



Shared Value



Sustainability Online Training

Minor Sustainability Awards

Minor is fully aware of the interdependence of the company's long-term success and the well-being of society and the environment. Hence, we continue to integrate the concept of "Shared Value Creation" into all our operations globally. Shared Value is one of Minor's sustainability strategic enablers that aspires the company to generate simultaneous benefits for the business as well as society and the environment.

We advocate sustainability and shared value concept within the company. Through "Sustainability 101" online training, our employees are educated on the concept of sustainability and how they can contribute to creating positive impacts. We also created the Minor Sustainability Awards to celebrate the embedment of shared value concept in our operations. The Awards showcase sustainability initiatives that mutually benefit the business as well as society and/ or the environment.

Minor remains committed to instill sustainability into employee's daily work through the introduction of "Sustainability Key Performance Indicator (KPI)" since 2021. The KPI serves as a reminder to our employees on how sustainability can be embedded in their work and yet contributing to both company and socio-environmental benefits. In 2022, the KPI's, which were in alignment with the company's Sustainability Strategy, were assigned to employees in the Minor corporate office, Minor Lifestyle, and Minor Hotels in Asia, Indian Ocean, Middle East, Africa, and Brazil. In addition, related executives and employees of Minor Food were also given Sustainability KPI's.

Sustainability Online Training

Minor continues to raise awareness on sustainability concept with our employees at all levels, aiming to enhance their competencies in embedding sustainability into their everyday work and life. Minor first introduced an animated "Sustainability 101" online training in 2019 to communicate the message that sustainability is relevant to everyone's daily life and their actions can create positive impact to themselves, the company, the planet, and society as a whole. From 2019 to 2021, more than 15,000 employees from all business units in Thailand and 51 overseas hotel properties completed the training. In 2022, we expanded the training to overseas hubs of Minor Food, including Australia, China, the Maldives, Seychelles, and the United Kingdom, in which total of 3,016 employees completed the course.

In addition, we planned to develop the "Sustainability 102" online training in 2023, illustrating Minor's Sustainability Strategy and initiatives implemented to support the company in achieving our sustainability goals. Through this training, we aim for our employees to understand the company's long-term goals towards sustainability and our actions. Hence, employees will be able to embrace sustainability and drive the efforts in alignment with company's Sustainability Strategy.

Minor Sustainability Awards

In 2016, Minor launched the "Minor Sustainability Awards" to encourage Minor businesses to showcase their sustainability initiatives that demonstrate "Shared Value" concept, benefiting the company, the society, and the environment. The announcement of winning teams and handover of awards, certificates, and seed fundings was arranged at Minor Awards Night in the following year. The call for award applications was temporary halt in 2020 and 2021 due to the COVID-19 restrictions, however, we were able to resume the call for Awards in 2022, and the results will be announced in 2023.

In the meanwhile, we continued to track progress and achievements of past winning initiatives and other sustainable initiatives that showcased shared value benefits in 2022. Illustrations of progress and achievements of some of these initiatives are included in this report.

Supply Chain Management, Thailand

Outstanding Sustainability Awards 2018

Rising Star Sustainability Awards 2019



Carbon Footprint Reduction Through Transport Optimization

With over 1,700 restaurants located in 75 provinces across Thailand, distributing raw materials from Minor Food Thailand's distribution center in Bangkok to each restaurant requires an immense number of trips. Large number of trips to regions with longest distance, North, Northeast, and South, contributes to high transportation cost, fuel consumption, and carbon dioxide emission as well as increased road accident risk.

In 2018, the Supply Chain Management team worked with its partner, Linfox, to optimize transportation models to save transportation cost, minimize environmental impacts, and ensure no road accident. The initiatives included the replacement of normal 4-wheel trucks with bigger models for ambient and controlled temperature products delivery in Bangkok to reduce the number of trips required. Another initiative was to replace stainless truck cap with fiber materials for frozen products transported upcountry. Nationwide transportation routes were also reviewed and optimized to allow deliveries by bigger trucks upcountry. These initiatives improved truck utilization and improved temperature control of frozen products. Supply Chain Management were able to reduce travel distance, lower fuel consumption, lessen carbon dioxide emission, and decrease transportation cost. It also reduced stress for truck drivers.

Business Impact (2018 - 2022)

- > Baht 24.46 million saved in transportation cost
- 5% increase in utilization of distribution center due to lower traffic during loading
- 0 accident from long distance driving since project started in 2018

Socio-Environmental Impact (2018 - 2022)

- > 2,196 tons of carbon dioxide emission reduced
- Less stress and fatigue for drivers from long distance driving

Minor Food China



Fish Traceability Project

Since its establishment in 2005, Minor Food China's Riverside restaurants has sold more than 20 million grilled fish dishes. It is a business focus to ensure the quality and safety of the main ingredient, the Qing Jiang fish. In January 2018, Minor Food China established a live fish traceability project to manage the whole supply chain of the fish. It monitors the trail from breeding, transportation, storage to distribution of the fish. The traceability records are on the national agricultural products traceability platform and in the national management information database, supervised by the Ministry of Agriculture. In September 2019, traceability platform for all 51 Riverside restaurants in the east of China was fully implemented. In 2020, the project expanded to include two types of fish, Grass Carp and Qing Jiang fish, which were used at all restaurants in the eastern region of China.

In 2022, Minor Food China started to collaborate with more local fish farms to develop high quality farming method that ensure stable supplies. This program allowed Minor Food China to provide constant supplies of traceable live Qing Jiang fish to all its restaurants in East and North markets. Moreover, it teamed up with Jiangsu Coast Development Group in establishing a sustainable environmentally friendly aquaculture system to be utilized at partnered fish farms in 2023.

Business Impact (2022)

- RMB 5.1 million saved through fixed price agreement with partnering farms
- Stable supply of quality fishes for all restaurants maintained amidst lock-down period in China
- Company reputation improved among public and private sectors – Invited to share success story of fish traceability at the first Qing Jiang Fish Market Summit

Socio-Environmental Impact (2022)

- Local fish farms developed for breeding quality fishes, allowing local farms to expand their market coverage to restaurant chains
- High quality and traceable ingredient assured for customers