



COMPANY PROFILE

Information as at 2Q18



VISION

To be **A Leading Hospitality, Restaurant Operator and Lifestyle Brand Retailer** through the delivery of branded products and services that provide 100% satisfaction to all stakeholders



Customer
Focus

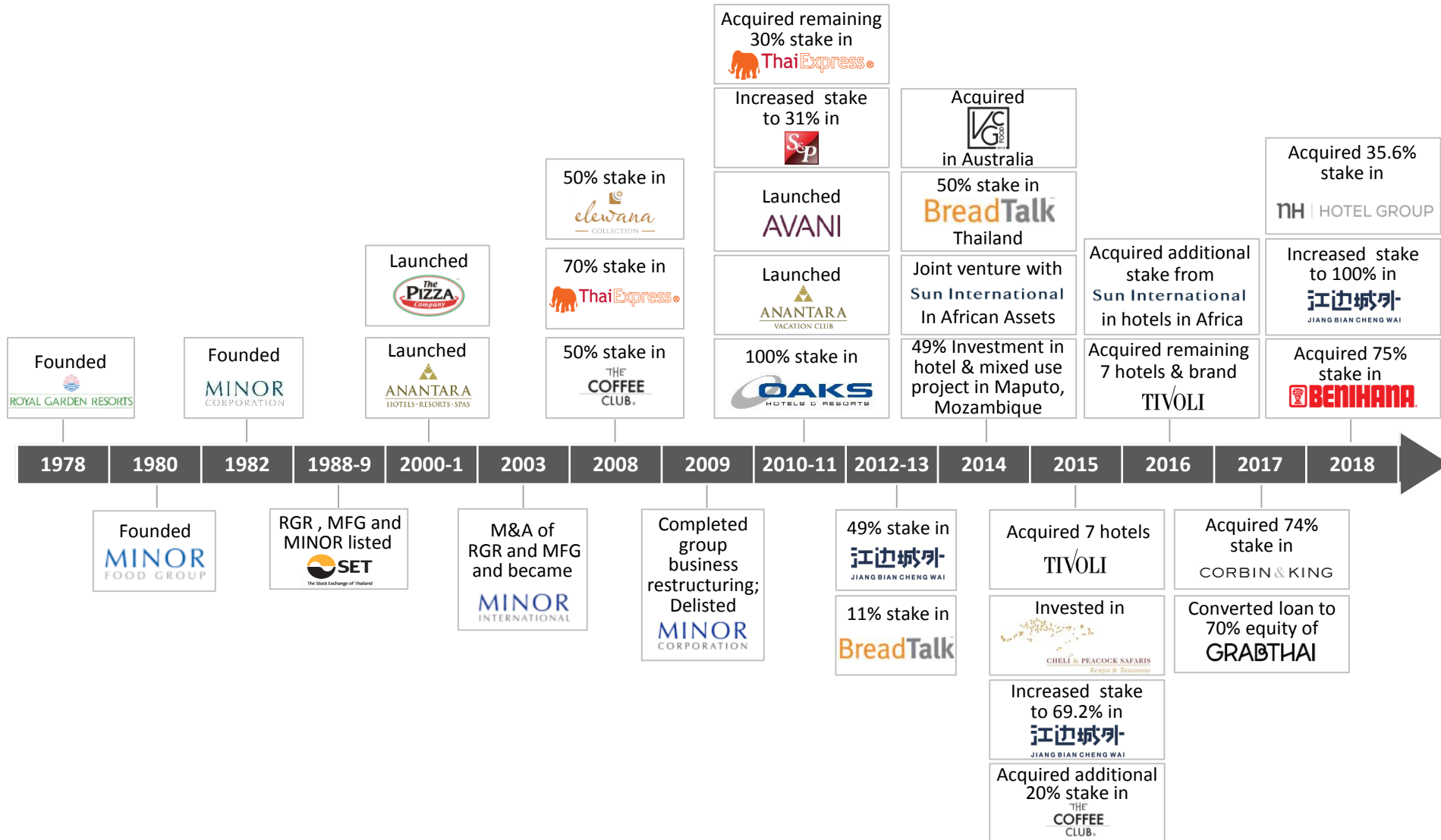
Result
Oriented

People
Development

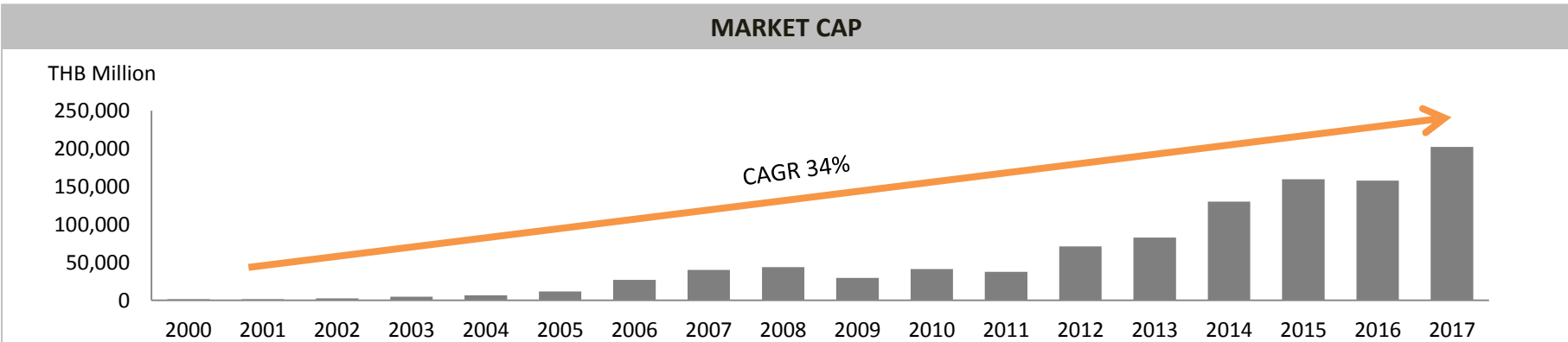
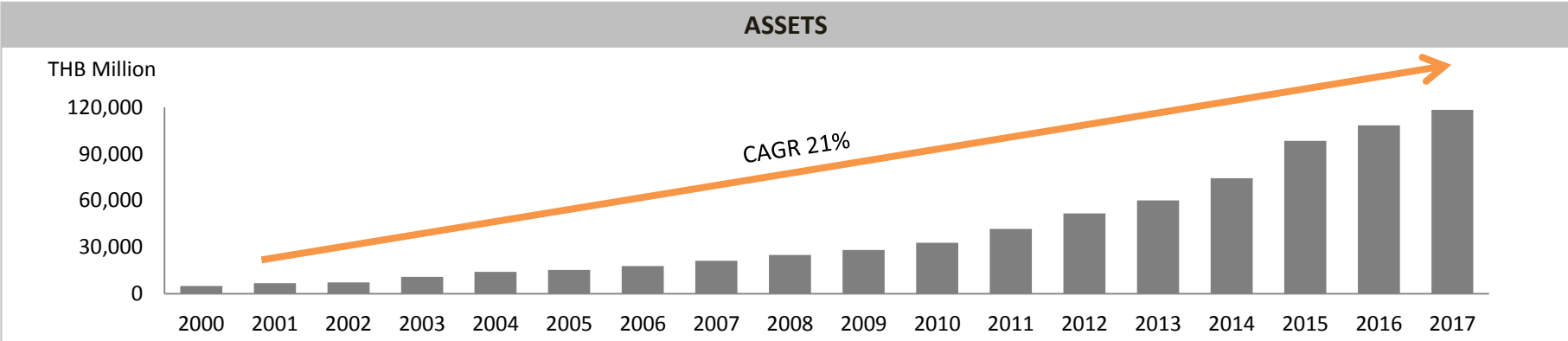
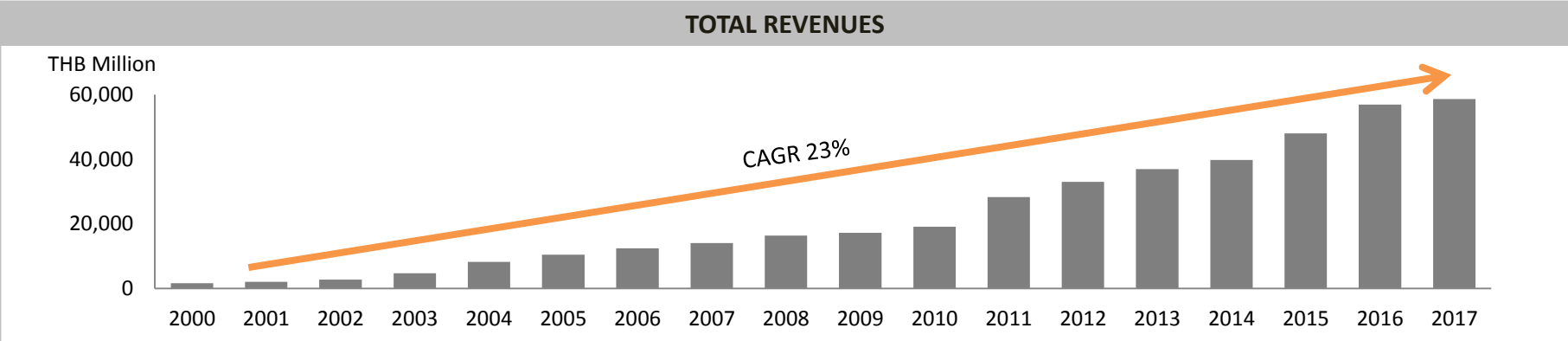
Innovative

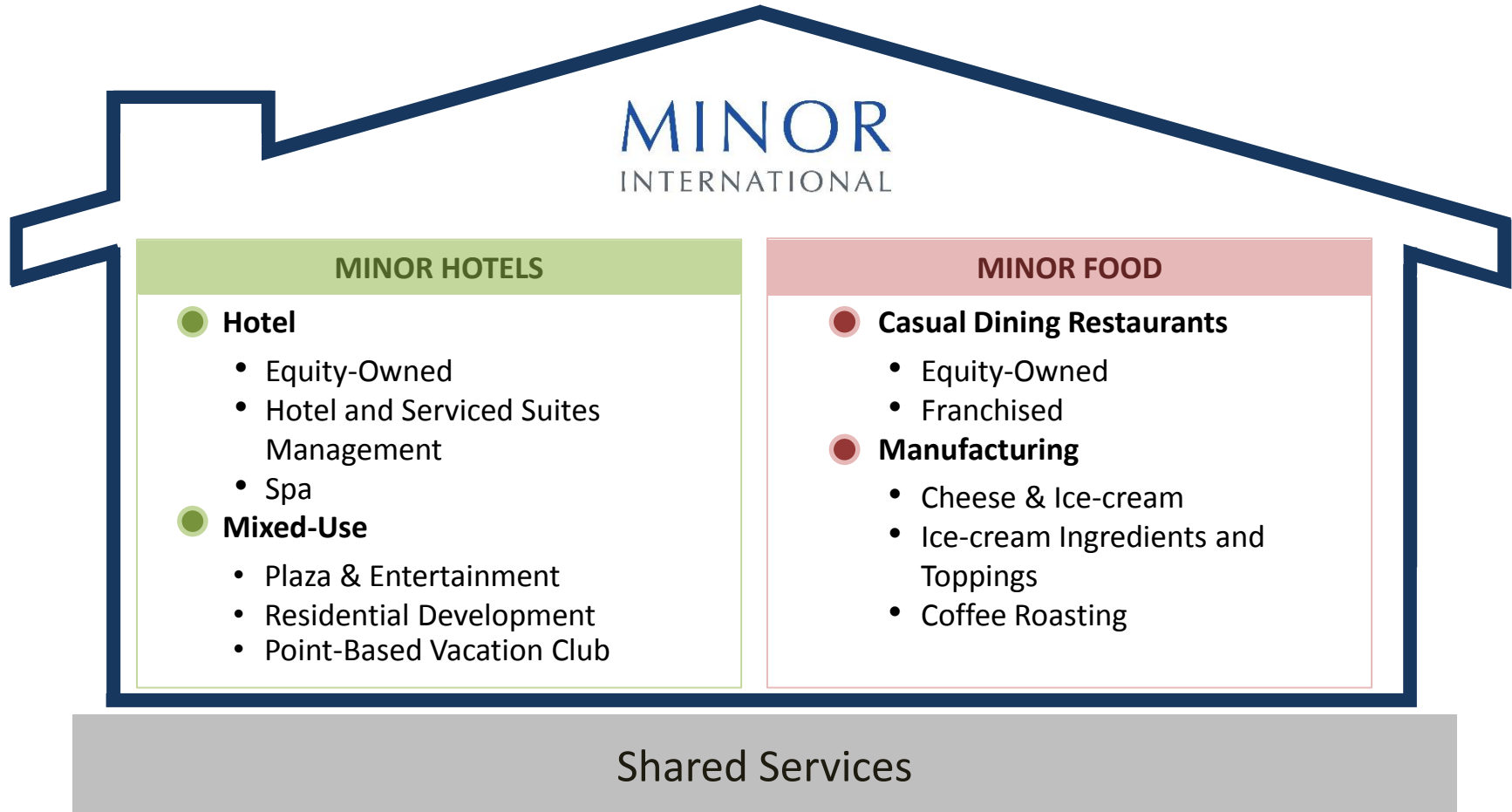
Partnership

MINT - KEY MILESTONES



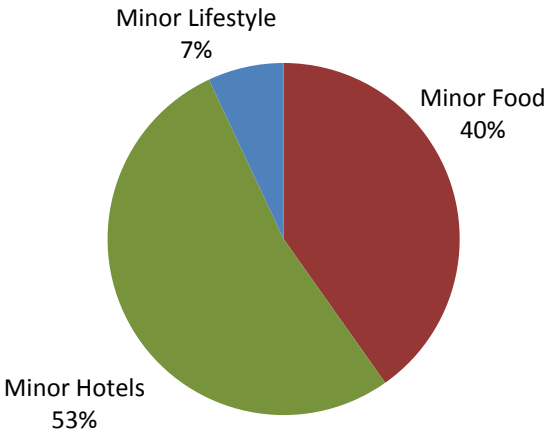
MINT - CONSISTENT GROWTH



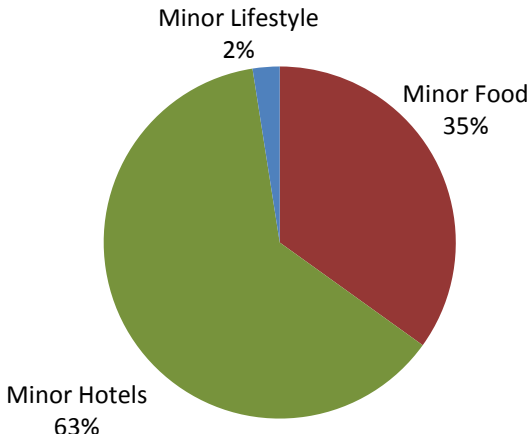


CONTRIBUTIONS BY BUSINESS GROUPS & GEOGRAPHIES

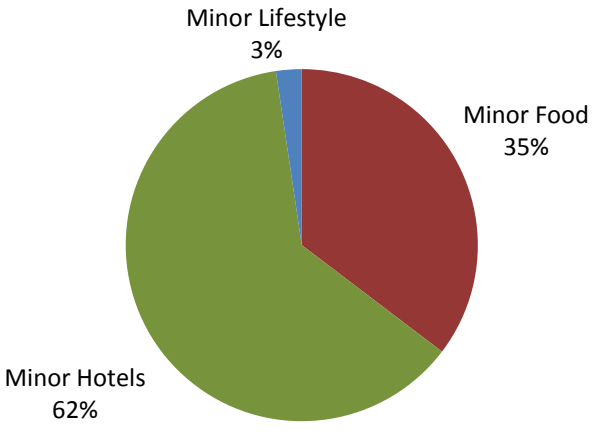
2017 REVENUE CONTRIBUTION



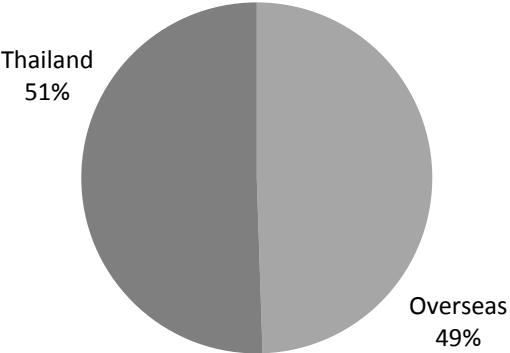
2017 EBITDA CONTRIBUTION



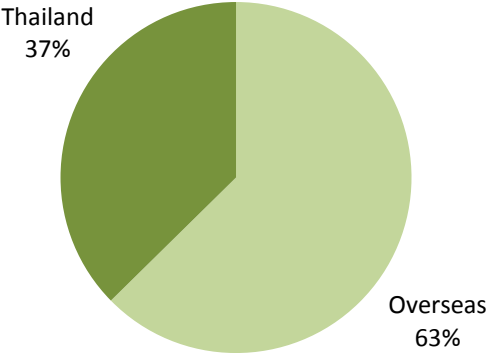
2017 NPAT CONTRIBUTION



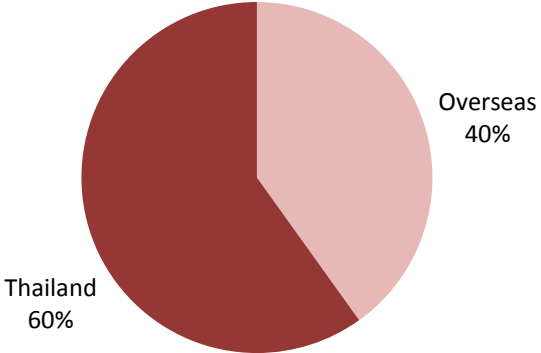
2017 REVENUE CONTRIBUTION
MINT



2017 REVENUE CONTRIBUTION
MINOR HOTELS

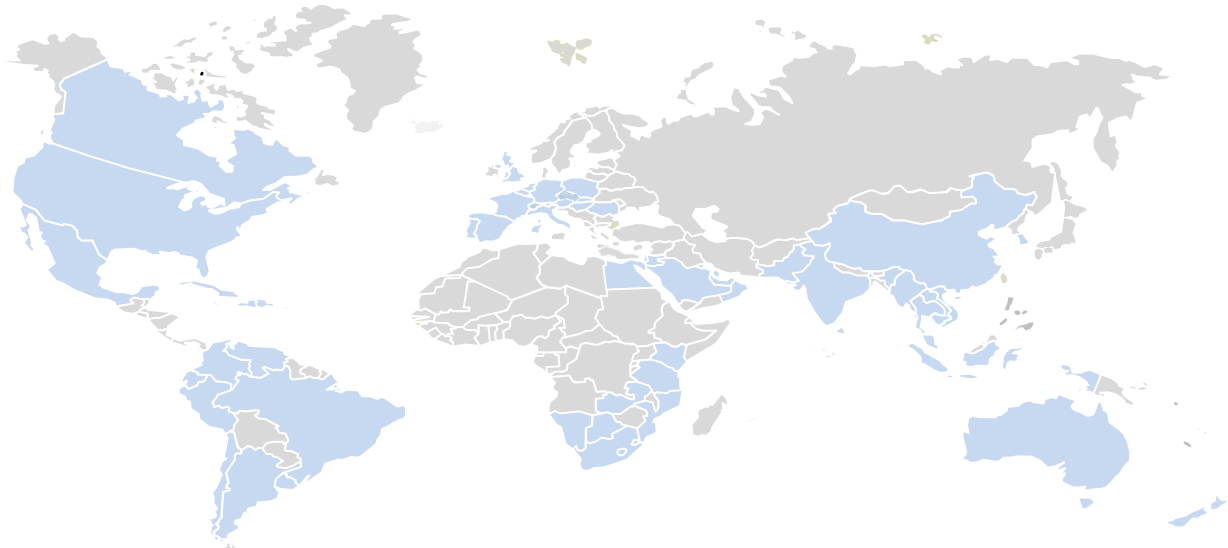


2017 REVENUE CONTRIBUTION
MINOR FOOD



MINT'S PRESENCE

Enhance profile, reputation & recognition with 161 hotels and serviced suites, 2,130 restaurant outlets and 61 spas. With the recent investment in NH Hotel Group, MINT has expanded its operations to a total of 64 countries.



The Americas	Europe	Europe	Africa	Asia Pacific
Canada ▲	Andorra ●	Spain ●	Botswana ●	India ● ▲
USA ●	Austria ●	Switzerland ●	Egypt ●	Indonesia ● ▲
Argentina ●	Belgium ●	The Netherlands ●	Kenya ●	Korea ●
Brazil ●	Czech Republic ●	UK ● ▲	Lesotho ●	Laos ● ▲
Chile ●	France ●		Mozambique ●	Malaysia ● ▲
Colombia ●	Germany ●	Middle East	Namibia ●	Maldives ● ▲
Cuba ●	Hungary ●	Bahrain ▲	Seychelles ● ▲	Myanmar ▲
Ecuador ●	Italy ●	Jordan ▲	Tanzania ●	New Zealand ● ▲
Haití ●	Luxemburg ●	Kuwait ▲	South Africa ●	Pakistan ▲
Mexico ●	Poland ● ▲	Lebanon ▲	Zambia ●	Singapore ▲
República Dominicana ●	Portugal ● ▲	Oman ● ▲	Asia Pacific	Sri Lanka ●
Uruguay ●	Romania ● ▲	Qatar ●	Australia ● ▲	Thailand ● ▲ ▼
Venezuela ●	Slovakia ● ▲	Saudi Arabia ▲	Cambodia ● ▲	Vietnam ● ▲
		UAE ● ▲	China ● ▲	




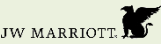



























● Minor Hotels ● NH Hotel Group ▲ Minor Food ▼ Minor Lifestyle

MINT data as of Jul 2018 and NH Hotel Group data as of Jun 2018

MINOR HOTELS

To be the Leading Hospitality Partner
Maximizing Stakeholder Value

HOTEL PORTFOLIO – JULY 2018

	THAILAND	OUTSIDE THAILAND
MAJORITY-OWNED	<div>  <p>7 Anantara</p> </div> <div>  <p>3 Four Seasons</p> </div> <div>  <p>3 AVANI</p> </div> <div>  <p>1 JW Marriott</p> </div> <div>  <p>1 St. Regis</p> </div>	<div>  <p>6 Anantara (Maldives, Vietnam, Cambodia, Sri Lanka, Portugal & Zambia)</p> </div> <div>  <p>6 AVANI (Sri Lanka, Vietnam, Portugal, Botswana, Namibia & Zambia)</p> </div> <div>  <p>2 Oaks (Australia)</p> </div> <div>  <p>11 Tivoli (2 Brazil & 9 Portugal)</p> </div>
JOINT VENTURE	<div>  <p>1 AVANI</p> </div>	<div>  <p>6 Anantara (2 Maldives, 3 Mozambique & 1 Sri Lanka)</p> </div> <div>  <p>5 AVANI (1 Vietnam, 1 Sri Lanka, 1 Mozambique & 2 Lesotho)</p> </div> <div>  <p>1 Oaks (India)</p> </div> <div>  <p>1 NIYAMA (Maldives)</p> </div> <div>  <p>8 Elewana (Tanzania & Kenya)</p> </div> <div>  <p>4 Cheli & Peacock (Kenya)</p> </div> <div>  <p>1 Naladhu (Maldives)</p> </div> <div>  <p>2 Serendib (Sri Lanka)</p> </div> <div>  <p>1 Radisson Blu (Mozambique)</p> </div>
PURELY MANAGED	<div>  <p>5 Anantara</p> </div> <div>  <p>2 AVANI</p> </div> <div>  <p>1 Oaks</p> </div>	<div>  <p>15 Anantara (2 Bali, 1 Vietnam, 3 China, 2 Oman, 1 Qatar & 6 UAE)</p> </div> <div>  <p>4 AVANI (Laos, Malaysia, UAE & Seychelles)</p> </div> <div>  <p>2 Cheli & Peacock (Kenya)</p> </div> <div>  <p>3 Elewana (Kenya)</p> </div> <div>  <p>1 Oaks (UAE)</p> </div> <div>  <p>1 The Beaumont (UK)</p> </div> <div>  <p>3 Tivoli (Portugal & Qatar)</p> </div>
MLR*		<div>  <p>51 Oaks (47 Australia, 3 New Zealand & 1 Dubai)</p> </div> <div>  <p>3 AVANI (Australia & New Zealand)</p> </div>

* MLR is Management Letting Rights (Management of Serviced Suites)

HOTEL PORTFOLIO – 161 PROPERTIES WITH 20,302 ROOMS IN 26 COUNTRIES

Hotel Name	Country	# Rooms	Hotel Name	Country	# Rooms	Hotel Name	Country	# Rooms
Anantara Bophut Koh Samui	Thailand	106	AVANI Hua Hin	Thailand	196	Anantara Baan Rajprasong Bangkok	Thailand	97
Anantara Golden Triangle Elephant Camp	Thailand	61	Oaks Bodhgaya	India	78	Anantara Chiang Mai	Thailand	84
Anantara Hua Hin	Thailand	187	AfroChic Diani Beach	Kenya	10	Anantara Lawana Koh Samui	Thailand	122
Anantara Layan Phuket	Thailand	77	Elephant Pepper Camp Masai Mara	Kenya	10	Anantara Rasananda KohPhangan	Thailand	64
Anantara Mai Khao Phuket Villas	Thailand	83	Elsa's Kopje Meru	Kenya	11	Anantara Sathorn Bangkok	Thailand	310
Anantara Riverside Bangkok	Thailand	408	Joy's Camp Shaba	Kenya	10	AVANI Atrium Bangkok	Thailand	568
Anantara Siam Bangkok	Thailand	354	Sand River Masai Mara	Kenya	16	AVANI Khon Kaen	Thailand	196
AVANI Pattaya	Thailand	298	Tortilis Camp Amboseli	Kenya	18	Oaks Bangkok Sathorn	Thailand	115
AVANI Riverside Bangkok	Thailand	248	AVANI Lesotho	Lesotho	158	Anantara Sanya	China	122
Sunset Coast Samui managed by AVANI	Thailand	58	AVANI Maseru	Lesotho	105	Anantara Xishuangbanna	China	103
Four Seasons Chiang Mai	Thailand	76	Anantara Dhigu Maldives	Maldives	110	Anantara Guiyang	China	218
Four Seasons Koh Samui	Thailand	60	Anantara Veli Maldives	Maldives	67	Anantara Seminyak Bali	Indonesia	60
Four Seasons Tented Camp Golden Triangle	Thailand	15	Naladhu Private Island Maldives	Maldives	20	Anantara Uluwatu Bali	Indonesia	74
JW Marriott Phuket	Thailand	265	Niyama Private Islands Maldives	Maldives	134	Kifaru House	Kenya	5
The St. Regis Bangkok	Thailand	224	Anantara Bazaruto Island	Mozambique	44	Kitich Camp Mathews Forest	Kenya	6
Oaks Elan Darwin	Australia	301	Anantara Matemo Island	Mozambique	24	Lewa Safari Camp	Kenya	13
Oaks Grand Gladstone	Australia	144	Anantara Medjumbe Island	Mozambique	12	Loisaba Star Beds	Kenya	4
AVANI Gaborone	Botswana	196	AVANI Pemba Beach	Mozambique	185	Loisaba Tented Camp	Kenya	12
Tivoli Ecoresort Praia do Forte Bahia	Brazil	287	Radisson Blu, Maputo	Mozambique	154	AVANI+ Luang Prabang	Laos	53
Tivoli Mofarrej São Paulo	Brazil	217	Anantara Peace Haven Tangalle	Sri Lanka	152	AVANI Sepang Goldcoast	Malaysia	315
Anantara Angkor	Cambodia	39	AVANI Bentota	Sri Lanka	75	Al Baleed Salalah by Anantara	Oman	136
Anantara Kihavah Maldives Villas	Maldives	79	Club Hotel Dolphin	Sri Lanka	154	Anantara Al Jabal Al Akhdar	Oman	115
AVANI Windhoek	Namibia	173	Hotel Sigiriya	Sri Lanka	79	The Residences at Victoria (Tivoli)	Portugal	93
Anantara Vilamoura Algarve	Portugal	280	Arusha Coffee Lodge	Tanzania	30	Tivoli Évora	Portugal	56
AVANI Avenida Liberdade Lisbon	Portugal	119	Kilindi Zanzibar	Tanzania	14	Banana Island Doha by Anantara	Qatar	141
Tivoli Carvoeiro Algarve	Portugal	246	Serengeti Migration Camp	Tanzania	20	Souq Waqif Boutique by Tivoli	Qatar	183
Tivoli Coimbra	Portugal	100	Serengeti Pioneer Camp	Tanzania	12	AVANI Seychelles Barbarons	Seychelles	124
Tivoli Lagos Algarve	Portugal	324	Tarangire Treetops	Tanzania	20	Anantara Sir Bani Yas Island Al Sahel	UAE	30
Tivoli Avenida Liberdade Lisboa	Portugal	285	The Manor at Ngorongoro	Tanzania	20	Anantara Sir Bani Yas Island Al Yamm	UAE	30
Tivoli Marina Portimao	Portugal	196	AVANI Hai Phong Harbour View	Vietnam	122	Anantara The Palm Dubai	UAE	293
Tivoli Marina Vilamoura Algarve	Portugal	383	Joint Venture	30	2,060	Eastern Mangroves by Anantara	UAE	222
Tivoli Oriente Lisboa	Portugal	279	Oaks Hotels & Resorts	Australia	5,795	Desert Islands by Anantara	UAE	64
Tivoli Palácio de Seteais Sintra	Portugal	30		New Zealand	263	Qasr Al Sarab Desert by Anantara	UAE	206
Tivoli Sintra	Portugal	77		UAE	168	AVANI Deira Dubai	UAE	216
Anantara Kalutara	Sri Lanka	141	AVANI Hotels & Resorts	Australia	205	Oaks Liwa Executive Suites	UAE	54
AVANI Kalutara	Sri Lanka	105		New Zealand	81	The Beaumont	UK	73
Anantara Hoi An	Vietnam	94				Anantara Mui Ne	Vietnam	90
AVANI Quy Nhon	Vietnam	63	Management Letting Rights	54	6,512	Purely Managed	37	4,667
Royal Livingstone by Anantara	Zambia	173						
AVANI Victoria Falls	Zambia	212						
Majority Owned	40	7,063						

ANANTARA – LIFE IS A JOURNEY



A luxury brand for modern travelers, Anantara opens the door to unforgettable experiences in the world's most exciting destinations.



AVANI – THE DETAILS THAT MATTER

AVANI

Blending modern lifestyle features, a passion for design and smooth seamless service, AVANI offers all the meaningful details that matter for a great stay.

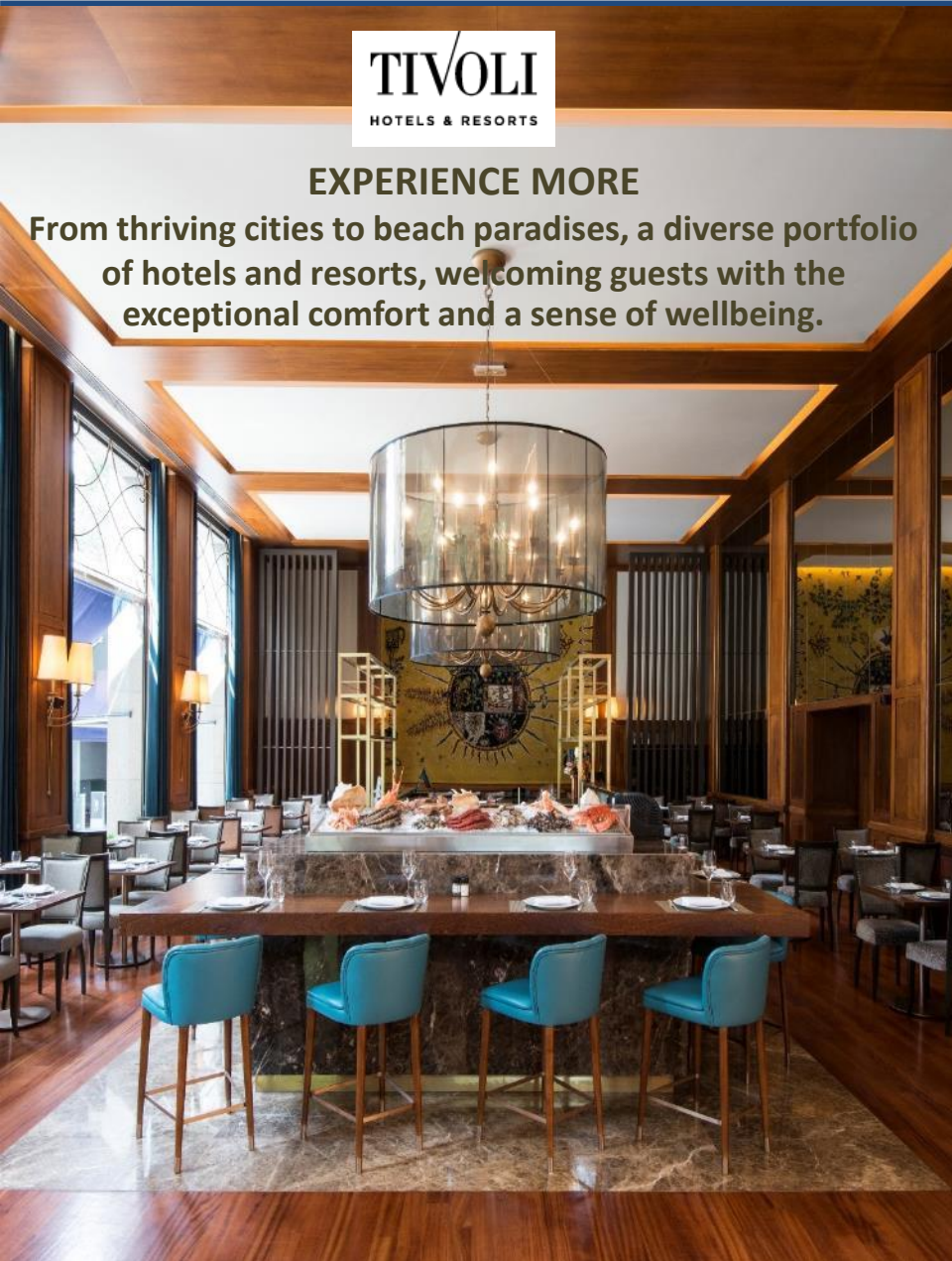


BOUTIQUE HOTEL BRANDS WITH UNIQUE LUXURY EXPERIENCE

TIVOLI
HOTELS & RESORTS

EXPERIENCE MORE

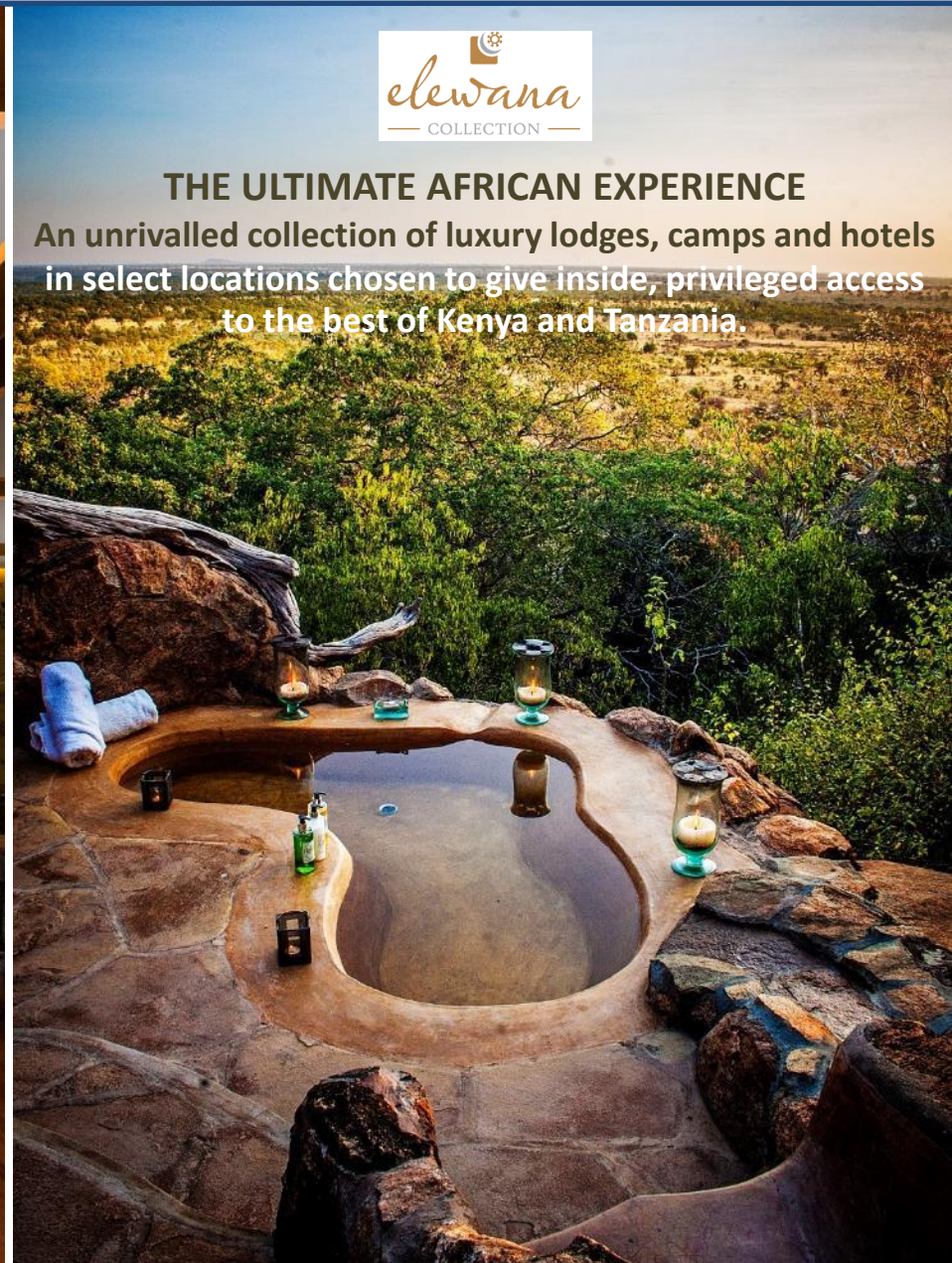
From thriving cities to beach paradises, a diverse portfolio of hotels and resorts, welcoming guests with the exceptional comfort and a sense of wellbeing.



elewana
— COLLECTION —

THE ULTIMATE AFRICAN EXPERIENCE

An unrivalled collection of luxury lodges, camps and hotels in select locations chosen to give inside, privileged access to the best of Kenya and Tanzania.



OAKS – WELCOME HOME TO OAKS



Spacious, contemporary serviced studios and suites. Offering peace of mind, effortless short or long stays, and essential comforts.



NH Hotel Group

NH Hotel Group is a leading European hotel operator with a diversified portfolio in the mid- to upscale segment across 30 countries in Europe, Americas and Africa.







- ❖ 6th largest hotel chain in Europe
- ❖ Listed on the Madrid Stock Exchange with a market capitalization of EUR 2.4 billion (as of Jul 2018)
- ❖ Spain-based leading urban hotel operator with 385 hotels and 59,682 keys in 30 countries
- ❖ Key operating markets include Spain, Germany, Italy and Benelux

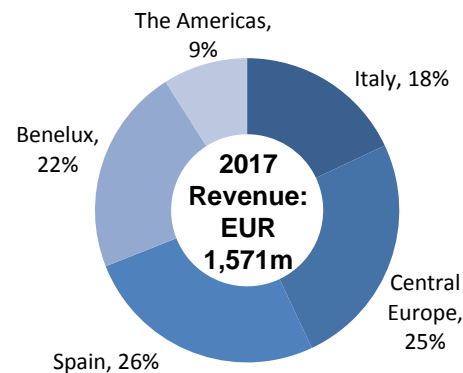
* As of Jun 2018

Source: NH Hotel Group Investor Presentation Aug 2018

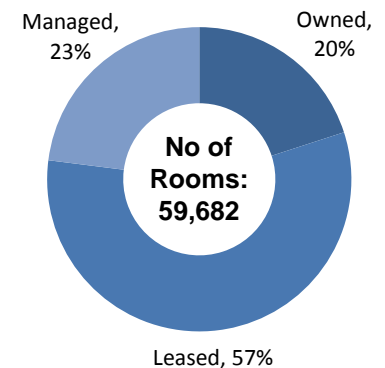
PORTFOLIO OVERVIEW

Brands	Brand Positioning	No. of Hotels*	Hotel Rooms*
	Midscale to upscale, urban hotels	287	41,220
	Upper upscale, premium hotels located in capital cities	78	12,344
	Upper upscale, unconventional "design" hotels	4	978
	Upscale, holiday hotels	9	2,429
Total		385	59,682

Revenue Breakdown



Ownership Breakdown*



SPA PORTFOLIO – JULY 2018

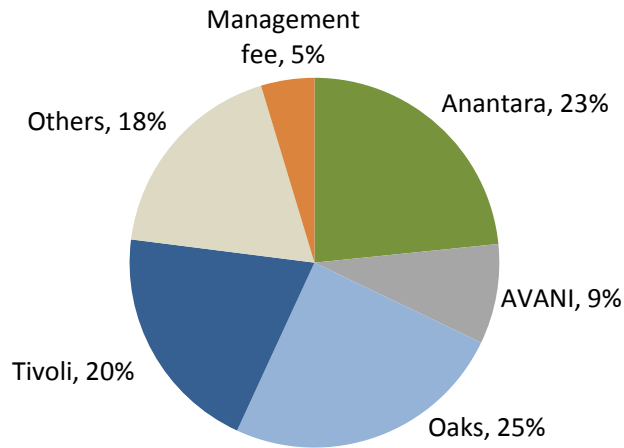
Spa portfolio consists of
61 spas in 19 countries

No.	Hotel	Country
1	Anantara Bophut Koh Samui	Thailand
2	Anantara Chiang Mai	Thailand
3	Anantara Golden Triangle Elephant Camp	Thailand
4	Anantara Hua Hin	Thailand
5	Anantara Lawana Koh Samui	Thailand
6	Anantara Layan Phuket	Thailand
7	Anantara Mai Khao Phuket Villas	Thailand
8	Anantara Rasananda Koh Phangan Villas	Thailand
9	Anantara Riverside Bangkok	Thailand
10	Anantara Sathorn Bangkok	Thailand
11	Anantara Siam Bangkok	Thailand
12	AVANI Hua Hin	Thailand
13	AVANI Khon Kaen	Thailand
14	AVANI Pattaya	Thailand
15	AVANI Riverside Bangkok	Thailand
16	JW Marriott Phuket	Thailand
17	The St. Regis Bangkok	Thailand
18	The Royal Orchid Sheraton Bangkok	Thailand
19	Tivoli Ecoresort Praia Do Forte Bahia	Brazil
20	Tivoli Mofarrej São Paulo	Brazil
21	Anantara Angkor	Cambodia
22	Anantara Guiyang	China
23	Anantara Sanya	China
24	Anantara Xishuangbanna	China
25	Sheraton Sanya Resort	China
26	The Puli Hotel & Spa	China
27	JW Marriott Cairo	Egypt
28	Anantara Seminyak Bali	Indonesia
29	Anantara Uluwatu Bali	Indonesia
30	Sheraton Seoul D Cube City	Korea

No.	Hotel	Country
31	AVANI+ Luang Prabang	Laos
32	AVANI Sepang Goldcoast	Malaysia
33	Anantara Dhigu Maldives	Maldives
34	Anantara Kihavah Maldives Villas	Maldives
35	Anantara Veli Maldives	Maldives
36	Naladhu Private Island Maldives	Maldives
37	NIYAMA Private Islands Maldives	Maldives
38	Anantara Bazaruto Island	Mozambique
39	Anantara Medjumbe Island	Mozambique
40	AVANI Pemba Beach	Mozambique
41	Al Baleed Salalah Anantara	Oman
42	Anantara Al Jabal Al Akhdar	Oman
43	Tivoli Marina Vilamoura Algarve	Portugal
44	Tivoli Avenida Liberdade Lisboa	Portugal
45	Tivoli Carvoeiro Algarve	Portugal
46	Tivoli Palacio de Seteais	Portugal
47	Banana Island Doha by Anantara	Qatar
48	Souq Waqif Boutique by Tivoli	Qatar
49	AVANI Seychelles Barbarons	Seychelles
50	Anantara Kalutara	Sri Lanka
51	Anantara Peace Haven Tangalle	Sri Lanka
52	Anantara Sir Bani Yas Island	UAE
53	Anantara The Palm Dubai	UAE
54	Eastern Mangroves by Anantara	UAE
55	Emirates Palace Abu Dhabi	UAE
56	Qasr Al Sarab Desert by Anantara	UAE
57	Anantara Hoi An	Vietnam
58	Anantara Mui Ne	Vietnam
59	AVANI Hai Phong Harbour View	Vietnam
60	AVANI Quy Nhon	Vietnam
61	The Royal Livingstone Victoria Falls Zambia by Anantara	Zambia

MINOR HOTELS – KEY STATISTICS

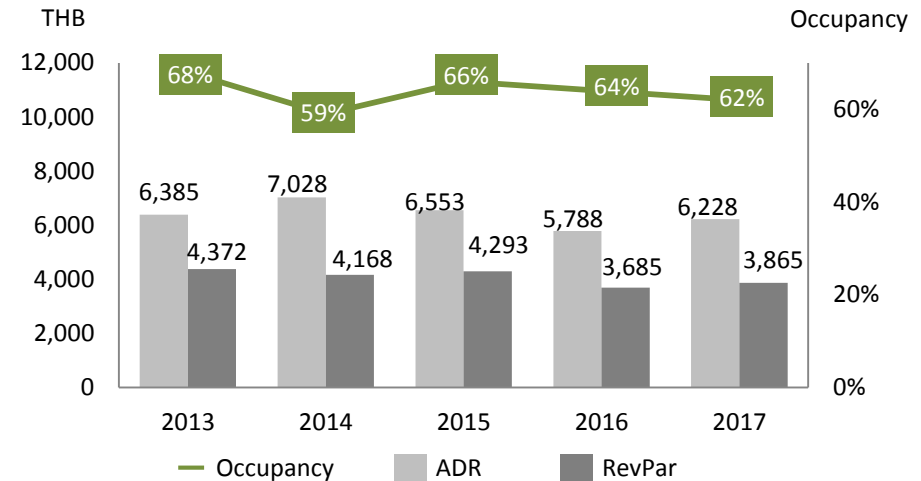
2017 REVENUE BREAKDOWN BY BRAND*



*Audited revenue excluding mixed-use

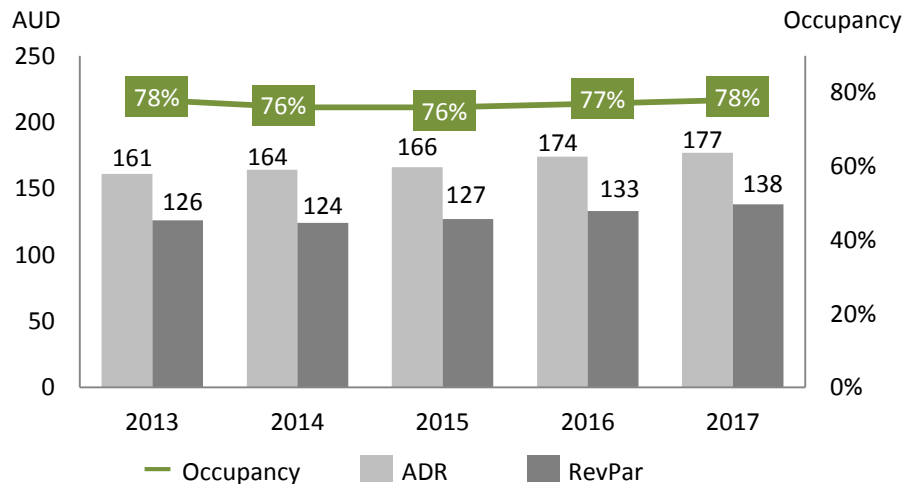
OWNED HOTELS

56% OF MINOR HOTELS REVENUES IN 2017



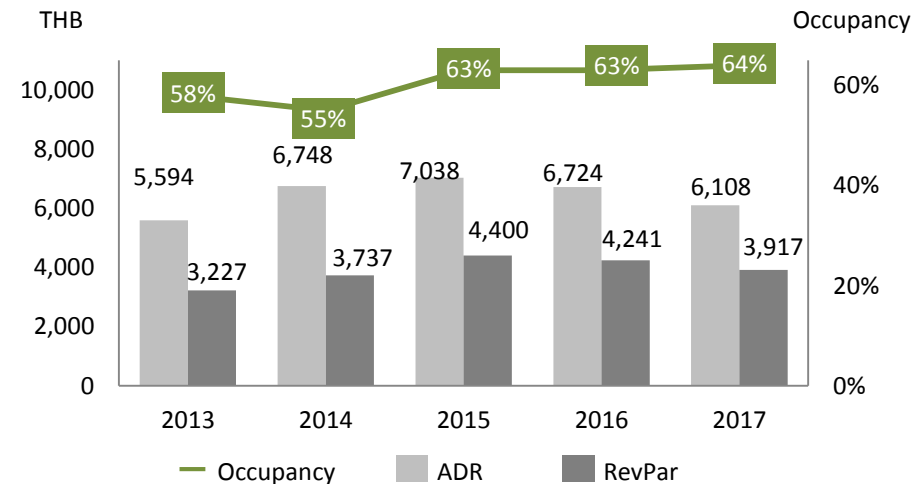
OAKS

20% OF MINOR HOTELS REVENUES IN 2017



MANAGED HOTELS

4% OF MINOR HOTELS REVENUES IN 2017



PLAZA & ENTERTAINMENT

MINT owns and operates three shopping plazas:



Riverside Plaza
Bangkok



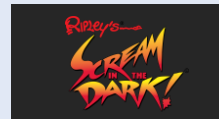
Royal Garden Plaza
Pattaya



Turtle Village
Phuket



MINT also operates seven entertainment outlets



ANANTARA VACATION CLUB



MINT introduced “**Anantara Vacation Club**” (point-based vacation club project) in December 2010, with inventory in Samui, Phuket, Bangkok, Chiang Mai in Thailand, Bali in Indonesia, Queenstown in New Zealand and Sanya in China. Additional destinations will be added to the inventory over the years.



RESIDENTIAL PROPERTY DEVELOPMENT



LAYAN RESIDENCES BY ANANTARA, PHUKET
15 uniquely designed pool villas adjacent to Anantara Layan Phuket Resort



THE ESTATES SAMUI
14 luxury villas adjacent to Four Seasons Resort Koh Samui



ANANTARA CHIANG MAI SERVICED SUITES
44 units in 7-storey condominium building across from Anantara Chiang Mai Resort

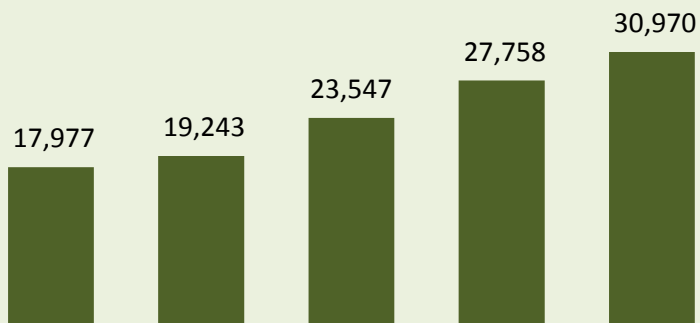


TORRES RANI
Of the 187 luxury apartments in Maputo, Mozambique, 6 penthouses are for sale

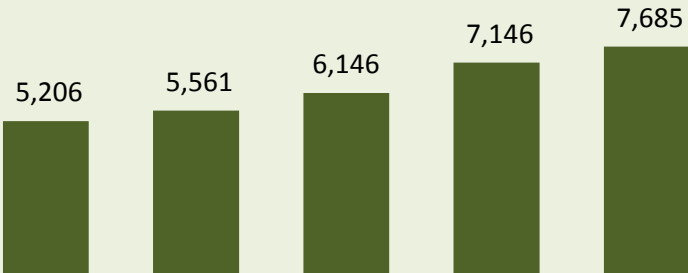
MINOR HOTELS – FINANCIAL PERFORMANCE

THB Million

Revenue



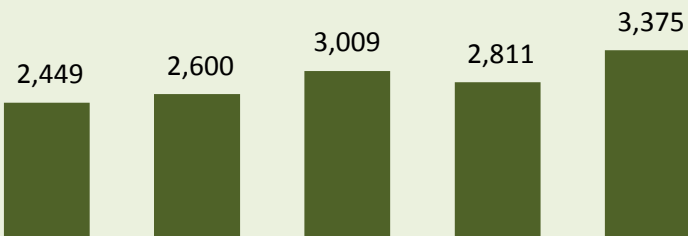
EBITDA



EBITDA
Margin

29.0% 28.9% 26.1% 25.7% 24.8%

NPAT



Net
Margin

13.6% 13.5% 12.8% 10.1% 10.9%

2013 2014 2015 2016 2017

Note: Core operations, excluding non-recurring items





MINOR FOOD

To be a **global food service operator** that provides 100% satisfaction to customers and other stakeholders

MINOR FOOD PORTFOLIO – 2Q18

Brand	No. of Outlet	Thailand		International	
		Equity	Franchise	Equity	Franchise
	474	254	103	2	115
	322	121	167	9	25
	65	53	-	12	-
	459	231	226	2	-
	95	89	-	6	-
	443	37	-	41	365
	91	8	-	60	23
	60	-	-	60	-
	49	49	-	-	-
	19	-	3	2	14
Others	53	39	-	14	-
Total Equity	1,089	881	-	208	-
Total Franchise	1,041	-	499	-	542
Grand Total	2,130	1,380		750	

MANUFACTURING



Two manufacturing plants in Thailand producing over 20,000 tons of cheese and ice cream per annum



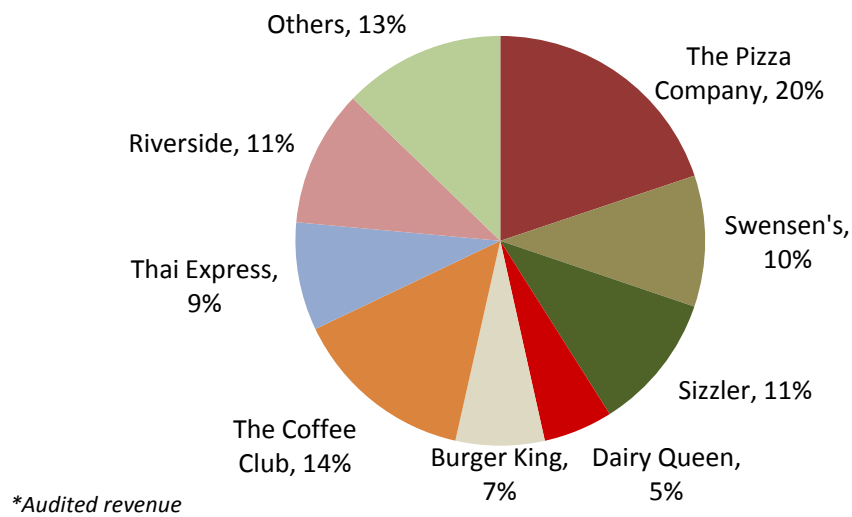
Coffee roasting factory in Australia



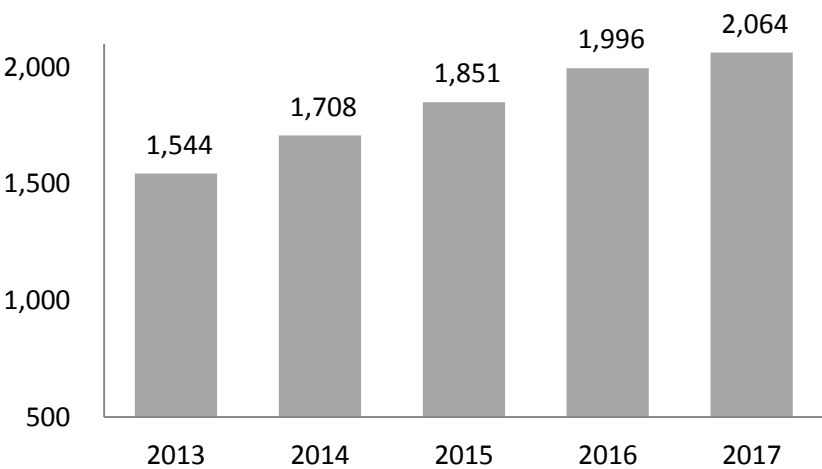
Manufacturing of ice-cream ingredients and toppings

MINOR FOOD – KEY STATISTICS

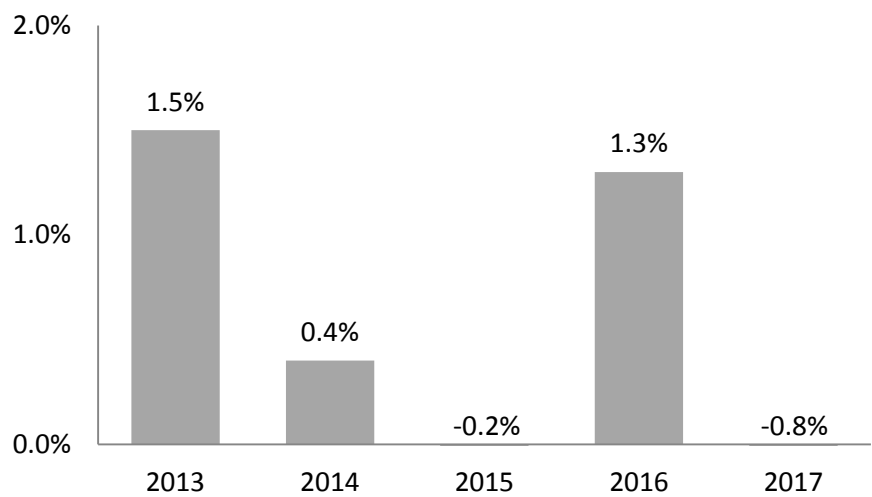
2017 REVENUE BREAKDOWN BY BRAND*



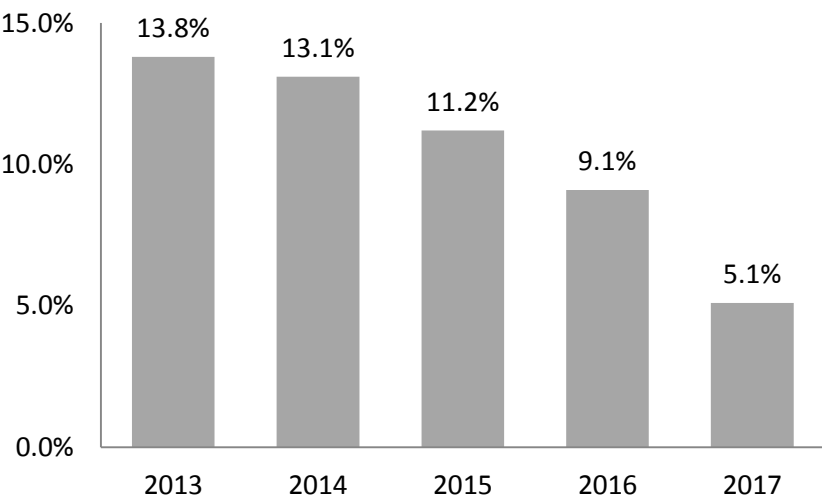
NUMBER OF OUTLETS



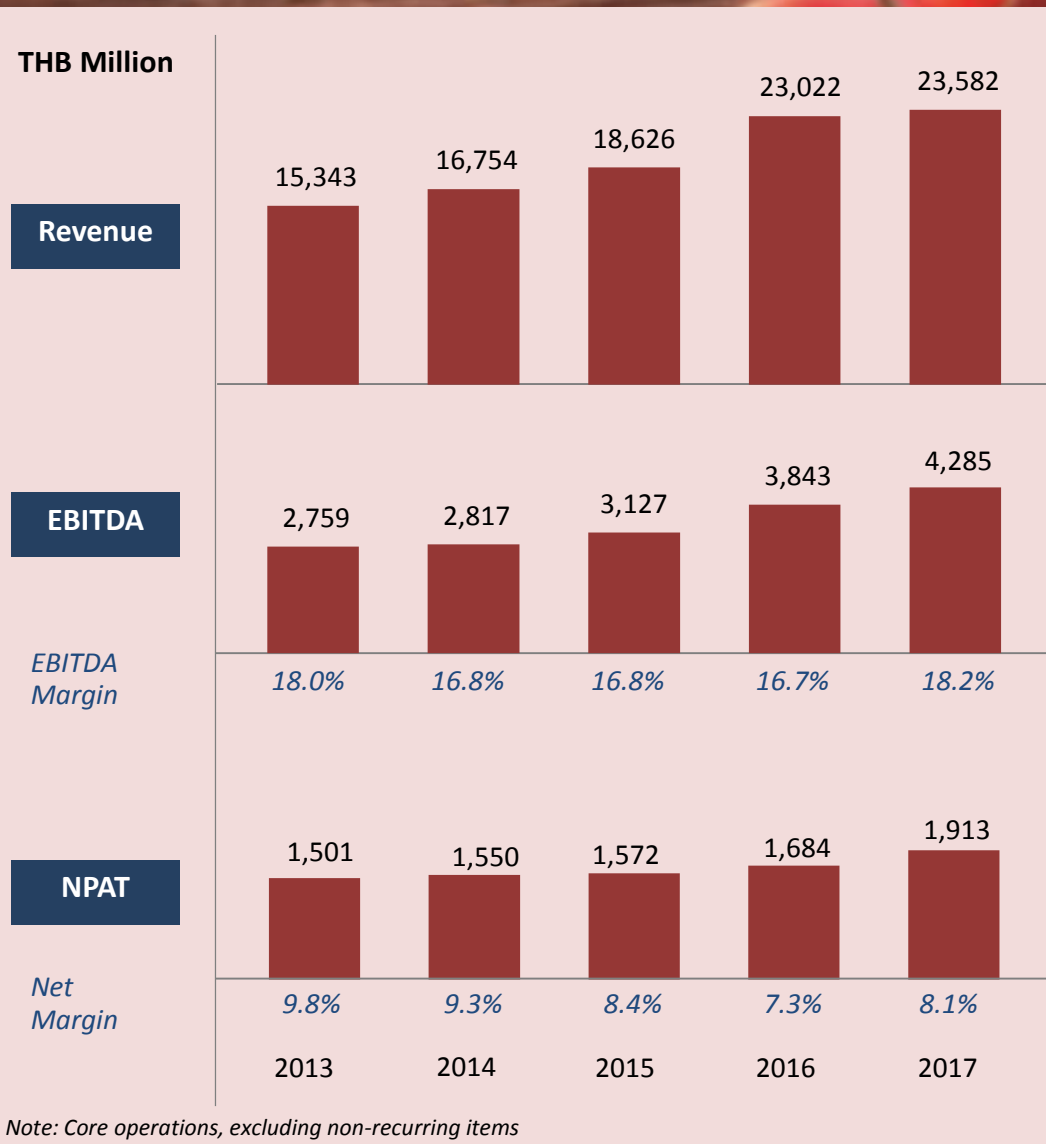
SAME-STORE-SALES GROWTH



TOTAL-SYSTEM-SALES GROWTH



MINOR FOOD – FINANCIAL PERFORMANCE



OTHERS – MINOR LIFESTYLE PORTFOLIO – 2Q18





FASHION

	# Outlets		# Outlets
ESPRIT	79	bossini	81
BANANA REPUBLIC	2	GAP	4
<i>Brooks Brothers</i>	6	<i>Etam</i> PARIS	20
OVS	3	RADLEY LONDON	25
CHARLES & KEITH	36	anello EST. 2005	112
Pedro	5		
TOTAL		373	

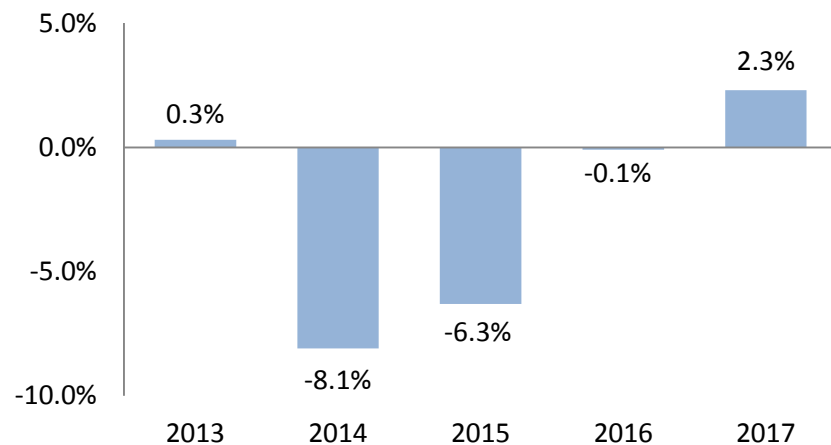
HOUSEHOLD

CONTRACT MANUFACTURING

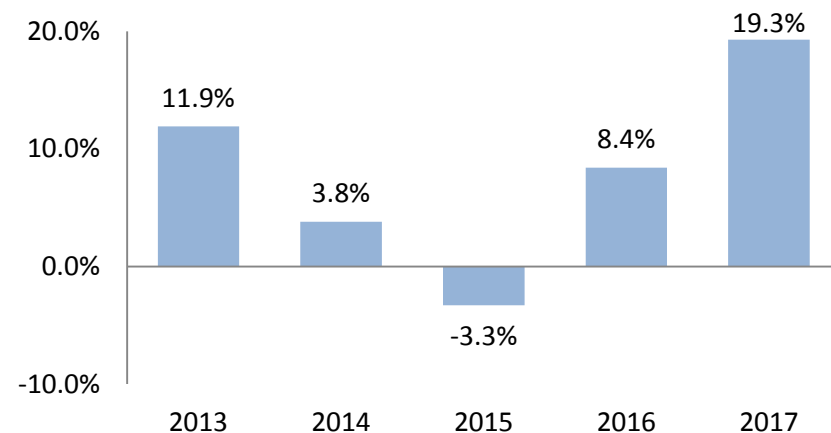
	# Outlets	
	23	
Joseph Joseph	19	Manufacturing of acid-based fast-moving consumer goods
bodum	14	
MINOR Smart Kids	-	
TOTAL	56	100K Tons / Year

MINOR LIFESTYLE – STATISTICS & FINANCIAL PERFORMANCE

SAME-STORE-SALES GROWTH



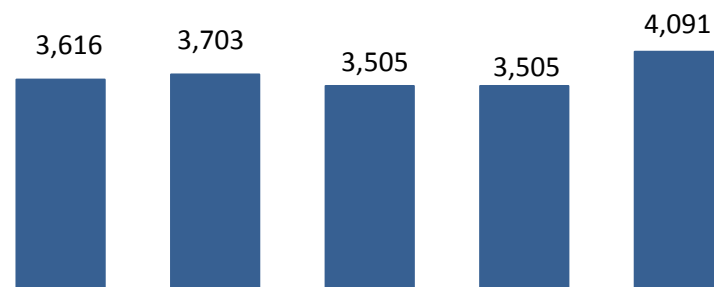
TOTAL-SYSTEM-SALES GROWTH



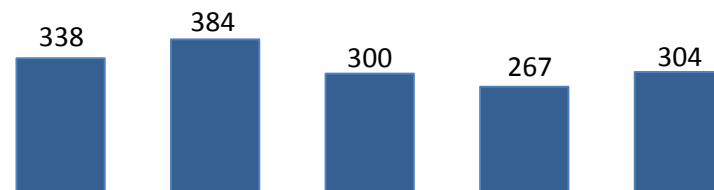
FINANCIAL PERFORMANCE

THB Million

Revenue



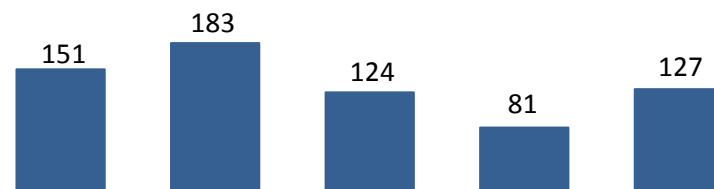
EBITDA



EBITDA
Margin

9.3% 10.4% 8.6% 7.6% 7.4%

NPAT



Net
Margin

4.2% 4.9% 3.5% 2.3% 3.1%

2013 2014 2015 2016 2017

KEY FINANCIAL HIGHLIGHTS



RESILIENCY OF THAILAND vs. MINT'S RESPONSIVE STRATEGIES

Since 2000, Thailand has gone through several challenges, driven by both domestic and global factors. Geographical diversification and new initiatives including mixed-use development have proven to mitigate the risks, with MINT reporting profit all along.

2000 – 2005

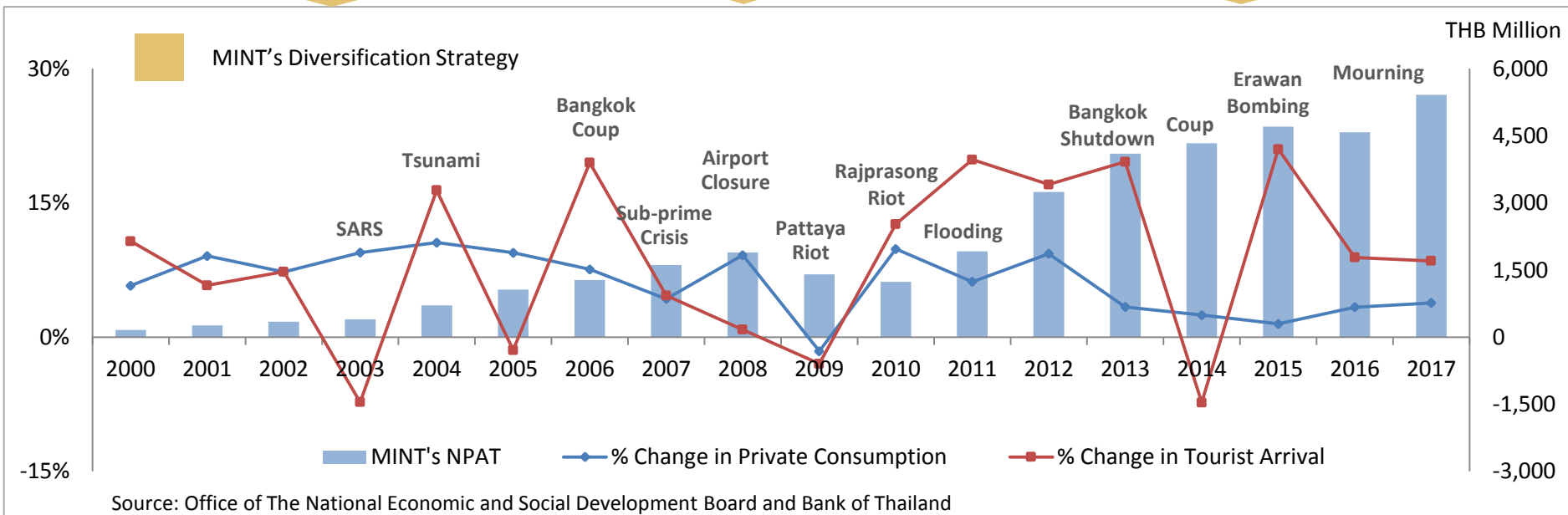
- Acquired Minor Food Group
- Launched own Pizza brand, The Pizza Company and opened TPC and SZ in China
- Launched own hotel brand, Anantara
- Entered into a JV to operate 3 hotels in the Maldives
- Launched the first timeshare project in Asia with Marriott

2006 – 2009

- Acquired Minor Corporation
- Invested in S&P Thailand, The Coffee Club Australia and Thai Express Singapore
- Entered into a JV with Serendib Sri Lanka and Elewana Africa
- Launched the first residential project, the Estates Samui
- Opened the first two overseas purely managed hotels in Bali and Abu Dhabi

2010 – 2018

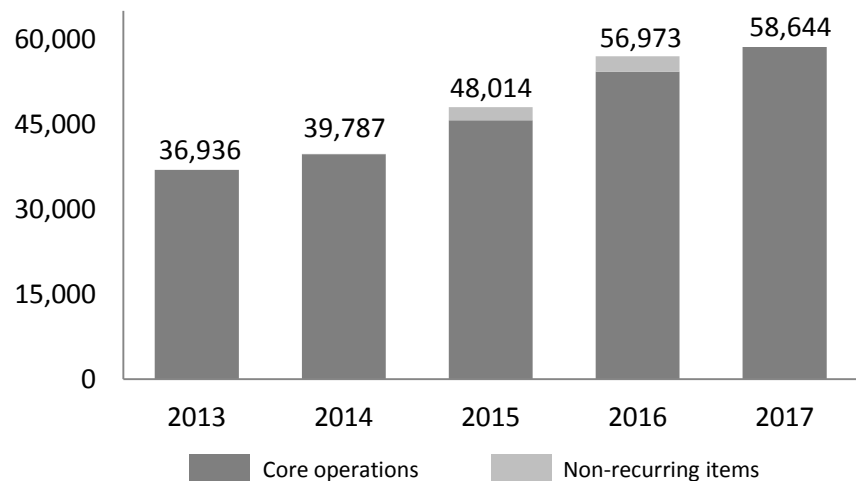
- Invested in Beijing Riverside & Courtyard China, VGC in Australia, Corbin & King in the UK and non-US operations of Benihana
- Invested in hotels in Sri Lanka, Phuket, Vietnam, Cambodia, Zambia, Namibia, Botswana, Lesotho and Mozambique, in Oaks Hotels & Resorts Australia, in Tivoli Hotels & Resorts in Portugal and Brazil and in NH Hotel Group in Spain
- Launched AVANI brand, Anantara Vacation Club, and the new residential projects, Layan Residences by Anantara, Phuket and Anantara Chiang Mai Serviced Suites



MINT FINANCIAL HIGHLIGHTS - SIZE

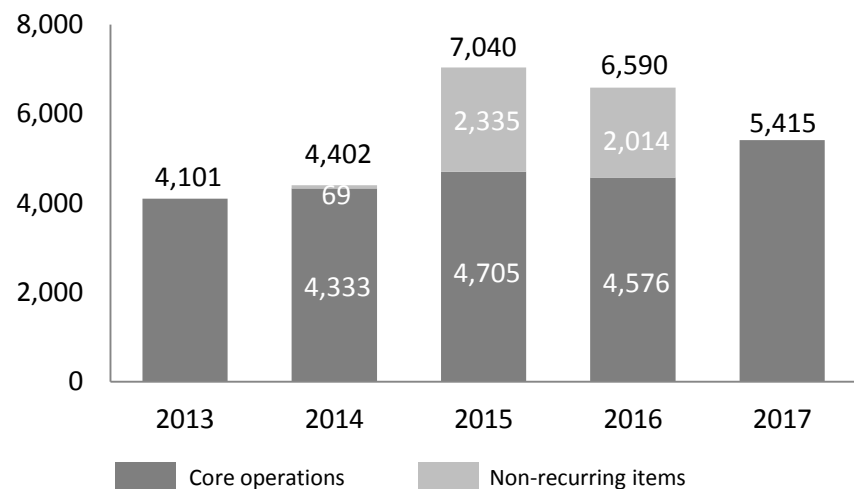
TOTAL REVENUE

THB Million



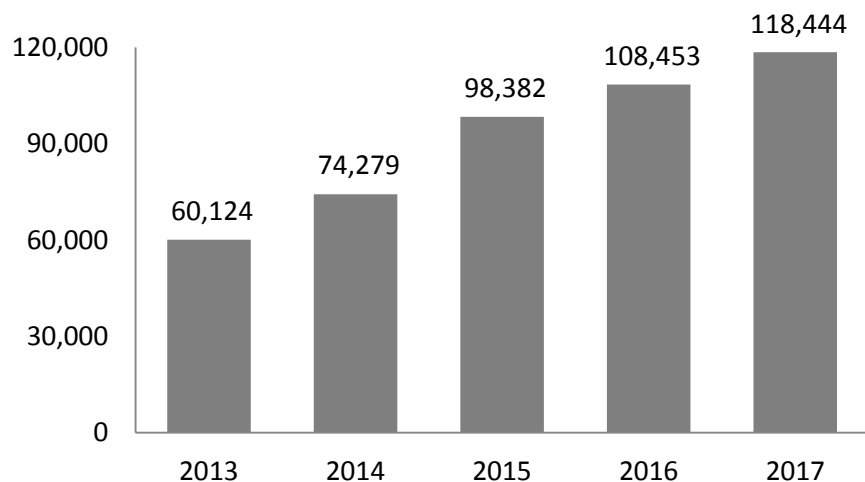
NET PROFIT

THB Million



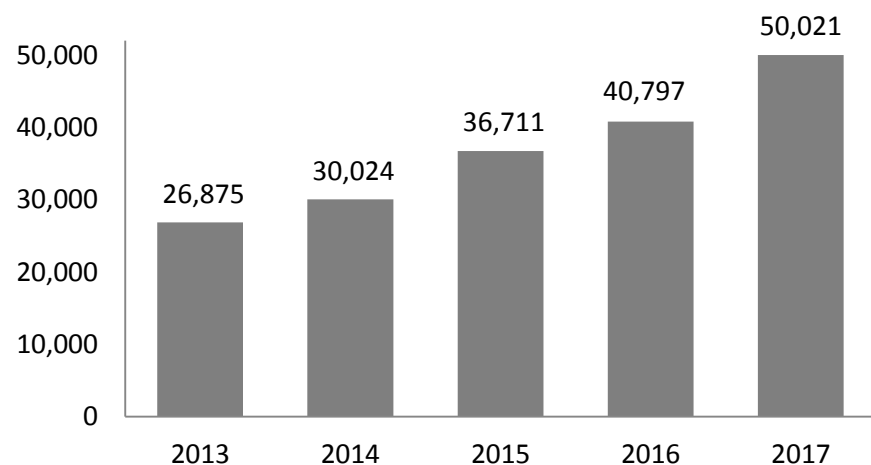
TOTAL ASSETS

THB Million



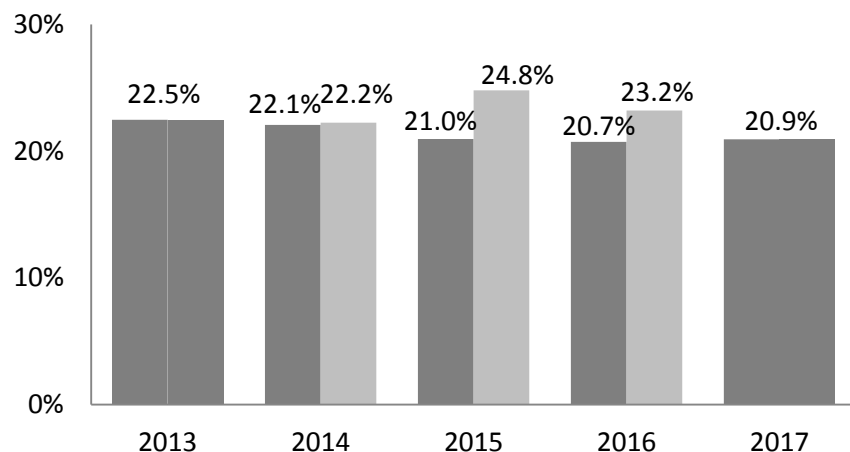
TOTAL EQUITY

THB Million

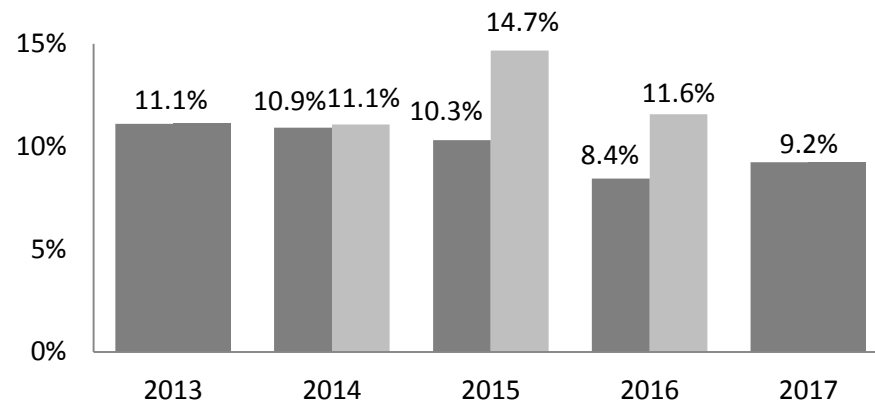


MINT FINANCIAL HIGHLIGHTS - PROFITABILITY

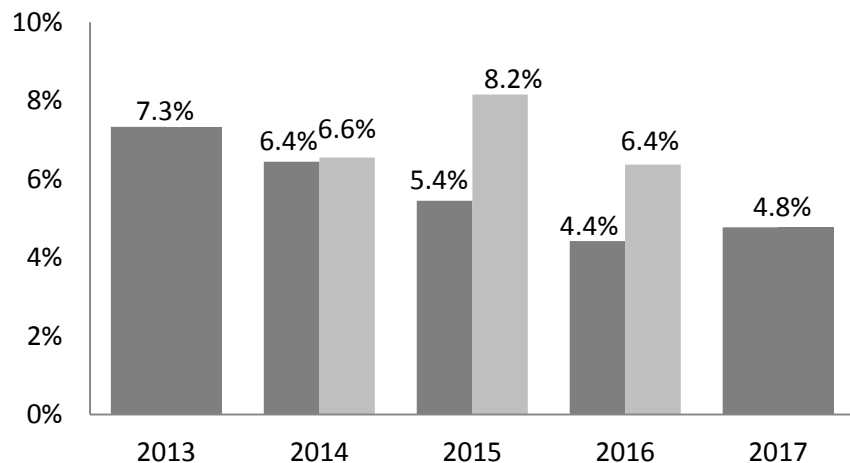
EBITDA MARGIN



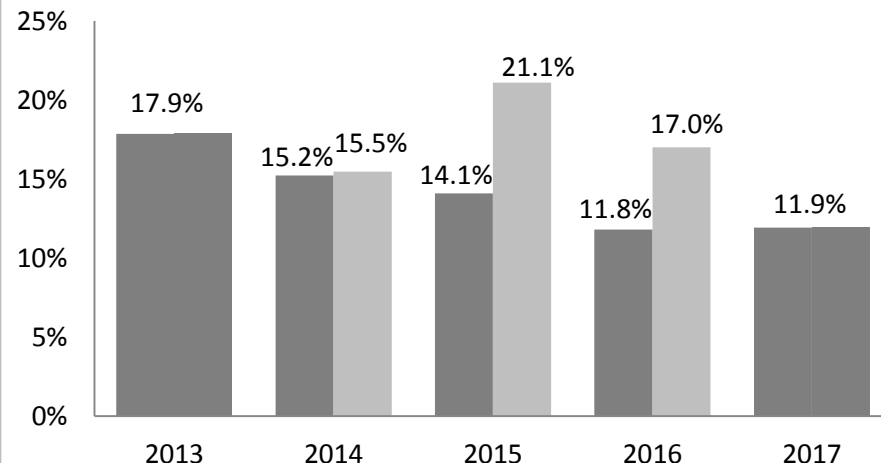
NET MARGIN



RETURN ON ASSETS



RETURN ON EQUITY

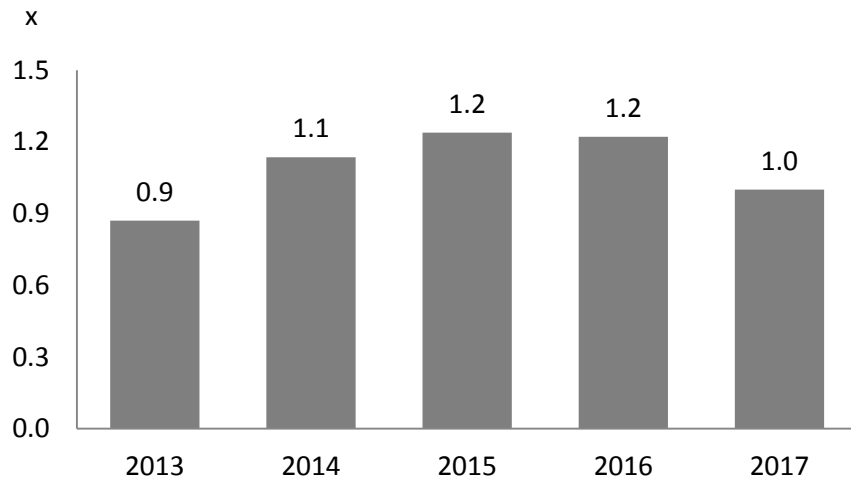


Core operations

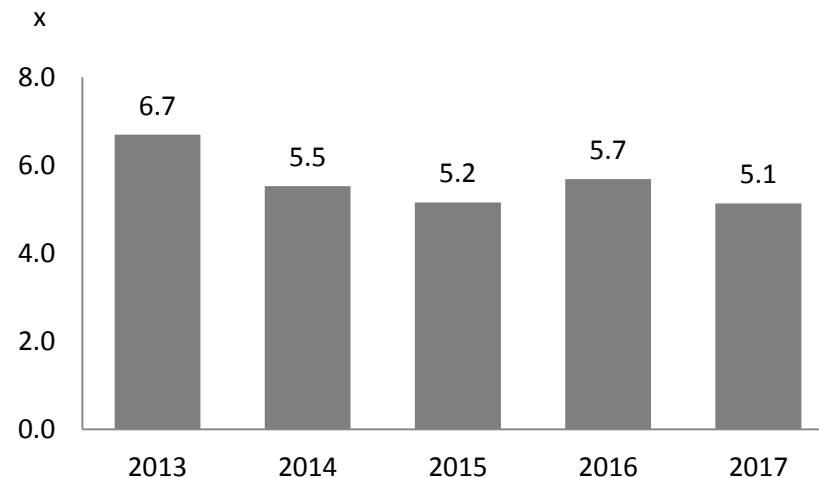
Reported

MINT FINANCIAL HIGHLIGHTS - OTHERS

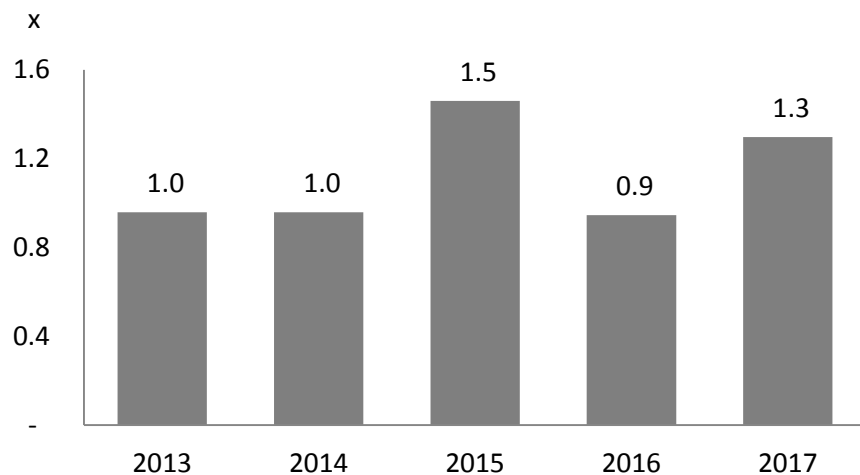
INTEREST-BEARING D/E



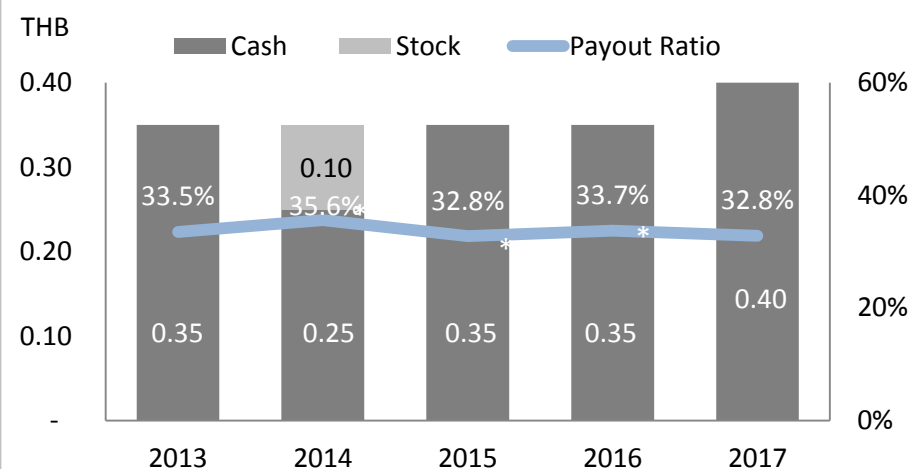
INTEREST COVERAGE



CURRENT RATIO



DIVIDEND PER SHARE AND PAYOUT RATIO



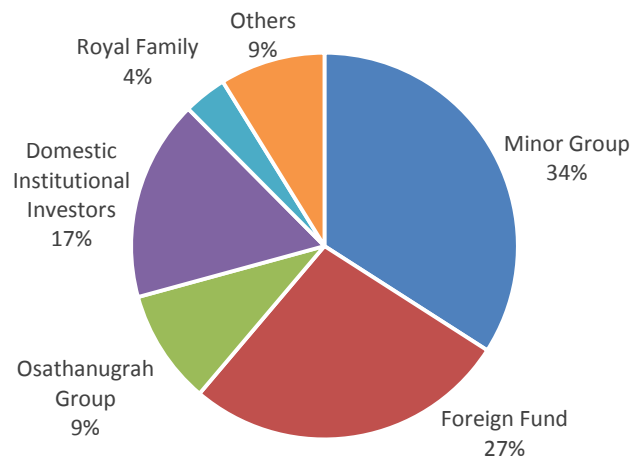
* EPS calculation based on core operations, excluding non-recurring items

OTHER CORPORATE INFORMATION



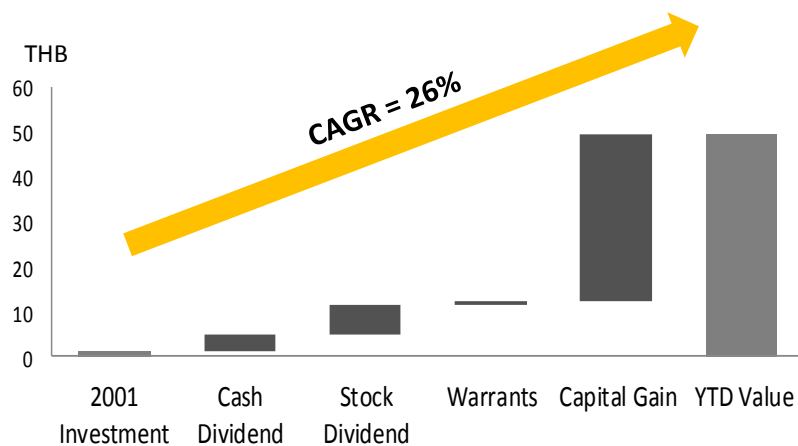
SHAREHOLDERS & MANAGEMENT

SHAREHOLDING STRUCTURE



As of Jul 2018

SHAREHOLDERS' RETURN



As of Jul 2018

MANAGEMENT STRUCTURE



1. William E. Heinecke
Chairman and Group Chief Executive Officer
2. Paul Charles Kenny
Chief Executive Officer of Minor Food
3. Dillip Rajakarier
*Chief Operating Officer of Minor International
Chief Executive Officer of Minor Hotels*
4. Patamawalai Ratanapol
Chief People Officer of Minor International
5. James Richard Amatavivadhana
Chief Executive Officer of Minor Lifestyle
6. Brian James Delaney
Corporate Chief Financial Officer
7. Stephen Chojnacki
Chief Commercial Officer and General Counsel
8. John Scott Heinecke
Chief Operating Officer - Hot Chain of Minor Food

SUSTAINABILITY DEVELOPMENT

Drive for Empowerment

Driving People Development

We focus our efforts in developing people, from grassroots to leaders, with education, skills and life-long learning, empowering them to achieve their highest potential

Drive for Shared Success

Engaging in End-to-End Customer Experience

We strive to enrich our customers' experiences through end-to-end engagement and by delivering the best products and services that provide 100% satisfaction

Committing to Long-term and Sustainable Partnerships

We foster long-term relationships with our partners along the value chain to achieve mutual sustainable benefits

Drive for Harmony

Managing Environmental Impact

We commit to produce a positive environmental and social impact in the locations where we operate

Fostering Social Responsibility Mindset

We encourage and foster a social responsibility mindset among our employees and with our partners

Drive for Good Governance

Practicing Good Corporate Governance

We build a strong platform for sustainable organization by practicing good corporate governance in all business operations



FTSE4Good

MEMBER OF

**Dow Jones
Sustainability Indices**

In Collaboration with RobecoSAM

RECENT AWARDS



Anantara Hua Hin Resort:
“No. 1 Resort in Asia”
by Conde Nast Traveler, 2017



The Pizza Company: National Winner for Marketing
3.0 Award – Country Level, 2017 Asia Marketing
Excellence Awards

Overall Performance & Corporate

- **Thailand's Most Honored Company**, Institutional Investor's All-Asia Executive Team 2018 Rankings
- **Outstanding Investor Relations Awards 2017 (SET Market Capitalization of Over THB100bn)**, Stock Exchange of Thailand
- **No. 2 Best Managed Companies in Thailand 2017**, FinanceAsia
- **Outstanding SET Sustainability Awards 2017 (SET Market Capitalization of Over THB100bn)**, Stock Exchange of Thailand
- Included in **Dow Jones Sustainability Emerging Market Index (DJSI)** 2017 in the Consumer Services sector and **2017 FTSE4GOOD Emerging Index**
- Included in the **SET Thailand Sustainability Investment Index (SETTHSI)** 2018, Stock Exchange of Thailand

Minor Hotels

- **2017 Conde Nast Traveler Readers' Choice Awards**
 - Naladhu Private Island – **No. 1 Best Resort in the World and No.1 Resort in the Indian Ocean**
 - Anantara Hua Hin – **No. 1 Resort in Asia and No. 9 Best Resorts in the World**
 - Qasr al Sarab Desert by Anantara – **No. 2 Resort in Middle East**
 - Anantara Vilamoura Algarve – **No. 5 Resort in Europe**
- Minor Hotels – **Runner-Up in Overall Brand Performance 2017**, Global Hotel Alliance

Minor Food

- Minor Food – **Thailand's Top Corporate Brand Values 2017 in F&B Sector**, The Stock Exchange of Thailand & Chulalongkorn Business School
- The Pizza Company – **National Winner for Marketing 3.0 Award – Country Level**, 2017 Asia Marketing Excellence Awards
- Dairy Queen – **2017 International Dairy Queen Franchisee Mission Vision and Value (MVV) Award**, International Dairy Queen Corporation