



MINOR INTERNATIONAL PCL.

COMPANY PROFILE

Information as at 1Q13

VISION

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



Customer
Focus

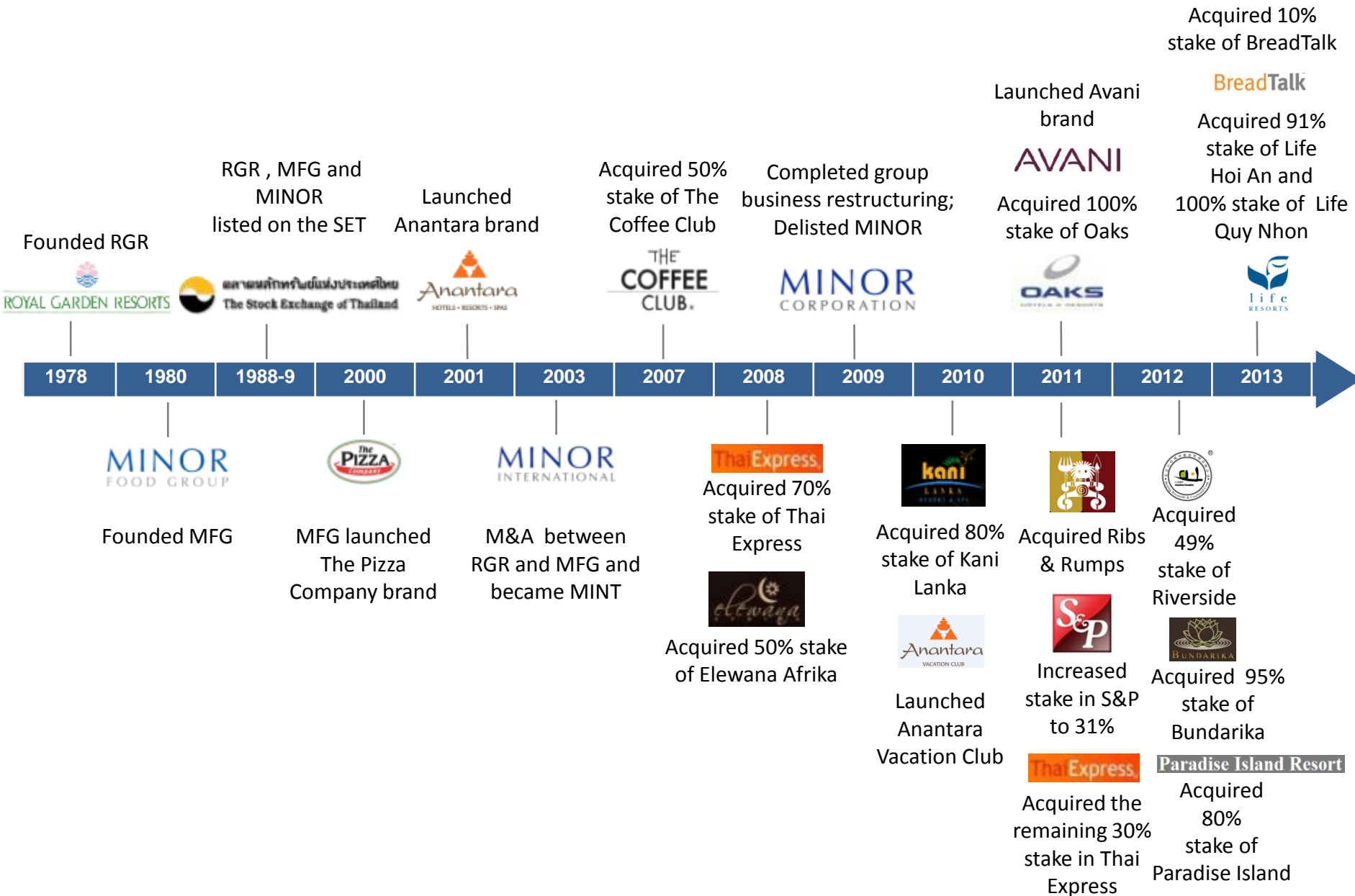
Result
Oriented

People
Development

Innovative

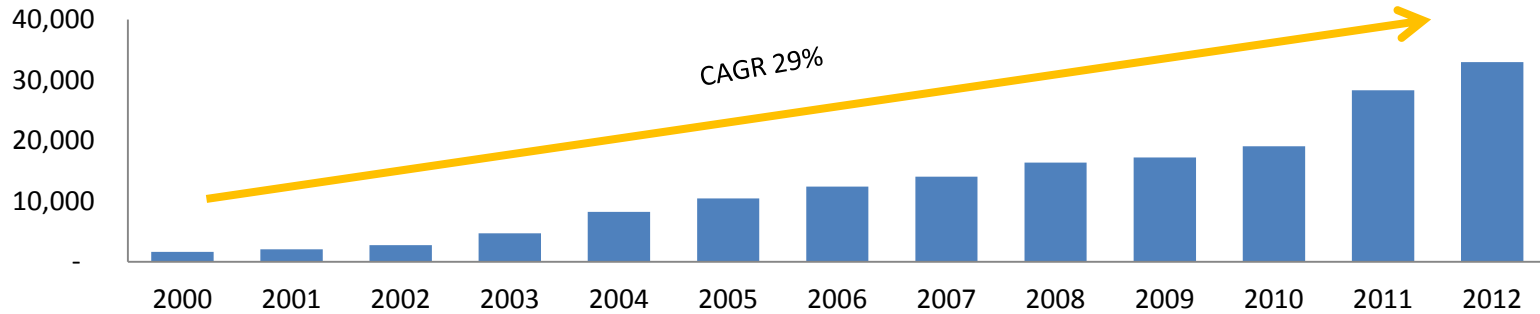
Partnership

HISTORY - KEY MILESTONES

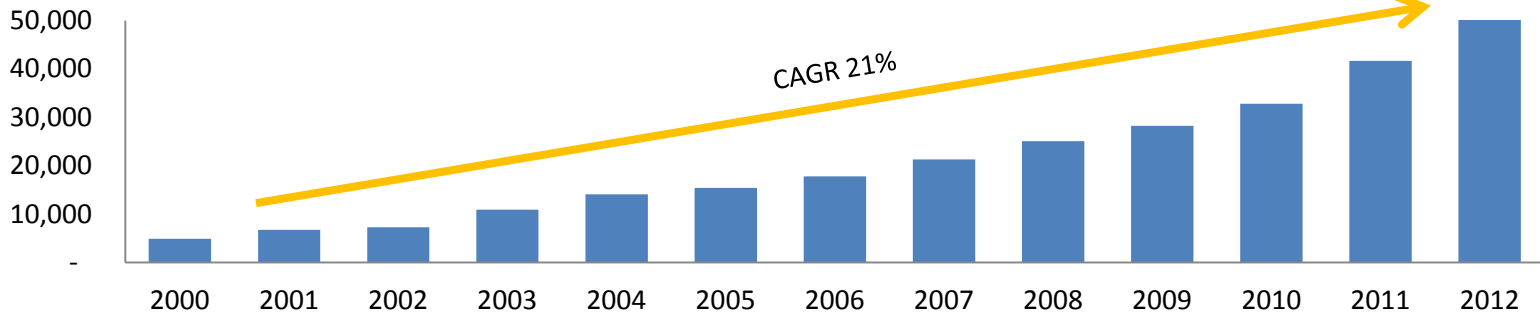


MINT - CONSISTENT GROWTH

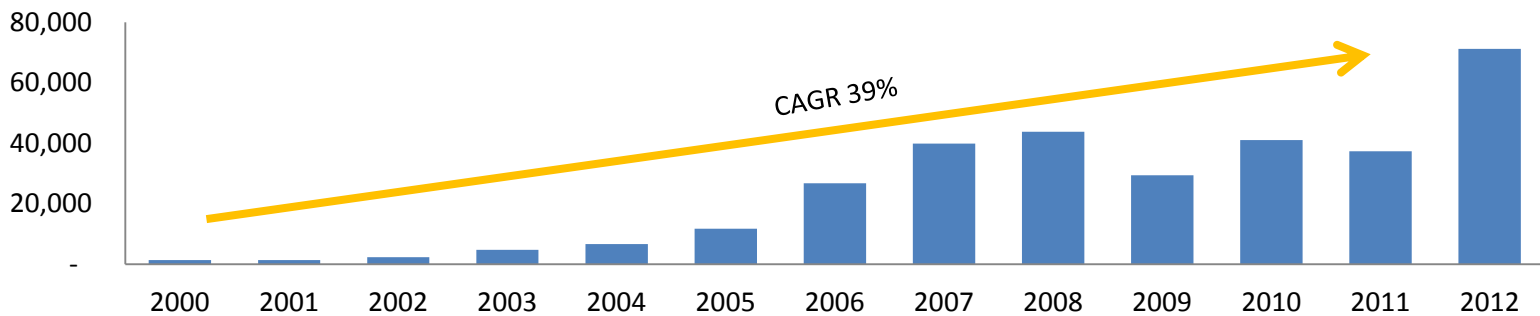
Total Revenue
THB Million



Total Assets
THB Million



Market Cap
THB Million



MINOR
INTERNATIONAL

HOTEL & MIXED USE

- Hotel
 - Equity Owned
 - Hotel and Serviced Suites Management
- Spa
- Plaza & Entertainment
- Residential Development
- Point-Based Vacation Club

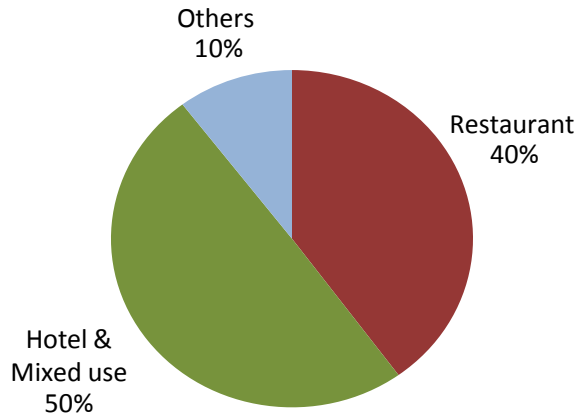
RESTAURANT

- Casual Dining Restaurants
 - Equity Owned
 - Franchise
- Cheese & Ice-Cream Manufacturing

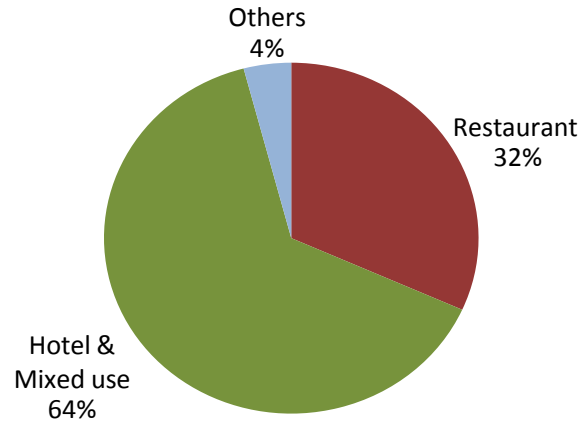
Shared Services

REVENUE & PROFIT CONTRIBUTION BY BUSINESS GROUPS

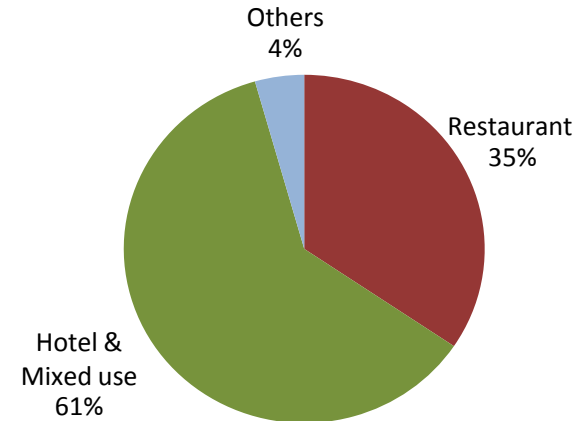
2012 Revenue Contribution



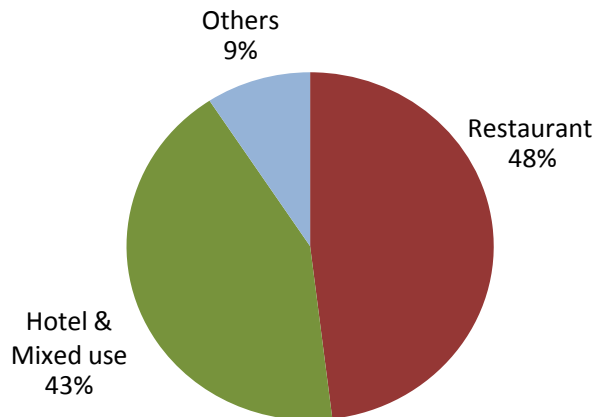
2012 EBITDA Contribution



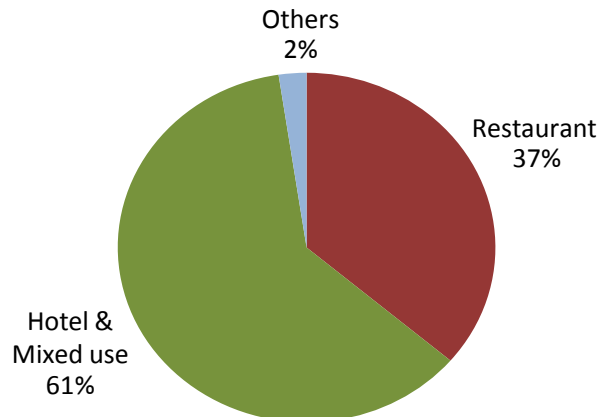
2012 NPAT Contribution



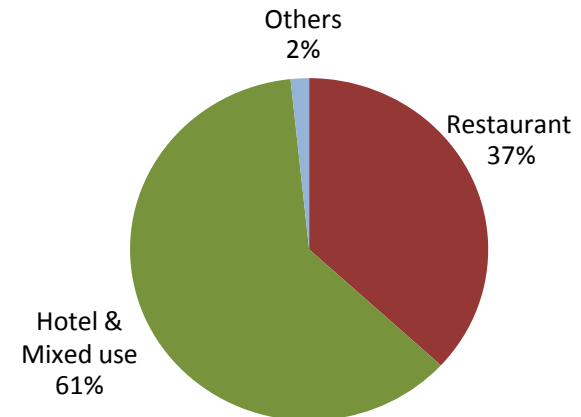
5Y AVG Revenue Contribution



5Y AVG EBITDA Contribution

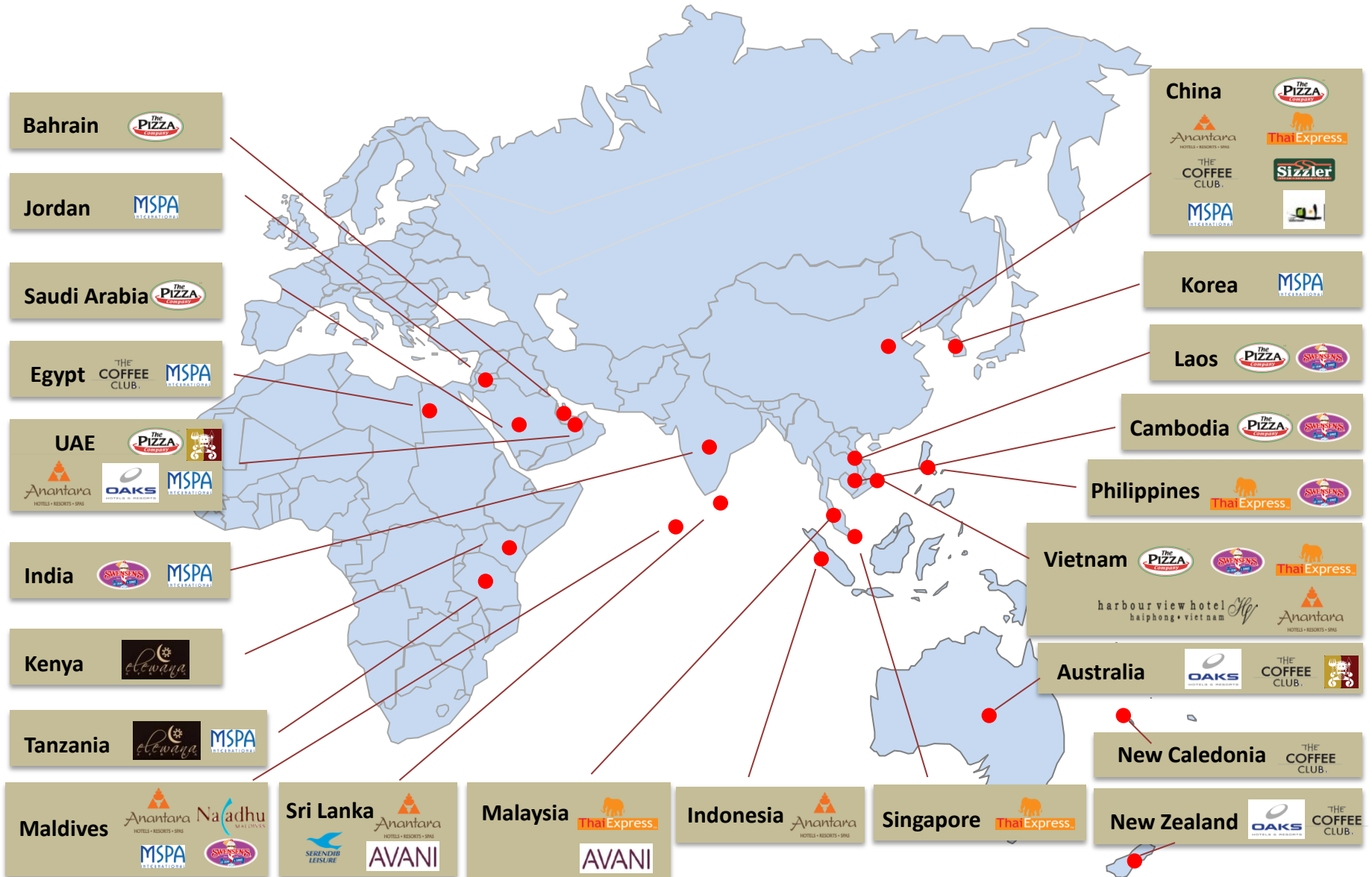


5Y AVG NPAT Contribution



MINT'S INTERNATIONAL PRESENCE

ENHANCE PROFILE, REPUTATION & RECOGNITION INTERNATIONALLY WITH 65 HOTELS AND SERVICED SUITES, 478 RESTAURANT OUTLETS AND 19 SPAS IN 22 COUNTRIES OUTSIDE OF THAILAND










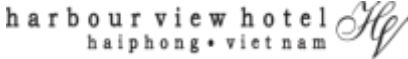











HOTEL &
MIXED USE

The Leading Hospitality Partner Maximizing
Shareholder Value

HOTEL PORTFOLIO – 1Q13

	Thailand	Outside Thailand
Majority-Owned	 6 Anantara  4 Four Seasons  1 JW Marriott 1 Marriott  1 St. Regis	 2 Anantara (Maldives, Vietnam)  2 Avani (Sri Lanka, Vietnam)
Joint Venture		 2 Anantara (Maldives)  1 Naladhu (Maldives)  6 under Elewana (Africa)  1 Harbour View (Vietnam)  1 Avani & 2 Serendib Leisure (Sri Lanka)
Purely Managed	 5 Anantara  1 Oaks	 8 Anantara (2 Bali, 1 Vietnam, 2 China & 3 UAE)  1 Malaysia  1 Africa
MLR*		 38 Oaks (34 Australia, 3 New Zealand & 1 Dubai)

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

HOTEL PORTFOLIO – 84 PROPERTIES WITH 10,606 ROOMS IN 12 COUNTRIES

Hotel Name	Country	No. of Rooms	Hotel Name	Country	No. of Rooms
Anantara Bangkok Riverside	Thailand	407	Anantara Veli	Maldives	50
Anantara Hua Hin	Thailand	187	Anantara Dhigu	Maldives	110
Anantara Golden Triangle	Thailand	77	Naladhu Resort	Maldives	19
Anantara Bophut Koh Samui	Thailand	106	Harbour View Hotel	Vietnam	122
Anantara Phuket	Thailand	83	Avani Bentota	Sri Lanka	90
Anantara Kihavah	Maldives	78	Club Hotel Dolphin	Sri Lanka	146
Anantara Hoi An	Vietnam	96	Hotel Sigiriya	Sri Lanka	79
Four Seasons Bangkok	Thailand	354	Arusha Coffee Lodge	Tanzania	18
Four Seasons Chiang Mai	Thailand	76	Serengeti Migration Camp	Tanzania	20
Four Seasons Tented Camp Chiang Rai	Thailand	15	Tarangire Tree Top	Tanzania	20
Four Seasons Koh Samui	Thailand	60	The Manor at Ngorongoro	Tanzania	20
JW Marriott Phuket	Thailand	265	Kilindi	Tanzania	19
Pattaya Marriott	Thailand	298	AfroChic Retreat	Kenya	20
Bundarika (To be rebranded into Anantara)	Thailand	77	Joint Venture	13	733
St. Regis Hotel & Residence	Thailand	224	Anantara Sikao, Krabi	Thailand	139
Avani Kalutara	Sri Lanka	105	Anantara Baan Rajprasong	Thailand	97
Life Quy Nhon (To be rebranded into Avani)	Vietnam	63	Anantara Lawana, Koh Samui	Thailand	122
Majority Owned	17	2,571	Anantara Sathorn	Thailand	321
Oaks Hotels & Resort	Australia	4,721	Anantara Rasananda	Thailand	64
	New Zealand	290	Anantara Seminyak, Bali	Indonesia	60
	Dubai	165	Anantara Bali Uluwatu, Bali	Indonesia	77
Management Letting Rights	38	5,176	Desert Islands by Anantara	UAE	64
			Purely Managed	16	2,126

EXPANDING THE FOOTPRINT OF “ANANTARA”

MINOR
INTERNATIONAL

Indigenous

Luxurious

Gracious

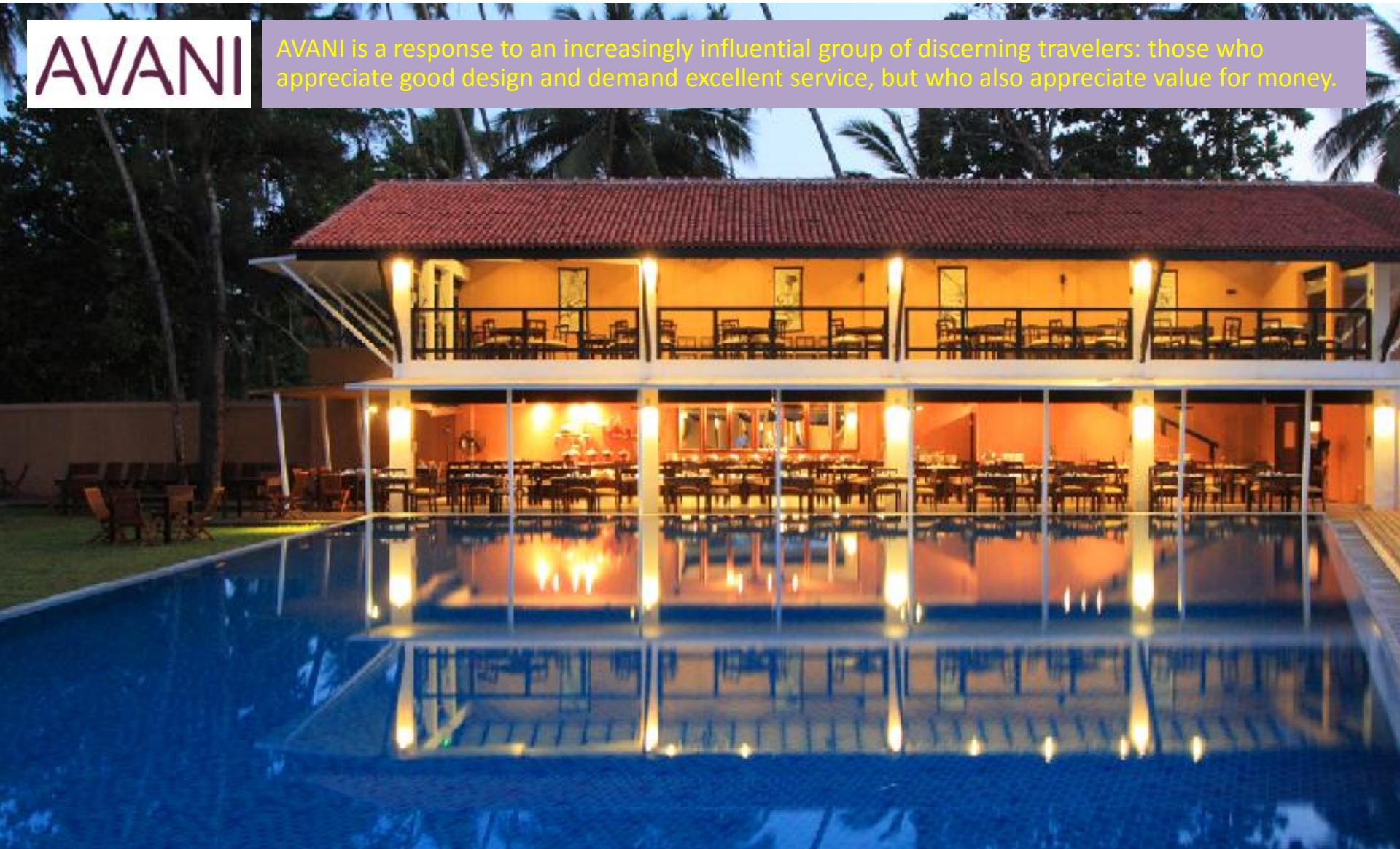


INTRODUCING A NEW, UPSCALE BRAND

“AVANI HOTELS & RESORTS”

AVANI

AVANI is a response to an increasingly influential group of discerning travelers: those who appreciate good design and demand excellent service, but who also appreciate value for money.

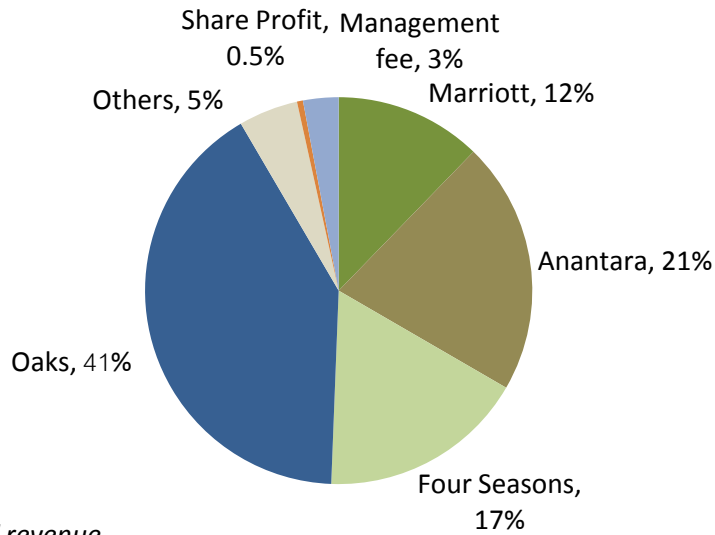




Oaks is one of the largest hotel and resort operators in Australia, with 39 properties, over 5,000 rooms under management throughout Australia, New Zealand, Thailand and Dubai.

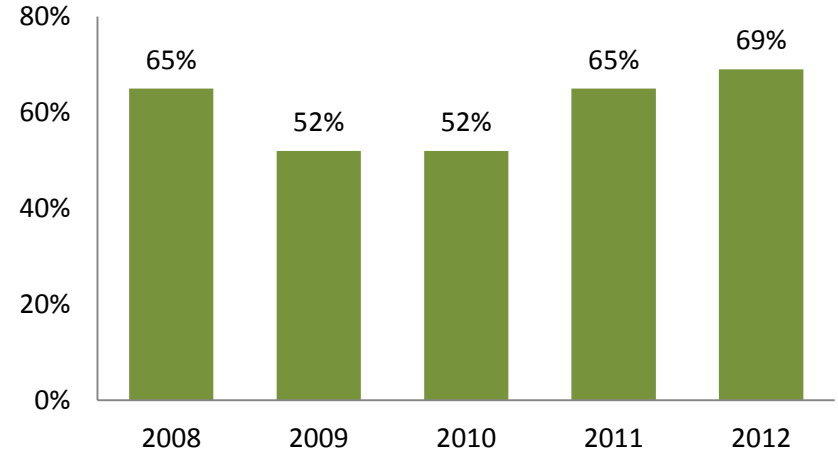


2012 Revenue Breakdown by Brands *

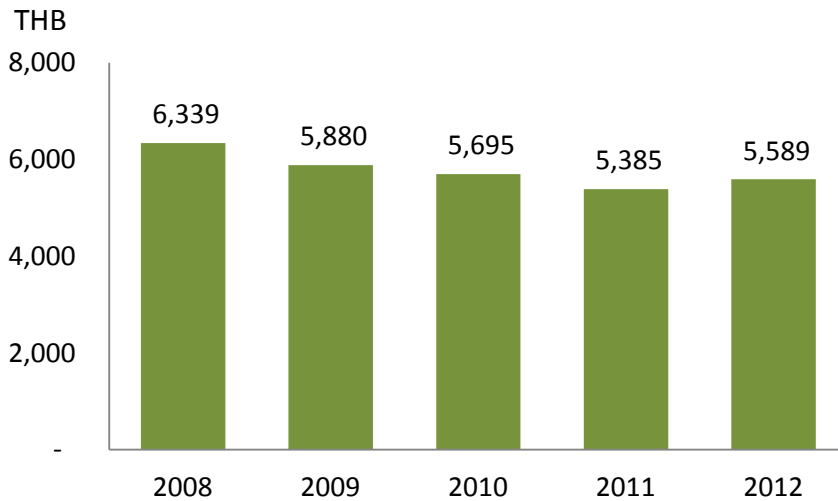


*Audited revenue

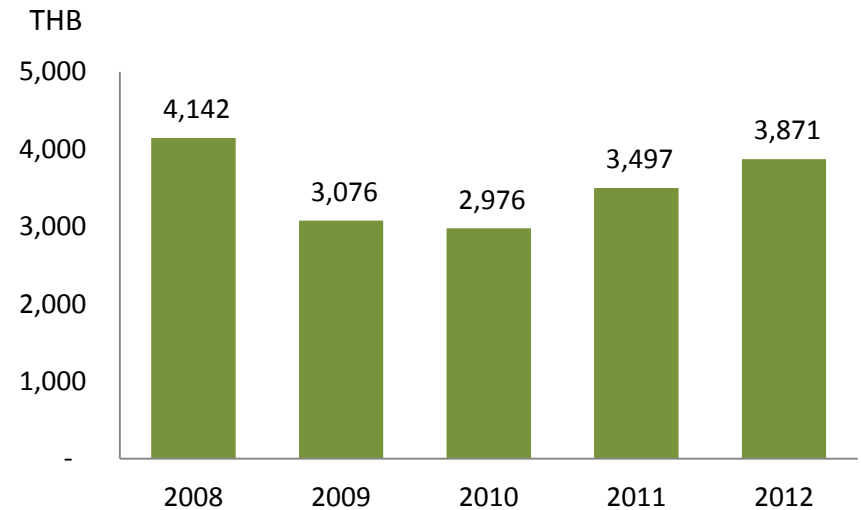
Average Occupancy Rate



ADR



RevPar



MINT owns and operates three shopping plazas



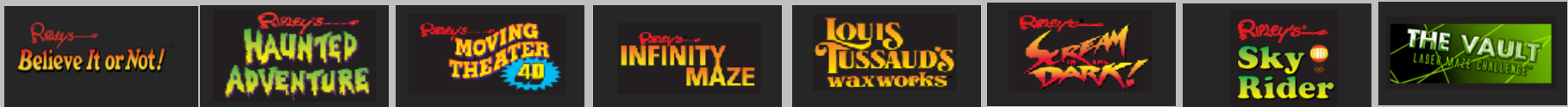
Royal Garden Plaza
Bangkok & Pattaya



Turtle Village
Phuket



MINT also operates eight entertainment outlets



Spa portfolio consists of 33 spas in 9 countries



Country	Hotel
THAILAND	Anantara Phuket
THAILAND	Anantara Golden Triangle
THAILAND	Anantara Hua Hin
THAILAND	Anantara Koh Samui
THAILAND	Anantara Lawana, Samui
THAILAND	Anantara Riverside
THAILAND	Anantara Sikao
THAILAND	Four Seasons Hotel Bangkok
THAILAND	JW Marriott Phuket Resort & Spa
THAILAND	Pattaya Marriott Resort & Spa
THAILAND	Sheraton Krabi Beach Resort
THAILAND	The Royal Orchid Sheraton Hotel Bangkok
THAILAND	The St. Regis Bangkok Hotel
THAILAND	Anantara Rasananda
CHINA	JW Marriott Hotel Shanghai
CHINA	Marco Polo Shenzhen
CHINA	Pullman Lijiang Resort & Spa
CHINA	Renaissance Shanghai Putuo Hotel
CHINA	Sheraton Sanya Resort
CHINA	The Puli Hotel & Spa
Egypt	JW Marriott Cairo
INDIA	The Radisson Resort and Spa Alibaug
JORDAN	Kempinski Ishtar Dead Sea - Jordan (Phase I)
Korea	Sheraton Seoul D Cube City
MALDIVES	Anantara Dighu
MALDIVES	Anantara Kihiva
MALDIVES	Anantara Veli
MALDIVES	Naladhu*
TANZANIA	Kempinski Kilimanjaro Dar es Salaam - Tanzania
TANZANIA	Zamani Kempinski Resort Zanzibar
UAE	Desert Island by Anantara
UAE	Qasr Al Sarab Desert by Anantara
UAE	The Emirates Palace Hotel

Following the success of “*Marriott Vacation Club*” and to leverage on the strength of the Anantara brand, MINT introduced “*Anantara Vacation Club*” (point-based vacation club project) in December 2010, with inventory in Samui, Phuket, Bangkok, Bali, Queenstown. and China. Additional destinations will be added to the inventory over the years.





53 residences & penthouses on top of 224 hotel rooms in a 47-storey building on Rajdamri

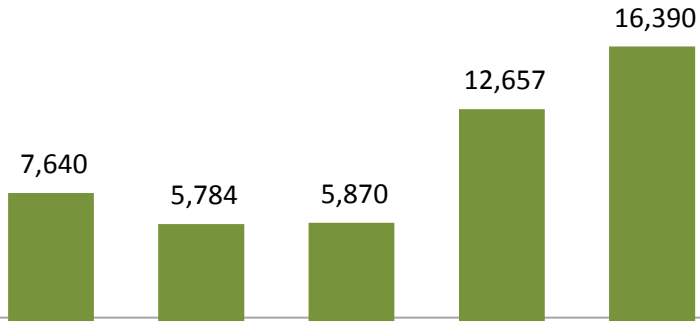


14 luxury villas adjacent to Four Seasons Koh Samui

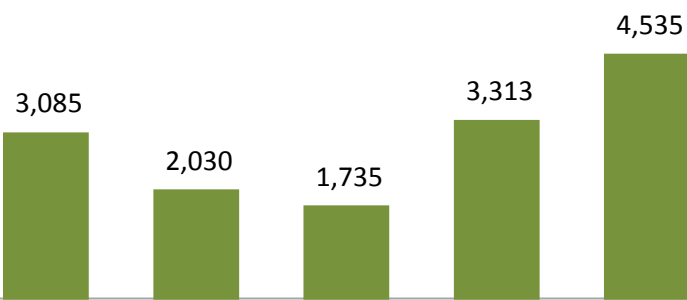
FINANCIAL PERFORMANCE – HOTEL AND MIXED USE

THB Million

Revenue



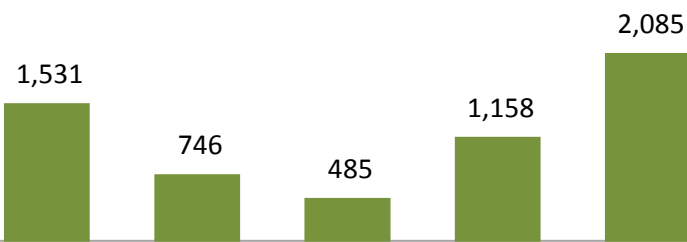
EBITDA



EBITDA
Margin



NPAT



Net
Margin



2008 2009 2010 2011 2012













RESTAURANT

To be *A Global Operator of Multiple Food Brands* with the objective of providing 100% satisfaction to all stakeholders



QUICK SERVICE RESTAURANT PORTFOLIO – 1Q13

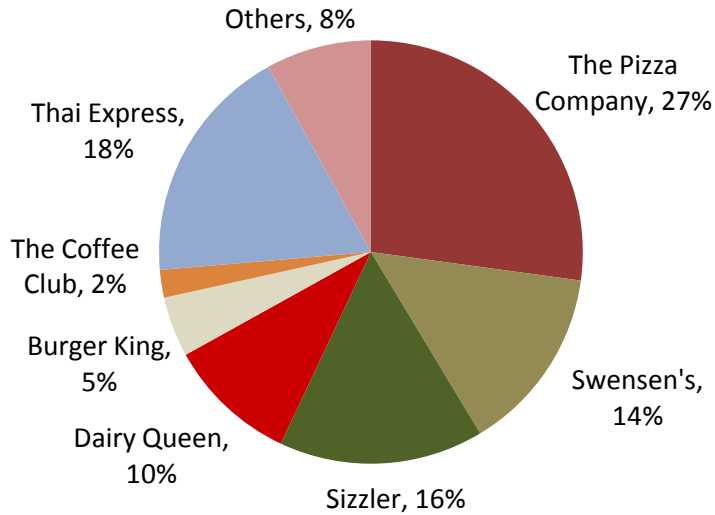
	# of Outlets	Thailand		International	
	293	Equity Franchise	191 67	Equity Franchise	4 31
	285	Equity Franchise	120 142	Equity Franchise	2 21
	45	Equity Franchise	39 -	Equity Franchise	6 -
	317	Equity Franchise	241 76	Equity Franchise	- -
	29	Equity Franchise	29 -	Equity Franchise	- -
	323	Equity Franchise	8 -	Equity Franchise	18 297
 Ribs & Rumps	12	Equity Franchise	- -	Equity Franchise	9 3
 Riverside	22	Equity Franchise	- -	Equity Franchise	22 -
	65	Equity Franchise	- -	Equity Franchise	55 10
 SSP - creating a better experience	15	Equity Franchise	15 -	Equity Franchise	- -
Equity	759	Equity	643	Equity	116
Franchise	647	Franchise	285	Franchise	362
Total	1,406	Total	928	Total	478



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

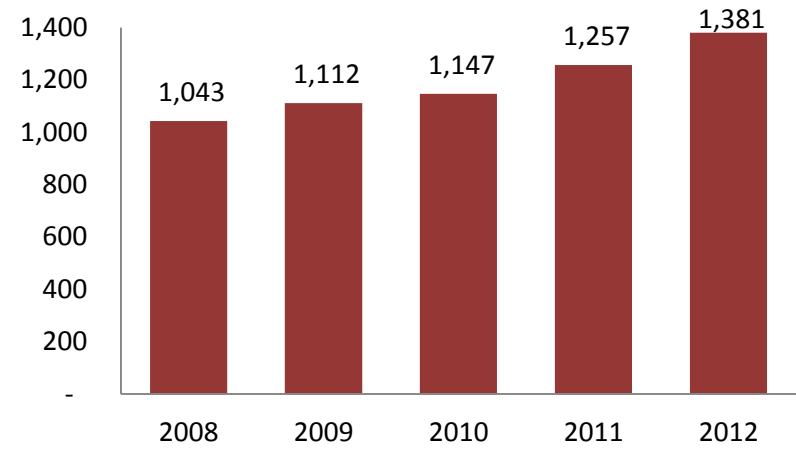


2012 Revenue Breakdown by Brands*

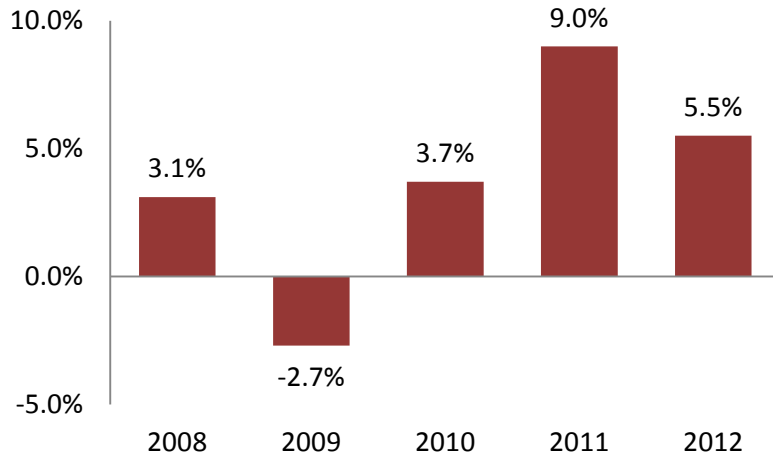


* Audited revenue

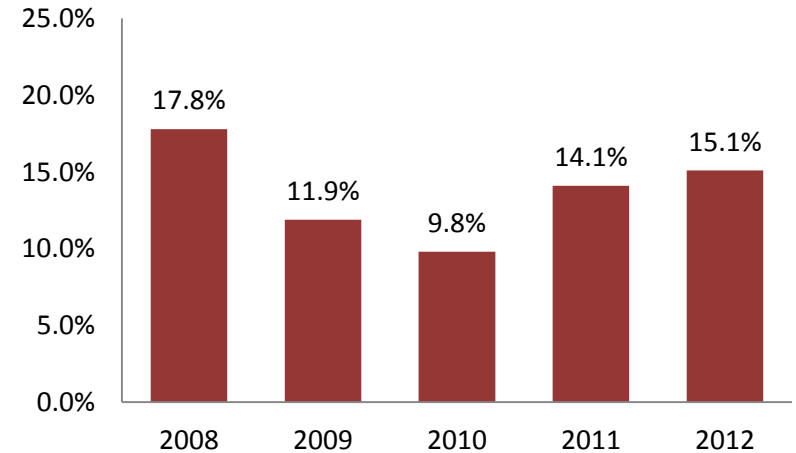
Number of outlets



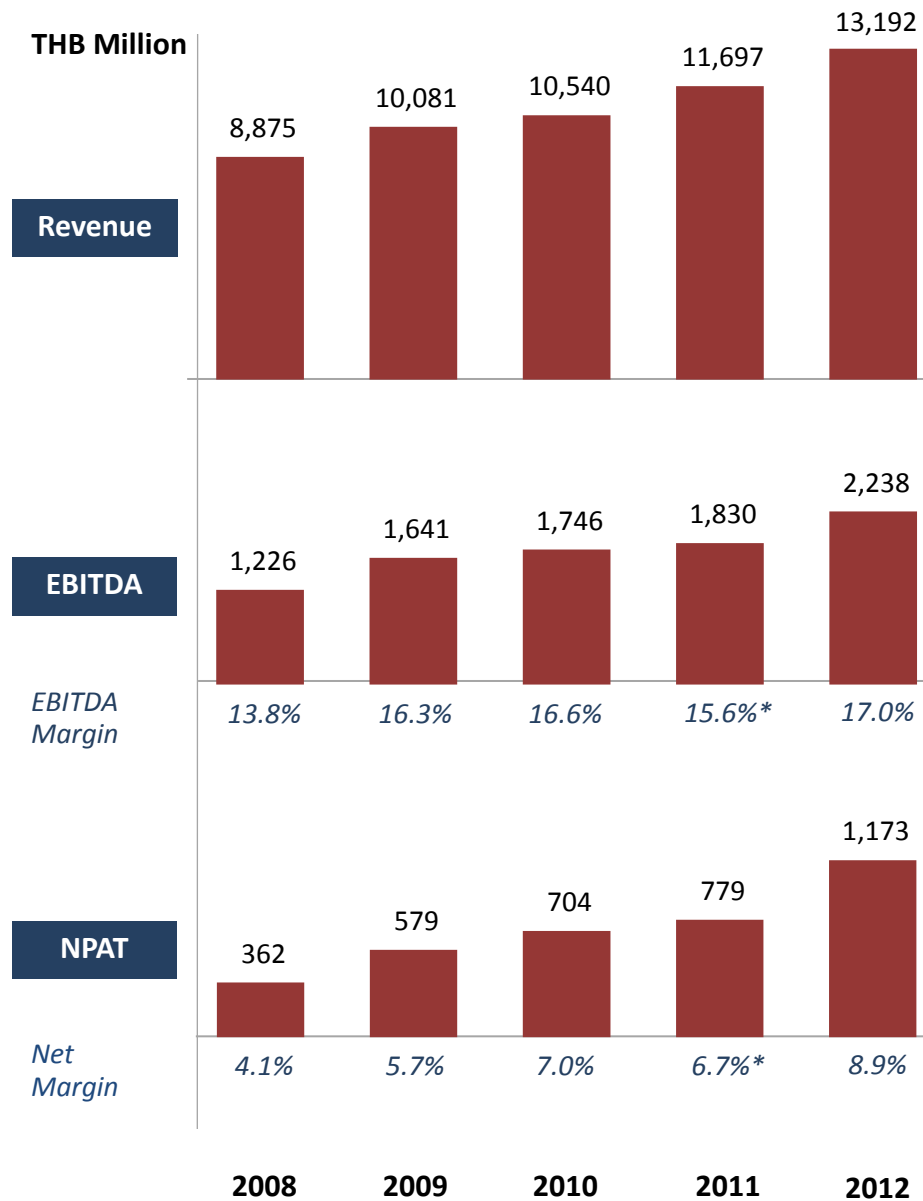
Same-Store Sales Growth














Total System Sales Growth



FINANCIAL PERFORMANCE – RESTAURANT

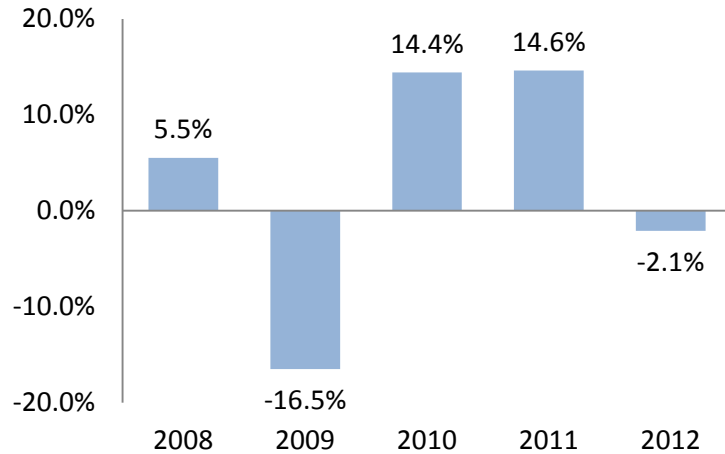


* Excluding impairment of investment in China of THB 93 million, 2011 EBITDA margin and NPAT margin would be 16.4% and 7.4%, respectively.

Fashion Apparel	Cosmetics	Household
<p style="text-align: right;"># Outlets</p>  95  67  8  10  22  7 <p style="text-align: center; background-color: #4a86e8; color: white; padding: 5px;">Total 209</p>	<p style="text-align: right;"># Outlets</p>  18 <p style="text-align: center; background-color: #4a86e8; color: white; padding: 5px;">Total 18</p> <p style="text-align: center; background-color: #4a86e8; color: white; padding: 5px;">Online Shopping</p> 	<p style="text-align: right;"># Outlets</p>  13  - <p style="text-align: center; background-color: #4a86e8; color: white; padding: 5px;">Total 13</p> <p style="text-align: center; background-color: #4a86e8; color: white; padding: 5px;">Contract Manufacturing</p>  <p style="text-align: center;">Manufacturing acid-based fast-moving consumer goods</p> <p style="text-align: center; background-color: #4a86e8; color: white; padding: 5px;">100K Tons/ Year</p>

STATISTICS & FINANCIAL PERFORMANCE – RETAIL TRADING & CONTRACT MANUFACTURING

Same-Store Sales Growth

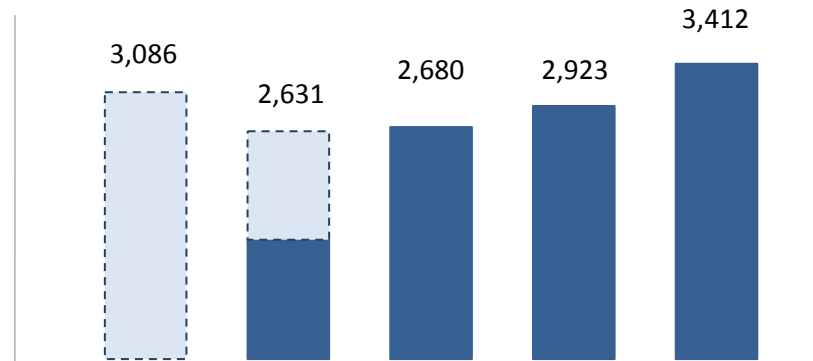


Total Store Sales Growth

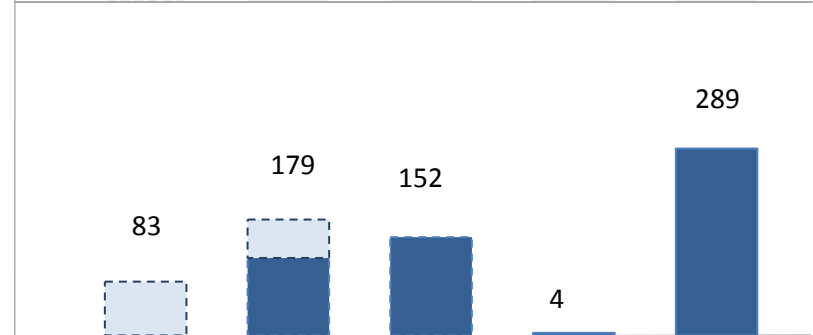


THB Million

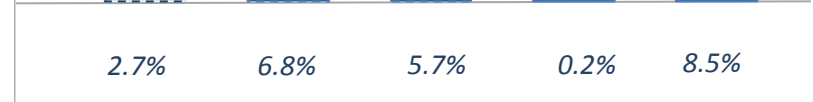
Revenue



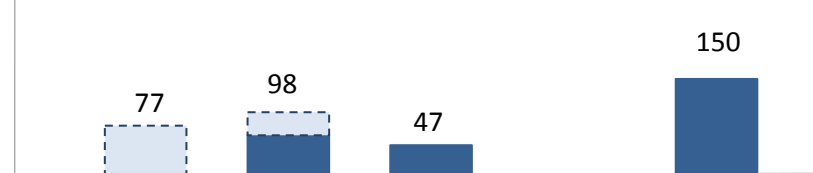
EBITDA



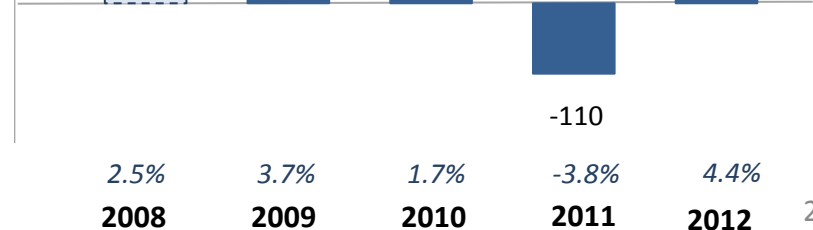
EBITDA
Margin



NPAT



Net
Margin





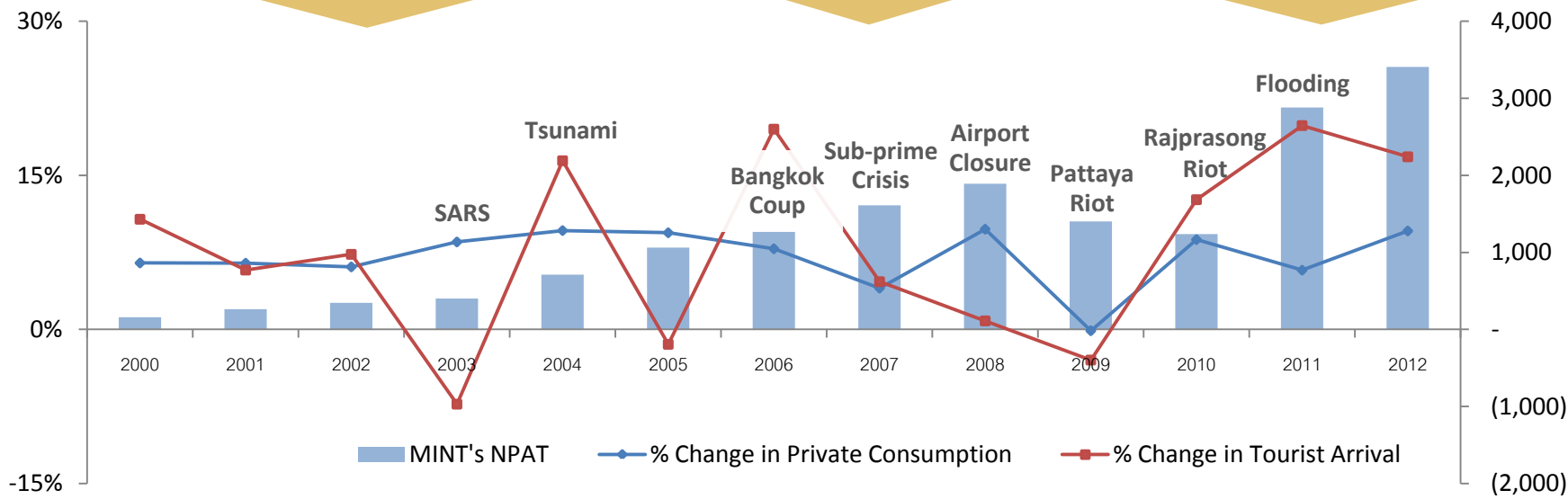
MINOR INTERNATIONAL

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. HOWEVER, PRIVATE CONSUMPTION AND TOURIST ARRIVAL SAW POSITIVE GROWTH IN MOST YEARS. FOR SOME OF THE YEARS WITH NEGATIVE GROWTH, STRONG AND RAPID REBOUND WAS SEEN WITHIN A YEAR. DIVERSIFICATION GEOGRAPHICALLY AND NEW INITIATIVES INCLUDING MIXED-USE DEVELOPMENT HAVE ALSO HELPED MINT MITIGATE THE RISKS AND THE COMPANY HAS ALL ALONG REPORTED PROFIT.

- | 2000 – 2005 | 2006 – 2008 | 2009 – 2012 |
|---|---|--|
| <ul style="list-style-type: none"> Acquired Minor Food Group Launched own Pizza brand, The Pizza Company Entered into a JV to operate 3 hotels in the Maldives Launched the first timeshare project in Asia with Marriott Opened TPC and SZ in China | <ul style="list-style-type: none"> Launched the first residential project, the Estates Samui Invested in S&P Thailand, Serendib Sri Lanka, Elewana Africa, The Coffee Club Australia and Thai Express Singapore Opened the first two purely managed hotels in Bali and Abu Dhabi | <ul style="list-style-type: none"> Acquired Minor Corporation Invested in Kani Lanka Sri Lanka, Oaks Hotels & Resorts and Ribs and Rumps Australia Launched Avani brand, Anantara Vacation Club, point-based timeshare project, and the second residential project, St. Regis Residence Invested in Bundarika, Phuket and Beijing Riverside & Courtyard, China |

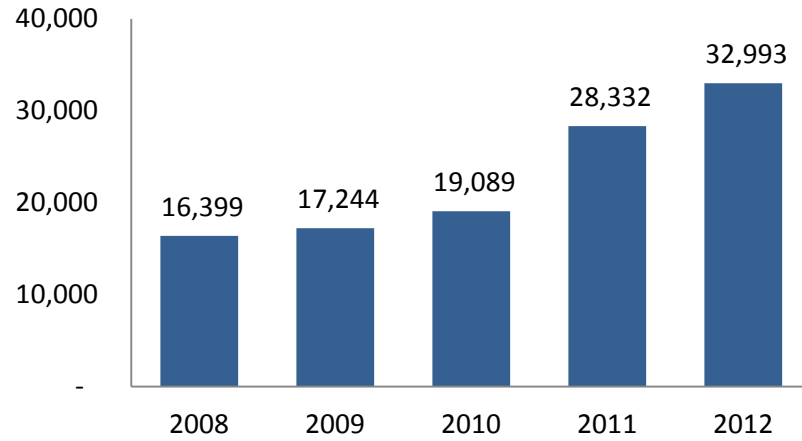


Source: Office of The National Economic and Social Development Board and Bank of Thailand

MINT's Diversification Strategy

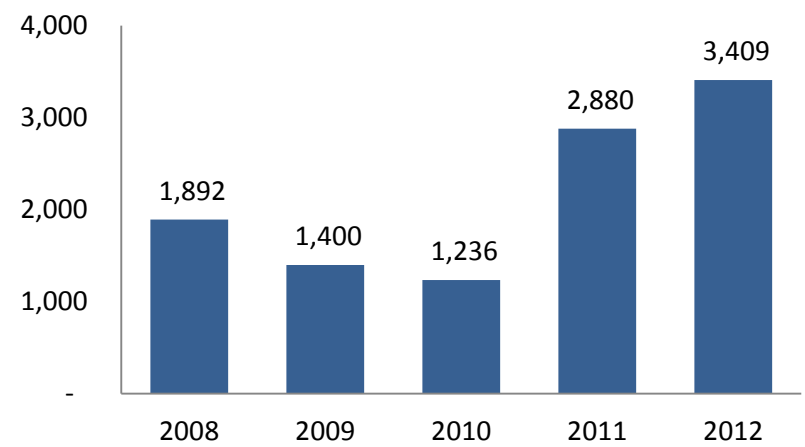
Total Revenue

THB Million



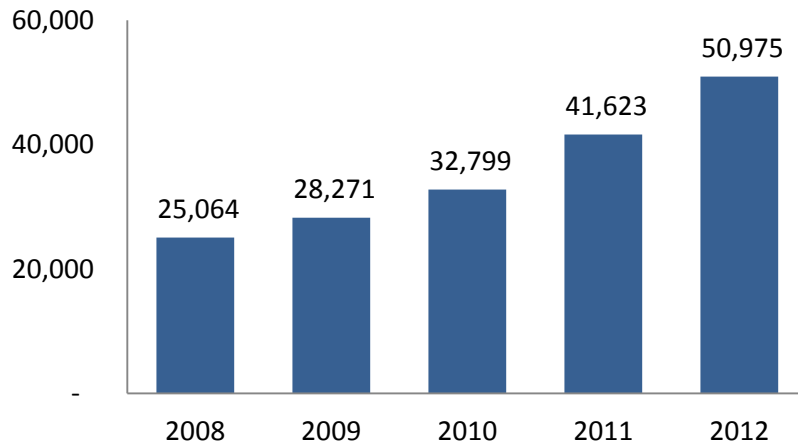
Net Profit

THB Million



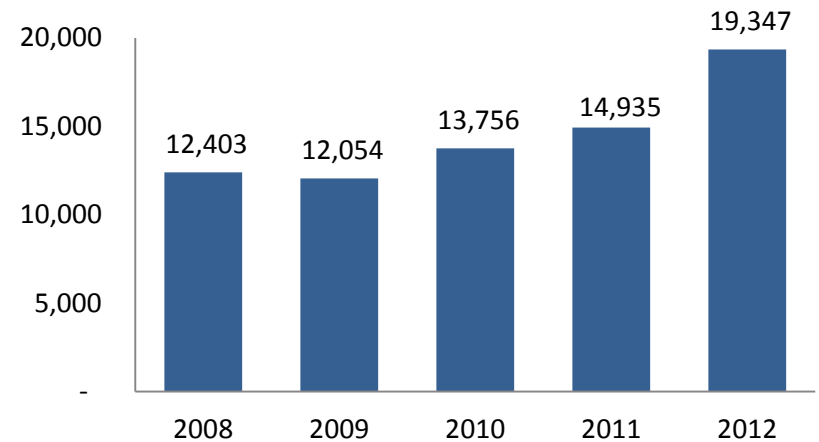
Total Assets

THB Million

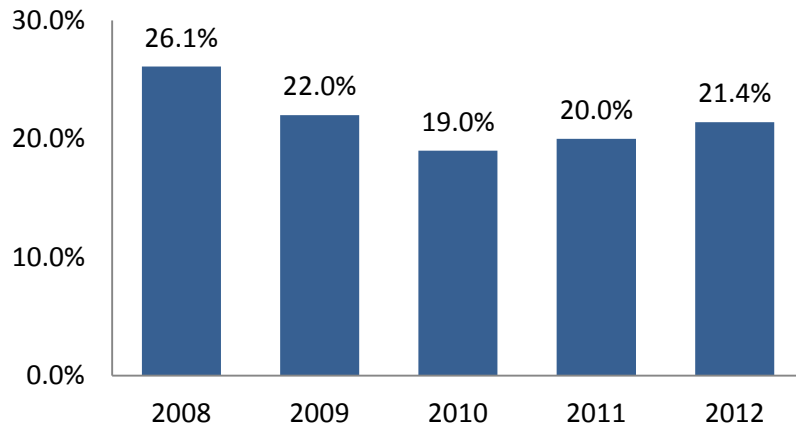


Total Equity

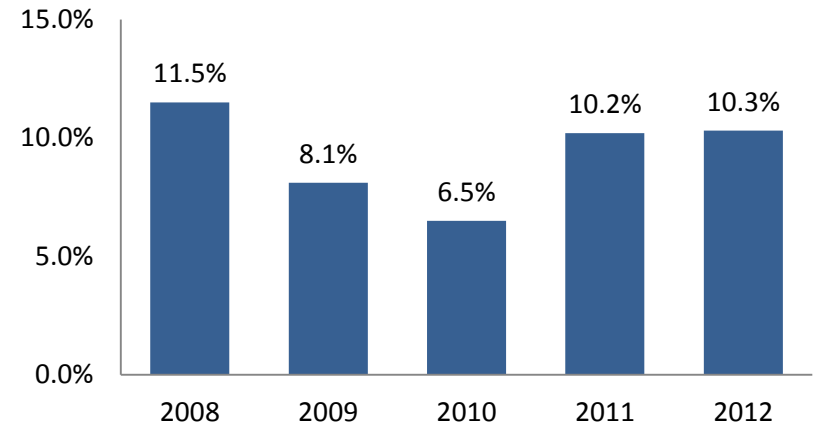
THB Million



EBITDA Margin

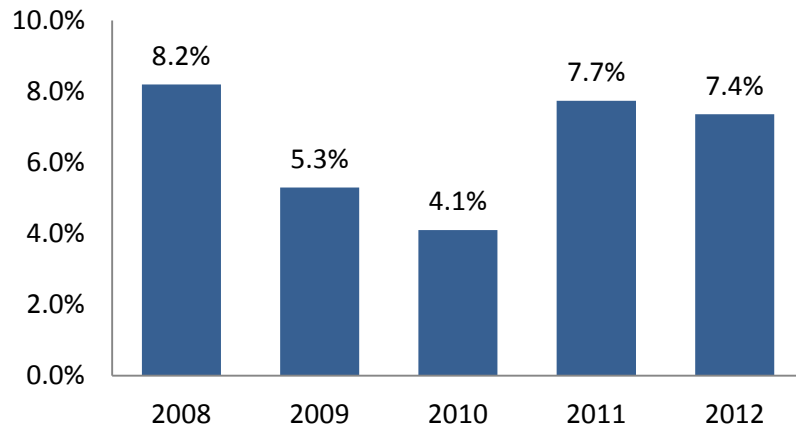


Net Margin

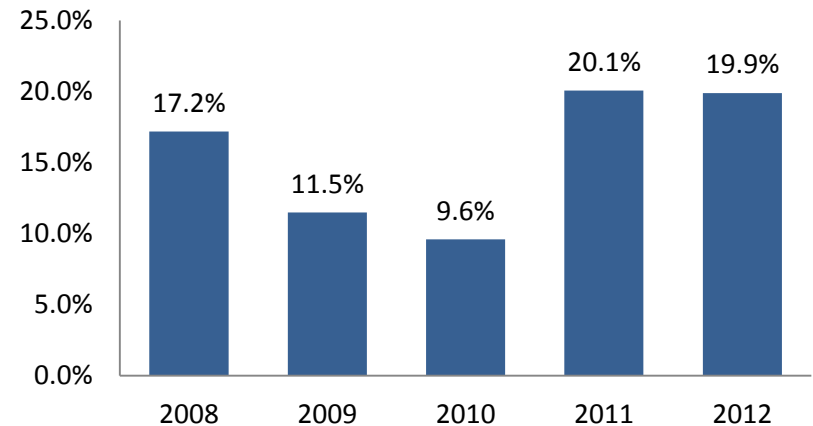


**Excludes gain from reclassification of investment in S&P and provision for investment in China, 2011 EBITDA and net margins would be 19.2% and 7.0%*

Return on Assets

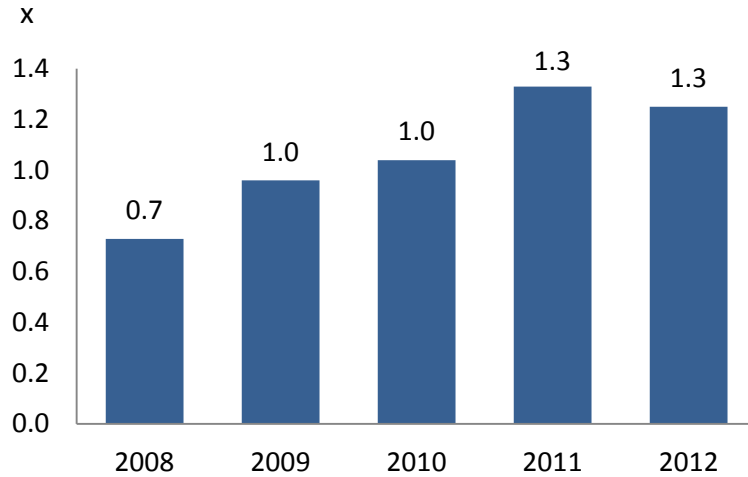


Return on Equity

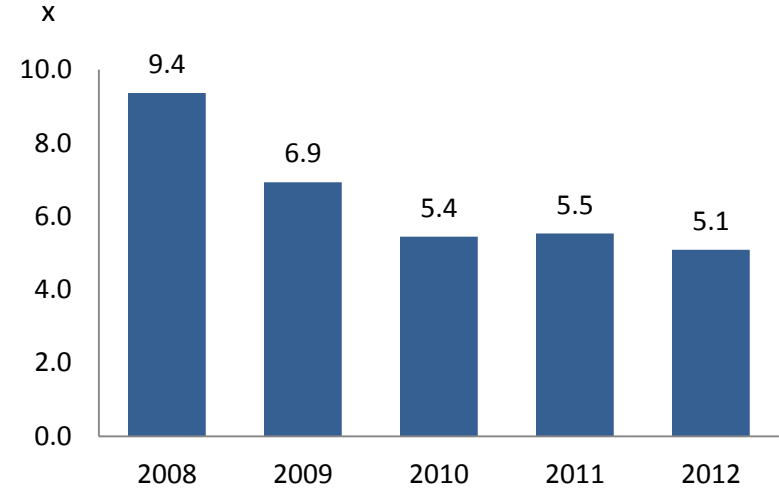


**Excludes gain from reclassification of investment in S&P and provision for investment in China, 2011 ROA and ROE would be 5.2% and 13.4%*

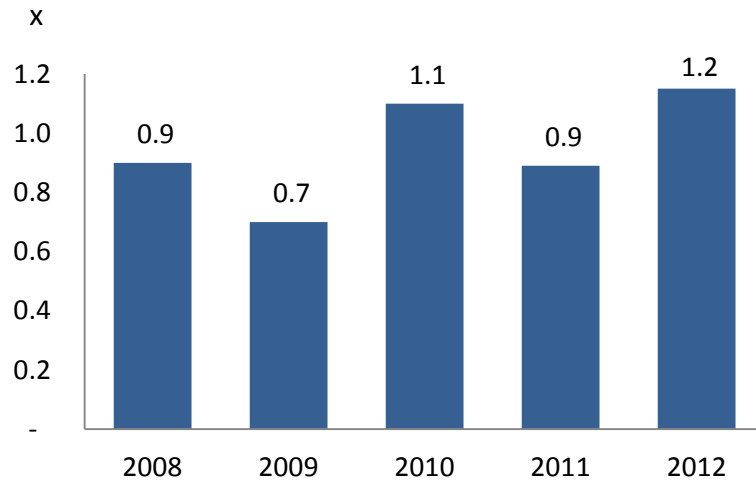
Interest-Bearing D/E



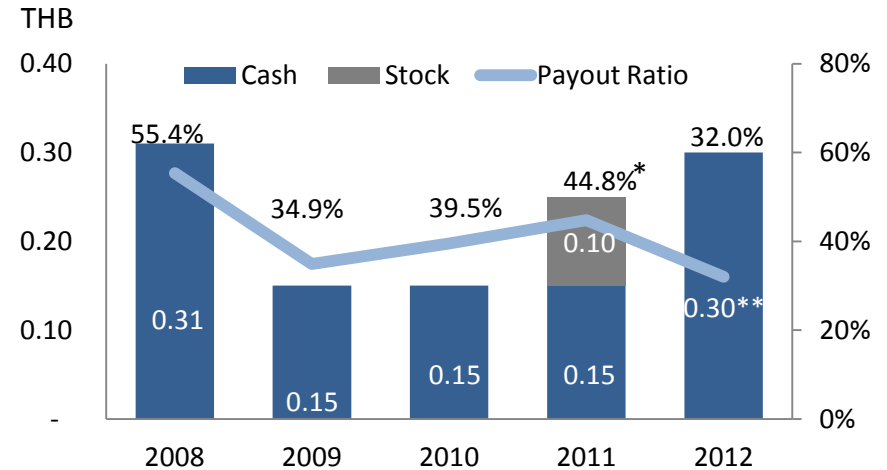
Interest Coverage



Current Ratio



Dividend Per Share and Payout Ratio



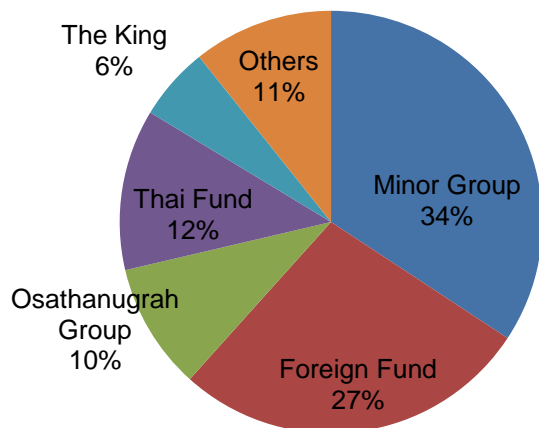
*2011 EPS excludes gain from reclassification of investment in S&P

**2012 dividend is subject to Shareholders' approval on April 3, 2013

OTHER CORPORATE INFORMATION

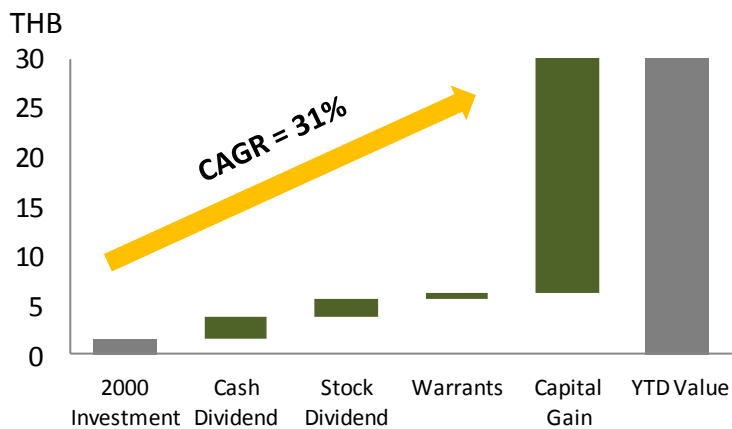


Shareholding Structure



As of 18 April 2013

Shareholders' Return



As of 15 May 2013

Management



1. William E. Heinecke
Chairman and Group Chief Executive Officer
2. Paul Charles Kenny
Chief Executive Officer of Minor Food Group
3. Patamawalai Ratanapol
Group Chief People Officer
Chief Operating Officer of Minor Food Group
Acting Chief Executive Officer of Minor Retail Group
4. Dillip Rajakarier
Chief Operating Officer of Minor International and
Chief Executive Officer of Minor Hotel Group
5. Trithip Sivakrskul
Corporate Chief Financial Officer
6. Steven Chojnacki
Chief Commercial Officer and General Council
7. John Scott Heinecke
Vice President of Minor Food Group

1. Developing human capital

We strive to help our people develop business and practical skills, and we reach out to develop the future generations of Thailand and the countries that are home to our businesses.

2. Engaging in end-to-end customer experience

The company is committed to ensure it delivers the best products to its customers in a socially responsible manner, whether it is in the form of product quality and safety or responsible media.

3. Committing to long-term & sustainable partnerships

One of MINT's core values is "partnership" – we realize that the sustainability of our business cannot be achieved without the long-term and sustainable relationships with our partners.

4. Managing environmental impacts

MINT cares deeply about the community and the environment. The company continuously contributes to animal and wildlife conservation in ecosystems where it operates.

5. Fostering social responsible mindset

Sustainability cannot be achieved without being socially responsible. MINT promotes social responsibility and volunteer spirits among employees and stakeholders through its business operations and through various campaigns & activities.





Anantara Golden Triangle has won in “a World Savers Award 2012” by Conde Nast Traveler



Anantara Bophut Resort & Spa won Thailand's leading spa resort from World Travel Awards 2012

Overall Performance & Corporate

- One of the **2012 Southeast Asia Challengers** by the Boston Consulting Group
- **Excellence in Management and Corporate Governance - Titanium Award** by The Asset Magazine
- **Best Investor Relations in South East Asia in 2012 (Consumer Goods & Services Sector)** by IR Magazine
- **Corporate Governance Asia Recognition Awards Class of 2012** by Corporate Governance Asia Magazine
- **Most Improved Corporate Social Responsibility Award** by Stock Exchange of Thailand
- **CSR-DIW Award** by Ministry of Industry

Hotel

- **Conde Nast's - Gold List 2013**
 - Anantara Golden Triangle
 - Four Seasons Tented Camp, Chiang Rai
 - Four Seasons Chiang Mai
- **Travel & Leisure - World's Best Hotels 2012**
 - Anantara Golden Triangle, Chiang Rai
 - Serengeti Migration Camp , Tanzania
- **World Travel Awards 2012**
 - Naladhu Maldives
- **Thailand's Leading Spa Resort in the World Travel Awards 2012**
 - Anantara Bophut, Samui

Restaurant

- The Pizza Company - **Thailand Franchise Quality Award** by Department of Business Development, Thailand
- The Coffee Club – **The Best International Franchisor of 2012** by Franchising and Licensing Association Committee, Singapore
- Sizzler - **Best Steak Restaurant in Thailand**, Marketeer Magazine, 2012