

**COMPANY ANNOUNCEMENT
PRESS RELEASE****FOR IMMEDIATE RELEASE****28 November 2025****MINT Initiates Share Buyback to Drive EPS Growth and Shareholder Returns**

Bangkok, Thailand – Minor International Public Company Limited (MINT) announces that its Board of Directors has approved a share repurchase program of up to THB 500 million, reinforcing the Company's long-standing commitment to rewarding shareholders in a disciplined and value-accretive manner.

This buyback follows the additional interim dividend paid earlier this year, underscoring MINT's balanced capital allocation framework built on three pillars: accelerating growth, continuing to deleverage the balance sheet and returning capital to shareholders through dividends and share repurchases.

MINT believes the current share price offers an attractive opportunity to deploy capital in a way that is EPS-accretive and supports long-term shareholder value. MINT's program reflects the Company's confidence in its fundamentals and future earnings trajectory.

The Company emphasizes that the program is a first phase. Improving retained earnings and ongoing deleveraging will provide additional capacity to undertake subsequent buybacks beyond the initial THB 500 million in the months ahead, subject to market conditions, regulatory parameters, and board directors' approval. MINT's diversified global platform, strong operating momentum across regions and resilient cash flows continue to support its transition toward a more asset-light and capital-efficient model.

Dillip Rajakarier, Group CEO of MINT, commented:

"Our decision to initiate this share repurchase affirms our confidence in the Company's underlying fundamentals, growth prospects and the value we continue to create across our businesses. The current market environment presents a compelling entry point for us to invest in our own shares, in a way that enhances earnings per share and ultimately benefits all shareholders. As our balance sheet continues to strengthen, we expect greater flexibility to consider additional phases of buybacks over time."

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 630 hotels under the Anantara, Avani, Oaks, Tivoli, NH Collection, NH, nhow, Elewana, The Wolseley, Colbert Collection, Four Seasons, St. Regis, JW Marriott and Radisson Blu brands in 66 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 2,836 outlets system-wide in 25 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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