing online platforms in communicating, engaging, and offering products to our customers and other stakeholders. We are committed to protect our cybersecurity and customers' personal information and privacy, as well as to respect their rights to information. Compliances to related regulations and requirements are strictly enforced.

Minor's Board of Directors is committed to maintaining compliance with the requirement of General Data Protection Regulation (GDPR), Personal Data Protection Act (PDPA) and any other data privacy regulations and delegates sufficient authority to the Data Protection Executive Committee (DPEC) to achieve and maintain this compliance with the support of the members of the executives across all business groups.

Data Privacy Policy and IT Security Policy are published in the company's internal portal in which Minor employees can access.

In 2021, 30% of Minor's customers including NH Hotel Group were actively using online channels through our own brand websites, online travel agents (OTAs), and other third parties. Minor's revenue generated from online channels accounted for 28% of total revenue.



### Cybersecurity and data protection trainings

In 2021, a series of cybersecurity, data protection, and relevant regulation trainings were designed and customized to fit with specific works for each business group.

	IT Security & Cyber Attack	Data Privacy Awareness	Data Subject Access & Approach to Data Breaches	GDPR for Manager & Privacy by Design <sup>(2)</sup>
Minor International corporate office and Global Shared Services		<sup>(3)</sup>	<sup>(3)</sup>	
Minor Food				
Minor Hotels <sup>(1)</sup>				
Minor Lifestyle				
Training completion	86%	100%	100%	96%

**Remarks:**

- (1) Exclude NH Hotel Group
- (2) Management level target group
- (3) Complete training during 2018 - 2019

Corporate  
GovernanceRisk  
ManagementCybersecurity  
and Data Protection**Ethics  
and Integrity**Grievance  
Mechanism

Anti-Corruption | Human Rights

In addition, Minor Food and Minor Lifestyle introduced “Privacy for Marketers” course for marketing and customer relationship management teams as they have direct contact with customers and frequently utilize customers’ information.

73% of NH Hotel Group’s employees cumulatively trained on GDPR since 2018. In addition to our strict privacy protection, Minor puts in place a “Cyber Security Incident Response Plan” and tests it annually. In 2021, we appointed a certified service provider to ensure IT infrastructure resilience and undertook a third-party vulnerability analysis including simulated hacker attacks.

In 2021, 7 cybersecurity and data privacy incidents were identified. None was material and all incidents were reviewed and handled according to our data protection policy.

## Ethics and Integrity

Minor requires our employees and business partners to acknowledge Team Members Code of Conduct and Business Partners Code of Conduct to assure they act in accordance with the company’s ethics, human rights and labor, occupational health and safety, and environmental practices and compliances with relevant legal regulations.

All employees must sign Team Member Code of Conduct before starting employment with the company.



of employees trained on  
anti-corruption and Team Members  
Code of Conduct<sup>(1)</sup>

**Remarks:**

(1) Applied to Thailand-based employees and Minor Hotels properties in Thailand and other 22 countries.

In 2021, the new Team Member Code of Conduct training module was launched. Topics covered ethics, anti-corruption, data and privacy protection, human rights and labor rights, occupational health and safety, and environmental practices and compliances with relevant legal regulations. The training was completed by all Thailand-based employees as an annual reacknowledgement of the code. Furthermore, 100% of Minor Hotels’ employees from properties in Thailand and other 22 countries in Asia, the Indian Ocean, the Middle East, Africa, and South America also completed their trainings. Together, this accounts for over 25,000 employees trained.

For NH Hotel Group, there were 1,588 employees trained on the Code of Conduct with cumulative numbers of over 25,000 employees since 2015. 81% of employees in hotel properties in Australia and New Zealand annually reacknowledged the Code of Conduct in 2021.

At the Board of Directors level, all directors signed and acknowledged the code of conduct annually.

Besides the Team Member Code of Conduct, we have also established a Business Partners Code of Conduct to emphasize that Minor conducts business with uncompromising ethics, human rights and labor, environment, and occupational health and safety standards.

Anti-Corruption | Human Rights

In 2021, 100% of suppliers, contractors and service providers in Thailand signed Business Partners Code of Conduct or were formally approved by C-level management for exceptional cases such as acceptance of supplier's own code of conduct, before starting business with Minor.

In 2021, 47 cases of alleged breaches of the Code of Conduct were identified, including those of NH Hotel Group, all of which were investigated, with appropriate disciplinary measures taken.

In 2021, 23 whistle-blower cases in Thailand and overseas were reported to the Board of Directors. All cases were investigated in which 11 of 23 cases were identified as valid cases, and all were resolved.

Routine internal audits were conducted for 28 selected Thailand and international operations in 2021. In our audits, corruption is included as a risk factor. No significant risks, corruption or otherwise, were identified. There was also no non-compliance in social or economic area with significant impact detected.

**Anti-Corruption**

Minor International is a Certified Company of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) since 2016. Our Declaration of Anti-Corruption and Anti-Fraud and Corruption Policy aim to instill good practices in business operations and prevent potential frauds and corruptions.

In 2021, over 25,000 of all Thailand-based employees and employees from properties in other 22 countries in Asia, the Indian Ocean, the Middle East, Africa and South America undertook training modules on the Anti-Fraud and Corruption Policy. Six Directors of the Board also have accessed the company's Anti-Fraud and Corruption Policy online training.



1,579 and 1,494 employees of NH Hotel Group completed trainings on Prevention of Money Laundering and Terrorist Financing Training and Anti-fraud Training respectively.

As part of Minor's continual commitment to good corporate governance, we continued to encourage "No Gift" Policy and reinforced the message during festive seasons. The policy encourages employees to refrain from receiving and giving gifts in all occasions, especially when the gift exceeds the threshold of Baht 3,000-equivalent or was presented in form of cash or cash-equivalent.

Minor has adopted a policy of political neutrality and in 2021 did not make contribution to political parties. The Team Member Code of Conduct and Anti-Fraud and Corruption Policy stipulate that political contributions or activities must be private matters, not on behalf of the Company.

In 2021, there were no confirmed incidents of corruption and bribery against the company, nor were there any anti-competitive behavior, violations of anti-trust, and monopoly legislation.

## Human Rights

Minor's Human Rights Policy embodies our commitment to conduct business with integrity, openness and respect for universal human rights as those expressed in the International Bill of Human Rights, International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, the United Nations Guiding Principles on Business and Human Rights, and other applicable international and local regulations.

The Human Rights Policy applies to Minor International PCL and entities that it owns and controls. Minor is committed to working with and encouraging our stakeholders in the value chain, including all franchisees and suppliers, to uphold and adopt the principles in this policy.

Minor Hotels roll out Workplace Behaviors Global Guideline which applies to team members, contractors and subcontractors engaged with Minor Hotels. The policy covers discrimination, sexual harassment, bullying and harassment, and victimization and aims to prevent and minimize behaviors which have potentials to adversely affect the harmony at the workplace. The policy also includes mechanism to address inappropriate behaviors. In 2021, 4,744 team members from hotel properties in 24 countries were trained.

The Code or The Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism is a multi-stakeholder initiative with the mission to provide awareness, tools, and support to the travel and tourism industry to prevent the sexual exploitation of children. Since 2018, Minor Hotels has been a member of the Code, supporting the fight to end the sexual exploitation of children in travel and tourism. As part of our commitment, our hotel team members are required to be trained annually on how to identify possible cases of sexual exploitation of children and how to report it to the authorities via The Code e-learning course.

In 2021, Minor Hotels was recognized by The Code as the member company that has most utilized The Code e-learnings according to its global report. Across operational locations, over 12,000 of team members have successfully completed the training since 2020 to support the fight to end the sexual exploitation of children in travel and tourism worldwide.

The Human Rights e-learning is under development and expect to launch in mid-2022. The e-learning will cover all key aspects of Minor's Human Rights Policy: Work Hours, Wages, and Benefits, Safe & Healthy Workplace and Employee Well-being, Diversity, Equity and Inclusion, The Freedom of Association and Collective Bargaining, Forced Labor & Human Trafficking, Child Labor & Children Rights, Customers and Communities' Rights, and Channels for reporting violation.

We continue to monitor potential human rights risks in our own operations and in our value chain through various channels. The approach, potential issues, and remedial actions are described as follows:



## Anti-Corruption | Human Rights

Key Stakeholders	Monitoring Approach	Assessment & Potential Issues	Remedial Actions	Mitigation Site
<b>Employee</b>	Three primary channels: <ul style="list-style-type: none"> <li>• Whistle-blower reports</li> <li>• Employee engagement survey</li> <li>• Minor Food's staff hotline</li> </ul>	<ul style="list-style-type: none"> <li>• Impolite and disrespectful verbal interactions</li> <li>• Manager's low emotional intelligence</li> <li>• Unfair treatment and favoritism</li> </ul>	<ul style="list-style-type: none"> <li>• Provide workplace behaviors and human rights trainings to all employee levels</li> <li>• Provide training on constructive feedback to manger levels and establish platform to exchange constructive feedbacks between managers and employees</li> </ul>	Minor Business in Thailand
		<ul style="list-style-type: none"> <li>• Challenge in overtime payment</li> </ul>	<ul style="list-style-type: none"> <li>• Provide human rights and labor laws trainings to all levels of employee</li> <li>• Rationalize appropriate working roster for employees</li> </ul>	
<b>Suppliers</b>	Suppliers' virtual audit	Chemical Handling <sup>(1)(2)</sup> <ul style="list-style-type: none"> <li>• Inadequate provision of personal protective equipment (PPE) to employees, material safety data sheets (MSDS), and emergency equipment</li> <li>• No or inadequate monitoring of chemical concentration in workplace and no or inadequate health check of employees working in respective areas</li> <li>• No submission of legally required chemical safety document and reports to the authorities</li> </ul>	<ul style="list-style-type: none"> <li>• Provide necessary PPE, MSDS, and emergency equipment</li> <li>• Check availability of the above equipment and tools in daily or monthly safety survey</li> <li>• Conduct yearly monitoring of chemical concentration and health check of relevant employees</li> <li>• Submit chemical safety document and reports to the authorities</li> </ul>	Supplier facilities in Thailand



## Anti-Corruption | Human Rights

Key Stakeholders	Monitoring Approach	Assessment & Potential Issues	Remedial Actions	Mitigation Site
		Fire Protection <sup>(1) (2)</sup> <ul style="list-style-type: none"> <li>Inadequacy and maintenance of fire protection equipment and emergency equipment</li> <li>Lower percentage of employees received basic firefighting training compared to legal requirement</li> </ul>	<ul style="list-style-type: none"> <li>Provide and maintain equipment in accordance with related laws</li> <li>Check availability and readiness of the above equipment in daily or monthly safety survey</li> </ul>	Supplier facilities in Thailand
		Workplace Environment <sup>(1) (2)</sup> <ul style="list-style-type: none"> <li>No or inadequate annual inspection of workplace environment (heat, illumination, noise) and the results are over than legal threshold limits</li> <li>No action taken for cases over threshold limits</li> <li>No or inadequate annual health check of employees working in respective areas</li> </ul>	<ul style="list-style-type: none"> <li>Conduct yearly inspection of workplace environment and take appropriate actions to keep values within the threshold limit</li> <li>Conduct annual health check of relevant employees</li> </ul>	

**Remarks:**

(1) Occupational health and safety is categorized as one aspect under Minor's Human Right Policy

(2) Non-conformities of labor practices were very minimally found during suppliers' audits compared to occupational health and safety

## Grievance Mechanism

Minor has established various communication channels of grievance mechanism in order to receive comments/complaints/suggestions internally and externally. These include products/services complaints, human rights related complaints, and concerns regarding ethics and wrongdoings within the company. Each channel can be easily accessed by relevant stakeholders. Procedures and responsible parties are clearly defined to embark upon investigations and instigate remedial actions as appropriate.

Channels	Responsible Party	Target Audience
<p><u>Whistle-blower Policy</u></p> <p>Email: <a href="mailto:whistleblower@minor.com">whistleblower@minor.com</a></p> <p>Post: Whistle-blower Committee</p> <p>88 The Parq Building, 12<sup>th</sup> Floor, Ratchadaphisek Road, Klongtoey Subdistrict, Klongtoey District, Bangkok 10110, Thailand</p>	Whistle-blower Committee	Internal and External
Complaints through Welfare Committees and Unions	Welfare Committees and Unions	Internal
Employee Engagement Survey	Human resources	Internal
Minor Food's Staff Hotline	Human Resources and the 3 <sup>rd</sup> party company	Internal
<p>Comments and suggestions</p> <p>Email: <a href="mailto:Feedback@minor.com">Feedback@minor.com</a></p>	Feedback will be shared to CFO of MINT, Chief Strategy Officer, Corporate Secretary, Group Director of Internal Audit and Risk Management to distribute to related functions for issue handling	Internal and External



# Shared Value



## Sustainability 101 Online Training

Minor is conscious that the company's long-term success and well-being of the society and the environment are interdependent. The concept of "Shared Value Creation" is one of Minor's sustainability strategic enablers, and we aim to integrate this concept into all our operations globally. We continue to look for opportunities that bring competitiveness to our business while addressing social and/or environmental challenges.

To foster shared value creation culture, Minor developed and launched the "Sustainability 101" online training course in 2019, aiming to promote the understanding of sustainability concept and encourage employees to embed it into their daily lives as well as into business operations. The first batch of over 8,000 Thailand-based employees from all business units were trained in 2019. Our plan to expand trainings to international hubs in 2020 was postponed due to the COVID-19 pandemic. We resumed this plan in 2021 and rolled out Sustainability 101 curriculum to Minor Hotels' overseas properties in 19 countries with more than 7,000 employees completed the course. We will continue to instill the Shared Value Creation understanding via the expansion of this course to other international business units in 2022.

Furthermore, to ensure sustainability is instilled in employee's daily work, Minor introduced and deployed "Sustainability Key Performance Indicator (KPI)" rated at 5% of total KPI to employees in Minor corporate office, Minor Lifestyle, and Minor Hotels in Asia, Indian Ocean, Middle East, Africa and Brazil. Sustainability KPI is expected to serve as a reminder to our employees on how sustainability can be embedded in their daily works and contributed to both company and/or socio-environmental benefits, in alignment with the company's [Sustainability Strategy](#).

Since 2016, Minor has held annual "Minor Sustainability Awards" to encourage Minor businesses to showcase their sustainability initiatives that demonstrate "Shared Value" concept, benefiting both company, society and/or the environment. The announcement of winning teams

## Minor Sustainability Awards

and handover of awards, certificates, and seed funding was arranged at Minor Awards Night in the following year. The call for award applications was temporarily halted in 2020 and 2021. For this report, we decided to feature the past winning initiatives' continual progress as they have proved to provide sustainable company and/or socio-environmental benefits. We plan to resume Minor Sustainability Awards in 2022.

### Sustainability 101 Online Training

Minor continues to communicate and educate our employees at all levels on the importance of sustainability. The Sustainability 101 Online Training was first launched in 2019 to relay the message that sustainability is relevant to everyone's daily life, and their actions can create positive impact to themselves, the company, the society, and/or the environment. The first batch in 2019 comprised 8,115 groupwide Minor employees at the headquarter and operations in Thailand. After a halt in 2020, we resumed the training in 2021. Sustainability 101 training was translated into 7 languages and extended to Minor Hotels' employees in 51 overseas properties. All 7,048 employees, from relevant properties completed the course in December 2021.

### Minor Sustainability Awards

Minor Sustainability Awards was first launched in 2016 to promote "Shared Value Creation" implemented by business units worldwide. The awards recognize business units which demonstrate best practices in embedding social and/or environmental impact into their business operations. The call for award applications was temporarily halted in 2020 and 2021 to give priorities to COVID-19 responses, but we plan to resume this in 2022. The development and progress of past winning initiatives are reported below.

Best



**Anantara Peace Haven Tangalle, Sri Lanka**  
*Best Sustainability Award 2017*

## Micro-Sustainable Home Garden Development Program

Anantara Peace Haven Tangalle's micro-sustainable home garden development project was initiated in 2017 to enhance the farmers' resilience and awareness by introducing sustainable agriculture and tourism from hotel guests' nature walk. The initiative improved not only community income from organic produces and herbs sold, but also raised natural resource availability, protected watersheds, and increased biodiversity in the area. While supporting farmers, hotel also saved organic waste disposal costs and improved reputation in sustainable tourism.

In 2018, the hotel introduced "permaculture" farming to villagers as well as hotel gardening team. Permaculture gave farmers a way to achieve high yields and productivity in a more sustainable and environmental-friendly way.

Applying knowledge of permaculture farming, the hotel started to grow western herb and expanded its organic vegetable garden in 2019. Hotel-grown vegetables are now used in staff cafeteria. Although the hotel could not expand project's scope during 2020 - 2021, it maintained the project and still exhibited both business and/or socio-environmental impacts.

### Business Impact (2017 - 2021)

- > Baht 200,000 saved from eliminating cost of managing hotel's organic waste
- > Baht 170,000 saved from using hotel-grown herb and vegetable at staff cafeteria
- Almost Baht 400,000 PR value from local and regional media

### Socio-Environmental Impact (2017 - 2021)

- > Baht 42,000 per year earned by each farmer participating in this project
- Additional earning for farmers through hotel's nature walk activity and purchase of produces by hotel's customers
- 5,000 kg of compost donated to farmers which saved around Baht 6,000 from buying fertilizer

## Outstanding



**Anantara Peace Haven Tangalle, Sri Lanka**  
*Outstanding Sustainability Award 2019*

## Water and Excessive Wastewater Management

Anantara Peace Haven Tangalle Resort established “Reverse Osmosis (RO)” plant in 2019, to provide free-of-charge clean and sustainable water source for the resort staff and the surrounding community members. Water produced from RO plant helps safeguard team and local community members from Chronic Kidney Disease (CKD) in vulnerable area. In addition, the excessive wastewater from RO plant is used for irrigation in the resort.

With the initial objective of utilizing RO plant’s excessive wastewater, the “Zero Waste Garden” was established in June 2019. The garden also showcased the 3R concept of “Reduce, Reuse, Recycle” by using recycled materials such as plastic bins, using of compost and providing awareness programs to internal teams, local schools, rural agriculture community, and customers. The garden provided herbs and flowers for hotel’s decoration and became a resting spot for hotel’s customers.

Amidst the COVID-19 pandemic, the hotel maintained the operation of its RO plant while taking care of the garden. Since 2020, the hotel utilized RO plant’s water to produce hand sanitizer for hotel’s employees’ internal use and donation to nearby community. In-house made hand sanitizer was approved by related government agencies for its quality and safety.

Business Impact (2019 - 2021)	Socio-Environmental Impact (2019 - 2021)
<ul style="list-style-type: none"> <li>• Almost Baht 1.9 million saved from not having to purchase staff drinking water and from utilizing RO excessive wastewater for hotel’s irrigation</li> <li>• &gt; Baht 2.2 million saved from using hotel-made hand sanitizer</li> </ul>	<ul style="list-style-type: none"> <li>• Provided safe drinking water to safeguard employees and 200 local community members from Chronic Kidney Disease (CKD)</li> <li>• Reduced &gt; 21 tons of single-use plastic</li> <li>• Reused almost 39 tons of plastic and metal</li> <li>• Recycled &gt; 93 tons of e-waste and PET bottles</li> </ul>

## Outstanding

**Supply Chain Management, Thailand**  
*Outstanding Sustainability Award 2018*

## Carbon Footprint Reduction

Minor Food Thailand's distribution center delivers raw materials to over 1,300 restaurants in 75 provinces nationwide. This required large number of trips, resulting in increases of transportation cost, fuel consumption, and carbon dioxide emission. Supply Chain Management worked with Linfox, a logistic company, in redesigning raw-material distribution model.

The old distribution model required multiple trucks transporting from central warehouse in Bangkok to stores directly. The new model - Regional cross dock distribution model - consolidated multiple long-distance truck trips into fewer, larger 18-wheel trailers which run from the central hub to regional hubs. Then regional hubs acted as regional cross dock center to transfer goods into smaller trucks (4 wheels, 6 wheels, 10 wheels) and deliver goods to all stores. Under this model, 80% of long-distance trips were transported by trailers resulting in less combined driving distance, lower fuel consumption, less carbon dioxide emission, and decreased transportation cost. It also reduced stress for truck drivers.

**Business Impact (2018 - 2021)**

- > Baht 14.75 million saved in transportation cost
- 5% increase in utilization of distribution center due to lower traffic during loading
- Zero accident from long distance driving since project started in 2018

**Socio-Environmental Impact (2018 - 2021)**

- > 1,100 tons of CO<sub>2</sub> emission reduced
- Less stress and fatigue for drivers from long distance driving

Best



**Minor Dairy & Minor Cheese, Thailand**  
*Best Sustainability Award 2019*



## Zero Waste to Landfill

Minor Dairy & Minor Cheese (MDL & MCL) successfully implemented the “Zero Waste to Landfill” program in 2019. It undertook 3R principle (Reduce, Reuse, Recycle) throughout its operations to ensure waste were properly managed and minimized. The factories redesigned the packing of finished products to get rid of single-use materials by replacing with reusable alternatives, resulting in significant reduction of single-use packing materials.

MDL & MCL also focused on creating awareness about waste separation and recycling among their employees by embedding 3R principle in their daily lives to create a sustainable change. The recycling knowledge and waste separation procedure with different color codes used for each department were communicated to all employees via knowledge sharing sessions, emails, and bulletin boards. These initiatives contributed to income generation from sold recycled wastes, cost reduction of waste disposal, and lower carbon dioxide emission.

In 2020, the factories started to apply waste-to-energy incineration procedure for their non-recyclable waste.

Business Impact (2019 - 2021)	Socio-Environmental Impact (2019 - 2021)
<ul style="list-style-type: none"> <li>&gt; Baht 1.3 million saved from reduction in waste disposal cost</li> <li>&gt; Baht 1.9 million generated from sales of recyclable wastes</li> <li>Received 3R Award and Zero Waste to Landfill Achievement Award from the Department of Industrial Works (MDL) in 2020</li> </ul>	<ul style="list-style-type: none"> <li>&gt; 1,000 tons of CO<sub>2</sub> emission reduced</li> <li>MDL &amp; MCL's employees educated on importance of 3R</li> </ul>

Best



**Anantara and Avani Victoria Falls, Zambia**  
*Best Sustainability Award 2016*

## Farmers' Market

In 2016, Royal Livingstone Victoria Falls Zambia Hotel by Anantara and Avani Victoria Falls Resort started their partnership with over 300 local farmers to run a "Farmers' Market" at hotels' warehouse every Monday and Friday. The objective of the Farmers' Market was to source freshly grown vegetables and fruits locally, support small-scale farmers within Livingstone and Kazungula Districts, and save cost in purchasing produces from nearby communities instead from Lusaka, a city that locates 500 km away from the hotels, contributing to reduction of carbon dioxide emission. To ensure quality of produces offered by local communities, the hotels worked with Agribusiness in Sustainable Natural African Plant Products (ASNAPP) in training local farmers on sustainable farming to reduce land degradation and increase water retention for crops.

The two hotels continued to work closely with local farmers to enhance their sustainable farming capacities. Farmers were able to expand their produce distribution to more markets, hence generating more income.

### Business Impact (2016 - 2021)

- Reduction of sourcing cost of fresh farm products from communities 500 km away to nearby local Livingstone farmers

### Socio-Environmental Impact (2016 - 2021)

- > 300 local farmers supported
- > Baht 36.29 million revenue generated for farmer groups participating in the project

## Outstanding



**Anantara and Avani Victoria Falls, Zambia**  
*Outstanding Sustainability Award 2019*

## Bee Keeping

Royal Livingstone Victoria Falls Zambia Hotel by Anantara and Avani Victoria Falls Resort piloted a “Bee Keeping” project to support a women cooperative in Mukuni Village in 2019. The ultimate goal was to ensure food security by promoting rural livelihoods and creating additional income for rural families. The hotels’ engineering team worked on beehives structures and dispatched them to the village while staff from Zambia Forestry College (ZFC) taught villagers on honey farming. Honey collected was bottled by women in the community and sold back to the hotel at retail shop and at the monthly Food Market which were also opened to hotel guests and the public. The project brought additional income to rural communities while saving the hotels’ cost by switching to honey sourced from local community within 5 - 10 km radius, instead of imported honey.

The hotels continued to improve the project in 2020 and 2021 by supporting packing and branding designs and assisting with cooperative registration for the women group. This will allow them to commercially supply honey to local markets in 2022.

Business Impact (2019 - 2021)	Socio-Environmental Impact (2019 - 2021)
<ul style="list-style-type: none"> <li>• Almost Baht 48,000 saved from direct purchase of honey from this women group</li> <li>• Almost Baht 64,000 generated from sales of bottled honey</li> </ul>	<ul style="list-style-type: none"> <li>• 60 women offered career opportunities</li> <li>• Reduced carbon footprint as hotels stopped procuring imported honey and bought honey from local community within 5 - 10 km radius</li> </ul>

Outstanding



Best



**Nomad Coffee Group, Australia**

*Outstanding Sustainability Award 2016*

*Best Sustainability Award 2018*



## Sustainable Coffee Program

Nomad Coffee Group (Nomad) started the “Sustainable Coffee Program” (SCP), defined as coffee purchased via direct relationships with producers or their representatives or purchased with a global certification of sustainability (Fairtrade, Rainforest Alliance, amongst others). Moving away from sourcing coffee via traditional coffee brokers, SCP aimed to improve the traceability and transparency of the coffee Nomad roasted. The objective of the program was to pay a fair price for quality coffee, protect the environment, and have a positive impact on the coffee producing community in Brazil, Colombia, El Salvador, Honduras, India, and Peru.

In 2018, Nomad made a great stride in sustainability by moving 60% of green coffee beans buying to SCP. It continued to increase the amount of SCP coffee beans purchased and reached 95% of total green beans in 2021.

Most of Nomad’s certified coffee purchases fall under the Rainforest Alliance (RA) Certification. This certification is well known for its protection of human rights, sustainable livelihood policies, and fair payment. It also promotes climate-smart agricultural practices and provides training programs to equip farmers in climate change defense and eco-system preservation.

Business Impact (2018 - 2021)					Socio-Environmental Impact (2018 - 2021)																						
<ul style="list-style-type: none"> <li>Coffee Sales increase (Year-On-Year)</li> </ul> <table border="1"> <thead> <tr> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>8%</td> <td>7%</td> <td>3%</td> <td>13%</td> </tr> </tbody> </table>					2018	2019	2020	2021	8%	7%	3%	13%	<ul style="list-style-type: none"> <li>Nomad’s Spending on SCP coffee:</li> </ul> <table border="1"> <thead> <tr> <th></th> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td><b>Baht</b></td> <td><b>&gt; 326 m</b></td> <td><b>&gt; 336 m</b></td> <td><b>&gt; 475 m</b></td> <td><b>&gt; 408 m</b></td> </tr> </tbody> </table>						2018	2019	2020	2021	<b>Baht</b>	<b>&gt; 326 m</b>	<b>&gt; 336 m</b>	<b>&gt; 475 m</b>	<b>&gt; 408 m</b>
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<ul style="list-style-type: none"> <li>Better coffee quality and traceability as partnered coffee farmers invest in their farming method to create better products for SCP</li> </ul>					<ul style="list-style-type: none"> <li>Through work of our suppliers in targeted counties, the program has improved livelihood of coffee farmers and their communities e.g. children education, quality of life, and women empowerment</li> </ul>																						

## Outstanding



**Minor Food China - Human Capital, China**  
*Outstanding Sustainability Award 2019*

## Development of Skilled Kitchen Talent for Business Needs



Minor Food China realized the significant contribution that skilled chefs have towards its business growth. Since 2019, the company has established partnership with Dong Fang Culinary School in 12 provinces and created a joint-culinary program to develop skilled kitchen talents. The program was approved by the Ministry of Labor of the People's Republic of China.

In 2019, Students who received two years of professional cooking technical training and were offered employment as "Chef Management Trainee" at Minor Food China's Riverside restaurants. The program enabled the business to shorten training period for new recruits to 3 months from usual training period of 8 - 12 months, creating saving in training labor hours and costs.

In 2020, it expanded this partnership to 5 more Dong Fang Culinary School campuses in Eastern region in response to business expansion of additional 16 eastern stores. Due to COVID-19 situation, the 3-month training for new graduates took place at school campus instead and reduced on-the-job training period at the stores to 3 days upon Chef Management Trainees' arrival.

The program continued to expand to more locations where business operates. In 2021, Minor Food China strengthened its partnership with the institute to establish training base in Sichuan Province in preparation for business expansion. Total of 9 Sichuan campuses offered the 3-month joint-culinary program.

Business Impact (2019 - 2021)	Socio-Environmental Impact (2019 - 2021)
<ul style="list-style-type: none"> <li>&gt; Baht 14.6 million saved from shorter training period for new recruits</li> <li>&gt; Baht 7.4 million PR value from media coverage</li> </ul>	<ul style="list-style-type: none"> <li>&gt; 800 new graduates employed by Minor Food China</li> </ul>

# About this Report

Our sustainability report serves as a channel for us to update on the economic, environmental and social impacts of our businesses. It also addresses our stakeholders' need for sustainability information by disclosing our goals and progress towards incorporating sustainable and responsible business practices into our operations.

<b>Reporting period</b>	Fiscal year 2021: 1 January 2021 - 31 December 2021
<b>Reporting cycle</b>	Annual
<b>Report details and GRI reporting references</b>	<ul style="list-style-type: none"> <li>• Minor International PCL's 10<sup>th</sup> annual Sustainability Report</li> <li>• This report has been prepared in accordance with the GRI Standards: Core option</li> <li>• The detailed <a href="#">Sustainability Performance data 2021</a> and the <a href="#">GRI Content Index</a> for this report can be downloaded from Minor International's website.</li> </ul>
<b>Reporting scope and boundary</b>	<ul style="list-style-type: none"> <li>• Covers all three of Minor's core business units – hospitality, restaurants and lifestyle brand distribution</li> <li>• Reports 2021 operating data of subsidiaries, associated and affiliated companies under Minor International PCL. The <a href="#">Material Aspects and Boundaries</a> of this report can be downloaded from Minor International's website under Sustainability Reports.</li> <li>• Due to the unique characteristics and context of our business units and to reflect materiality, the scope of our reported data is focused on entities where Minor has both management and operational control.</li> <li>• All data is based on information currently available in our systems, and is presented in alignment with recognized standards where feasible.</li> <li>• Our process for defining report topics and content is linked to Minor Sustainability Strategy which is guided by the most significant and relevant sustainability issues to our businesses. The issues were identified by senior management through a materiality assessment process involving both external and internal stakeholders.</li> </ul>
<b>External assurance</b>	The integrity and the transparency of selected environmental and social data in this report has been assured by an external party to verify and assess the selected data against GRI Standards. An assurance statement issued by LRQA (Thailand) Limited is available in the " <a href="#">Assurance Statement</a> " section on page 111 - 112 of this report.
<b>Report availability</b>	This report and previous sustainability reports are published digitally and are available at Minor International's website under <a href="#">Sustainability Reports</a> .
<b>Report contact</b>	<p>Corporate Sustainability Department  E-mail: <a href="mailto:sustainability.mint@minor.com">sustainability.mint@minor.com</a>  Tel.: +66 (0) 2365 7707</p> <p><b>Minor International Public Company Limited</b>  88 The Parq Building, 12<sup>th</sup> Floor, Ratchadaphisek Road,  Klongtoey Subdistrict, Klongtoey District, Bangkok 10110  Tel.: +66 (0) 2365 7500  <a href="http://www.minor.com">www.minor.com</a></p>



# LRQA Independent Assurance Statement

## Relating to Minor International Public Company Limited's Sustainability Report 2021

This Assurance Statement has been prepared for Minor International Public Company Limited's in accordance with our contract but is intended for the readers of this Report.

### Terms of engagement

LRQA (Thailand) Ltd. (LRQA) was commissioned by Minor International Public Company Limited (MINT) to provide independent assurance on its Sustainability Report 2021 "the report" against the assurance criteria below to a limited level of assurance and at the materiality of the professional judgement of the verifier using LRQA's verification approach. LRQA's verification procedure is based on current best practice, is in accordance with ISAE 3000<sup>1</sup> and uses the following principles of - inclusivity, materiality, responsiveness and reliability of performance data.

Our assurance engagement covered MINT's Global operations and subsidiaries under its operational control only, and specifically the following requirements:

- Evaluating the accuracy and reliability of data and information, reference to GRI standards, for only the selected indicators listed below:
  - Environmental: (GRI 301-1) *Materials used by weight (single-use plastic only)*, (GRI 302-1) *Energy consumption*, (GRI 303-3 and 5) *Water withdrawal and consumption*, (GRI 305-1) *Direct (Scope 1)*, (GRI 305-2) *Energy indirect (Scope 2)*;
  - Social: (GRI 401-1) *Employee turnover rate by age and gender*, (GRI 404-3) *Internal promotion of management levels and (non-GRI) People development and support (include external parties)*

Our assurance engagement excluded the data and information of MINT's subsidiaries where it has no operational control. Our assurance engagement also excluded the data and information of its suppliers and any third-parties mentioned in the report.

LRQA's responsibility is only to MINT. LRQA disclaims any liability or responsibility to others as explained in the end footnote. MINT's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of MINT.

### LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that MINT has not, in all material respects:

- Met the requirements above
- Disclosed accurate and reliable performance data and information as no errors or omissions were detected

The opinion expressed is formed on the basis of a limited level of assurance and at the materiality of the professional judgement of the verifier.

**Note:** The extent of evidence-gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

### LRQA's approach

LRQA's assurance engagements are carried out in accordance with our verification procedure. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Auditing MINT's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling process, and systems, including those for internal verification. We also spoke with key people in various departments responsible for compiling the data and drafting the report.
- Sampling of evidences presented at assets and Head office to confirm the reliability of the selected topic specific standards.



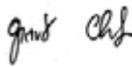
## Observations

Further observations and findings, made during the assurance engagement, are:

- Reliability:  
MINT has a well-defined data management system to consolidate data and information associated with the selected specific topic standards. Maintaining internal verification processes will continually improve the reliability of its reported data and information.

## LRQA's standards, competence and independence

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.



Opart Charuratana  
LRQA Lead Verifier

Dated: 18 March 2022

On behalf of LRQA (Thailand) Limited  
22th Floor, Sirinrat Building, 3388/78 Rama IV Road  
Klongton, Klongtoey, Bangkok 10110 THAILAND

LRQA reference: BGK00000666

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