









# Planet



Climate change is a global phenomenon that negatively impact all life on the Earth, and mainly contributed from man-made activities. As a responsible citizen, in 2022 Minor committed to become a “Net-zero Carbon Organization by 2050”, as our contribution towards the mitigation of climate impacts. This commitment drives all our operations worldwide to pursue actions towards protecting our planet while tackling climate change. 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.

With the portfolio of 531 hotels, 2,531 food outlets, 297 lifestyle points of sale, and 6 factories in 63 countries worldwide, we have a prime responsibility to minimize the impacts of our presence, including 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 alternatives. We also support protection of on-land and below-water biodiversity in the areas where we have footprints through long-term conservation initiatives. Our goals are to implement environmental management practices, both by minimizing environmental impacts and protecting ecosystems, that collectively lead us to achieving our goal of becoming a Net-zero Carbon Organization.







## Management Approach

Material Topics	Climate Action		
 <b>Goals</b>	<b>Goal 1:</b> <b>20%</b> reduction in energy intensity for Minor Hotels (Baseline 2016) by 2023 <sup>(1)(5)</sup>	<b>Goal 2:</b> <b>20%</b> reduction in carbon dioxide emission intensity for Minor Hotels (Baseline 2016) by 2023 <sup>(1)(5)</sup>	<b>Goal 3:</b> <b>20%</b> reduction in water intensity for Minor Hotels (Baseline 2016) by 2023 <sup>(1)(5)</sup>
 <b>2022 Performance</b>	<b>Achieved:</b> <b>-65%</b> (Incl. NH Hotel Group)	<b>Achieved:</b> <b>-75%</b> (Incl. NH Hotel Group)	<b>Achieved:</b> <b>-70%</b> (Incl. NH Hotel Group)
 <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>Responsibility</b>	<ul style="list-style-type: none"> <li>Minor Hotels Operations</li> </ul>		
 <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>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) The goals have been achieved with the inclusion of NH Hotel Group. New medium-term goals are established in 2022 while action plan is being developed to apply for science-based targets
- (2) Measured by intensity (tons/ total system sales in Baht million using fixed 2021 FOREX)
- (3) Include Thailand and Indian Ocean
- (4) New goals, begin in 2023
- (5) Measured by intensity (per room sold)







## Management Approach

Material Topics	Climate Action		
 <b>Goals</b>	<b>Goal 4:</b> <b>50%</b> reduction in organic waste to landfill intensity for Minor Hotels (Baseline 2021) by 2030 <sup>(2)</sup>	<b>Goal 5:</b> <b>75%</b> reduction of single-use plastic (Baseline 2018) by 2024 <sup>(3)</sup>	<b>Goal 6:</b> <b>100%</b> of nature-based hotels have at least one long-term conservation initiative by 2023
 <b>2022 Performance</b>	<b>On Track:</b> <b>-25%</b> (Excl. NH Hotel Group)	<b>Developing:</b> <b>-25%</b>	<b>On track:</b> <b>94%</b>
 <b>Boundary &amp; Approach</b>	<b>Worldwide:</b> Optimize the use of natural resource while Reduce, Reuse, Recycle waste and promote utilization of organic waste such as composting and animal feeding to minimize channeling them to landfill	<b>Thailand and Indian Ocean:</b> Respond to the rapidly increasing plastic pollution Crisis 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>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. Establish conservation measurement methodology by integrating Task Force on Nature-related Financial Disclosures (TNFD) recommendations to ensure positive impact and link to carbon offset
 <b>Responsibility</b>	<ul style="list-style-type: none"> <li>Minor Hotels Operations</li> </ul>	<ul style="list-style-type: none"> <li>Minor Group in Thailand and Minor Food in Maldives and Seychelles</li> </ul>	<ul style="list-style-type: none"> <li>Minor Hotels Operations</li> </ul>
 <b>Monitoring &amp; Evaluation</b>	<ul style="list-style-type: none"> <li>Third-party verification: Waste</li> </ul>	<ul style="list-style-type: none"> <li>Third-party verification: Reduction of single-use plastic.</li> </ul>	<ul style="list-style-type: none"> <li>Internal monitoring: Biodiversity</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>		

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- (3) Include Thailand and Indian Ocean
- (4) New goals, begin in 2023
- (5) Measured by intensity (per room sold)

## Management Approach

Material Topics	Climate Action		
 <b>Goal</b>	<b>New:</b> <b>15%</b> reduction in energy intensity for Minor Hotels (Baseline 2019) by 2025 <sup>(4)(5)</sup>	<b>New:</b> <b>15%</b> reduction in carbon dioxide emission intensity for Minor Hotels (Baseline 2019) by 2025 <sup>(4)(5)</sup>	<b>New:</b> <b>10%</b> reduction in water intensity for Minor Hotels (Baseline 2022) by 2025 <sup>(4)(5)</sup>
 <b>2022 Performance</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>Responsibility</b>	<ul style="list-style-type: none"> <li>Minor Hotels Operations</li> </ul>		
 <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>		
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# 39%

reduction in water intensity of  
Nomad Coffee Group\*



# 29%

reduction in scope 1 and 2  
GHG Emission intensity of  
Nomad Coffee Group\*



# 26%

reduction in water intensity  
of Minor Dairy\*



# 23%

reduction in scope 1 and 2  
GHG Emission intensity  
of Minor Dairy\*



# 24%

reduction in water intensity  
of NMT factory\*



# 25%

reduction in scope 1 and 2  
GHG Emission intensity of  
NMT factory\*



# 37%

reduction in energy and  
scope 2 GHG Emission  
intensities of Minor Lifestyle  
outlets\*



# 84

of IUCN Red List of  
Threatened Species protected

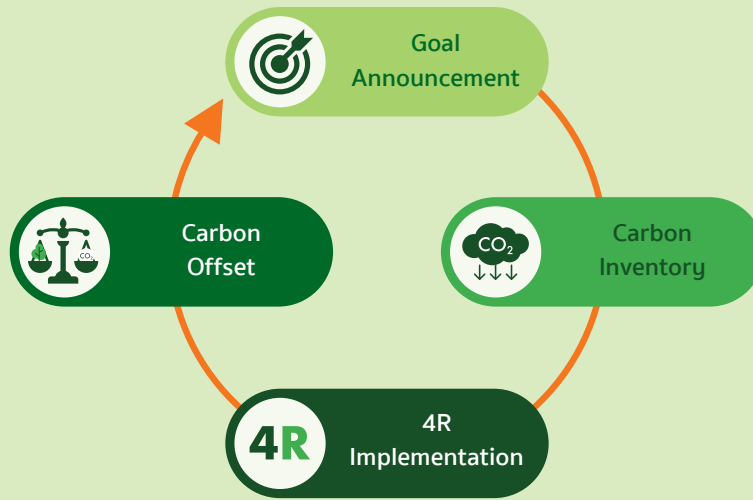
\* Reduction from 2021

The need to take immediate actions against climate change is more prevalent than ever as its adverse impacts directly affect ecosystem, business, society, and human being. Minor commits to help mitigate global climate change by ensuring that we operate in sustainable manner as guided by our group-wide [Environmental Policy](#), and drive towards our commitment to becoming a “Net-zero Carbon Organization by 2050”. To achieve this, Minor has committed to set near-term and net-zero science-based targets to be approved by the [Science Based Targets initiative \(SBTi\)](#). We are in the 2<sup>nd</sup> and 3<sup>rd</sup> steps of Minor’s Net-zero Carbon Approach: Reviewing our carbon inventory of scope 1, 2, and 3 and implementing the 4R practices within our operations. Details of Minor’s carbon inventory are shown in “Environmental Performance” section of [Sustainability Performance Data 2022](#) on Minor’s website and 4R initiatives are described in later sections of this chapter.

In 2022, we have achieved the set goals of 20% reduction in energy, carbon dioxide emission, and water intensities for Minor Hotels by 2023 (Baseline 2016) with reduction performance at 65%, 75%, and 70% respectively. These reductions are mainly contributable to NH Hotel Group’s renewable energy, which accounted for over 30% NH Hotel Group’s of total energy usage. As these initial goals have been achieved, and while we progress on setting the science-based targets, we have established a new set of environmental targets to continue the pathway to the Net-zero Carbon Goal, by using Cornell Hotel Sustainability Benchmarking Index 2021 as a guideline.

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

### Net-zero Carbon Approach:



In 2022, we further deploy the Task Force on Climate-related Financial Disclosures (TCFD) recommendations by outlining quantitative risks and opportunities. Financial impacts of vulnerable areas are estimated by the assessment of potential physical risks with different scenarios of RCP 8.5 and RCP 2.6. For transition risks, financial impacts of carbon prices and electricity prices are quantified in potentially impacted areas in two scenarios: business as usual and net-zero emission. Both assessments are presented in short (present to 2030), medium (present to 2040), and long (present to 2050) terms. The next steps are to work with the business units in vulnerable areas to define mitigation and associated costs.

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.

Over 50 properties of Minor Hotels are nature-based, meaning 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 International Union for Conservation of Nature (IUCN) red

list species. Minor focuses on creating positive impact on biodiversity in the area where we operate. Rich biodiversity provides the attractions that draw guests to our hotels hence safeguarding of biodiversity is vital to preserving economic benefit to our business. We set a long-term goal for all Minor Hotels' nature-based properties to implement at least one long-term conservation initiative by 2023, aiming to positively impact the environment and surrounding communities. Our hotels continue to collaborate with conservation-focused organizations, community members, as well as guests in the efforts to conserve "life on land" and "life below water". In 2022, more than 94% of the hotels have implemented long-term conservation initiatives in their areas. In addition, to ensure sustainable impact of conservation initiatives and link to future residual carbon offset, Minor aims to establish conservation measurement methodology by integrating Taskforce on Nature-related Financial Disclosures (TNFD) recommendation.

In 2022, 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 Management

## Biodiversity Conservation

[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 ensure that we conduct our businesses in the way that minimize the impact of our presence to the environment and the surrounding communities, support biodiversity protection, and contribute to the mitigation of global climate change, especially in the areas where we have footprint. We constantly benchmark ourselves against the policies, relevant legal requirements, and international guideline and standards to ensure that 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 2022 on our website.

#### No. of entities\* with certification

ISO 14001	99
ISO 50001	33
BREEAM	11
LEED	1
Green Key - Eco Label	56
Green Growth 2050 Members	38



\* Hotel properties or manufacturing facilities



In 2022, Minor responded to CDP's climate change and water security questionnaires and received scores of “B” for both areas, higher than global average for climate change and on par of global average for water security. We also received Supplier Engagement Rating of “A-” for Climate Change. This emphasizes that we are on track in our Net-zero Carbon pathway, and that our Net-zero Carbon Approach will navigate us to improve our impacts on climate change.

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Group-wide Operations

**In 2022, Minor invested  
 Baht 117 million  
 in environmental  
 initiatives worldwide**

While we progress on the science-based targets and our initial goals of environmental reduction are achieved, we have established a new set of environmental targets to continue the pathway to the Net-zero Carbon Goal, by using Cornell Hotel Sustainability Benchmarking Index as a guideline:

- 15% reduction in energy intensity for Minor Hotels (Baseline 2019) by 2025
- 15% reduction in carbon dioxide emission intensity for Minor Hotels (Baseline 2019) by 2025
- 10% reduction in water intensity for Minor Hotels (Baseline 2022) by 2025

Minor pledges to minimize food loss and waste by establishing a goal of "Reduction in organic waste to landfill for Minor Hotels by 2030 (Baseline 2021)" in 2021 in alignment with the UN's Sustainable Development Goal 12.3. Food loss and waste contributes to over 53% of organic waste for Minor Hotels excluding NH Hotel Group. To tackle this, the Corporate Sustainability Department organized two waste management workshops in 2021 and 2022 to uplift the awareness and understanding of Minor Hotels employees on 6-steps of Waste Management Standard Operating Practices: 1) Committee appointment 2) Understanding of waste types 3) Waste Segregation 4) Waste Recording 5) Waste minimization and 6) Guest Engagement. The workshops aiming to educate and share best practices are well accepted by the attendants. In 2022, we progressed well on the management of organic waste, with a reduction of 25% compared to 2021 baseline. In 2022, 13% of organic waste including food waste and loss were utilized through composting and animal feeding purposes.

In response to Minor's pledge to be a Net-zero Carbon Organization by 2050, capacity building in climate change issues for our board members, senior management, and employees is crucial to pursue this commitment. In November 2022, Minor's Low Carbon Business workshops were organized by the Corporate Sustainability Department for Minor Hotels and Minor Food aiming to raise awareness of increasingly important global agenda of climate change and how business units can be part of this effort through 4R approach – Reduce, Reuse, Recycle, and Replace.

A virtual workshop was arranged for board member, senior management, and employees from the Corporate and over 50 properties Minor Hotels under Minor's operational control in Asia, Middle East, Indian Ocean, and Africa. Mr. Dillip Rajakarier, Group CEO of Minor International and CEO of Minor Hotels, welcomed participants and reminded everyone how their actions can contribute to global warming and climate change. At this workshop, experts from both public and private sectors: the United Nations Framework Convention on Climate Change's Regional Collaboration Centre for Asia and the Pacific (UNFCCC), Thailand Development Research Institute (TDRI), Greenview, and Dow Thailand Group, were invited to share their experiences and insights in mitigation and adaptation to global climate change. After the panel discussion, four paralleled breakout sessions were conducted where we invited four additional experts to share their knowledge and experiences on energy and greenhouse gas management, water management, waste management, and sustainable chef.

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Another workshop for Minor Food took place at Minor Headquarter and were joined by the GMs, marketing and operations teams from eight Minor Food brands and the Supply Chain Management team. Mr. Anhul Chauhan, CEO of Minor Food, reiterated the importance of moving towards a low-carbon business to create better changes to the world. Two experts from the Ministry of Commerce and Bo.lan Sustainable Food Center were invited to share their experience and best practice especially on eco-friendly packaging design, sustainable menu creation, and zero waste kitchen. Two group exercises were assigned to allow participants to apply the knowledge into real practices: Adjustment of our existing popular food menu into a more sustainable and low-carbon option and Crafting of each brand's 2023 low-carbon plan by using 4R approach to manage its environmental impact, from raw materials and energy consumption to waste generation and disposal.

To emphasize the data collection of carbon inventory in line with the 2<sup>nd</sup> step of Minor's Net-zero Carbon Approach, we have expanded the coverage of our environmental reporting to cover all business units under Minor's operational control

and continue to progress towards such disclosure. Where data are not adequately available, we have extrapolated the environmental data by using available, comparable relevant data. In 2022, we have expanded the scope of our reporting as follows:

- First report of Energy usage, carbon dioxide emission, and water of Minor Food oversea including Minor Food Australia, Minor Food China, Minor Food Singapore, Minor Food Middle East, Minor Food Indian Ocean, and Benihana in United Kingdom
- First report of 2022 waste quantity and intensity (per total system sales) of 6 major Minor Food brands in Thailand
- Restatement of 2019 - 2021 The Pizza Company waste intensity by changing denominator from gross sales<sup>(1)</sup> to total system sales<sup>(2)</sup>
- Rearrangement of The Pizza Company Delivery from scope 3 to scope1, per organization restructuring to be under Minor's operational control

**Remarks:**

- (1) revenue excluded VAT and discount  
 (2) revenue included VAT and discount

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Reported absolute greenhouse gas scope 1 and scope 2 increased by 77% and 25% respectively compared to 2021. Increases in GHG scope 1 and scope 2 were mainly from the expanded scope to include energy used of Minor Food restaurants in overseas hubs: Minor Food Australia, Minor Food China, Minor Food Singapore, Minor Food Middle East, Minor Food Indian Ocean, and Benihana in United Kingdom. The inclusion of refrigerant of Minor Food restaurants in Thailand for the first time was also a main contributor to the increase in scope 1. The absolute GHG emission scope 3 reported was significantly raised from the year 2021 as we have expanded the scope of our reporting as follows:

- Minor Lifestyle's Purchase Goods and Services and Capital Goods
- Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2 of Minor Hotels, Minor Food Restaurants in Thailand, Minor Food restaurants in overseas hubs: Minor Food Australia, Minor Food China, Minor Food Singapore, Minor Food Middle East, Minor Food Indian Ocean, and Benihana in United Kingdom, Minor Dairy Ltd., NMT Limited, and Minor Lifestyle Outlets
- Business Travel by airplane and flat rate van
- Franchises of Minor Food Australia restaurants

We believe the completion of carbon inventory in scope 1, scope 2, and scope 3 is a starting point in developing the near-term and net-zero science-based targets to be approved by the Science Based Targets initiative (SBTi).

In 2022, the reduction of single-use plastic in Thailand, Maldives, and Seychelles operations was 25% compared to 2018 baseline. This is not progressing as planned due to the shift in customers' behavior towards more takeaways and delivery as an aftermath of the COVID-19 pandemic. This has contributed to higher single-use plastic usage of some items such as cutlery and cups & lids. 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".

In 2022, we identified water stress areas of our owned and managed properties by using the World Resources Institute's Aqueduct tool. The result showed that 40% of assessed properties under Minor's portfolio are located in extremely high- and high-water stress areas. We quarterly conducted water-stress management workshops with 4 piloted hotel properties in extremely high-water stress areas to share best practices of water management. The volunteer water targets were set up with these four hotels by using Cornell Hotel Sustainability Benchmarking Index 2021. The outcome satisfactorily showed the achievement of set internal targets. The properties could identify their significant source of water consumption and initiated water reduction initiatives by implementing 4R approach – Reduce, Reuse, Recycle, and Replace.

Details of water withdrawal and water consumption of water stress areas are presented in "Environmental Performance" section of [Sustainability Performance Data 2022](#) 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.

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### Minor Hotels Operations



### The 6,000 tons of carbon dioxide offset through environmental initiatives by NH Hotel Group

In 2022, with the inclusion of NH Hotel Group, Minor has achieved three environmental goals with the following performances: 1) 65% reduction in energy intensity for Minor Hotels (Baseline 2016), 2) 75% reduction in carbon dioxide emission for Minor Hotels (Baseline 2016), and 3) 70% reduction in water intensity for Minor Hotels (Baseline 2016).

The reduction of energy and carbon dioxide emission intensities was fundamentally due to around 54% of total purchased energy (electricity, heating, and cooling) of NH Hotel Group, or 32% of its total energy usage, was derived from renewable energy such as wind, solar, hydro, and biomass in Northern and Southern Europe. Total number of

rooms sold of NH Hotel Group in 2022 accounted for over 80% of total Minor Hotels' rooms sold.

Water withdrawal intensity decreased by 70% 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 or non-city hotels. In 2022, we conducted a new survey of hotels under Minor's operational control (excluding NH Hotel Group) and found that average of 43% of water withdrawal quantity was discharged. We then applied this rationale to hotels where water discharge cannot be specified. Water consumption is not material for NH Hotel Group's city hotels.

Details are presented in "Minor Hotels' Environmental Performance" section of [Sustainability Performance Data 2022](#) 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 Statement of Non-Financial Information – Sustainable Business Report 2022](#).

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## Minor Food Operations

### Minor Food Project and Facility Management

In 2022, Minor continues to improve utility efficiency and awareness of energy and water conservation in Minor Food restaurants in Thailand by monitoring energy dashboard monthly. For facility management, Minor Food Project team decided to minimize purchased goods of air condition system in 5 pilot restaurants by changing from concealed duct type to 4-way cassette type. Changing to 4-way cassette type could potentially withdraw galvanize steel, insulation, and air supply grill consumption while cooling efficiency remain the same. More than 83,000 kg of carbon dioxide emission was saved from this pilot project. We aim to continue utility efficiency management practices and find gaps for improvement to ensure we are on track with our Net-zero Carbon pathway.

### Minor Food Restaurants

In early 2022, Minor Food restaurants in Thailand were affected by the government's restrictive measures against COVID-19. The restaurants resumed to full operation in July 2022. The energy and water consumption per Baht 1,000 revenue increased by 13% and 7% respectively compared to 2021 as a result of the higher consumption from business reopening in the second half of the year. In 2022, we underwent restructuring of The Pizza Company delivery functions and it is now included under Minor's operational control. In addition, we have measured and included refrigerant consumption for the first time. These changes contributed to the increase in carbon dioxide emission per Baht 1,000 revenue by 14%. Nonetheless, Minor Food staff continuously raise awareness of energy and water conservation by monitoring of energy dashboard monthly.

This is the first year that we report energy usage, carbon dioxide emission, and water consumption of Minor Food restaurants in oversea hubs including Minor Food Australia, Minor Food China, Minor Food Singapore, Minor Food Middle East, Minor Food Indian Ocean, and Benihana in United Kingdom. Details are presented in "Minor Food's Environmental Performance" section of [Sustainability Performance Data 2022](#) on Minor website.

Unlike Minor Hotels, Minor Food stores have limited space and resource to implement onsite waste measurement. In 2022, waste composition analysis was undertaken for 6 Minor Food brands: The Pizza Company, Sizzler, Swensen's, Burger King, The Coffee Club, and Bonchon. The study was done by measuring waste types and quantity from the sample stores during normal weekdays and busy weekends to simulate the business cycles. The estimation of total waste quantity was derived from applying the sample stores' ratio of waste to total system sales of all stores. In 2022, six major brands of Minor Food in Thailand generated over 6,000 tons of waste annually. Recyclable waste and organic waste accounted for 46% and 45% of total waste followed by 9% of general waste. Almost all waste were sent to landfill. We realize the shortfall of waste minimization and utilization and will further develop and deploy appropriate waste disposal methods with our food operations.

Details are presented in "Minor Food's Environmental Performance" section of [Sustainability Performance Data 2022](#) on Minor website.

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## The Pizza Company 1112D

The Pizza Company 1112D first launched “Green Delivery” concept, with pilot electric motorcycles, saving over **200 kg** of carbon dioxide emission

In 2022, The Pizza Company 1112D introduced 13 pilot electric motorcycles under “Green Delivery” concept in Bangkok zone. The electric motorcycles, with durable battery, can serve long distance rides. One charging could deliver 14 orders or equivalent to 120 - 150 kilometers. The first pilot phase reduced over 200 kg of carbon dioxide emission over 6 months.



## NMT Limited

In 2022, NMT reduced **268 tons** of carbon dioxide emission and Baht **2.4 million** from its onsite Solar Energy consumption

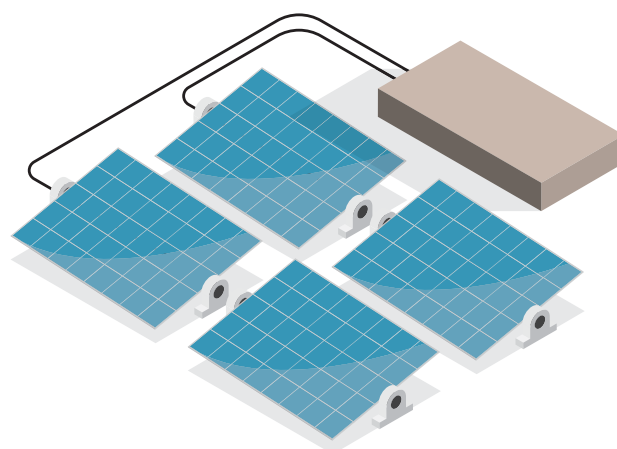
In 2022, NMT's reported energy per ton product increased by 60% compared to previous year because of the inclusion of diesel and benzene consumption of company vehicle in the calculation for the first time in 2022. In addition, LPG consumption for production process and logistics is also higher compared to 2021. Nonetheless, carbon dioxide emission per ton product decreased by 25% compared to 2021 due to the fully operational solar rooftop. Water consumption per ton product decreased by 24% as a result of lower production of high water consumption products in 2022. The percentage of waste diversion decreased by 39% compared from previous year because of the changing of hazardous waste from recovery to incineration with heat recovery. In 2022, all parameters of treated wastewater were in compliance with relevant legal regulation.

## Minor Dairy Ltd.



Minor Dairy continue to fully utilize its waste and achieve “Zero Waste to Landfill”

The factory's energy intensity reduced by 15% compared to 2021 and achieved its set annual energy reduction KPI of 5%. Carbon dioxide emission intensity significantly decreased by 23% compared to previous year. These were the result of energy saving project during non-operating hours and the installation of solar panels in which green electricity accounted for 11% of total purchased energy in 2022. Absolute water consumption in 2022 is 5% higher than 2021 due to the expansion of new production line. Water consumption per ton product reduced by 26% as a result of higher production in tons in 2022, which increased by 43% compared to 2021, as well as continued implementation of water saving projects. The factory's waste intensity decreased by 13% from 2021 and all wastes were fully utilized by recycling and recovery with zero waste to landfill. In 2022, all parameters of treated wastewater were in compliance with relevant legal regulation.



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## Nomad Coffee Group



**Nomad Coffee Group** has become  
 the 1<sup>st</sup> Carbon-neutral Organization  
 under Minor umbrella

Nomad Coffee Group is a coffee roaster and wholesale business, operating in Australia and New Zealand. In 2022, Nomad Coffee Group became a carbon-neutral organization for its Australian business by offsetting its scope1+2+3 carbon through the project “Grid Connected Wind Energy Generation at Andhra Pradesh in India”, which is approved by Climate Active, Australian Department of Industry, Science, Energy and Resources. Nomad’s purchased electricity from renewable energy certificate (REC) accounted for 92% of total electricity consumption. Nomad’s other energy consumption increased by 15% compared to previous year because of the inclusion of diesel consumption of company vehicle in the calculation for the first time in 2022. Although total energy consumption per ton product increased by 9% but total carbon dioxide emission per ton product was decreased by 29% due to the shift from non-renewable to renewable electricity. Water consumption significantly decreased by 39% compared to 2021. Nomad’s 2021 and 2022 waste type and disposal method were reported for the first time in 2022. Nomad utilized more than 60% of its waste through recycling, reuse, and composting.

Details are presented in “Minor Food’s Environmental Performance” section of [Sustainability Performance Data 2022](#) on Minor website.

Minor Lifestyle Operations

In 2022, we continued to monitor energy and carbon dioxide emission intensities of 6 brands of Minor Lifestyle outlets. The energy and carbon dioxide emission per Baht 1,000 revenue both decreased by 37% compared to 2021. This significant reduction contributed from the rationalization of the Minor Lifestyle outlets, which resulted in 23% decrease in number of outlets, hence lowering electricity consumption while revenue improved from 2021.



Life on land | Life below water

## Biodiversity Conservation

Biodiversity is essential to the survival of all lives on the Earth, both on land and below water. Various species of fauna and flora also contribute to lower carbon dioxide emission thus conserving them can help mitigate the global climate change. 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 of Threatened Species.

The proximity to nature is one of the key attractions that brings customers to our hotels, while providing resources to the community. Therefore biodiversity conservation is crucial for our business and our stakeholders’ sustainability. With this in mind, we continually seek ways to involve our customers and communities in our long-term conservation initiatives.

### Life on land

#### Elephant Conservation

As the largest on-land mammal, and one of the keystone species, elephants have an important role in maintaining the biodiversity of the ecosystems in which they live. They are also an iconic species that attract visitors. However, elephant population has drastically declined in the past decades, mainly due to ivory poaching and habitat loss.



Elephants are considered a national symbol in Thailand where Minor is headquartered. We are dedicated to the protection and conservation of 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 to address human-elephant conflict issues. In 2022, there was no elephant casualty in the Dong Phrayayen-Khao Yai Forest Complex where GTAEF supported local conservation organization to implement “Communities Mitigating Human-Elephant Conflict” project.













GTAEF also extends its efforts to conservation of wild elephants outside Thailand: funding research to resolve human-elephant conflict issues in Africa and protecting habitat in Cambodia. Through its collaboration with Wildlife Alliance in Cambodia, in 2022, park rangers spotted 8 signs of a herd with 5 adult elephants and 4 juveniles in the patrolled area, compared to only 2 occasions between 2014 - 2021.

## Environmental Management

## Biodiversity Conservation

Life on land | Life below water

## Golden Triangle Asian Elephant Foundation's Mission and Performance

Mission	Captive Elephant Welfare Promote ethical and non-abusive work of 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 researches and studies
2022 Performance	 <b>5</b> new elephants taken in from non-operating camps  <b>19</b> elephants currently living at the foundation's camp  <b>22</b> mahouts and their families currently living in the camp  <b>315</b> children from mahout families of Ban Taklang Elephant Village provided with English classes	<p>Worked with local conservation organization and communities in Dong Phrayayen-Khao Yai Forest Complex in implementing "Communities Mitigating Human-Elephant Conflict" project</p>  <b>0</b> elephant casualty incident in the project area  <b>76</b> human-elephant conflict patrols undertaken  <b>9</b> elephant crop raiding incidents defused  <b>1,605</b> community members and <b>250</b> park rangers educated on handling human-elephant conflict  <b>14</b> Trainings on human-elephant conflict organized	 <b>2</b> elephant professional lectures hosted by elephant experts via online platform with > 1,300 people attended  "Understanding Elephant Behavior" research project by Comparative Cognition for Conservation Lab, City University of New York with research assistance and data collection in Salakphra Wildlife Sanctuary, Kanchanaburi advocated. The project aims to find a novel approach to mitigate human-elephant conflicts and was introduced for trial at GTAEF camp in 2022  Livestream sessions undertaken to educate on elephant behaviors and importance of elephant conservation

Life on land | Life below water

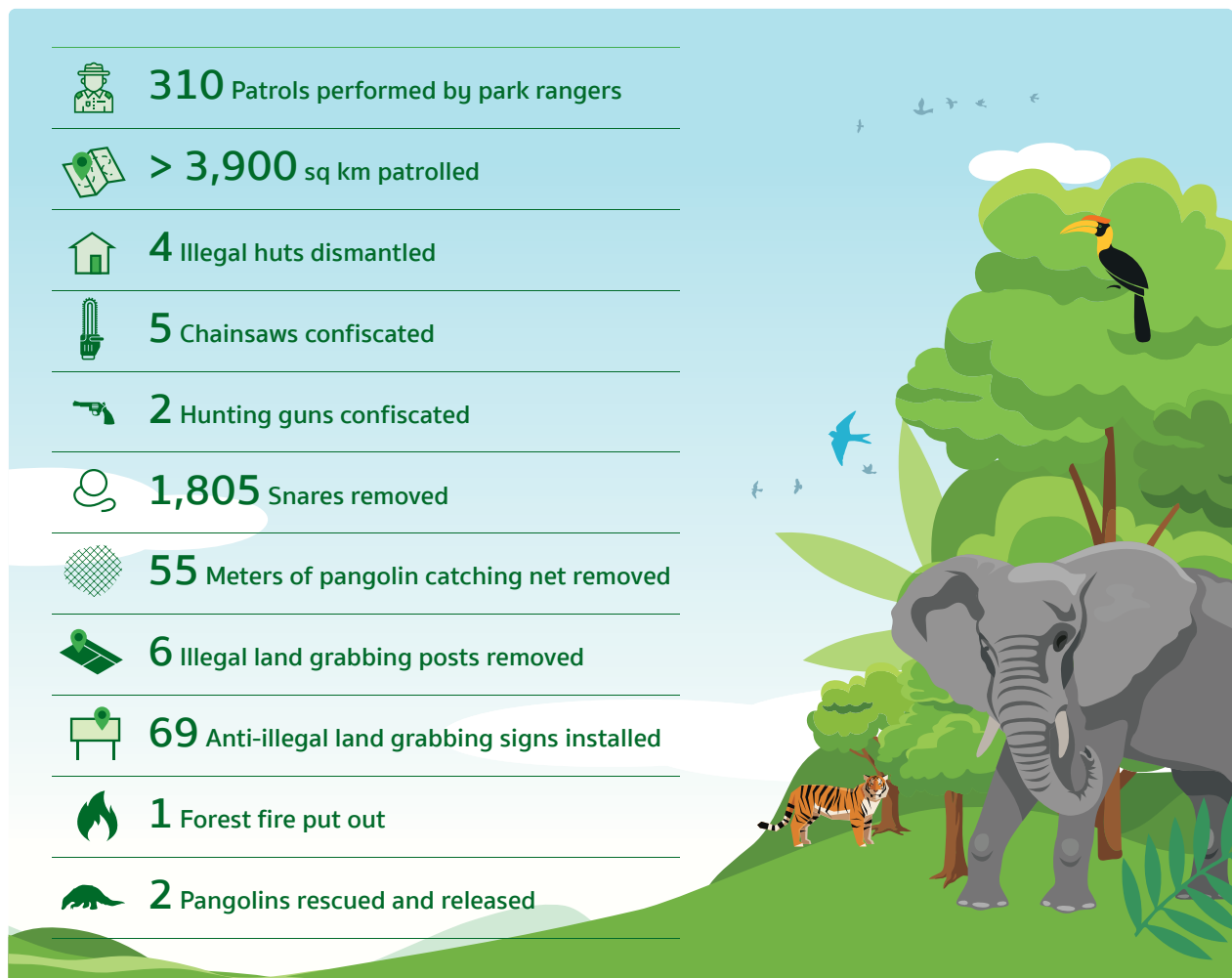
## Wildlife Conservation

Minor is conscience that wildlife conservation, especially in the area where Minor Hotels operate, is vital for maintaining healthy ecosystem as well as preserving traditional culture and heritage of native communities. Natural and prosperous biodiversity also promotes sustainable tourism.

### Conservation in Cambodia

Cardamom Tented Camp is a joint initiative by Minor, Wildlife Alliance, and YAANA Ventures to conserve the land and its biodiversity while promoting sustainable tourism. Cardamom Tented Camp is an awarded ecolodge located in the Botum Sakor National Park, in Cambodia which is an evergreen rainforest and has been rated as one of the world's 32 biodiversity hotspots. 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 Golden Triangle Asian Elephant Foundation, to promote conservation activities and support park rangers' mission in protecting the area.

### 2022 Performance



Life on land | Life below water

### Conservation in Africa

Proximity of protected areas to local communities creates a strong connection between people livelihood and well-being of wildlife and their habitat. Land & Life Foundation, supported by the Elewana Collection, Cheli & Peacock Safaris, and Golden Triangle Asian Elephant Foundation, aims to create a sustainable future where communities peacefully live alongside wildlife across Kenya and Tanzania with a focus on four main programs:

### 2022 Performance

#### Wildlife Warrior Program

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

- **38** scholarships provided to secondary school students
- **35** schools near Elewana Collection's properties provided with conservation education sessions and learning materials



#### Medical Support

Collaborating 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

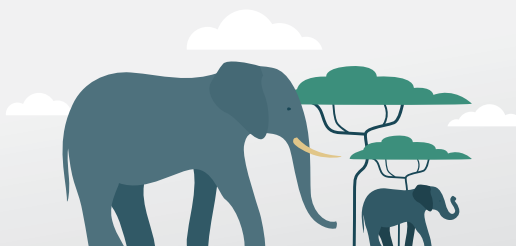
- **1,085** community members treated during the 11<sup>th</sup> Annual Medical Camp at Aitong Health Centre for Narok community in Masai Mara with screening of cervical cancer, HPV, and HIV, as well as general medicine, dental, and eye checkups



#### Nature Conservation

Partnering 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

- Development of Human-Elephant Conflict toolkit by Randilen Wildlife Management Area advocated



#### School Support

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

- **676** students at Esiteti Primary School provided with full scholarships by the Foundation and A.E. REIMANN Foundation
- Education supplies, sanitary items, and clothing donated to schools in Kilindi Zanzibar, Lewa Wildlife Conservancy, Amboseli National Park, Maasai Mara National Reserve, and Meru National Park



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. The Foundation works with conservation organizations, related government agencies, and local communities, in ensuring the future of ecosystem in the area is sustained. MKMTF's conservation efforts focus on 3 aspects:

#### Mai Khao Marine Turtle Foundation's Mission and Performance

Mission	Turtle Conservation	Turtle Habitat Conservation	Awareness and Education
	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-nga until turtles are naturally hatched and return to sea.	Collaboration with hotel partners located on the Mai Khao beach to maintain safe environment for turtles by conducting year-round beach cleanup activities.	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.
2022 Performance	 <b>2</b> Hawksbill turtles rescued and released  <b>100</b> Green turtles released  <b>2</b> Leatherback turtle nest tended  Baht <b>110,000</b> raised to support sea turtle conservation works	 <b>&gt; 350</b> kgs of marine debris collected from the beach	 <b>&gt; 12,500</b> guests and students visited Marine Turtle Rehabilitation and Education Center to learn about sea turtles and marine conservation and their role in the conservation

## Environmental Management

## Biodiversity Conservation

Life on land | [Life below water](#)

## Conservation in Sri Lanka

Sea turtles spend most of their lives in ocean and come ashore occasionally to lay their eggs. Located on the coast of Sri Lanka that is a prime nesting zone for sea turtles, Anantara Peace Haven Tangalle Resort 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. Though Sri Lanka faced economic difficulties in 2022, the hotel managed to raised LKR 1.6 million to support the project in protecting hatching ground for endangered marine turtles along the 100 km beach.

## 2022 Performance



## Coral Rejuvenation

Coral reefs are extremely important as millions of people depend on coral reefs for food, livelihoods, cultural practices, and a variety of economic benefits. They also provide habitat for fish and other marine species and protection to shorelines against energy from waves, storms, and coastal floods. However, coral reefs are severely threatened by rapidly worsening environmental conditions. Island nations such as Maldives depend heavily on coral reefs and sustainable tourism, which play a vital role in the economic and social well-being of the country.

Anantara and Niyama resorts dwell on the beauty of the coral islands. It is the resorts' responsibilities to protect coral reefs and marine environment so guests and local community can continue to enjoy the spectacular underwater ecosystem for many years to come. The resorts work with the Coral Reef CPR scientists on the Holistic Approach to Reef Protection (HARP), supported through the Dollars for Deeds Program, to restore Maldives' coral reefs that were damaged from the El Nino effect since 2015. The program focused on coral nursery maintenance, expansion of coral nurseries through the addition of new fragments to coral ropes, planting of nursery-grown corals onto degraded reefs, and awareness raising on marine conservation.

## 2022 Performance

