

**COMPANY ANNOUNCEMENT
PRESS RELEASE****FOR IMMEDIATE RELEASE****19 September 2025****MINT's Tender Offer for MHEA Concludes Successfully, Enabling Delisting and Unlocking New Growth Phase**

Bangkok, Thailand – Minor International Public Company Limited (MINT) is pleased to announce the successful completion of its de-listing tender offer for shares of Minor Hotels Europe & Americas (MHEA). The offer concluded with a high 87% level of acceptance from MHEA's minority shareholders, who tendered their shares at the offer price of EUR 6.51 per share. The high offer acceptance rate vindicates MINT's offering rationale and pricing, while allowing MINT to further consolidate its ownership in MHEA.

Following completion of the transaction, MINT's stake in MHEA has increased from 95.9%, to 99.5%, representing the acquisition of approximately 15.7 million additional shares. With the conclusion of the tender offer, MHEA will now be delisted from the Spanish Stock Exchange. In addition to reducing cost and administrative complexity, this delisting also serves important strategic objectives.

The delisting enhances operational flexibility and enables faster execution of strategic initiatives. The move will unlock full group synergies by aligning MHEA more closely with MINT's global hospitality platform, while streamlining corporate structure and removing listing-related costs. This will support more agile decision-making and a sharper focus on long-term sustainable growth and value creation for stakeholders. Importantly, despite the privatization, MHEA will remain committed to good governance and transparency for the benefit of all stakeholders and will continue to play a leading role in the Spanish and European corporate and hospitality sectors.

Dillip Rajakarier, Group CEO of Minor International, commented: *"We are very pleased with the outcome of the offer, which reflects strong acceptance from MHEA shareholders and enables us to unlock the next chapter of the company's growth. We remain confident in MHEA's continued development and its positive impact on the broader industry."*

He further added: *"With the completion of the tender offer and subsequent delisting, we reaffirm our commitment to good governance and transparency. These principles will continue to underpin MHEA's operations and decision-making, ensuring alignment with the interests of all stakeholders. We look forward to this promising new chapter for MHEA and the opportunities that lie ahead."*

About Minor International (MINT)

Minor International (MINT) is a global Company focused on two core businesses: hospitality and restaurants. MINT is a hotel owner, operator and investor with a portfolio of 643 hotels under the Anantara, Avani, Oaks, Tivoli, NH Collection, NH, nhow, Elewana, Wolseley, Four Seasons, St. Regis, JW Marriott and Radisson Blu brands in 65 countries across Asia Pacific, the Middle East, Africa, the Indian Ocean, Europe and the Americas (including upcoming owned and committed JV, together with signed lease and

management contracts). MINT is also one of Asia's largest restaurant companies with 2,684 outlets system-wide (including signed franchise agreement) in 24 countries under The Pizza Company, The Coffee Club, Riverside Grilled Fish, Sanook Kitchen, Benihana, Bonchon, Swensen's, Sizzler, Dairy Queen, Burger King and GAGA brands, as well as over 1,000 further outlets held through MINT's strategic alliances (i.e. S&P and BreadTalk).

For more information, please visit www.minor.com.

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