

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
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) 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

(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

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.

Composition of Governance Bodies

Board of Director's Composition by Gender

As of 31 December 2022

Male	8	80%
Female	2	20%



Female

2



Male

8

Board of Director's Composition by Age

As of 31 December 2022

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

Economic

Governance Bodies

Human Resource

Occupational
Health & Safety

Environment

Biodiversity

Membership
and Certifications

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

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%	57%	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

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

Minor Group's Training & Development 2022

Levels	Compulsory	System Training	Functional Training	Managerial & Work Performance Skills Development	Leadership Development (Competency-Based)	Executive Development & Talend 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 & Accouting 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 & Talend 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 <p>Minor Hotels</p> <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.) <p>Minor Food</p> <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) 	<p>Minor Hotels</p> <ul style="list-style-type: none"> • Brand Programme (Leaders and Team Programmes) • Business Knowledge Course by level • E-learning Courses • Job Skills Coach Certification <p>Minor Food</p> <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) <p>Minor Lifestyle</p> <ul style="list-style-type: none"> • eBasic Business Knowledge, Online business <p>Minor Shared Service</p> <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 <p>Minor Hotels</p> <ul style="list-style-type: none"> • Skillssoft Leadership Development Program • Supervisory Development Series <p>Minor Food</p> <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 <p>Minor Lifestyle</p> <ul style="list-style-type: none"> • Supervisory Skills • Language Training Programs • Digital Marketing 	<ul style="list-style-type: none"> • Behaviours for success <p>Minor Hotels</p> <ul style="list-style-type: none"> • Percipio – Leadership Development - Online Series <p>Minor Food</p> <ul style="list-style-type: none"> • First-Time Manager Program 	<ul style="list-style-type: none"> • Digital Academy – Mid Management Track <p>Minor Hotels</p> <ul style="list-style-type: none"> • Wavelength Journey • Ascent Program • Agile Leader <p>Minor Food</p> <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 • Appropriate Workplace Behaviour • Loyalty Program Introduction 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"> Minor Food • Customer Management • Business Management • People Management Minor Shared Service • 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 • 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 • 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](#)
- (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
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- (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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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

	2019	2020	2021	2022 ⁽⁸⁾ (11)
Working Hours (hours)				
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:

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- (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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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	2020 NH Included	2021 ⁽⁵⁾ NH Included	2022 NH Included
Other Energy (Diesel, LPG, Natural Gas, Gasoline, etc.)	Million kWh	182	295	355	445
Energy for Self-generated Electricity	Million kWh	180	128	159	181
Purchased Energy	Million kWh	420	422	457	585
Green Energy (Solar, Wind, Hydro)	Million kWh	-	107	135	176
Total Combined Energy Consumption	Million kWh	783	953	1,106	1,387

GHG Emission ^{(1) (3) (4)}		2019	2020 NH Included	2021 ⁽⁵⁾ NH Included	2022 NH Included
Scope 1	MT CO ₂ e	87,575	107,777	137,644	243,782
Scope 2	MT CO ₂ e	246,485	182,596	205,077	257,261
Scope 3	MT CO ₂ e	28,767	26,186	489,776	810,844
Total Combined GHG Emission	MT CO₂e	362,826	316,560	832,497	1,311,877

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

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	2020	2021	2022
			NH Included	NH Included	NH Included
Other Energy (Diesel, LPG, Natural Gas, Gasoline, etc.)	Million kWh	113	229	287	332
Energy for Self-generated Electricity	Million kWh	180	128	159	181
Purchased Energy	Million kWh	285	304	353	444
Green Energy (Solar, Wind, Hydro)	Million kWh	-	107	135	174
Total Combined Energy Usage	Million kWh	579	769	935⁽³⁾	1,131
Combined Energy Usage per Room Sold	kWh/Room Sold	261	147	133	91

Carbon Dioxide Emission ^{(2) (4) (5)}		2019	2020	2021	2022
			NH Included	NH Included	NH Included
Carbon Dioxide Emission Scope 1	MT CO ₂ e	71,390	92,847	121,601 ⁽³⁾	146,714
Carbon Dioxide Emission Scope 2	MT CO ₂ e	154,976	123,390	152,861	184,525
Total Combined CO₂ Emission	MT CO₂e	226,366	216,237	274,462	331,239
Combined CO₂ Emission per Room Sold	MT CO₂e/Room Sold	0.102	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 scope1 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

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

Water Consumption			2019	2020	2021	2022
				NH Included	NH Included	NH Included
Water Withdrawal	Cubic meter	4,697,665	5,406,572	6,645,459 ⁽¹⁾	9,376,837	
Water Discharge	Cubic meter	3,758,132	3,696,656	4,570,976 ⁽²⁾	7,908,958 ⁽³⁾	
Water Consumption	Cubic meter	939,533	1,709,916	2,074,483	1,467,879	
Water Consumption per Room Sold	Cubic meter/Room Sold	0.42	0.33	0.29	0.12	
No. of properties included		67	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

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

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

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

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

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

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

Biodiversity Conservation Performance

[List of hotel properties located in or near protected areas of high biodiversity and their impacts](#)

Operational Sites (Owned, leased, managed) in or adjacent to protected areas of high biodiversity	Location	Size of operational site area in Hectar	About Biodiversity Protection Initiatives	Third-party Partner
Lewa Safari Camp & Kifaru House	Lewa Conservancy, Kenya	41.20	Operating within 25,000 hectares of Lewa Conservancy	Lewa Wildlife Conservancy, Kenya
Tortilis Camp Amboseli	Amboseli Ecosystem, Kenya	16.40	Adjacent to 39,200 hectares Amboseli National Park. Tortilis Camp is one of two tourism operators paying fixed rent to local Maasai landowners to preserve the Kitirua Conservancy, a 12,000 hectare wildlife corridor bridging Amboseli and Tanzania.	
Elephant Pepper Camp Masai Mara	Mara North Conservancy, Masai Mara National Reserve, Kenya	272.80	Operating within 30,000 hectares Mara North Conservancy, a privately leased 30,000 hectare wildlife reserve that forms a Northern extension of Masai Mara National Reserve.	Mara North Conservancy
Elsa's Kopje Meru	Meru National Park, Kenya	12.10	Operating within 87,000 hectares of Meru National Park	
Sand River Masai Mara	Masai Mara National Reserve, Kenya	8.10	Operating within 151,000 hectares of Masai Mara National Reserve, Kenya	
Serengeti Pioneer Camp and Serengeti Migration Camp	Serengeti National Park, Tanzania	37.07	Operating within 1.5 million hectares of Serengeti National Park, Tanzania	
Tarangire Treetops	Tarangire-Manyara Ecosystem, Tanzania	40.47	Operating within 31,500 hectares of Randilen Wildlife Management Area, adjacent to 285,000 hectares of Tarangire National Park, Tanzania	Randilen Wildlife Management Area (WMA)
Loisaba Tented Camp	Loisaba Conservancy, Kenya	45.70	Operating within 22,262 hectares of Loisaba Conservancy, Kenya	The Nature Conservancy
Anantara Medjumbe Island	Medjumbe Island, Mozambique	27.50	Operating within 17,000 hectares of marine area, initiated government-sanctioned patrol and protection of marine area from fishing and other incursions	
Anantara Bazaruto	Bazaruto Island, Mozambique	292.00	Adjacent to Bazaruto Archipelago National Park	

Economic	Governance Bodies	Human Resource	Occupational Health & Safety	Environment	Biodiversity	Membership and Certifications
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Operational Sites (Owned, leased, managed) in or adjacent to protected areas of high biodiversity	Location	Size of operational site area in Hectar	About Biodiversity Protection Initiatives	Third-party Partner
Desert Islands by Anantara	Desert Islands, United Arab Emirates	11.06	On Sir Beni Yas Island, a nature reserve off the coast of Abu Dhabi, covering 8,700 hectare area	Tourism Development & Investment Company (TDIC)
Anantara Qasr Al Sarab	Qasr Al Sarab, United Arab Emirates	11.73	Adjacent to Qasr Al Sarab Protected Area, covering 30,800 hectare area	Tourism Development & Investment Company (TDIC)
Anantara Kihavah Maldives Villas	Baa Atoll, Maldives	12.20	Adjacent to 3,916 hectares UN Bio-sphere Reserve, Baa Atoll, Maldives	
Anantara Golden Triangle	Chiang Rai, Thailand	131.52	Operating within Economic zone of Royal Forestry Department	Royal Forestry Department
Anantara Layan Phuket	Phuket, Thailand	25.19	Operating on Mai Khao Beach, adjacent to 9,000 hectares of Sirinat National Marine Park in Phuket, Thailand	Phuket Marine Biological Centre (PMBC)
JW Marriott Phuket Resort & Spa, Anantara Mai Khao Phuket Villas, and Anantara Vacation Club Phuket Mai Khao	Phuket, Thailand	10.93	Operating on Mai Khao Beach, adjacent to 9,000 hectares of Sirinat National Marine Park in Phuket, Thailand	Phuket Marine Biological Centre (PMBC)
Cardamom Tented Camp	Botum Sakor National Park, Southern Cardamom Mountains, Koh Kong Province, Cambodia	20.00	Operating in protection of 18,000 hectares of wildlife corridor within Botum Sakor National Park, Southern Cardamom Mountains, Cambodia	Ministry of Environment, Cambodia; Wildlife Alliance

Impacts of Minor Hotels' Biodiversity Protection Initiatives

Geographical location	Species affected	Extent of areas impacted	Duration of impacts	Reversibility or irreversibility of impacts
Tarangire Ecosystem, Tanzania	African elephant	Randilen Wildlife Management Area (WMA)	5 years	Land & Life Foundation, together with Elewana's Tarangire Treetops, supports this model WMA to implement innovative Human-Elephant Wildlife Conflict mitigation strategies to reduce conflict caused by crop damage. By working with the local community, potential direct positive impacts will be irreversible.
Loisaba, Laikipia, Kenya	Leopard	Loisaba Wildlife Conservancy	4 years	Guides doubling as wildlife monitors, project aims to persuade local communities to accept leopards.
Loisaba, Laikipia, Kenya	Reticulated Giraffe	Loisaba Wildlife Conservancy	3 years	Guides and guests doubling as wildlife monitors, identify individuals & learn more about the increasingly endangered population.
Loisaba, Laikipia, Kenya	Lion	Loisaba Wildlife Conservancy	3 years	Partnering with Ewaso Lions to protect all the prides on the conservancy
Diani, Kenya	Marine Turtles	Unknown - wide ranging, long lived species.	3 years	Working with Government to relocate and protect nests, ensure safe hatching.
South Male Atoll, Baa Atoll, Maldives	Coral ecosystem	Reefs surrounding resorts, by education and sharing results wider impact	6 years	Minor Hotels is the sole funding and logistical supporter of the Holistic Approach to Reef Protection (HARP) initiative. This initiative is designed to enable potential irreversible direct positive impacts by approaching coral ecosystem protection scientifically.
South East Coast Sri Lanka	Marine Turtles	Coast from Tangalle to Yala National Park	4 years	Working with IUCN, Wildlife Departments & communities to protect 90km of beach for turtles and nesting.
Udawalwe National Park, Sri Lanka	Asian Elephant	Udawalawe National Park	3 years	Donating equipment to Elephant Transit Home re-wilding orphaned elephants.
Phuket, Thailand	Green Sea Turtle	Unknown - wide ranging, long-live species	10+ years	The Mai Khao Marine Turtle Foundation works with the Phuket Marine Biology Center on the safe releases of this endangered species. Through this initiative, potential direct positive impacts on the endangered status of this species will be irreversible.
South East Asia	Asian Elephant	Khao Yai/Thap Lan National Parks, Thailand. Kui Buri National Park, Thailand, Karen State, Myanmar	Long term and ongoing community based Human Elephant Conflict work sponsored.	By working with the local community, potential direct positive impacts will be irreversible.
Koh Kong Provice, Cambodia	Forest/ Grassland/ Mangrove Ecosystem	Botum Sakor National Park, Cambodia	8 years	Ecosystem under threat from outside investors and poachers. Our efforts would be likely reversed resulting in ecosystem destruction if discontinued.

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

	Scientific Name	Common Name
Critically Endangered 10 Species	<i>Eretmochelys imbricata</i>	Hawksbill Turtle
	<i>Crocodylus siamensis</i>	Siamese Crocodile
	<i>Batagur baska</i>	Royal Turtle
	<i>Manis javanica</i>	Sunda Pangolin
	<i>Rafetus swinhoei</i>	Giant Soft-shell Turtle
	<i>Diceros bicornis</i>	Black Rhino
	<i>Gyps rueppellii</i>	Ruppels Griffon
	<i>Gyps africanus</i>	African White-backed Vulture
	<i>Triginoceps occipitalis</i>	White-headed Vulture
	<i>Necrosyrtes monachus</i>	Hooded Vulture

	Scientific Name	Common Name
Endangered 23 Species	<i>Chelonia mynas</i>	Green Sea Turtle
	<i>Elephas maximus</i>	Asian Elephant
	<i>Panthera tigris ssp. Corbetti</i>	Indochinese Tiger
	<i>Bos javanicus</i>	Banteng
	<i>Cuon alpinus</i>	Dhole
	<i>Hylobates pileatus</i>	Pileated Gibbon
	<i>Trachypithecus germaini</i>	Silvered Langur
	<i>Pavo muticus</i>	Green Peafowl
	<i>Asarcornis scutulata</i>	White-winged Duck
	<i>Lutra sumatrana</i>	Hairy-nosed Otter
	<i>Prionailurus viverrinus</i>	Fishing Cat
	<i>Leptoptilos dubius</i>	Greater Adjutant
	<i>Indotestudo elongata</i>	Elongated Tortoise
	<i>Heosemys annandalii</i>	Yellow-headed Temple Turtle
	<i>Scleropages formosus</i>	Asian Arowanna
	<i>Equus grevyi</i>	Grevy's Zebra
	<i>Neophron percnopterus</i>	Egyptian Vulture
	<i>Mycteria cinerea</i>	Milky Stork
	<i>Lycaon rictus</i>	African Wild Dog
	<i>Gorsachius magnificus</i>	White-eared Night Heron
	<i>Torgos tracheliotos</i>	Lappet-faced Vulture
	<i>Dugong dugon</i>	Dugong
	<i>Negaprion acutidens</i>	Sickle Fin Lemon Shark

	Scientific Name	Common Name
Vulnerable 26 Species	<i>Dermochelys coriacea</i>	Leatherback Turtle
	<i>Lepidochelys olivacea</i>	Olive Ridley Turtle
	<i>Loxodonta Africana</i>	African Elephant
	<i>Acinonyx jubatus</i>	Cheetah
	<i>Struthio molybdophanes</i>	Somali Ostrich
	<i>Panthera Leo</i>	Lion
	<i>Caracal aurata</i>	African Golden Cat
	<i>Oryx leucoryx</i>	Arabian Oryx
	<i>Dugong dugon</i>	Dugong
	<i>Physogyra lichtensteini</i>	Pineapple Coral
	<i>Heliopora coerulea</i>	Blue Coral
	<i>Acropora hemprichii</i>	Boulder Coral
	<i>Acropora aculeus</i>	Bushy Table Coral
	<i>Alveopora gigas</i>	Flowerpot Coral
	<i>Turbinaria mesenterina</i>	Pagoda Coral
	<i>Smutsia temminckii</i>	Ground Pangolin
	<i>Hippopotamus amphibious</i>	Hippopotamus
	<i>Euphyllia ancora</i>	Hammer Coral
	<i>Epinephelus coioides</i>	Orange-spotted Grouper/Hamour
	<i>Heniochus acuminatus</i>	Pennant Coral Fish
	<i>Carcharhinus melanopterus</i>	Black-tipped Reef Shark
	<i>Urogymnus grannulatus</i>	Mangrove Whip Ray
	<i>Debris ferruginous</i>	Tawny Nurse Shark
	<i>Aetobatus ocellatus</i>	White Spotted Eagle Ray
	<i>Epinephelus fuscoguttatus</i>	Brown Marbled Grouper
	<i>Plectropomus areolatus</i>	Coral Grouper

	Scientific Name	Common Name
Near Threatened 25 Species	<i>Panthera Pardus</i>	Leopard
	<i>Ceratotherium simum</i>	White Rhino
	<i>Litocranium walleri</i>	Gerenuk
	<i>Oryx beisa</i>	Beisa Oryx
	<i>Tragelaphus imberbis</i>	Lesser Kudu
	<i>Porites lobata</i>	Boulder Coral
	<i>Diploastrea heliopora</i>	Volcano Coral
	<i>Psammocora contigua</i>	Branched Sandpaper Coral
	<i>Acropora divaricata</i>	Interlocking Branch Table Acroporid
	<i>Acropora humilis</i>	Finger Coral
	<i>Acropora tenuis</i>	Bushy Arcropid
	<i>Echinopora forskaliana</i>	Bermuda Coral
	<i>Favites abdita</i>	Star Coral
	<i>Goniopora columna</i>	Daisy Coral
	<i>Goniopora lobata</i>	Lobate Daisy Coral
	<i>Platygyra lamellina</i>	Brain Coral
	<i>Psammocora digitata</i>	Sandpaper Coral
	<i>Hyaena hyaena</i>	Striped Hyaena
	<i>Terathopius Ecaudatus</i>	Bataleur Eagle
	<i>Choerodon schoenleinii</i>	Blackspot Tuskfish
	<i>Galaxea fascicularis</i>	Octopus Coral
	<i>Mycteria leucocephala</i>	Painted Stork
	<i>Acropora austeria</i>	Stony Coral
	<i>Acropora selago</i>	Plate Acropora
	<i>Pastinachus sephen</i>	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
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Fair Trade Certification	
• Veneziano Coffee Roasters	
UTZ Sustainable Farming Certification	
• Veneziano Coffee Roasters	
RainForest Alliance Certification	
• Veneziano Coffee Roasters	
ISO 45001	
• Minor Dairy Limited	
• Souq Al Wakra Qatar by Tivoli	
• NMT Limited	
Green Growth 2050 Members	
• Anantara Al Jabal Al Akhdar	Platinum
• Anantara Dhigu Maldives	Platinum
• Anantara Golden Triangle Elephant Camp	Platinum
• Anantara Kihavah Maldives Villas	Platinum
• Anantara Siam Bangkok	Platinum
• Anantara The Palm Dubai	Platinum
• Anantara Veli Maldives	Platinum
• Avani Palm View Dubai Suites	Platinum
• Avani+ Hua Hin Resort	Platinum
• Naladhu Private Island Maldives	Platinum
• Qasr Al Sarab Desert by Anantara	Platinum
• Anantara Angkor	Gold
• Anantara Hoi An	Gold
• Anantara Mui Ne	Gold
• Anantara Quy Nhon Villas	Gold

• Anantara Bophut Koh Samui	Gold
• Anantara Chiang Mai	Gold
• Anantara Hua Hin	Gold
• Anantara Lawana Koh Samui	Gold
• Anantara Layan Phuket	Gold
• Anantara Mai Khao Phuket Villas	Gold
• Anantara Rasananda Koh Phangan Villa	Gold
• Anantara Riverside Bangkok	Gold
• Anantara Sir Bani Yas Island Al Sahel Villa	Gold
• Anantara Sir Bani Yas Island Al Yamm Villa	Gold
• Anantara World Islands Dubai Resort	Gold
• Avani Hai Phong Harbour View	Gold
• Avani Ibn Battuta Dubai	Gold
• Avani Quy Nhon	Gold
• Avani Pattaya Resort & Spa	Gold
• Avani+ Luang Prabang	Gold
• Avani+ Riverside Bangkok	Gold
• Banana Island Resort Doha by Anantara	Gold
• Desert Islands by Anantara	Gold
• Eastern Mangroves by Anantara	Gold
• FCC Angkor by Avani	Gold
• Niyama Private Island Maldives	Gold
• Oaks Ibn Battuta Gate	Gold
Eco-rating Certification, Ecotourism Kenya	
• Elewana Elephant Pepper Camp Mara	Gold
• Elewana Elsa's Kopje Meru	Gold
• Elewana Lewa Safari Camp	Gold
• Elewana Loisaba Tented Camp	Gold
• Elewana Tortilis Camp Amboseli	Gold

• Elewana Sand River Mara Camp	Gold
• Elewana AfroChic Diani	Silver
• Elewana Loisaba Lodo Springs	Silver
• Elewana Loisaba Star Beds	Silver
• Elewana Kifaru House Lewa	Bronze
The Golden Triangle Asian Elephant Foundation	
• Member, International Union for Conservation of Nature (IUCN): Asian Elephant Specialist Group (under the Species Survival Commission)	
• Co-Chair, Asian Captive Elephant Working Group	
• Member, Elephant Endotheliotropic Herpes Virus Task Force Thailand	
• 100% certified by Global Spirit Standard for Animals in Tourism	
• Member, Sabah Captive Elephant Management Plan Steering Committee	
The Mai Khao Marine Turtle Foundation	
• Official member, International Union for Conservation of Nature (IUCN)	
• Sponsor, Sea Turtle and Habitat Conservation Fund	
• Member, Protected Area Committee of Sirinart National Park	
• Member and coordinator, Maikhao Beach Marine Turtle Conservation	
• Member and coordinator, Declaration of Marine Turtle Conservation of Thailand (Phang-nga - Phuket)	