

Economic Performance

Financial Highlights

		2019	2020 (Post-TFRS 16)	2021 (Post-TFRS 16) Restated	2022 (Post-TFRS 16)
Consolidated ⁽¹⁾ (Baht million)	Total Revenue	129,889	58,232	76,003	124,341
	Gross Profit ⁽²⁾	53,829	8,700	22,064	52,175
	EBITDA	26,283	546	11,114	35,208
	Net Profit (Loss)	10,698	(21,407)	(13,167)	4,286
	Benefits to employees comprising salaries, wages, welfares, and regular contribution	32,053	22,170	23,160	32,039
	Dividend to Shareholders	1,848	-	-	.. ⁽⁵⁾
	Finance Costs ⁽³⁾	4,769	8,728	10,375	10,355
	Corporate Income Tax paid to Government ⁽⁴⁾	2,293	(2,445)	(3,638)	2,408
Profitability Ratio (%)	Return on Total Assets (ROA)	4.10	(6.94)	(3.60)	1.18
	Return on Equity (ROE)	12.72	(26.40)	(16.90)	5.29
Human Capital Returns Ratio	Human Capital Return on Investment (HC ROI) ⁽⁶⁾	1.52	0.22	0.63	1.49
Per Share Data (Baht)	Basic Earnings per Share	2.04	(4.71)	(2.83)	0.54

Remarks:

(1) Include consolidation of NH Hotel Group

(2) Include depreciation expense

(3) Reclassification: Finance Costs year 2019 consisted of interest paid to lenders and on perpetual debentures. From Year 2020 onwards, Finance Costs were amended to comply with Thai Financial Reporting Standards (TFRS 16), and is consisted of interest paid to lenders, interest on lease liabilities, and interest on perpetual debentures. Interest on lease liabilities for the year 2020 - 2022 were Baht 3,195 million, Baht 3,806 million and Baht 3,754 million respectively

(4) Corporate income tax expense consists of (i) tax payable or refundable for the current year, and (ii) the recognition of deferred tax liabilities and assets for the future tax consequences of events that have been recognized by the company. Minor International reported net losses in 2020 and 2021. Thus in the consolidated financial statement, it did not have payable corporate income tax and carried over the tax losses to offset future profit. Details of Revenue, Income (losses) before Corporate Income Tax, Corporate Income Tax Expense Accrued, and number of employees hired directly and indirectly by key operating countries are presented in **Financial Highlights by Country**.

(5) Dividend per share for the 2022 performance has been approved as per Board of Director's resolution on 24 February 2023 and will be proposed to the Annual General Meeting of Shareholders on 21 April 2023

(6) HC ROI = (Total revenue – Total operating expenses excluding Employee-related expenses)/ Total employee-related expenses

Economic

Governance Bodies

Human Resource

Occupational
Health & Safety

Environment

Biodiversity

Membership
and Certifications

[Contributions to Trade & Industry Associations](#)

For the year ended 31 December 2022

Contributions - by Association Type

	Contribution (Baht million)
Sector associations	13.68
Trade associations	4.95
Associations related to the environment	2.07
Cultural associations	0.91
Foundations and Non-profit associations	0.12
Total	21.73

Contributions - by Main Area of Interest

	Contribution (Baht million)
Sustainable Tourism	3.20
Promotion of local and international relationships and responsible business opportunities	18.53
Total	21.73

Sourcing of Cage-free Eggs

For the year ended 31 December 2022

Minor Food

Reporting Coverage: Global (100%)

	Total Egg Volume (unit: million)	Caged Eggs %	Cage-free Eggs %
Thailand	3.60	99.93%	0.07%
Australia ⁽¹⁾	10.47	0.04%	99.96%
United Kingdom	0.10	0.00%	100.00%
China	0.06	100.00%	0.00%
Singapore	3.46	100.00%	0.00%
United Arab Emirates	0.37	100.00%	0.00%
Maldives	0.11	100.00%	0.00%
Seychelles	0.02	100.00%	0.00%
Total Minor Food	18.20	41.93%	58.07%

Minor Hotels

Reporting Coverage: Thailand, Malaysia, selected countries in Europe and the Americas
(33% of all hotels)⁽²⁾

	Total Egg Volume (unit: million)	Caged Eggs %	Cage-free Eggs %
Minor Hotels Thailand & Malaysia	3.11	99.92%	0.08%
Minor Hotels Europe ⁽³⁾	1.34	34.12%	65.88%
1) Austria			
2) Germany			
3) Italy			
4) Spain			
5) Switzerland			
Minor Hotels The Americas	1.64	41.35%	58.65%
1) Argentina			
2) Chile			
3) Colombia			
4) Uruguay			
Total Minor Hotels	6.09	69.70%	30.30%

Remarks:

(1) The brand's standard procedure is to procure 100% cage-free eggs. Only in inevitable case of cage-free egg shortages, the restaurant would turn to non cage-free eggs as last resort.

(2) Due to fragmented nature of hotels jurisdiction and local procurement, we were able to collect volume information from 33% of total hotels. We are in the process of improving the scope coverage for 2023.

(3) In addition, Minor Hotels in another 7 northern Europe countries, Belgium, the Czech Republic, Denmark, Ireland, Luxembourg, the Netherlands, and the United Kingdom are sourcing 100% cage-free eggs. However, information on actual volume is not available. These hotels account for an additional 9.8% of total hotels.

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Composition of Governance Bodies

Board of Director's Composition by Gender

As of 31 December 2022

Male	8	80%
Female	2	20%

Board of Director's Composition by Age

As of 31 December 2022

30 - 50 Yrs	2	20%
> 50 Yrs	8	80%

CEO and Senior Management Performance Assessment

Criteria to assess CEO and Senior Management performance is based on Key Performance Indicators (KPIs) which take into account various business dimensions; primarily financial and non-financial. Achievement targets are set forth each year in line with Company's short-term and long-term strategies. The key KPIs include:

Financial KPIs	Non-Financial KPIs
<ul style="list-style-type: none"> • Revenue • Profitability <ul style="list-style-type: none"> • Net Profit After Tax • Return on Invested Capital (ROIC) • Liquidity & Solvency <ul style="list-style-type: none"> • Leverage ratio • Shares Valuation Premiums 	<ul style="list-style-type: none"> • Operational excellence • Risk management and internal control compliance • Organizational capabilities and human resource management <ul style="list-style-type: none"> • Succession planning • Employee turnover • Sustainability <ul style="list-style-type: none"> • Environmental • Social • Corporate governance • Others <ul style="list-style-type: none"> • the success and progress against milestone set for certain ad-hoc projects

Senior Executives are entitled to not only salaries, bonuses and shares under Employee Joint Investment Program (EJIP), but also long-term incentives which hinges on long-term performance of profitability and shareholders' return. The performance vesting period for 2022 program (2022 - 2025) was four years.

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

Total Number of Employees and Proportion by Employee Type⁽¹⁾

As of 31 December 2022














	Minor Hotels	Minor Food	Minor Lifestyle	Global Shared Services & Corporate office	Grand Total
Total Number of Employees	37,289	36,651	832	525	75,297
Full-time	32,383	11,912	701	469	45,465
Part-time	4,906	24,739	131	56	29,832
Entities Under Operational Control	35,066	19,779	832	525	56,202
Full-time	30,343	7,987	701	469	39,500
Part-time	4,723	11,792	131	56	16,702
Entities Not Under Operational Control & Franchise	2,223	16,872	-	-	19,095
Full-time	2,040	3,925	-	-	5,965
Part-time	183	12,947	-	-	13,130

Remark:

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

Proportion of Employees by Nationality^{(1) (2)}

As of 31 December 2022

Nationality	
 Thai	41.4%
 Spanish	5.2%
 Chinese	4.8%
 Australian	4.7%
 Indian	2.8%
 Vietnamese	2.5%
 Italian	2.3%
 Burmese	2.0%
 German	1.8%
 Portuguese	1.7%
 Sri Lankan	1.7%
 Dutch	1.7%
 Cambodian	1.5%
Others	25.9%

Remarks:

- (1) All employees including all significant subsidiaries, and include employees of managed hotel properties and franchise
- (2) Minor employs 171 nationalities within our group.

Proportions of Employees by Gender and Level^{(1) (2) (3)}

As of 31 December 2022

	Proportion by Level	Proportion by Gender of each Level	
		Male	Female
Senior Management	1.8%	66%	34%
Middle Management/ Supervisor	9.7%	55%	45%
Staff	88.5%	48%	52%
Total	100.0%	49%	51%

Remarks:

(1) Information from business units under Minor's operational control, including NH Hotel Group

(2) Female in management position (senior & middle management/ supervisors) = 43%

(3) Female in junior management position (first level of management) = 45%

Proportions of Employees by Age⁽¹⁾

As of 31 December 2022

	Proportion by Age
30 yrs and below	45%
31 - 50 yrs	45%
More than 50 yrs	10%
Total	100%

Remark:

(1) Includes employees of business units under Minor's operational control, including NH Hotel Group

New Employees Hired⁽¹⁾

For the year ended 31 December 2022

New employees hired during the year	46,518
Average hiring costs per employee (Baht-equivalent)	10,926

Remark:

(1) Information include both full-time and part-time employees from business under Minor's operational control, including NH Hotel Group

Employee Turnover (Including Part-time)^{(1) (2) (3)}

	2019	2020	2021	2022
Employee Turnover rate	46%	58%	56%	57%
Full-time			41%	39%
Part-time			109%	115%







2022 Employee Turnover by Gender, Age, and Level^{(1) (2) (3)}

		Employee Turnover Rate		
		Full-time	Part-time	Total
Gender	Male	37%	115%	52%
	Female	40%	114%	62%
	Total	39%	115%	57%
Age	30 yrs and below	55%	116%	80%
	31 - 50 yrs	33%	121%	43%
	More than 50 yrs	23%	91%	36%
	Total	39%	115%	57%
Level	Senior Management	21%	21%	21%
	Middle Management/ Supervisor	26%	26%	26%
	Staff	41%	115%	62%
	Total	39%	115%	57%

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) Turnover information with breakdown for full-time and part-time employees available from 2021 onwards
Part-time staff accounts for 30% of total employees under Minor's operational control and by nature will be working for shorter tenure with the company
In addition, female accounts for a higher proportion of part-time staff, therefore with high part-time staff turnover, the overall female turnover is higher
Overall Voluntary Turnover rate (including full-time and part-time employees) is 49%

Employee Benefits by Employment Type⁽¹⁾

	Full-time	Part-time ⁽²⁾
 Life insurance	●	○
 Health care	●	○
 Disability and invalidity coverage	●	●
 Maternity leave	●	●
 Retirement provision	●	○
 Employees Joint Investment Program (EJIP) ⁽³⁾	●	○
 Social Security	●	●
 Provident Fund	●	○

Remarks:

- (1) For Thailand operations
- (2) "Part-time" for Hospitality Group refers to contractual employees, exclude banqueting casuals
- (3) For qualified executives

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

For the year ended 31 December 2022

	Average Training hours/ Employee		
	Mandatory Trainings	Non-Mandatory Trainings	Total
Senior Management	8	16	24
Middle Management/ Supervisor	9	16	25
Staff	17	20	37
Total Average	16	19	35

Average Training Amount Spent per Employee per Year (Baht)**2,728****Remark:**

- (1) Information from business units under Minor's operational control, including NH Hotel Group.
Excludes Minor Food in the Middle East

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Minor Group's Training & Development 2022

Levels	Compulsory	System Training	Functional Training	Managerial & Work Performance Skills Development	Leadership Development (Competency-Based)	Executive Development & Talent Development Programs
Senior Executive	<ul style="list-style-type: none"> • Orientation • Minor Executive Onboarding Program (90 Days) • Time for you & Behaviour for success • Code of Conduct & Anti-Corruption • Personal Data Protection & GDPR (DSAR) • Sustainability 101 • IT security • Corporate Legal • Human Rights Minor Hotels • Appropriate Workplace Behaviour • Discovery Loyalty Programme • People & Culture Governance Minor Food • COVID-19 responsibility & service tips • Work from Home courses 	<ul style="list-style-type: none"> • Basic Computer Training • Employee Platform • PeopleStrong Training (HRIS Platform) 		<ul style="list-style-type: none"> • Targeted Selection • Computer Skills Training Minor Hotels • E-Learning Program (E-Cornell) for GM • Mastering Performance Management (MPM) • Business Leadership Development Program (BLDP) for GM • Mastering Workplace Coaching Minor Food • Language Clinic (English) 	<ul style="list-style-type: none"> • M-LEAD Minor Hotels • Enterprise Leader Program • Percipio – Leadership Development - Online Series • Situational Leadership II • HSMAL-Business & Commercial Acumen Certificate (GM Academy) • Emergenetics and EQ 2.0 • Emotional Intelligence EQ 2.0 	<ul style="list-style-type: none"> • Executive Coaching & Mentoring • Executive Certification Program • Design Thinking for Executives • Digital Academy – Executive Track Minor Hotels • GM Academy

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Levels	Compulsory	System Training	Functional Training	Managerial & Work Performance Skills Development	Leadership Development (Competency-Based)	Executive Development & Talend Development Programs
Middle Management	<ul style="list-style-type: none"> • Orientation • Minor Executive Onboarding Program (90 Days) • Time for you & Behaviour for success • Code of Conduct & Anti-Corruption • Personal Data Protection & GDPR (DSAR) • Sustainability 101 • IT security • Corporate Legal • Human Rights Minor Hotels • Appropriate Workplace Behaviour • Loyalty Program Introduction • R2W Journeys – New Hygiene and Safety Protocols and Practices • New Manager Orientation (NMO 1-4) 	<ul style="list-style-type: none"> • Basic Computer Training • Employee Platform • PeopleStrong Training (HRIS Platform) 	<ul style="list-style-type: none"> Minor Hotels • Business Knowledge Courses by Level Minor Shared Service • Finance & Accounting Knowledge 	<ul style="list-style-type: none"> • Targeted Selection • Language Clinic (English) • Computer Skills Training Minor Hotels • E-Learning Program (E-Cornell) for Department head • Mastering Performance Management (MPM) • Mastering Workplace Coaching Minor Food • Digital Foundations upskilling • Digital for Leader 	<ul style="list-style-type: none"> • Behaviours for success Minor Hotels • Agile Leader Program • Percipio – Leadership Development - Online Series • Commercial Leader Program • Situational Leadership II • edX @ Minor Hotels • Emergenetics and EQ 2.0 • Emotional Intelligence EQ 2.0 Minor Food • First-Time Manager Program • Business Leadership Development Program (BLDP) for Operation Heads 	<ul style="list-style-type: none"> Minor Hotels • Endeavor and Horizon Journey Minor Food • GROW experiment playground

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Levels	Compulsory	System Training	Functional Training	Managerial & Work Performance Skills Development	Leadership Development (Competency-Based)	Executive Development & Talent Development Programs
Entry Level Management, Supervisory Specialist	<ul style="list-style-type: none"> • Orientation • Time for you & Behaviour for success • Code of Conduct & Anti-Corruption • Personal Data Protection & GDPR (DSAR) • Sustainability 101 • IT security • Corporate Legal • Human Rights Minor Hotels <ul style="list-style-type: none"> • Appropriate Workplace Behaviour • Loyalty Program Introduction • R2W Journeys – New Hygiene and Safety Protocols and Practices • E-Learning (Virtual Campus: Safety, First aid, Rostering, etc.) Minor Food <ul style="list-style-type: none"> • Area Coach Onboarding Program • COVID-19 responsibility & service tips • Work from Home courses 	<ul style="list-style-type: none"> • Basic Computer Training • Employee Platform • PeopleStrong Training (HRIS Platform) 	Minor Hotels <ul style="list-style-type: none"> • Brand Programme (Leaders and Team Programmes) • Business Knowledge Course by level • E-learning Courses • Job Skills Coach Certification Minor Food <ul style="list-style-type: none"> • MLDP for Store Managers • Business Management for Store Manager • People Leadership Program (PLDP) for Store Manager • Business Leadership Development Program (BLDP) Minor Lifestyle <ul style="list-style-type: none"> • eBasic Business Knowledge, Online business Minor Shared Service <ul style="list-style-type: none"> • Accounting & Finance Knowledge Enhancement • English for IT & Accounting 	<ul style="list-style-type: none"> • Computer Skills • Candidate Selection Training Minor Hotels <ul style="list-style-type: none"> • Skillsoft Leadership Development Program • Supervisory Development Series Minor Food <ul style="list-style-type: none"> • Entry Level Leadership Series (DDI Competency-Based) • Business Leadership Development Program (BLDP) for Area Coach, Store Manager • Shift Management for Store Manager • Operations training (store, product, service, food safety) • MLDP for Store Manager • Outward mindset • Working as high performing team • Digital Foundations upskilling Minor Lifestyle <ul style="list-style-type: none"> • Supervisory Skills • Language Training Programs • Digital Marketing 	<ul style="list-style-type: none"> • Behaviours for success Minor Hotels <ul style="list-style-type: none"> • Percipio – Leadership Development - Online Series Minor Food <ul style="list-style-type: none"> • First-Time Manager Program 	<ul style="list-style-type: none"> • Digital Academy – Mid Management Track Minor Hotels <ul style="list-style-type: none"> • Wavelength Journey • Ascent Program • Agile Leader Minor Food <ul style="list-style-type: none"> • Store Management Trainee Program

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Levels	Compulsory	System Training	Functional Training	Managerial & Work Performance Skills Development	Leadership Development (Competency-Based)	Executive Development & Talend Development Programs
Office-Based Employee	<ul style="list-style-type: none"> • Orientation • Minor Executive Onboarding Program (90 Days) • Time for you & Behaviour for success • Code of Conduct & Anti-Corruption • Personal Data Protection & GDPR (DSAR) • Sustainability 101 • IT security • Corporate Legal • Human Rights Minor Hotels <ul style="list-style-type: none"> • Appropriate Workplace Behaviour • Loyalty Program Introduction Minor Food <ul style="list-style-type: none"> • COVID-19 responsibility & service tips • Work from Home courses 	<ul style="list-style-type: none"> • Basic Computer Training • Employee Platform • PeopleStrong Training (HRIS Platform) 	Minor Food <ul style="list-style-type: none"> • Customer Management • Business Management • People Management Minor Shared Service <ul style="list-style-type: none"> • Accounting & Finance Knowledge Enhancement 			

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Levels	Compulsory	System Training	Functional Training	Managerial & Work Performance Skills Development	Leadership Development (Competency-Based)	Executive Development & Talend Development Programs
Store/ Hotel Employee	<ul style="list-style-type: none"> • Orientation • Time for you & Behaviour for success • Code of Conduct & Anti-Corruption • Personal Data Protection & GDPR (DSAR) • Sustainability 101 • IT security • Corporate Legal • Human Rights Minor Hotels <ul style="list-style-type: none"> • Appropriate Workplace Behaviour • Loyalty Program Introduction • R2W Journeys – New Hygiene and Safety Protocols and Practices • E-Learning (Virtual Campus: Safety, First aid, Rostering, etc.) Minor Food <ul style="list-style-type: none"> • Area Coach Onboarding Program • COVID-19 responsibility & service tips • Work from Home courses 	<ul style="list-style-type: none"> • Basic Computer Training • Employee Platform • PeopleStrong Training (HRIS Platform) 				

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Occupational Health & Safety Indicators^{(1) (2)}

Employee

		2019		2020		2021		2022 ⁽⁸⁾	
		Units	Rates	Units	Rates	Units	Rates	Units	Rates
Work-related Injury⁽³⁾ (Unit: Cases, Rate IR)	Minor Hotels	258	8.36	405	8.25	481	9.38	751	12.13
	Minor Food ⁽⁴⁾	128	4.47	119	4.94	80	2.39	91	2.79
	Minor Lifestyle	1	0.17	16	2.97	4	0.91	1	0.55
	Minor International	387	5.93	540	6.87	565	6.33	843	8.75
Lost Day Work-related Injury (Unit: Days, Rate: LDR)	Minor Hotels	999	32.39	4,877	99.32	4,292	83.65	9,720	157.02
	Minor Food ⁽⁴⁾	130	102.21 ⁽⁵⁾	542	22.52	385	11.50	469	14.40
	Minor Lifestyle	4	2.95 ⁽⁶⁾	22	4.08	9	2.04	2	1.10
	Minor International	1,133	33.85⁽⁷⁾	5,441	69.25	4,686	52.54	10,191	105.83
Lost-Time Injury Frequency (Unit: Cases, Rate: LTIFR)	Minor Hotels	197	6.39	261	5.32	268	5.22	449	7.25
	Minor Food ⁽⁴⁾	11	8.65 ⁽⁵⁾	60	2.49	42	1.25	37	1.14
	Minor Lifestyle	1	0.74 ⁽⁶⁾	8	1.48	4	0.91	1	0.55
	Minor International	209	6.24⁽⁷⁾	329	4.19	314	3.52	487	5.06

Remarks:

- (1) All rates based on one million working hours
- (2) In 2022 include all 3 business groups: Minor Hotels - 496 hotels properties under both operational and non-operational controls, and 10 offices and preview centers, including NH Hotel Group, Anantara Vacation Club and 4 Plaza/Entertainment; Minor Food - Thailand, Australia, and New Zealand equity food stores, Minor Dairy Ltd., NMT Limited, Art of Baking Co., Ltd., 2 Roasters in Australia; Minor Lifestyle - retail points of sales in Thailand. Details are presented in "Occupational Health & Safety and Employee Well-being" on Minor's website under section **Workforce**
- (3) Only the medical treatment level injury, omitting first-aid level injury
- (4) NMT Limited was transferred to operate under Minor Food instead of Minor Lifestyle in 2022
- (5) For 2019, calculated based on 1,271,901 hours worked of Minor Dairy Ltd. and Minor Food Australia only
- (6) For 2019, calculated based on 1,356,000 hours worked of NMT Limited only
- (7) For 2019, calculated based on 33,474,229 hours worked of Minor Food - Minor Dairy Ltd., Minor Food Australia; Minor Hotels - 110 hotels; Minor Lifestyle - NMT Limited
- (8) Within LRQA's limited assurance scope. Details are presented on Minor's website under section **About This Report**
- (9) High-consequence work-related injury that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months
- (10) Exclude Minor Food equity restaurants and Minor Lifestyle outlets in Thailand until 2020
- (11) Include 31 hotel properties under Minor Hotels; Minor Food - Minor Dairy Ltd., Art of Baking Co., Ltd., and NMT Limited

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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		2019		2020		2021		2022 ⁽⁸⁾	
		Units	Rates	Units	Rates	Units	Rates	Units	Rates
High-consequence Work-related Injury⁽⁹⁾ (excluding fatalities) (Unit: Cases)	Minor Hotels							8	0.13
	Minor Food ⁽⁴⁾							2	0.06
	Minor Lifestyle							0	0.00
	Minor International							10	0.10
Work-related Fatality (Unit: Cases)	Minor Hotels	0	0.00	0	0.00	0	0.00	1	0.02
	Minor Food ⁽⁴⁾	2	0.07	1	0.04	0	0.00	0	0.00
	Minor Lifestyle	0	0.00	0	0.00	0	0.00	0	0.00
	Minor International	2	0.03	1	0.01	0	0.00	1	0.01
Occupational Disease⁽¹⁰⁾ (Unit: Cases, Rate: ODR)	Minor Hotels	0	0.00	6	0.12	4	0.08	4	0.06
	Minor Food ⁽⁴⁾	0	0.00	0	0.00	0	0.00	0	0.00
	Minor Lifestyle	0	0.00	0	0.00	0	0.00	0	0.00
	Minor International	0	0.00	6	0.11	4	0.07	4	0.04

Working Hours (hours)	2019	2020	2021	2022 ⁽⁸⁾
Minor Hotels	30,846,329	49,104,671	51,306,187	61,903,380
Minor Food ⁽⁴⁾	28,620,062	24,069,546	33,481,992	32,572,156
Minor Lifestyle	5,846,065	5,385,275	4,407,806	1,820,978
Minor International	65,312,456	78,559,492	89,195,985	96,296,514

Remarks:

- (1) All rates based on one million working hours
- (2) In 2022 include all 3 business groups: Minor Hotels - 496 hotels properties under both operational and non-operational controls, and 10 offices and preview centers, including NH Hotel Group, Anantara Vacation Club and 4 Plaza/Entertainment; Minor Food - Thailand, Australia, and New Zealand equity food stores, Minor Dairy Ltd., NMT Limited, Art of Baking Co., Ltd., 2 Roasters in Australia; Minor Lifestyle - retail points of sales in Thailand. Details are presented in "Occupational Health & Safety and Employee Well-being" on Minor's website under section **Workforce**
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- (11) Include 31 hotel properties under Minor Hotels; Minor Food - Minor Dairy Ltd., Art of Baking Co., Ltd., and NMT Limited

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Contractor

	2019		2020		2021		2022 ^{(8) (11)}	
	Units	Rates	Units	Rates	Units	Rates	Units	Rates
Work-related Injury (Unit: Cases, Rate: IR)	0	0.00	2	1.35	22	14.33	39	14.82
Lost Day Work-related Injury (Unit: Day, Rate: LDR)	0	0.00	2	1.35	36	23.45	133	50.54
Lost-Time Injury Frequency (Unit: Cases, Rate: LTIFR)	0	0.00	2	1.35	14	9.12	24	9.12
Work-related Fatality (Unit: Cases)							0	0.00
High-consequence Work-related Injury ⁽⁹⁾ (excluding fatalities) (Unit: Cases)							0	0.00

Working Hours (hours)	2019	2020	2021	2022 ^{(8) (11)}
Minor Hotels		1,347,555	1,523,948	2,284,105
Minor Food	155,671	138,108	11,206	347,345
Minor Lifestyle			0	0
Minor International	155,671	1,485,663	1,535,154	2,631,450

Remarks:

- (1) All rates based on one million working hours
- (2) In 2022 include all 3 business groups: Minor Hotels - 496 hotels properties under both operational and non-operational controls, and 10 offices and preview centers, including NH Hotel Group, Anantara Vacation Club and 4 Plaza/Entertainment; Minor Food - Thailand, Australia, and New Zealand equity food stores, Minor Dairy Ltd., NMT Limited, Art of Baking Co., Ltd., 2 Roasters in Australia; Minor Lifestyle - retail points of sales in Thailand. Details are presented in "Occupational Health & Safety and Employee Well-being" on Minor's website under section **Workforce**
- (3) Only the medical treatment level injury, omitting first-aid level injury
- (4) NMT Limited was transferred to operate under Minor Food instead of Minor Lifestyle in 2022
- (5) For 2019, calculated based on 1,271,901 hours worked of Minor Dairy Ltd. and Minor Food Australia only
- (6) For 2019, calculated based on 1,356,000 hours worked of NMT Limited only
- (7) For 2019, calculated based on 33,474,229 hours worked of Minor Food - Minor Dairy Ltd., Minor Food Australia; Minor Hotels - 110 hotels; Minor Lifestyle - NMT Limited
- (8) Within LRQA's limited assurance scope. Details are presented on Minor's website under section **About This Report**
- (9) High-consequence work-related injury that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months
- (10) Exclude Minor Food equity restaurants and Minor Lifestyle outlets in Thailand until 2020
- (11) Include 31 hotel properties under Minor Hotels; Minor Food - Minor Dairy Ltd., Art of Baking Co., Ltd., and NMT Limited

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Environmental Performance

Minor International's Environmental Reporting Scope Coverage 2021 vs 2022

Business Unit	Energy		GHG Emission		Water Withdrawal		Waste Generation	
	2021	2022	2021	2022	2021	2022	2021	2022
Minor Hotels								
Minor Hotels excluded NH Hotel Group	●	●	●	●	●	●	●	●
NH Hotel Group	●	●	●	●	●	●		
Minor Food⁽¹⁾								
Minor Food in Thailand	●	● Added TPC Delivery	●	● Added TPC Delivery and refrigerant	●	●	● 1 brand	● 6 brands
Minor Food Overseas ⁽²⁾		●		●		●		
Nomad Coffee Group	●	●	●	●	●	●		●
Factories ⁽³⁾	●	●	●	●	●	●	●	●
Minor Lifestyle	●	●	●	●	NA	NA	NA	NA

2022 Scope 3 expansion:

- 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

Remarks:

(1) Rearrangement of NMT factory per organization restructuring from Minor Lifestyle to Minor Food

(2) 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

(3) Factories: Minor Dairy Ltd. and NMT Limited factory

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Minor International's Environmental Indicators

Energy Consumption ^{(1) (2)}		2019 ⁽⁶⁾	2020	2021 ⁽⁵⁾	2022
		NH Included	NH Included	NH Included	NH Included
Other Energy (Diesel, LPG, Natural Gas, Gasoline, etc.)	Million kWh	425	295	355	445
Energy for Self-generated Electricity	Million kWh	182	128	159	181
Purchased Energy	Million kWh	590	422	457	585
Green Energy (Solar, Wind, Hydro)	Million kWh	174	107	135	176
Total Combined Energy Consumption	Million kWh	1,370	953	1,106	1,387

GHG Emission ^{(1) (3) (4)}		2019 ⁽⁶⁾	2020	2021 ⁽⁵⁾	2022
		NH Included	NH Included	NH Included	NH Included
Scope 1	MT CO ₂ e	160,229	107,777	137,644	243,782
Scope 2	MT CO ₂ e	277,000	181,637 ⁽⁷⁾	204,562 ⁽⁷⁾	257,326 ⁽⁸⁾
Scope 3	MT CO ₂ e	28,767	26,186	489,776	810,844
Total Combined GHG Emission	MT CO₂e	465,995	315,600	831,982	1,311,951

Remarks:

- (1) Business units under Minor's operational control covers Minor Hotels: 379 hotel properties (including NH Hotel Group), 851 Minor Food equity restaurants in Thailand, 10 Minor Food equity restaurants in Australia, 154 Minor Food equity restaurants in China, 27 Minor Food equity restaurants in Middle East, 12 Minor Food equity restaurants in Indian Ocean, 76 Minor Food equity restaurants in Singapore, 2 Benihana equity restaurants in United Kingdom, Minor Dairy Ltd., NMT Limited, Nomad Coffee Group, and 66 Minor Lifestyle outlets
- (2) Conversion factors from Department for Environment Food and Rural Affairs 2022, 2021, and 2018 Editions and Department of Alternative Energy Development and Efficiency, Thailand
- (3) Scope 1 = Diesel, LPG, Natural Gas, Heavy Oil, Kerosene, Petrol, Propane, Butane, Hydrofluorocarbon refrigerants. Emission factors from Department for Environment Food and Rural Affairs 2022, 2021, and 2018 Editions, Thailand Greenhouse Gas Management Organization (TGO) Carbon footprint for Organization updated in April 2022, Australian National Greenhouse Accounts Factors updated December 2022
- (4) Scope 2 = Purchased Electricity, Heating, Cooling. Emission factors from The International Energy Agency (IEA)-2021 Edition and Department for Environment Food and Rural Affairs 2018 Editions, Thailand Greenhouse Gas Management Organization (TGO) Carbon footprint for Organization updated in April 2022, Australian National Greenhouse Accounts Factors updated December 2022
- (5) Restated 2021 energy consumption and carbon dioxide emission scope 1 due to the adjustment in the calculation of a hotel under NH Hotel Group that left the portfolio in 2022
- (6) Restated 2019 energy consumption and carbon dioxide emission in scope 1 and scope 2 due to the adjustment in the calculation of the inclusion 366 hotel properties under NH Hotel Group
- (7) Grid emission factors for Lesotho and Seychelles were updated
- (8) Grid emission factors for Lesotho, Seychelles, and Mauritius were updated

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Minor International's Environmental Indicators

GHG Emission Scope 3 Categories ⁽¹³⁾		2019	2020	2021	2022
Purchased Goods and Services ⁽¹⁾	MT CO ₂ e	3,628	9,327	341,310	606,967
Capital Goods ⁽²⁾	MT CO ₂ e	-	-	89,223	72,369
Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2 ⁽³⁾	MT CO ₂ e	-	63	8,446	47,505
Upstream Transportation and Distribution ⁽⁴⁾	MT CO ₂ e	8,414	7,057	7,311	12,041
Waste Generated in Operations ⁽⁵⁾	MT CO ₂ e	2	566	2,178	9,790
Business Travel ⁽⁶⁾	MT CO ₂ e	-	-	1,623	2,561
Employee Commuting ⁽⁷⁾	MT CO ₂ e	166	128	11,592	11,316
Upstream Leased Assets ⁽⁸⁾	MT CO ₂ e	-	-	14,947	10,080
Downstream Transportation and Distribution ⁽⁹⁾	MT CO ₂ e	1,211	1,253	1,204	1,159
Downstream Leased Assets ⁽¹⁰⁾	MT CO ₂ e	14,957	7,434	9,243	14,038
Franchise ⁽¹¹⁾	MT CO ₂ e	-	-	574	21,381
Investments ⁽¹²⁾	MT CO ₂ e	388	358	2,126	1,637

Remarks:

For 2022:

- (1) Include 1) Purchased goods and services of Minor Hotels (including NH Hotel Group), Minor Food in Thailand, Minor Lifestyle, and Nomad Coffee Group in Australia, 2) Paper and plastic packaging, tissue, and palm oil from MDL 3) Wood/paper and plastic packaging and chemical raw material from NMT Limited, and 4) Water withdrawal quantity of 379 properties of Minor Hotels, 851 Minor Food equity restaurants in Thailand, 10 Minor Food equity restaurants in Australia, 154 Minor Food equity restaurants in China, 27 Minor Food equity restaurants in Middle East, 12 Minor Food equity restaurants in Indian Ocean, 76 Minor Food equity restaurants in Singapore, 2 Benihana equity restaurants in United Kingdom, Minor Dairy Ltd., and NMT Limited
- (2) Include Minor Hotels (including NH Hotel Group), Minor Food and Minor Lifestyle in Thailand, and Nomad Coffee Group in Australia
- (3) Include Minor Hotels (including NH Hotel Group), 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
- (4) Include transportation from suppliers to NH Hotel Group, Minor Dairy Ltd., NMT Limited, and Minor Food Distribution Center, transportation between facilities as well as electricity of Minor Food Distribution Center
- (5) Include waste quantity of Minor Hotels (including NH Hotel Group), 6 major Minor Food brands in Thailand: The Pizza Company, Sizzler, Swensen's, Burger King, The Coffee Club, and Bonchon, Minor Dairy Ltd., NMT Limited, and Nomad Coffee Group
- (6) Include Minor International in Thailand, NH Hotel Group, and Nomad Coffee Group
- (7) Include NH Hotel Group, Minor Dairy Ltd., NMT Limited, and Nomad Coffee Group
- (8) Include NH Hotel Group
- (9) Include 1112 Delivery's food delivery to customers and product transportation from Minor Dairy Ltd. and NMT Limited to customers
- (10) Include scope 1 and scope 2 of owned (100%) but not managed hotels
- (11) Include scope 1 and scope 2 of franchised hotels and 243 Minor Food franchise restaurants in Australia
- (12) Include % ownership of scope 1 and scope 2 of Minor's joint ventures
- (13) Emission factors from Thailand Greenhouse Gas Management Organization (TGO) Carbon footprint for Product updated in July 2022, Thailand Greenhouse Gas Management Organization (TGO) Carbon footprint for Organization updated in April 2022, Department for Environment Food and Rural Affairs 2022, Comprehensive Environmental Data Archive v 5.0, and Australian National Greenhouse Accounts Factors updated December 2022

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Minor International's Environmental Indicators

Water Withdrawal		2021		2022	
		All Areas	Areas with Water stress ⁽¹⁾	All Areas	Areas with Water stress ⁽¹⁾
Surface water		35,107	-	129,718	-
Freshwater (≤ 1,000 mg/l TDS)	Cubic meter	35,107	-	129,718	-
Other water (> 1,000 mg/l TDS)	Cubic meter	-	-	-	-
Groundwater		446,275	198,932	748,396	227,004
Freshwater (≤ 1,000 mg/l TDS)	Cubic meter	446,275 ⁽²⁾	198,932 ⁽²⁾	748,396	227,004
Other water (> 1,000 mg/l TDS)	Cubic meter	-	-	-	-
Seawater		965,386	-	1,683,951	889,822
Freshwater (≤ 1,000 mg/l TDS)	Cubic meter	-	-	-	-
Other water (> 1,000 mg/l TDS)	Cubic meter	965,386	-	1,683,951	889,822
Third-party water: Municipal and 3rd-party water		6,209,333	2,019,568	8,773,864	2,722,098
Freshwater (≤ 1,000 mg/l TDS)	Cubic meter	6,209,333 ⁽³⁾	2,019,568 ⁽³⁾	8,773,864	2,722,098
Other water (> 1,000 mg/l TDS)	Cubic meter	-	-	-	-
Third-party water by withdrawal source					
Surface water	Cubic meter	-	1,389,790	-	1,558,844
Groundwater	Cubic meter	-	21,512	-	51,910
Seawater	Cubic meter	-	595,872	-	1,098,137
Treated wastewater	Cubic meter	-	12,394	-	13,207
Total water withdrawal	Cubic meter	7,656,100	2,218,500	11,335,929	3,838,923

Water Consumption ⁽⁴⁾		2021		2022	
		All Areas	Areas with Water stress ⁽¹⁾	All Areas	Areas with Water stress ⁽¹⁾
Total water consumption	Cubic meter	2,423,362	396,890	1,891,685	656,301

Remarks:

(1) Include facilities in extremely high- and high- water stress areas

(2) Restated 2021 water withdrawal from groundwater due to the adjustment in the calculation of Minor Dairy Ltd.

(3) Restated 2021 water withdrawal due to the adjustment in the calculation of a hotel under NH Hotel Group that left the portfolio in 2022

(4) Water consumption is not material for city hotels under NH Hotel Group

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Minor Hotels' Environmental Indicators⁽¹⁾

Energy ⁽²⁾		2019 ⁽⁶⁾	2020	2021	2022
		NH Included	NH Included	NH Included	NH Included
Other Energy (Diesel, LPG, Natural Gas, Gasoline, etc.)	Million kWh	356	229	287	332
Energy for Self-generated Electricity	Million kWh	182	128	159	181
Purchased Energy	Million kWh	455	304	353	444
Green Energy (Solar, Wind, Hydro)	Million kWh	174	107	135	174
Total Combined Energy Usage	Million kWh	1,167	769	935⁽³⁾	1,131
Combined Energy Usage per Room Sold	kWh/Room Sold	82	147	133	91

Carbon Dioxide Emission ^{(2) (4) (5)}		2019 ⁽⁶⁾	2020	2021	2022
		NH Included	NH Included	NH Included	NH Included
Carbon Dioxide Emission Scope 1	MT CO ₂ e	144,044	92,847	121,601 ⁽³⁾	146,714
Carbon Dioxide Emission Scope 2	MT CO ₂ e	185,491	122,431 ⁽⁷⁾	152,345 ⁽⁷⁾	184,589 ⁽⁸⁾
Total Combined CO₂ Emission	MT CO₂e	329,535	215,278	273,947	331,303
Combined CO₂ Emission per Room Sold	MT CO₂e/Room Sold	0.023	0.041	0.039	0.027

Remarks:

(1) Hotels under Minor's operational control, including NH Hotel Group

(2) Conversion factors from Department for Environment Food and Rural Affairs 2022, 2021, and 2018 Editions

(3) Restated 2021 energy consumption and carbon dioxide emission scope 1 due to the adjustment in the calculation of a hotel under NH Hotel Group that left the portfolio in 2022

(4) Scope 1 = Diesel, LPG, Natural Gas, Heavy Oil, Kerosene, Petrol, Propane, Butane, Hydrofluorocarbon refrigerants. Emission factors from Department for Environment Food and Rural Affairs 2022, 2021, and 2018 Editions

(5) Scope 2 = Purchased Electricity, Heating, Cooling Emission factors from The International Energy Agency (IEA)-2021 Edition and Department for Environment Food and Rural Affairs 2018 Editions

(6) Restated 2019 energy consumption and carbon dioxide emission in scope 1 and scope 2 due to the adjustment in the calculation of the inclusion 366 hotel properties under NH Hotel Group

(7) Grid emission factors for Lesotho and Seychelles were updated

(8) Grid emission factors for Lesotho, Seychelles, and Mauritius were updated

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Minor Hotels' Environmental Indicators

Water Withdrawal and Consumption		2019 ⁽⁶⁾	2020	2021	2022
		NH Included	NH Included	NH Included	NH Included
Water Withdrawal	Cubic meter	8,796,166	5,406,572	6,645,459 ⁽¹⁾	9,376,837
Water Withdrawal per Room Sold	Cubic meter/Room Sold	0.62	1.04	0.94	0.75
Water Discharge	Cubic meter	7,834,842	3,696,656	4,570,976 ⁽²⁾	7,908,958 ⁽³⁾
Water Consumption	Cubic meter	961,325	1,709,916	2,074,483	1,467,879
Water Consumption per Room Sold	Cubic meter/Room Sold	0.07	0.33	0.29	0.12
No. of properties included		366	371	372	379

Waste Generation ⁽⁴⁾		2021 ⁽⁵⁾	2022
		NH Excluded	NH Excluded
General Waste	Ton	1,684	6,373
Organic Waste	Ton	1,141	6,469
Recyclable Waste	Ton	232	1,229
Hazardous Waste	Ton	82	94
Total Combined Waste	Ton	3,139	14,166
Combined Waste per Total System Sales	Ton Waste/TSS Million Baht	0.53	0.57
No. of properties included		62	88

Remarks:

(1) Restated 2021 water withdrawal due to the adjustment in the calculation of a hotel under NH Hotel Group that left the portfolio in 2022

(2) Estimation of water discharge equals to 51% of water withdrawal derived from 2021 internal survey (exclude NH Hotel Group). Water consumption is not material for city hotels under NH Hotel Group

(3) Estimation of water discharge equals to 43% of water withdrawal derived from 2022 internal survey (exclude NH Hotel Group). Water consumption is not material for city hotels under NH Hotel Group

(4) Hotels under Minor's operational control, excluding NH Hotel Group

(5) 2021 waste data cover only October to December 2021

(6) Restated 2019 water withdrawal due to the adjustment in the calculation of the inclusion 366 hotel properties under NH Hotel Group

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Minor Hotels' Environmental Indicators

Waste Disposal ⁽⁴⁾		2021 ⁽⁵⁾		2022	
		NH Excluded		NH Excluded	
		Non-hazardous	Hazardous	Non-hazardous	Hazardous
Recycling	Ton	217		897	
Reuse	Ton	13		22	
Recovery	Ton			135	
Composting	Ton	286		1,855	
Animal Feeding	Ton	132		462	
Incineration	Ton	37	82	173	94
Landfill	Ton	2,373		10,466	
Others	Ton			62	

Remarks:

- (1) Restated 2021 water withdrawal due to the adjustment in the calculation of a hotel under NH Hotel Group that left the portfolio in 2022
- (2) Estimation of water discharge equals to 51% of water withdrawal derived from 2021 internal survey (exclude NH Hotel Group). Water consumption is not material for city hotels under NH Hotel Group
- (3) Estimation of water discharge equals to 43% of water withdrawal derived from 2022 internal survey (exclude NH Hotel Group). Water consumption is not material for city hotels under NH Hotel Group
- (4) Hotels under Minor's operational control, excluding NH Hotel Group
- (5) 2021 waste data cover only October to December 2021

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Minor Food Thailand Restaurants' Environmental Indicators⁽¹⁾

Energy		2019	2020	2021	2022 ⁽²⁾
Liquid Petroleum Gas and Gasoline	Million kWh	59	56	56	80
Purchased Electricity	Million kWh	120	104	90	98
Total Combined Energy Usage	Million kWh	179	161	147	178
Combined Energy Usage per Revenue Baht '000	kWh/Revenue Baht '000	14.6	16.1	15.4	17.4
No. of restaurants included		809	824	787	851

Carbon Dioxide Emission ^{(3) (4) (5)}		2019	2020	2021	2022 ⁽²⁾
Carbon Dioxide Emission Scope 1	MT CO ₂ e	13,475	12,791	12,786	22,033
Carbon Dioxide Emission from Energy Usage	MT CO ₂ e	13,475	12,791	12,786	17,950
Carbon Dioxide Emission from Refrigerant Usage	MT CO ₂ e				4,082
Carbon Dioxide Emission Scope 2	MT CO ₂ e	83,256	52,163	45,202	49,007
Total Combined CO₂ Emission	MT CO₂e	96,730	64,953	57,987	71,040
Combined CO₂ Emission per Revenue Baht '000	kg CO₂e/Revenue Baht '000	7.9	6.5	6.1	7.0
No. of restaurants included		809	824	787	851

Remarks:

- (1) Only equity food stores in Thailand. Excludes store operating less than six months
(2) Rearrangement of TPC Delivery from scope 3 to scope 1, per organization restructuring to be under Minor's operational control
(3) Scope 1 = LPG and Gasoline
(4) Scope 2 = Purchased Electricity
(5) Emission factors from Thailand Greenhouse Gas Management Organization (TGO) Carbon footprint for Organization updated in April 2022
(6) Main water withdrawal source - Municipal water
(7) Water discharge quantity calculated as 80% to water withdrawal quantity

Minor Food Thailand Restaurants' Environmental Indicators

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Water Consumption ⁽⁶⁾		2019	2020	2021	2022
Water Withdrawal	Cubic meter	947,596	740,473	689,116	780,008
Water Discharge ⁽⁷⁾	Cubic meter	758,077	592,378	551,293	624,006
Water Consumption	Cubic meter	189,519	148,095	137,823	156,002
Water Consumption per Revenue Million Baht	Cubic meter/Revenue Million Baht	16.86	16.34	15.92	17.07
No. of restaurants included		723	759	720	793

Remarks:

- (1) Only equity food stores in Thailand. Excludes store operating less than six months
 (2) Rearrangement of TPC Delivery from scope 3 to scope 1, per organization restructuring to be under Minor's operational control
 (3) Scope 1 = LPG and Gasoline
 (4) Scope 2 = Purchased Electricity
 (5) Emission factors from Thailand Greenhouse Gas Management Organization (TGO) Carbon footprint for Organization updated in April 2022
 (6) Main water withdrawal source - Municipal water
 (7) Water discharge quantity calculated as 80% to water withdrawal quantity

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Minor Food Thailand Restaurants' Environmental Indicators

Waste Generation		2019 ^{(1) (2)}	2020 ^{(1) (2)}	2021 ^{(1) (2)}	2022 ⁽³⁾
General Waste	Ton	132	135	126	529
Organic Waste	Ton	187	191	175	2,739
Recyclable Waste	Ton	594	616	606	2,775
Hazardous Waste	Ton				8
Total Combined Waste	Ton	913	943	907	6,051
Combined Waste per Total System Sales	Ton Waste/TSS Million Baht	0.35	0.36	0.40	0.53

Waste Disposal		2019		2020		2021		2022	
		Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous
Recycling	Ton								
Reuse	Ton								
Recovery	Ton							60	
Composting	Ton								
Animal Feeding	Ton								
Incineration	Ton								
Landfill	Ton	913		943		907		5,983	8
Others	Ton								

Remarks:

(1) Restatement of 2019 - 2021 The Pizza Company waste intensity by changing denominator from gross sales to total system sales

(2) The Pizza Company waste data only. Waste composition analysis undertaken from 4 sampled Delco with Seats (DWS) and Restaurant-based Delivery (RBD) stores and recalculate with total system sales of the respective stores

(3) 6 major Minor Food brands in Thailand: The Pizza Company, Sizzler, Swensen's, Burger King, The Coffee Club, and Bonchon

Minor Food Overseas' Environmental Indicators⁽¹⁾

Energy ⁽²⁾		2022
Liquid Petroleum Gas, Natural Gas, and Gasoline	Million kWh	18
Purchased Energy	Million kWh	30
Total Combined Energy Usage	Million kWh	48
Combined Energy Usage per Total System Sales	kWh/TSS Baht '000	5.1
No. of restaurants included		281

Carbon Dioxide Emission ^{(3) (4)}		2022
Carbon Dioxide Emission Scope 1	MT CO ₂ e	71,301
Carbon Dioxide Emission from Energy Usage	MT CO ₂ e	67,780
Carbon Dioxide Emission from Refrigerant Usage	MT CO ₂ e	3,522
Carbon Dioxide Emission Scope 2	MT CO ₂ e	17,674
Total Combined CO₂ Emission	MT CO₂e	88,975
Combined CO₂ Emission per Total System Sales	kg CO₂e/ TSS Baht '000	9.5
No. of restaurants included		281

Water Consumption ⁽⁵⁾		2022
Water Withdrawal	Cubic meter	857,695
Water Discharge ⁽⁶⁾	Cubic meter	686,156
Water Consumption	Cubic meter	171,539
Water Consumption per Total System Sales	Cubic meter/ TSS Million Baht	0.02
No. of restaurants included		281

Remarks:

- (1) Minor Food Overseas under Minor's operational control, including Minor Food Australia, Minor Food China, Minor Food Singapore, Minor Food Middle East, Minor Food Indian Ocean, and Benihana in United Kingdom
- (2) Conversion factors from Department for Environment Food and Rural Affairs 2022 Editions
- (3) Scope 1 = LPG, Natural Gas, Gasoline, and Hydrofluorocarbon refrigerants Emission factors from Department for Environment Food and Rural Affairs 2022 Editions
- (4) Scope 2 = Purchased Electricity Emission factors from The International Energy Agency (IEA)-2021 Edition
- (5) Main water withdrawal source - Municipal water
- (6) Waste discharge quantity calculated as 80% to water withdrawal quantity

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Minor Dairy Ltd.'s Environmental Indicators

Energy ⁽¹⁾		2019	2020	2021	2022
Other Energy (LPG, Diesel, and Gasoline)	Million kWh	7.6	7.3	5.8	7.5
Purchased Electricity	Million kWh	11.2	10.2	9.4	9.8
Green Electricity (Solar)	Million kWh				0.8
Total Combined Energy Usage	Million kWh	18.9	17.6	15.3	18.1
Combined Energy per Ton Product	kWh/Ton Product	838	1,024	944	785

Carbon Dioxide Emission ^{(2) (3) (4)}		2019	2020	2021	2022
Carbon Dioxide Emission Scope 1	MT CO ₂ e	2,216	1,672	1,536	1,948
Carbon Dioxide Emission Scope 2	MT CO ₂ e	6,090	5,120	4,705	4,896
Total Combined CO₂ Emission	MT CO₂e	8,306	6,791	6,242	6,844
Combined CO₂ Emission per Ton Product	MT CO₂e/Ton Product	0.37	0.40	0.39	0.30

Remarks:

(1) Conversion factors from Department of Alternative Energy Development and Efficiency, Thailand

(2) Scope 1 = LPG, Diesel, Gasoline, Hydrofluorocarbon refrigerants

(3) Scope 2 = Purchased Electricity

(4) Emission factors from Thailand Greenhouse Gas Management Organization (TGO) Carbon footprint for Organization updated in April 2022 and Department for Environment Food and Rural Affairs 2022

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Minor Dairy Ltd.'s Environmental Indicators

Water Consumption ^{(1) (2) (3)}		2019	2020	2021	2022
Water Withdrawal	Cubic meter	230,561	229,104	182,034	200,656
Water Discharge	Cubic meter	94,886	92,362	73,355	86,455
Water Consumption	Cubic meter	135,676	136,741	108,679	114,201
Water Consumption per Ton Product	Cubic meter/Ton Product	6.0	8.0	6.7	5.0

Treated Wastewater Quality ^{(4) (5)}			Standard	2019	2020	2021	2022
BOD	mg/l	≤ 20		3.7	3.8	5.4	5.4
COD	mg/l	≤ 120		26.8	28.6	37.6	55.2
TDS ⁽⁶⁾	mg/l	≤ 3,000		1,246.4	2,253.2	1,826.5	2,005.0
Oil and Grease	mg/l	≤ 5		2.3	2.2	2.5	2.9

Remarks:

(1) Main water withdrawal source - Groundwater

(2) The 2017 data include Minor Dairy Ltd. and Pecan Deluxe while 2018 - 2022 data include only Minor Dairy Ltd. as Pecan Deluxe is excluded and classified as joint venture factory

(3) Wastewater treatment system - Activated Sludge

(4) Wastewater quality parameters calculated from yearly average values of analysis result

(5) Wastewater quality standard - Notification of Ministry of Industry - Wastewater effluent standard from factory B.E. 2560

(6) Started to report Total Dissolved Solid data in 2022 for the first time

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Minor Dairy Ltd.'s Environmental Indicators

Waste Generation		2019	2020	2021	2022
General Waste	Ton	377	377	220	170
Organic Waste	Ton	786	149	10	128
Recyclable Waste	Ton	91	167	137	157
Hazardous Waste	Ton	38	9	7	9
Total Combined Waste	Ton	1,292	702	375	464
Combined Waste per Ton Product	Ton Waste/Ton product	0.06	0.03	0.02	0.03

Waste Disposal		2019		2020		2021		2022	
		Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous
Recycling	Ton	91		167		137		157	
Reuse	Ton								
Recovery	Ton	377	2	377	7	220	7	298	9
Composting	Ton	786		149		10			
Animal Feeding	Ton								
Incineration	Ton								
Landfill	Ton		1						
Others - Chemical Treatment	Ton		34		2				

Air Emission ^{(1) (2)}		2019	2020	2021	2022
NO _x as NO ₂	kg/Year	69.1	39.6	73.4	46.4
SO ₂	kg/Year	47.9	26.1	94.7	46.5

Remarks:

(1) Calculated from 2 stacks of boilers. Two samplings conducted for each stack

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

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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NMT Limited's Environmental Indicators

Energy ⁽¹⁾		2019	2020	2021 ⁽⁵⁾	2022
LPG, Diesel, and Gasoline	Million kWh	2.1	2.0	2.0	2.3
Purchased Electricity	Million kWh	2.3	2.3	2.2	1.5
Green Electricity from Solar	Million kWh		0.00365	0.00730	0.53634
Total Combined Energy Usage	Million kWh	4.4	4.4	4.2	4.3
Combined Energy per Ton Product	kWh/Ton Product	80.3	68.9	69.3	73.2

Carbon Dioxide Emission ^{(2) (3) (4)}		2019	2020	2021	2022
Carbon Dioxide Emission Scope 1	MT CO ₂ e	495	468	625	540
Carbon Dioxide Emission Scope 2	MT CO ₂ e	1,355	1,159	1,105	734
Total Combined CO₂ Emission	MT CO₂e	1,849	1,627	1,730	1,274
Combined CO₂ Emission per Ton Product	MT CO₂e/Ton Product	0.033	0.026	0.028	0.021

Remarks:

(1) Conversion factors from Department of Alternative Energy Development and Efficiency, Thailand

(2) Scope 1 = LPG, Diesel, Gasoline, Hydrofluorocarbon refrigerants

(3) Scope 2 = Purchased Electricity

(4) Emission factors from Thailand Greenhouse Gas Management Organization (TGO) Carbon footprint for Organization updated in April 2022 and Department for Environment Food and Rural Affairs 2022

(5) Restated 2021 energy consumption due to the adjustment in the calculation

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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NMT Limited's Environmental Indicators

Water Consumption ^{(1) (2)}			2019	2020	2021	2022
Water Withdrawal	Cubic meter		143,018	137,461	132,160	115,895
Water Discharge	Cubic meter		22,816	29,621	31,250	41,080
Water Consumption	Cubic meter		120,202	107,840	100,910	74,815
Water Consumption per Ton Product	Cubic meter/Ton Product		2.18	1.70	1.66	1.26

Treated Wastewater Quality ^{(3) (4)}			2019	2020	2021	2022
BOD	mg/l	≤ 450	125.3	909.8	36.3	29.0
COD	mg/l	≤ 600	266.1	2386.1	143.6	161.0
pH	mg/l	6 to 9	7.0	6.6	7.3	6.9
Oil and Grease	mg/l	≤ 100	14.0	33.4	8.4	5.0
TDS ⁽⁵⁾	mg/l	≤ 3,000				2,420.3

Remarks:

(1) Water withdrawal source - Municipal water

(2) Total treated wastewater discharged to wastewater treatment plant of Nava Nakorn Industrial Estate, Pathum Thani

(3) Wastewater treatment systems - Chemical treatment and Activated Sludge System

(4) Wastewater quality standard from Nava Nakorn Industrial Estate, Pathum Thani

(5) Started to report Total Dissolved Solid data in 2022 for the first time

NMT Limited's Environmental Indicators

Waste Generation		2019	2020	2021	2022
General Waste	Ton	34	6	191	33
Organic Waste	Ton				301
Recyclable Waste	Ton	43	102	155	142
Hazardous Waste	Ton	97	279	261	125
Total Combined Waste	Ton	174	387	607	600
Combined Waste per Ton Product	kg Waste/Ton Product	3.2	6.1	10.0	10.1

Waste Disposal		2019		2020		2021		2022	
		Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous
Recycling	Ton	43	52	102		155	91	117	
Reuse	Ton						64		
Recovery	Ton						107		125
Composting	Ton							271	
Animal Feeding	Ton							30	
Incineration	Ton		44		279				
Landfill	Ton	34	1	6		191		57	
Others	Ton								

Air Emission ^{(1) (2)}		2019	2020	2021	2022
NO _x as NO ₂	kg/Year	466.3	17.9	19.5	27.2
SO ₂	kg/Year	158.3	7.0	7.7	75.8

Remarks:

(1) Calculated from 1 stack of boiler

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

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Nomad Coffee Group's Environmental Indicators

Energy		2021 ⁽¹⁾	2022
Other Energy (Natural Gas, Gasoline, and Diesel)	Million kWh	5.3	6.1
Purchased Electricity	Million kWh	0.5286	0.0637
Green Electricity (Solar)	Million kWh	0.0365	0.7390
Total Combined Energy Usage	Million kWh	5.9	6.9
Combined Energy per Ton Product	kWh/Ton Product	1,871	2,043
Carbon Dioxide Emission ^{(2) (3) (4)}		2021	2022
Carbon Dioxide Emission Scope 1	MT CO ₂ e	1,096	1,247
Carbon Dioxide Emission Scope 2	MT CO ₂ e	580	30
Total Combined CO ₂ Emission	MT CO ₂ e	1,676	1,277
Combined CO₂ Emission per Ton Product	MT CO₂e/Ton Product	0.5	0.4
Water Consumption		2021	2022
Water Withdrawal ⁽⁵⁾	Cubic meter	7,331	4,838
Water Discharge ⁽⁶⁾	Cubic meter	5,865	3,871
Water Consumption	Cubic meter	1,466	968
Water Consumption per Ton Product	Cubic meter/Ton Product	0.5	0.3

Remarks:

- (1) Restated higher figures of energy consumption in 2021 from the inclusion of green electricity from solar
 (2) Scope 1 = Natural gas, Gasoline, Diesel, and Hydrofluorocarbon refrigerants
 (3) Scope 2 = Purchased Electricity
 (4) Emission factors from Australian National Greenhouse Accounts Factors updated December 2022
 (5) Main water withdrawal source - Municipal water
 (6) Waste discharge quantity calculated as 80% to water withdrawal quantity

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Nomad Coffee Group's Environmental Indicators

Waste Generation		2021	2022
General Waste	Ton	79.4	106.6
Organic Waste	Ton	28.7	65.1
Recyclable Waste	Ton	102.5	121.2
Hazardous Waste	Ton	0.3	0.0
Total Combined Waste	Ton	210.9	292.9
Combined Waste per Ton Product	kg Waste/Ton Product	67.3	86.8

Waste Disposal		2021		2022	
		Non-hazardous	Hazardous	Non-hazardous	Hazardous
Recycling	Ton	103	0	117	
Reuse	Ton			4	
Recovery	Ton				
Composting	Ton	29		65	
Animal Feeding	Ton				
Incineration	Ton				
Landfill	Ton	79		107	
Others	Ton				

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Minor Lifestyle Outlets' Environmental Indicators

Energy		2019	2020	2021	2022
Purchased Electricity	kWh	1,165,883	1,528,573	1,250,353	789,858
Total Combined Energy Usage	kWh	1,165,883	1,528,573	1,250,353	789,858
Combined Energy Usage per Revenue Baht '000	kWh/Revenue Baht '000	0.75	0.70	0.79	0.50
No. of outlets included		65	103	88	66

Carbon Dioxide Emission ^{(1) (2)}		2019	2020	2021	2022
Carbon Dioxide Emission Scope 2	MT CO ₂ e	808	764	625	395
Total Combined CO₂ Emission	MT CO₂e	808	764	625	395
Combined CO₂ Emission per Revenue Baht '000	kg/Revenue Baht '000	0.52	0.35	0.40	0.25
No. of outlets included		65	103	88	66

Remarks:

(1) Scope 2 = Purchased Electricity

(2) Emission factors from Thailand Greenhouse Gas Management Organization (TGO) Carbon footprint for Organization updated in April 2022

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

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

Location	Operational Sites (Owned, leased, managed) in or adjacent to protected areas of high biodiversity	Size of operational site area in Hectare	About Biodiversity Protection Initiatives	Species affected	Extent of areas impacted	Duration of impacts	Reversibility or irreversibility of impacts from biodiversity protection initiatives	Third-party Partner
Oman	Al Baleed Resort Salalah by Anantara	14.00	Adjacent to 9,614,600 hectares of Arabian Sea. Supporting conservation efforts to protect endangered Arabian Sea humpback whale.	Arabian Sea Humpback Whale	Arabian Sea	1 year	Irreversible	Environment Society of Oman
Oman	Anantara Al Jabal Al Akhdar Resort	7.31	Adjacent to a 800-km long Hajar Mountains and Jabal Al Akhdar. Supporting protection of domestic bird species and their habitat.	Lappet Faced Vulture, Egyptian Vulture	Hajar Mountains, Jabal Al Akhdar	1 year	Slightly Reversible	Environment Society of Oman
Cambodia	Anantara Angkor Resort	0.56	Supporting ranger patrol within 18,000 hectares of wildlife corridor within Botum Sakor National Park, Southern Cardamom Mountains.	Asian elephant, Clouded leopard, Asiatic wild dog	Southern Cardamom, Botum Sakor National Park	8 years	Slightly Reversible	Ministry of Environment, Wildlife Alliance
Mozambique	Anantara Bazaruto Island Resort	292.00	Adjacent to 143,000 hectares of Bazaruto Archipelago National Park. Protecting the area and promoting harmony between local people and wildlife.	Dugong	Bazaruto Archipelago National Park	5 years	Irreversible	Bazaruto National Park
Maldives	Anantara Dhigu Resort & Spa	6.92	Operating within South Male Atoll. Implementing Holistic Approach to Reef Protection (HARP) to regenerate coral reef.	Coral reef	South Male Atoll	7 years	Scientific search: irreversible, Impacts: Slightly Reversible	
Thailand	Anantara Golden Triangle Elephant Camp & Resort	131.52	Operating within 131 hectares of Economic zone of Royal Forestry Department. Supporting conservation of wild elephants and promoting well-being of domestic elephants.	Asian elephant	Economic zone of Royal Forestry Department, Khao Yai National Park, Salakphra Wildlife Sanctuary	20 years	Scientific search: irreversible, Impacts: Slightly Reversible	Golden Triangle Asian Elephant Foundation, Freeland Foundation, Royal Forestry Department
Mauritius	Anantara IKO Mauritius Resort & Villas	13.23	Adjacent to 353 hectares of Blue Bay Marine Park. Protecting and improving wildlife habitats in the area.	Coral Reef, Green and Hawksbill Turtle	Blue Bay Marine Park	3 years	Slightly Reversible	Blue Bay Marine Park, REEF Conservation, Mauritius Wildlife Foundation
Sri Lanka	Anantara Kalutara Resort	5.32	Supporting Sri Lanka's Elephant Transit Home project that cares injured orphaned elephants nearby 30,821 hectares area of Udawalawe National Park.	Asian elephant	Udawalawe National Park	5 years	Irreversible	Elephant Transit Home, Udawalawe National Park
Maldives	Anantara Kihavah Villas	12.20	Adjacent to 3,916 hectares UN Bio-sphere Reserve, Baa Atoll. Implementing Coral Adoption Programme that grows and plants coral.	Coral reef	Baa Atoll, UN Biosphere Reserve	7 years	Scientific search: irreversible, Impacts: Slightly Reversible	University of Queensland
Thailand	Anantara Layan Phuket Resort	25.19	Supporting conservation of endangered marine turtles and their habitat within the 9,000-hectare area of Sirinart National Park.	Marine turtle	Sirinart National Park	9 years	Irreversible	Mai Khao Marine Turtle Foundation, Phuket Marine Biological Centre, Royal Thai Navy
Thailand	Anantara Mai Khao Phuket Villas	6.88	Adjacent to 9,000 hectares Sirinart National Park. Supporting conservation of endangered marine turtles and their habitat.	Marine turtle	Sirinart National Park	14 years	Irreversible	Mai Khao Marine Turtle Foundation, Phuket Marine Biological Centre, Royal Thai Navy
Seychelles	Anantara Maia Seychelles Villas	10.25	Supporting protection and monitoring of marine turtles and other wildlife habiting the Anse Louis bay and area around the hotel.	Marine turtle	Anse Louis	1 year	Reversible	Marine Conservation Society Seychelles

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Location	Operational Sites (Owned, leased, managed) in or adjacent to protected areas of high biodiversity	Size of operational site area in Hectare	About Biodiversity Protection Initiatives	Species affected	Extent of areas impacted	Duration of impacts	Reversibility or irreversibility of impacts from biodiversity protection initiatives	Third-party Partner
Sri Lanka	Anantara Peace Haven Tangalle Resort	11.33	Conserving threatened marine turtles and their habitat along the 120 km coastline.	Marine turtle	Coast from Tangalle to Yala National Park	6 years	Slightly Reversible	International Union for Conservation of Nature
Vietnam	Anantara Quy Nhon Villas	6.02	Supporting turtle conservation and habitat protection project of IUCN.	Marine Turtle	South China Sea	1 year	Slightly Reversible	IUCN, Department of Fishery
Thailand	Anantara Rasananda Villa Resort & Spa Koh Phangan	1.76	Protecting ecosystem of the island by implementing long-term maintainance of beach environment in the area.	Marine Environment	Gulf of Thailand	2 years	Slightly Reversible	Clean All World
UAE	Anantara Sir Bani Yas Island Al Sahel Villa Resort	26.26	Adjacent to 8,700 hectares of Sir Bani Yas Wildlife Park. Supporting breeding and reintroduction of Arabian oryx and support habitat protection.	Arabian oryx	Sir Bani Yas Wildlife Park	9 years	Irreversible	Environment Agency Abu Dhabi
UAE	Anantara Sir Bani Yas Island Al Yamm Villa Resort	25.32	Adjacent to 8,700 hectares of Sir Bani Yas Wildlife Park. Supporting breeding and reintroduction of Arabian oryx and habitat protection.	Arabian oryx	Sir Bani Yas Wildlife Park	9 years	Irreversible	Environment Agency Abu Dhabi
Maldives	Anantara Veli Resort & Spa	4.30	Operating within South Male Atoll. Implementing Holistic Approach to Reef Protection (HARP) to regenerate the coral.	Coral reef	South Male Atoll	7 years	Scientific search: irreversible, Impacts: Slightly Reversible	
China	Anantara Xishuangbanna Resort	10.47	Supporting awareness raising of elephant conservation and local floral biodiversity to guests and community.	Asian elephant, domestic flora species	Xishuangbanna Tropical Botanical Gardens	2 years	Irreversible	Xishuangbanna Tropical Botanical Gardens
Sri Lanka	AVANI Kalutara Resort	3.47	Supporting Sri Lanka's Elephant Transit Home project that cares injured orphaned elephants nearby 30,821 hectares area of Udawalawe National Park.	Asian elephant	Udawalawe National Park	4 years	Irreversible	Elephant Transit Home, Udawalawe National Park
Vietnam	AVANI Quy Nhon Resort & Spa	6.02	Supporting turtle conservation and habitat protection project of IUCN.	Marine Turtle	South China Sea	1 year	Slightly Reversible	IUCN, Department of Fishery
Zambia	AVANI Victoria Falls Resort	6.80	Adjacent to 2,340 hectares Mosi-oa-Tunya National Park. Protecting wildlife and their habitat and preventing human-wildlife conflict.	African elephant, Rhinoceros	Mosi-oa-Tunya National Park	5 years	Irreversible	Zambia Wildlife Authority
Thailand	AVANI+ Koh Lanta Krabi	2.26	Supporting volunteers and funding for mangrove conservation in the area.	Mangrove Forest	Green Lanta State Park	1 year	Slightly Reversible	Thung Yee Peng Community Tourism
Qatar	Banana Island Resort Doha by Anantara	6.59	Implementing Mayfara Artificial Reef Project to preserve Qatar's marine ecosystem.	Coral reef	Arabian Gulf	2 years	Irreversible	Qatar Energy and Ministry of Environment and Climate Change
UAE	Desert Islands Resort and Spa by Anantara	11.06	Adjacent to 8,700 hectares of Sir Bani Yas Wildlife Park. Supporting breeding and reintroduction of Arabian oryx and support habitat protection.	Arabian oryx	Sir Bani Yas Wildlife Park	9 years	Irreversible	Environment Agency Abu Dhabi
UAE	Eastern Mangroves Hotel & Spa by Anantara	4.10	Adjacent to 1,900 hectares of Eastern Mangrove National Park. Implementing mangrove consevation project.	Mangrove Ecosystem	Eastern Mangrove National Park	2 years	Irreversible	Environment Agency Abu Dhabi
Maldives	Naladhu Maldives	2.95	Operating within South Male Atoll. Implementing Holistic Approach to Reef Protection (HARP) to regenerate the coral.	Coral reef	South Male Atoll	7 years	Irreversible	None (Designed by Coral Reef CPR but currently run by resort team).
Maldives	Niyama Private Island Maldives	22.80	Operating within Dhaalu Atoll. Implementing Coral Adoption Programme that engages guests in adopting coral in the nursery that will be planted in the ocean.	Coral reef	Dhaalu Atoll	4 years	Irreversible	None (Designed by Coral Reef CPR but currently run by resort team).

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Location	Operational Sites (Owned, leased, managed) in or adjacent to protected areas of high biodiversity	Size of operational site area in Hectare	About Biodiversity Protection Initiatives	Species affected	Extent of areas impacted	Duration of impacts	Reversibility or irreversibility of impacts from biodiversity protection initiatives	Third-party Partner
UAE	Qasr Al Sarab Desert Resort by Anantara	11.73	Adjacent to 30,800 hectares of Qasr Al Sarab Protected Area. Protecting desert habitat and supporting reintroduction of Arabian Oryx and Gazelle.	Arabian Oryx, Gazelle	Qasr Al Sarab Protected Area	11 years	Irreversible	
Zambia	Royal Livingstone Resort	10.20	Adjacent to 2,340 hectares Mosi-oa-Tunya National Park. Protecting wildlife and their habitat and preventing human-wildlife conflict.	African elephant, Rhinoceros	Mosi-oa-Tunya National Park	5 years	Irreversible	Zambia Wildlife Authority
Brazil	Tivoli Ecoresort Praia do Forte	24.11	Supporting turtle and whale protection programs.	Marine turtle, Humpback Whale	Atlantic Forest South-East Reserves	6 years	Slightly Reversible	Projeto Tamar
Vietnam	Anantara Mui Ne Resort & Spa	24.54	<i>In progress of developing initiative</i>					
Tunisia	Anantara Sahara Tozeur Resorts & Villas	2.70	<i>In progress of developing initiative</i>					
Mozambique	AVANI Pemba Beach Hotel & Spa	18.00	<i>In progress of developing initiative</i>					
Kenya	AfroChic Diani Beach	0.38	Adjacent to 20,000 hectares of Diani Chale Marine National Reserve. Supporting conservation efforts of marine species.	Marine turtle	Diani Chale Marine National Reserve	4 years	Reversible	
Kenya	Elephant Pepper Camp Masai Mara	272.80	Operating within 30,000 hectares Mara North Conservancy. Promoting conservation of wildlife and their habitat.	African elephant, Rhinoceros, Lion, Cheetah	Mara North Conservancy	7 years	Slightly Reversible	Mara North Conservancy, Land & Life Foundation
Kenya	Elsa's Kopje Meru	12.10	Operating within 87,000 hectares of Meru National Park. Promoting conservation of wildlife and their habitat.	African elephant, Rhinoceros, Lion, Cheetah	Meru National Park	7 years	Irreversible	Meru National Park, Land & Life Foundation
Thailand	Four Seasons Chiang Mai	12.95	Supporting local organizations to conserve wild elephants and promote well-being of domestic elephants.	Asian elephant	Khao Yai National Park, Salakphra Wildlife Sanctuary, Botum Sakor National Park	1 year	Slightly Reversible	Golden Triangle Asian Elephant Foundation, Freeland Foundation, Royal Forestry Department
Thailand	Four Seasons Koh Samui	19.20	Supporting coral conservation project and engaging surrounding community in local biodiversity protection.	Giant clam, Coral reef	House reef	7 years	Reversible	Department of Marine and Coastal Resources
Thailand	Four Seasons Tented Camp Golden Triangle	<i>Included in area of Anantara Golden Triangle</i>	Operating within 131 hectares of Economic zone of Royal Forestry Department. Supporting conservation of wild elephants and promoting well-being of domestic elephants.	Asian elephant	Economic zone of Royal Forestry Department, Khao Yai National Park, Salakphra Wildlife Sanctuary	17 years	Slightly Reversible	Golden Triangle Asian Elephant Foundation, Freeland Foundation, Royal Forestry Department
Thailand	JW Marriott Phuket	10.93	Adjacent to 9,000 hectares Sirinart National Park. Supporting conservation of endangered marine turtles and their habitat.	Marine turtle	Sirinart National Park	21 years	Irreversible	Mai Khao Marine Turtle Foundation, Phuket Marine Biological Centre, Royal Thai Navy
Kenya	Kifaru House	7.07	Operating within 25,000 hectares of Lewa Conservancy. Promoting conservation of wildlife and their habitat.	African elephant, Rhinoceros, Lion, Cheetah	Lewa Wildlife Conservancy	4 years	Slightly Reversible	Lewa Wildlife Conservancy, Land & Life Foundation
Tanzania	Kilindi Zanzibar	13.80	Supporting conservation efforts of marine species, focusing on turtles, and their habitat.	Marine turtle	Indian Ocean	4 years	Reversible	
Kenya	Lewa Safari Camp	41.20	Operating within 25,000 hectares of Lewa Wildlife Conservancy. Promoting conservation of wildlife and their habitat.	African elephant, Rhinoceros, Lion, Cheetah	Lewa Wildlife Conservancy	7 years	Slightly Reversible	Lewa Wildlife Conservancy, Land & Life Foundation

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Location	Operational Sites (Owned, leased, managed) in or adjacent to protected areas of high biodiversity	Size of operational site area in Hectare	About Biodiversity Protection Initiatives	Species affected	Extent of areas impacted	Duration of impacts	Reversibility or irreversibility of impacts from biodiversity protection initiatives	Third-party Partner
Kenya	Loisaba Lodo Camp	<i>Included with area of Loisaba Star Beds</i>	Operating within 22,262 hectares of Loisaba Conservancy. Supporting conservation of wildlife and their habitat.	Melanistic Leopard, Reticulated Giraffe, Lion, African Elephant, Grevy's Zebra	Loisaba Conservancy	3 years	Slightly Reversible	Loisaba Conservancy
Kenya	Loisaba Star Beds	45.70	Operating within 22,262 hectares of Loisaba Conservancy, Kenya. Promoting conservation of wildlife and their habitat.	Melanistic Leopard, Reticulated Giraffe, Lion, African Elephant, Grevy's Zebra	Loisaba Conservancy	4 years	Slightly Reversible	Loisaba Conservancy, San Diego Zoo Leopard, Land & Life Foundation
Kenya	Loisaba Tented Camp	<i>Included with area of Loisaba Star Beds</i>	Operating within 22,262 hectares of Loisaba Conservancy, Kenya. Promoting conservation of wildlife and their habitat.	Melanistic Leopard, Reticulated Giraffe, Lion, African Elephant, Grevy's Zebra	Loisaba Conservancy	4 years	Slightly Reversible	Loisaba Conservancy, San Diego Zoo Leopard, Land & Life Foundation
Kenya	Sand River Masai Mara	8.10	Operating within 151,000 hectares of Masai Mara National Reserve, Kenya. Promoting conservation of wildlife and their habitat.	African elephant, Rhinoceros, Lion, Cheetah	Masai Mara National Reserve	7 years	Irreversible	Masai Mara Wildlife Reserve, Land & Life Foundation
Tanzania	Serengeti Migration Camp	37.07	Operating within 1.5 million hectares of Serengeti National Park, Tanzania. Promoting conservation of wildlife and their habitat.	African elephant, Rhinoceros, Lion, Cheetah	Serengeti National Park	7 years	Irreversible	Serengeti National Park, Land & Life Foundation
Tanzania	Serengeti Pioneer Camp	<i>Included with area of Serengeti Pioneer Camp</i>	Operating within 1.5 million hectares of Serengeti National Park, Tanzania. Promoting conservation of wildlife and their habitat.	African elephant, Rhinoceros, Lion, Cheetah	Serengeti National Park	7 years	Irreversible	Serengeti National Park, Land & Life Foundation
Tanzania	Tarangire Treetops	40.47	Operating area within 31,500 hectares of Randilen Wildlife Management Area, adjacent to 285,000 hectares of Tarangire National Park, Tanzania. Promoting conservation of wildlife and their habitat.	African elephant, Lion, Cheetah	Randilen Wildlife Management Area (WMA)	7 years	Irreversible	Randilen Wildlife Management Area, Honeyguide Foundation, Land & Life Foundation
Tanzania	The Manor at Ngorongoro	42.01	Adjacent to of 829,200 hectares of Ngorongoro Conservation Area. Promoting conservation of wildlife and their habitat.	African elephant	Ngorongoro Conservation Area	7 years	Irreversible	Ngorongoro Conservation Area, Land & Life Foundation
Kenya	Tortilis Camp Amboseli	16.40	Adjacent to 39,200 hectares Amboseli National Park. Paying fixed rent to local Maasai landowners to preserve the Kitirua Conservancy, a 12,000 hectare wildlife corridor bridging Amboseli and Tanzania.	African elephant, Lion, Cheetah	Amboseli National Park	7 years	Slightly Reversible	Amboseli National Park, Kitirua Wildlife Conservancy, Land & Life Foundation
Total area of identified nature-based hotels - own operational sites		768.15						
Total area of identified nature-based hotels - non operational sites		580.17						
Total area of identified nature-based hotels		1,334.31						
Total area of identified nature-based hotels with conservation initiatives		1,303.08						

Details of 2022 nature-based hotels are presented in [Performance of Nature-based Hotels 2022](#)

[Species Under IUCN Red List of Threatened Species](#)
[Protected in the Areas Affected or Supported by Our Operations](#)

Critically Endangered 10 Species

Hawksbill Turtle
Siamese Crocodile
Royal Turtle
Sunda Pangolin
Giant Soft-shell Turtle
Black Rhino
Ruppels Griffon
African White-backed Vulture
White-headed Vulture
Hooded Vulture

Endangered 23 Species

Green Sea Turtle
Asian Elephant
Indochinese Tiger
Banteng
Dhole
Pileated Gibbon
Silvered Langur
Green Peafowl
White-winged Duck
Hairy-nosed Otter
Fishing Cat
Greater Adjutant
Elongated Tortoise
Yellow-headed Temple Turtle
Asian Arowanna
Grevy's Zebra
Egyptian Vulture
Milky Stork
African Wild Dog
White-eared Night Heron
Lappet-faced Vulture
Dugong
Sickle Fin Lemon Shark

Vulnerable 26 Species

Leatherback Turtle
Olive Ridley Turtle
African Elephant
Cheetah
Somali Ostrich
Lion
African Golden Cat
Arabian Oryx
Dugong
Pineapple Coral
Blue Coral
Boulder Coral
Bushy Table Coral
Flowerpot Coral
Pagoda Coral
Ground Pangolin
Hippopotamus
Hammer Coral
Orange-spotted Grouper/Hamour
Pennant Coral Fish
Black-tipped Reef Shark
Mangrove Whip Ray
Tawny Nurse Shark
White Spotted Eagle Ray
Brown Marbled Grouper
Coral Grouper

Near Threatened 25 Species

Leopard
White Rhino
Gerenuk
Beisa Oryx
Lesser Kudu
Boulder Coral
Volcano Coral
Branched Sandpaper Coral
Interlocking Branch Table Acroporid
Finger Coral
Bushy Arcropid
Bermuda Coral
Star Coral
Daisy Coral
Lobate Daisy Coral
Brain Coral
Sandpaper Coral
Striped Hyaena
Bataleur Eagle
Blackspot Tuskfish
Octopus Coral
Painted Stork
Stony Coral
Plate Acropora
Cowtail Stingray

Membership and Certifications

ISO 14001

- 96 hotels under NH Hotel Group - Europe and America
- Souq Al Wakra Qatar by Tivoli
- Minor Dairy Limited
- NMT Limited

ISO 50001

- 31 hotels under NH Hotel Group - Europe
- Souq Al Wakra Qatar by Tivoli
- Minor Dairy Limited

BREEAM

- Anantara New York Palace Budapest Hotel
- Avani Avenida Liberdade
- NH Collection Colón
- NH Collection Frankfurt City
- NH Collection Milano City Life
- NH Ribera del Manzanares
- NH Rio Novo
- NH Torino Centro
- Nhow Amsterdam RAI
- Tivoli Avenida Liberdade
- Tivoli Oriente Lisboa

LEED

- NH Collection Royal Terra 100

Green Key - Eco Label

- 56 hotels under NH Hotel Group - Europe and America

Hoteles más Verdes

- 7 hotels under NH Hotel Group - America

ISO 22000

- Eastern Mangroves by Anantara
- Anantara Kalutara
- Avani Ibn Battuta Dubai
- Avani Kalutara
- Banana Island Resort Doha by Anantara
- Souq Al Wakra Qatar by Tivoli
- Minor Dairy Limited

ISO 9001

- Souq Al Wakra Qatar by Tivoli
- NMT Limited

Good Hygiene Practices (GHP)

- Anantara Layan Phuket Resort
- Anantara Mai Khao Phuket Villas
- Anantara Riverside Bangkok
- Avani+ Khaolak
- Avani+ Riverside Bangkok
- Minor Dairy Limited
- Black Bag Roasters (Truganina)

Good Manufacturing Practices (GMP)

- NMT Limited

HACCP

- Al Najada Doha Hotel by Tivoli (Al Najada Doha by Tivoli)
- Eastern Mangroves by Anantara
- Anantara Layan Phuket
- Anantara Mai Khao Phuket Villas
- Anantara Riverside Bangkok
- Anantara Sir Bani Yas Island Al Sahel Villa
- Anantara Sir Bani Yas Island Al Yamm Villa
- Anantara The Palm Dubai
- Anantara Vacation Club Mai Khao Phuket
- Anantara World Islands Dubai Resort
- Avani+ Riverside Bangkok
- Avani Ibn Battuta Dubai
- Avani Kalutara
- Avani Palm View Dubai Suites
- Avani+ Khaolak
- Desert Island Resorts & Spa by Anantara
- Souq Al Wakra Qatar by Tivoli
- Souq Waqif Boutique by Tivoli
- Minor Dairy Limited

The Supplier Ethical Data Exchange (SEDEX): Supplier Membership

- Veneziano Coffee Roasters

SQF Food Safety Code: Food Manufacturing

- Veneziano Coffee Roasters

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications	
Fair Trade Certification							
• Veneziano Coffee Roasters		• Anantara Bophut Koh Samui			Gold	• Elewana Sand River Mara Camp	Gold
		• Anantara Chiang Mai			Gold	• Elewana AfroChic Diani	Silver
		• Anantara Hua Hin			Gold	• Elewana Loisaba Lodo Springs	Silver
UTZ Sustainable Farming Certification		• Anantara Lawana Koh Samui			Gold	• Elewana Loisaba Star Beds	Silver
• Veneziano Coffee Roasters		• Anantara Layan Phuket			Gold	• Elewana Kifaru House Lewa	Bronze
		• Anantara Mai Khao Phuket Villas			Gold		
RainForest Alliance Certification		• Anantara Rasananda Koh Phangan Villa			Gold	The Golden Triangle Asian Elephant Foundation	
• Veneziano Coffee Roasters		• Anantara Riverside Bangkok			Gold	• Member, International Union for Conservation of Nature (IUCN): Asian Elephant Specialist Group (under the Species Survival Commission)	
		• Anantara Sir Bani Yas Island Al Sahel Villa			Gold	• Co-Chair, Asian Captive Elephant Working Group	
ISO 45001		• Anantara Sir Bani Yas Island Al Yamm Villa			Gold	• Member, Elephant Endotheliotropic Herpes Virus Task Force Thailand	
• Minor Dairy Limited		• Anantara World Islands Dubai Resort			Gold	• 100% certified by Global Spirit Standard for Animals in Tourism	
• Souq Al Wakra Qatar by Tivoli		• Avani Hai Phong Harbour View			Gold	• Member, Sabah Captive Elephant Management Plan Steering Committee	
• NMT Limited		• Avani Ibn Battuta Dubai			Gold		
		• Avani Quy Nhon			Gold		
		• Avani Pattaya Resort & Spa			Gold		
Green Growth 2050 Members		• Avani+ Luang Prabang			Gold	The Mai Khao Marine Turtle Foundation	
• Anantara Al Jabal Al Akhdar	Platinum	• Avani+ Riverside Bangkok			Gold	• Official member, International Union for Conservation of Nature (IUCN)	
• Anantara Dhigu Maldives	Platinum	• Banana Island Resort Doha by Anantara			Gold	• Sponsor, Sea Turtle and Habitat Conservation Fund	
• Anantara Golden Triangle Elephant Camp	Platinum	• Desert Islands by Anantara			Gold	• Member, Protected Area Committee of Sirinart National Park	
• Anantara Kihavah Maldives Villas	Platinum	• Eastern Mangroves by Anantara			Gold	• Member and coordinator, Maikhao Beach Marine Turtle Conservation	
• Anantara Siam Bangkok	Platinum	• FCC Angkor by Avani			Gold	• Member and coordinator, Declaration of Marine Turtle Conservation of Thailand (Phang-nga - Phuket)	
• Anantara The Palm Dubai	Platinum	• Niyama Private Island Maldives			Gold		
• Anantara Veli Maldives	Platinum	• Oaks Ibn Battuta Gate			Gold		
• Avani Palm View Dubai Suites	Platinum						
• Avani+ Hua Hin Resort	Platinum	Eco-rating Certification, Ecotourism Kenya					
• Naladhu Private Island Maldives	Platinum	• Elewana Elephant Pepper Camp Mara			Gold		
• Qasr Al Sarab Desert by Anantara	Platinum	• Elewana Elsa's Kopje Meru			Gold		
• Anantara Angkor	Gold	• Elewana Lewa Safari Camp			Gold		
• Anantara Hoi An	Gold	• Elewana Loisaba Tented Camp			Gold		
• Anantara Mui Ne	Gold	• Elewana Tortilis Camp Amboseli			Gold		
• Anantara Quy Nhon Villas	Gold						