

# 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







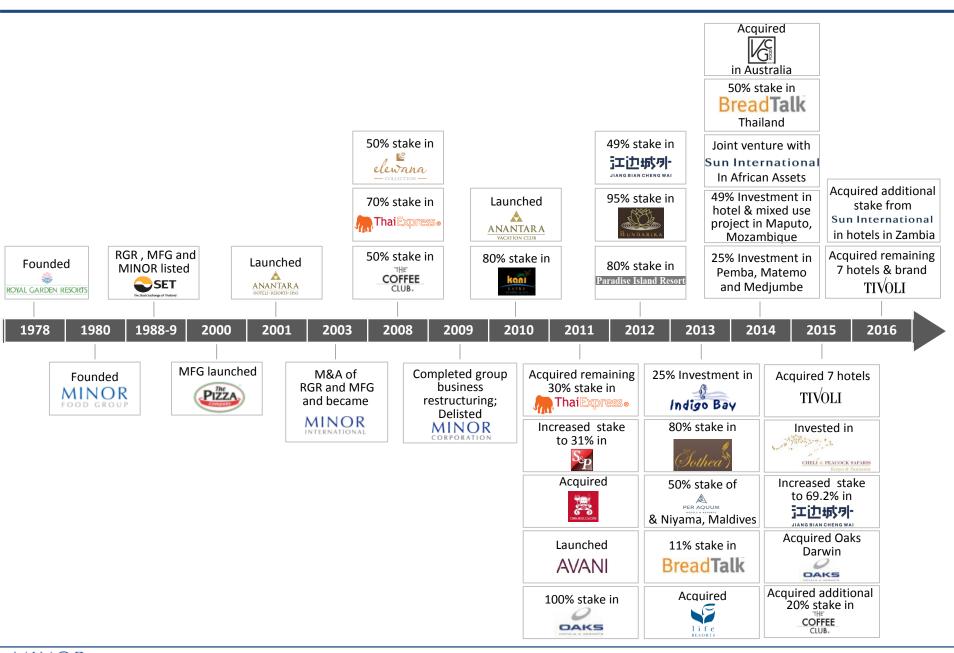
Customer Focus

Result Oriented People Development

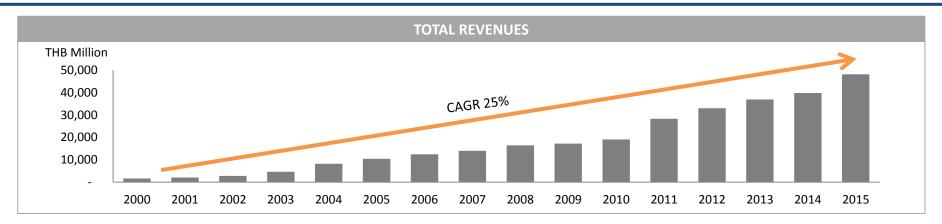
Innovative

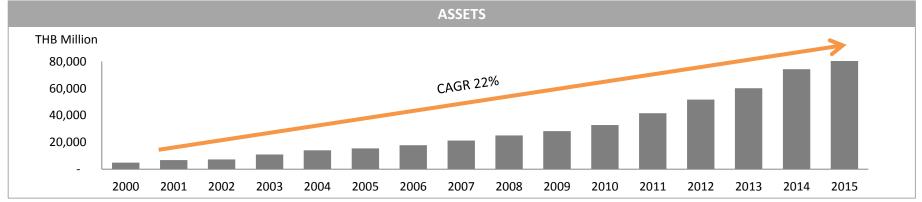
Partnership

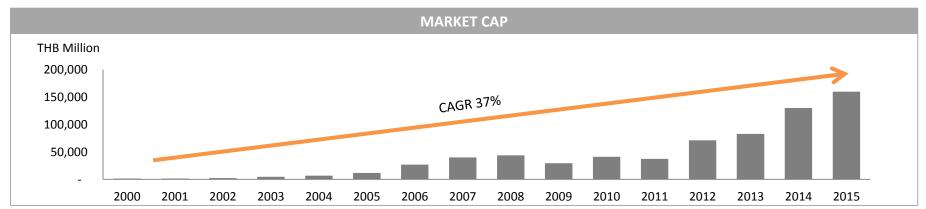
#### **MINT - KEY MILESTONES**

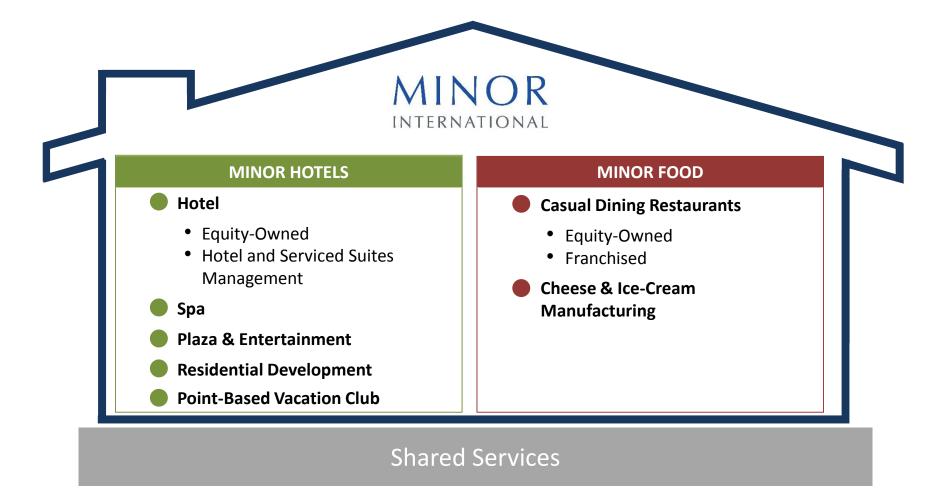


#### **MINT - CONSISTENT GROWTH**

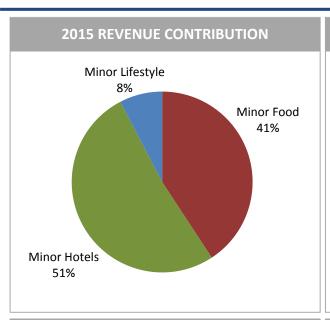


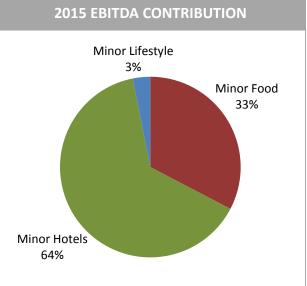


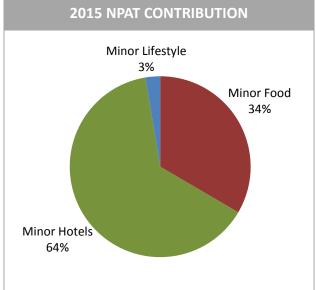


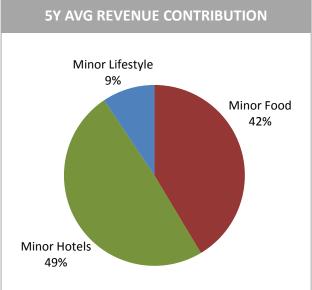


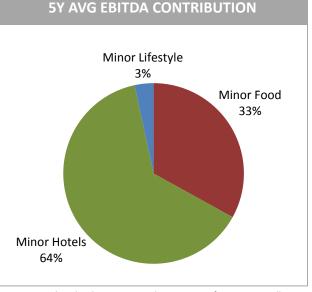
#### **REVENUE & PROFIT CONTRIBUTION BY BUSINESS GROUPS**

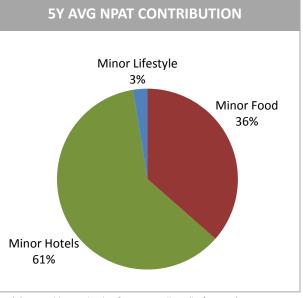










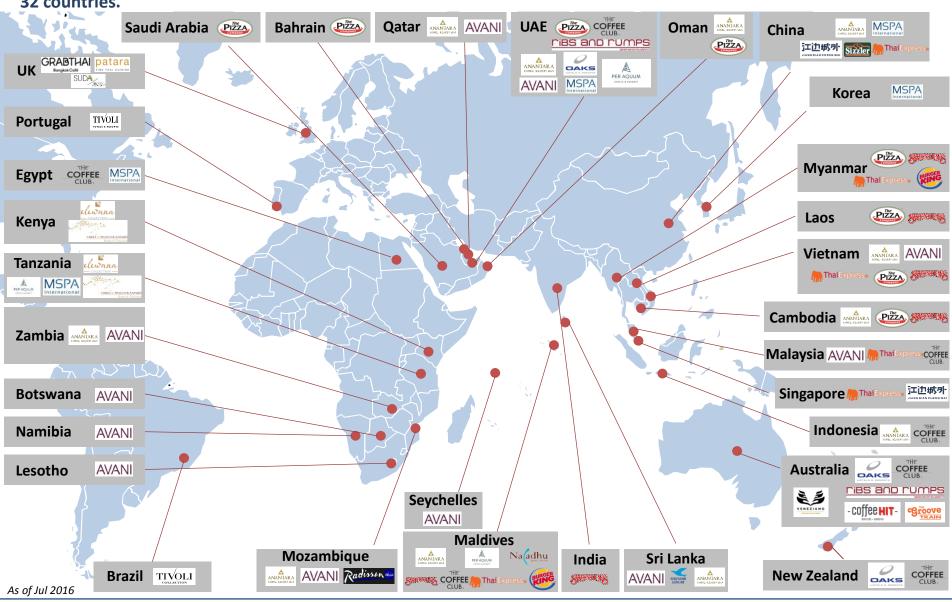


Note: Excluding special gains from revaluation of investments in (1) Sun International, Oaks Elan Darwin and Minor DKL of THB 2,335 million in 2015; (2) Serendib Hotels Plc of THB 87 million (before tax) in 2014, and (3) S&P of THB 1,054 million, netted off with impairment charge of China business of THB 93 million in 2011.



#### **MINT'S PRESENCE**

Enhance profile, reputation & recognition with 155 hotels and serviced suites, 1,928 restaurant outlets and 62 spas in 32 countries.





# **HOTEL PORTFOLIO – November 2016**

#### **THAILAND OUTSIDE THAILAND ANANTARA** FOUR SEASONS Hotels and Reserts OAKS **AVANI** ANANTARA HOTELS · RESORTS · SPAS 2 Oaks 3 Four Seasons 7 Anantara (Australia) **5 AVANI** (Sri Lanka, Vietnam 5 Anantara **AVANI** JW MARRIOTT. ST REGIS TIVOLI Botswana, Namibia & (Maldives, Vietnam, Zambia) Cambodia, Sri Lanka & 13 Tivoli 3 AVANI 1 St. Regis 1 JW Marriott Zambia) (2 Brazil & 11 Portugal) AND LOT ! **AVANI** ANANTARA elewana JOINT VENTURE CHELI'S PEACOCK SAFARIS 5 AVANI 8 Elewana 6 Anantara 4 Cheli & (1 Vietnam, 1 Sri Lanka, (2 Maldives, 3 Mozambique (Tanzania & Peacock 1 Mozambique & 2 Lesotho) (Kenya) & 1 Sri Lanka) Kenya) Naladhu Radisson PER AQUUM 1 PER AQUUM 2 Serendib 1 Naladhu 1 Radisson Blu (Maldives) (Maldives) (Sri Lanka) (Mozambique) **AVANI AVANI** PER AQUUM ANANTARA MANAGED **ANANTARA** 3 AVANI 3 PER AQUUM 2 AVANI HOTELS · RESORTS · SPAS 6 Anantara (Malaysia, UAE & Seychelles) (Tanzania, Maldives & UAE) 14 Anantara TIVOLI elewana (2 Bali, 1 Vietnam, 2 China, CHELÍ & PEACOCK SAFARE OAKS OAKS 2 Cheli & Peacock 2 Elewana 2 Tivoli 2 Oman, 1 Qatar & 6 UAE) 1 Oaks (UAE) (Portugal & Qatar) 1 Oaks (Kenya) (Kenva)

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



MLR\*

51 Oaks (47 Australia, 3 New Zealand & 1 Dubai)

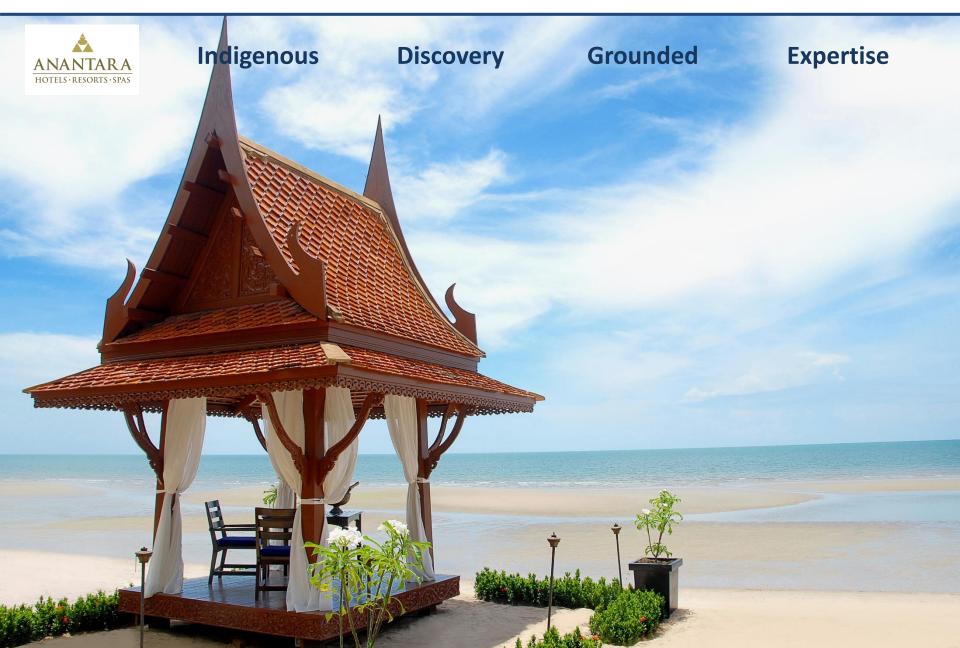
# **HOTEL PORTFOLIO** – 155 PROPERTIES WITH 19,797 ROOMS IN 23 COUNTRIES

Hotel Name	Country	# Rooms	Hotel Name	Country	# Rooms	Hotel Name	Country	# Rooms
Anantara Riverside Bangkok	Thailand	408	Anantara Veli Maldives	Maldives	67	Anantara Sikao	Thailand	139
Anantara Siam Bangkok	Thailand	354	Anantara Dhigu Maldives	Maldives	110	Anantara Baan Rajprasong	Thailand	97
Anantara Hua Hin	Thailand	187	ū.		44	angkok	manana	37
Anantara Golden Triangle Elephant Camp	Thailand	72	Anantara Bazaruto Island	Mozambique		Anantara Lawana Koh Samui	Thailand	122
Anantara Bophut Koh Samui	Thailand	106	Anantara Medjumbe Island	Mozambique	12	Anantara Sathorn Bangkok	Thailand	310
Anantara Mai Khao Phuket Villas	Thailand	83	Anantara Matemo Island	Mozambique	24	Anantara Rasananda Koh Phangan	Thailand	64
Anantara Layan Phuket	Thailand	77	Anantara Peace Haven	Sri Lanka	152	Anantara Chiang Mai	Thailand	84
Anantara Angkor	Cambodia	39	Tangalle			Anantara Sanya	China	122
Anantara Kihavah Maldives Villas	Maldives	79	AVANI Pemba Beach	Mozambique	185	Anantara Xishuangbanna	China	103
Anantara Hoi An	Vietnam	94			158	Anantara Seminyak Bali	Indonesia	60
Anantara Kalutara	Sri Lanka	141	AVANI Lesotho	Lesotho		Anantara Uluwatu Bali	Indonesia	74
Royal Livingstone by Anantara	Zambia	173	AVANI Maseru	Lesotho	105	Anantara Al Jabal Al Akhdar	Oman	115
AVANI Riverside Bangkok	Thailand	248	AVANI Bentota	Sri Lanka	75	Al Baleed Salalah by Anantara	Oman	136
AVANI Pattaya	Thailand	298	AVAINI Hal Phong Halboul Victory 122		·			
AVANI Gaborone	Botswana	196	View	7.00.101.11		Banana Island Doha by Anantara	Qatar	141
AVANI Windhoek	Namibia	173	Club Hotel Dolphin	Sri Lanka	154	Desert Islands by Anantara	UAE	64
AVANI Kalutara	Sri Lanka	105	Hotel Sigiriya	Sri Lanka	79	Qasr Al Sarab Desert by Anantara	UAE	206
AVANI Quy Nhon	Vietnam	63	· ,			Eastern Mangroves by Anantara	UAE	222
AVANI Victoria Falls	Zambia	212	Naladhu Maldives	Maldives	20	Anantara Sir Bani Yas Island Al	UAE	30
Oaks Grand Gladstone	Australia	144	PER AQUUM Niyama	Maldives	134	Yamm	UAL	30
Oaks Elan Darwin	Australia	301	Arusha Coffee Lodge	Tanzania	30	Anantara Sir Bani Yas Island Al	UAE	30
Tivoli São Paulo - Mofarrej	Brazil	217				Sahel	UAL	30
Tivoli Ecoresort Praia do Forte	Brazil	287	Serengeti Migration Camp Tanzania 20 Anantara		Anantara The Palm Dubai	UAE	293	
Tivoli Lisboa	Portugal	306	Tarangire Treetops Tanzania 20 Anantara Mui Ne		Vietnam	90		
Tivoli Marina Vilamoura	Portugal	383	The Manor at Ngorongoro Tanzania 20 AVANI Atrium Bangkok		Thailand	568		
Tivoli Marina Portimao	Portugal	196			Thailand	196		
Tivoli Carvoeiro	Portugal	293	Serengeti Pioneer Camp	Tanzania	12	AVANI Sepang Goldcoast	Malaysia	315
Tivoli Oriente	Portugal	279	Sand River Masai Mara  Kenya  Souq Waqif Boutique		Qatar	183		
Tivoli Victoria	Portugal	280	AfroChic Diani Beach		10	AVANI Seychelles Barbarons	Seychelles	124
Tivoli Palacio de Seteais	Portugal	30		Kenya		AVANI Deira Dubai	UAE	216
Tivoli Jardim	Portugal	119	Tortilis Camp Amboseli	Kenya	18	Oaks Bangkok Sathorn	Thailand	115
Tivoli Lagos	Portugal	324	Elsa's Kopje Meru	Kenya	11	Oaks Liwa Executive Suites	UAE	54
Tivoli Coimbre	Portugal	77	Joy's Camp Shaba	Kenya	10	Essque Zalu Zanzibar	Tanzania	49
Tivoli Coimbra	Portugal	100	Elephant Pepper Camp	Kenya	10	PER AQUUM Huvafen Fushi	Maldives	44
Four Seasons Chiang Mai	Thailand	76	Masai Mara			PER AQUUM Desert Palm	UAE	39
Four Seasons Tented Camp Golden Triangle	Thailand	15	The Radisson Blu	Mozambique	154	Lewa Safari Camp	Kenya	13
Four Seasons Koh Samui	Thailand	60	Joint Venture	28	1,786	Kitich Camp Mathews Forest	Kenya	6
JW Marriott Phuket	Thailand	265		Australia	5,928	Loisaba Tented Camp	Kenya	12
The St. Regis Bangkok	Thailand	224	Oaks Hotels & Resorts	New Zealand	264	Loisaba Star Beds	Kenya	4
Elements Boutique, Koh Samui (to be rebranded to AVANI in 2017)	Thailand	34		UAE	168	The Residences at Victoria (Tivoli)	Portugal	93
Majority Owned	40	7.118	Management Letting Rights	51	6,360	Purely Managed	36	4.533
THE STREET CONTINUES	70	,,110			0,500	. u. c.y managea	30	7,555

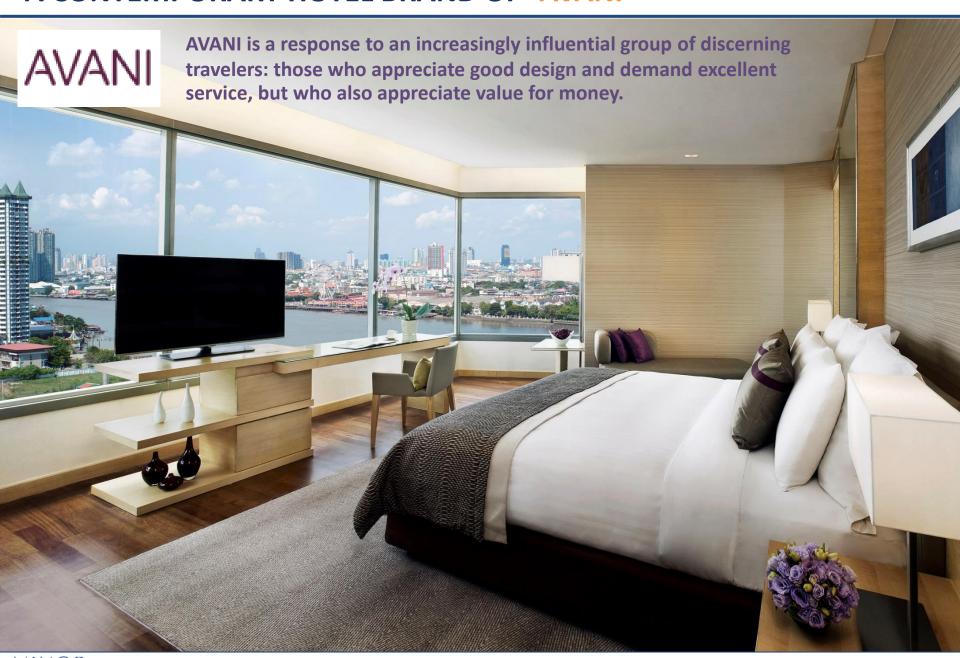


Minor Hotels

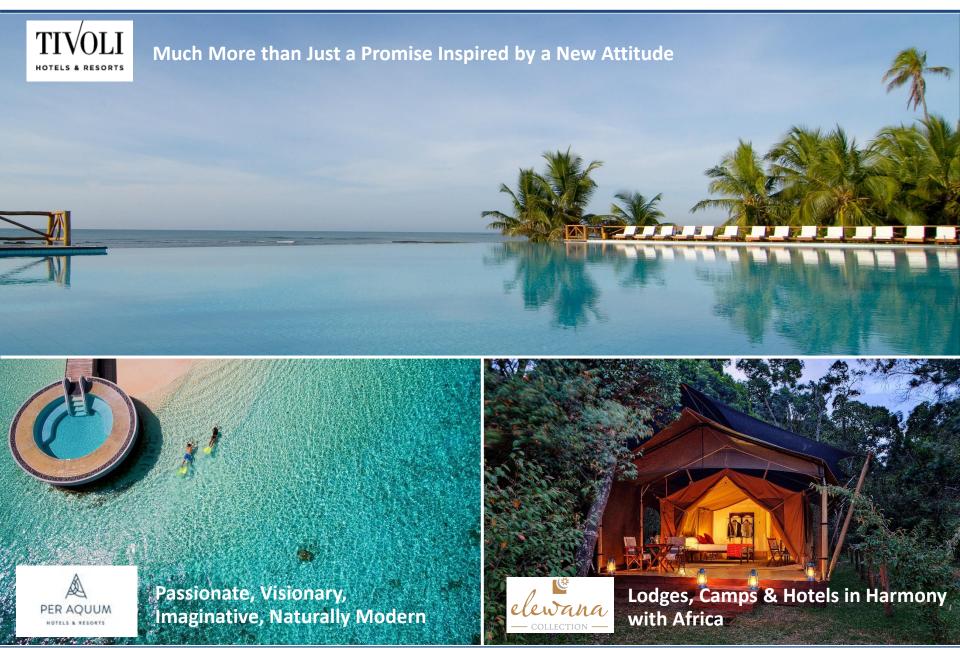
# **EXPANDING THE FOOTPRINT OF "ANANTARA"**



# A CONTEMPORARY HOTEL BRAND OF "AVANI"



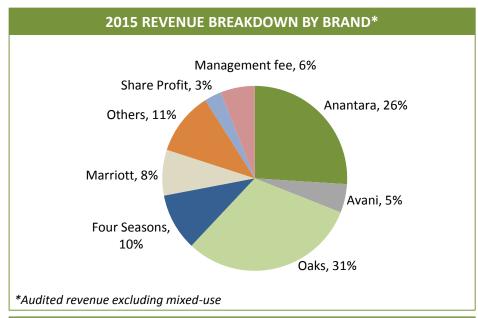
# ADDING OTHER LUXURY BOUTIQUE HOTEL BRANDS

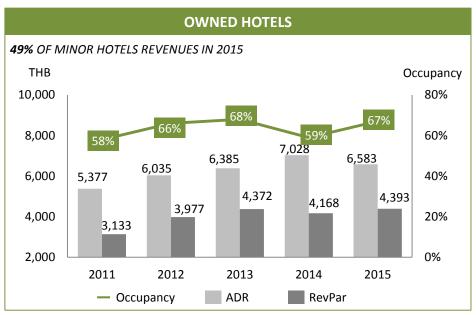


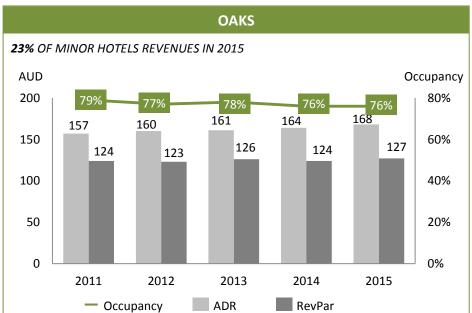
#### **OAKS HOTELS & RESORTS**

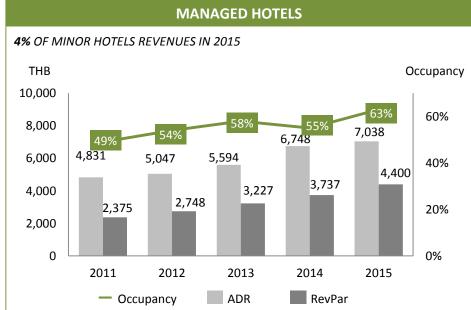


# **MINOR HOTELS – KEY STATISTICS**











# **PLAZA & ENTERTAINMENT**

# MINT owns and operates three shopping plazas:





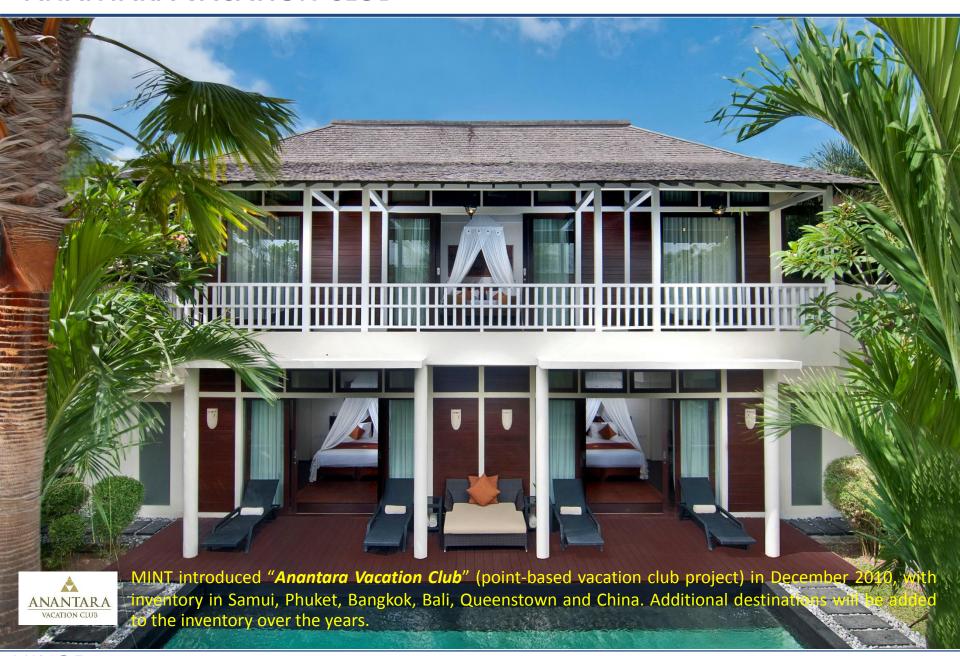
# **SPA PORTFOLIO – November 2016**



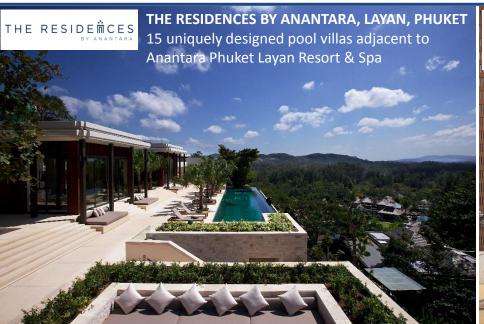
No.	Hotel	Country		
1	Anantara Bophut Koh Samui	Thailand		
2	Anantara Chiang Mai	Thailand		
3	Anantara Golden Triangle Elephant Camp	Thailand		
4	Anantara Hua Hin	Thailand		
5	Anantara Lawana Koh Samui	Thailand		
6	Anantara Layan Phuket	Thailand		
7	Anantara Phuket Villas	Thailand		
8	Anantara Rasananda Koh Phangan Villas	Thailand		
9	Anantara Riverside Bangkok	Thailand		
10	Anantara Sathorn Bangkok	Thailand		
11	Anantara Siam Bangkok	Thailand		
12	Anantara Sikao	Thailand		
13	AVANI Riverside Bangkok	Thailand		
14	AVANI Pattaya	Thailand		
15	AVANI Khon Kaen	Thailand		
16	JW Marriott Phuket	Thailand		
17	The St. Regis Bangkok Thailand			
18	Elements Boutique (to be rebranded to AVANI in 2017)	Thailand		
19	Dusit Thani Krabi Beach Resort	Thailand		
20	The Royal Orchid Sheraton Bangkok	Thailand		
21	Anantara Angkor	Cambodia		
22	Anantara Sanya	China		
23	Anantara Xishuangbanna	China		
24	Anantara Seminyak Bali	Indonesia		
25	Anantara Uluwatu Bali	Indonesia		
26	Anantara Dhigu	Maldives		
27	Anantara Kihavah Maldives Villas	Maldives		
28	Anantara Veli Maldives	Maldives		
29	Anantara Bazaruto Island	Mozambique		
30	Anantara Medjumbe Island	Mozambique		
31	Anantara Al Jabal Al Akhdar	Oman		

No.	Hotel	Country
32	Anantara Doha Island	Qatar
33	Anantara Kalutara	Sri Lanka
34	Anantara Peace Haven Tangelle	Sri Lanka
35	Anantara The Palm Dubai	UAE
36	Desert Islands by Anantara	UAE
37	Eastern Mangroves by Anantara	UAE
38	Qasr Al Sarab Desert by Anantara	UAE
39	Anantara Hoi An	Vietnam
40	Anantara Mui Ne	Vietnam
41	Royal Livingstone by Anantara	Zambia
42	AVANI Sepang Goldcoast	Malaysia
43	AVANI Pemba Beach	Mozambiqu
44	Souq Waqif Boutique	Qatar
45	AVANI Seychelles Barbarons	Seychelles
46	AVANI Bentota	Sri Lanka
47	AVANI Hai Phong Harbour View	Vietnam
48	AVANI Quy Nhon	Vietnam
49	Naladhu Maldives	Maldives
50	PER AQUUM Desert Palm	UAE
51	PER AQUUM Huvafen Fushi	Maldives
52	PER AQUUM Niyama	Maldives
53	Essque Zalu Zanzibar	Tanzania
54	Tivoli Mofarrej - São Paulo	Brazil
55	Sheraton Sanya Resort	China
56	The Puli Hotel & Spa	China
57	JW Marriott Cairo	Egypt
58	Sheraton Seoul D Cube City	Korea
59	Hyatt Regency Dar es Salaam	Tanzania
60	Meliá Zanzibar	Tanzania
61	Park Hyatt Zanzibar	Tanzania
62	Emirates Palace Hotel	UAE

#### **ANANTARA VACATION CLUB**



#### RESIDENTIAL PROPERTY DEVELOPMENT









# **MINOR HOTELS – FINANCIAL PERFORMANCE**



Excluding special gains from revaluation of investments in (1) Sun International and Oaks Elan Darwin of THB 670 million in 2015, and (2) Serendib Hotels Plc of THB 87 million (before tax) in 2014.





To be A Global Food Service Operator of Leading Brands that provide 100% satisfaction to all stakeholders

# MINOR FOOD PORTFOLIO – 3Q16

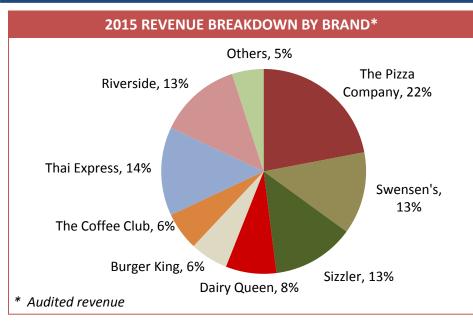
Brand	No. of Outlet	Tha	iland	International		
	No. of Outlet	Equity	Franchise	Equity	Franchise	
PIZZA	376	226	80	-	70	
SWENSENS	325	129	161	14	21	
Sizzler	58	47	-	11	-	
DO	413	232	181	-	-	
BURGER	69	66	-	3	-	
COFFEE CLUB.	438	24	-	27	387	
Ribs & Rumps	13	-	-	9	4	
ThaiExpress®	101	6	-	74	21	
<u> 江</u> JIANG BIAN CHENG WAI Riverside	58	-	-	58	-	
BreadTalk	30	30	-	-	-	
Others	47	38	-	9	-	
Total Equity	1,003	798	-	205	-	
Total Franchise	925	-	422	-	503	
Grand Total	1,928	1,220		708		

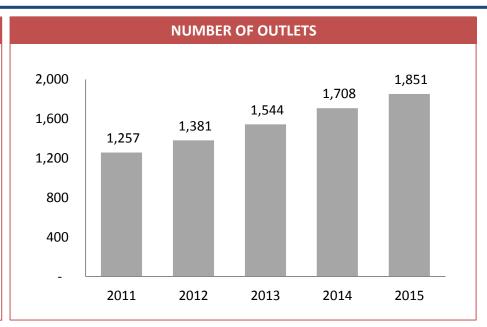


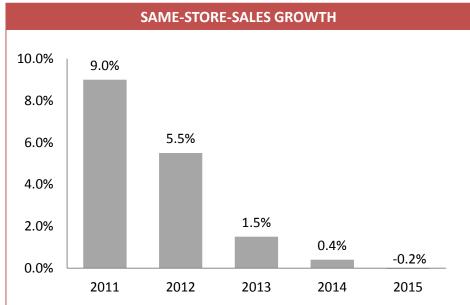
# **CHEESE & ICE-CREAM MANUFACTURING**

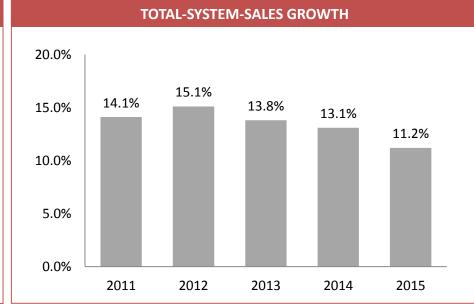


#### MINOR FOOD – KEY STATISTICS









# **MINOR FOOD – FINANCIAL PERFORMANCE**



# **OTHERS – MINOR LIFESTYLE PORTFOLIO – 3Q16**

# **FASHION APPARELS** # Outlets **ESIPIRIT** 104 bossini@ 85 GAP 21 BANANA REPUBLIC Brooks Brothers Etam **K#**JIMA 4 CHARLES & KEITH 33 Pedro **TOTAL** 269

#### COSMETICS

# Outlets

**red**earth

1

#### **HOUSEHOLD**

# Outlets



22



-

#### **CONTRACT MANUFACTURING**



Manufacturing of acid-based fast-moving consumer goods

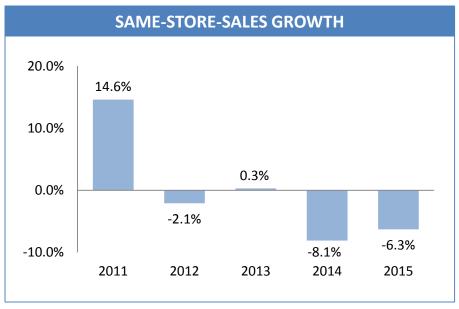
100K Tons / Year

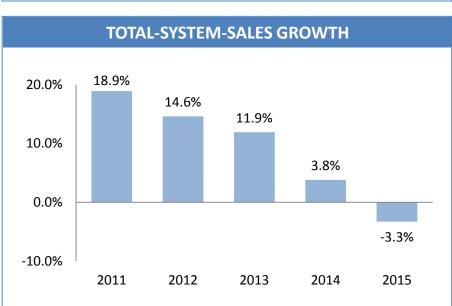




Minor Lifestyle

# MINOR LIFESTYLE – STATISTICS & FINANCIAL PERFORMANCE







# **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

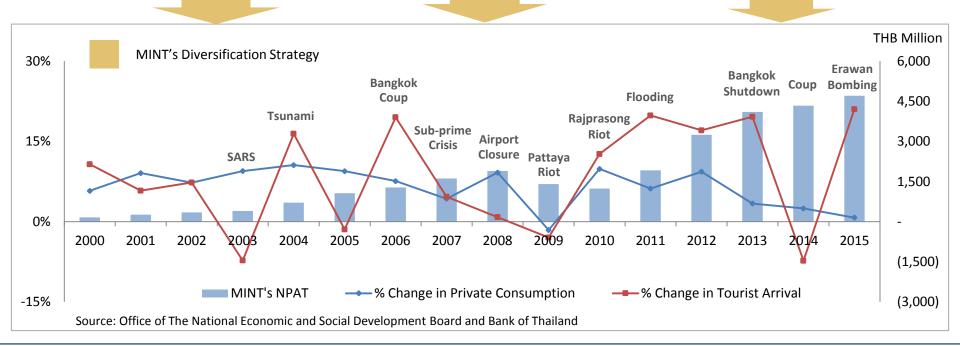
- Acquired Minor Food Group
- Launched own Pizza brand, The Pizza Company and opened TPC and SZ in China
- · Launched own hotel brand, Anantara
- Entered into a JV to operate 3 hotels in the Maldives
- Launched the first timeshare project in Asia with Marriott

#### 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

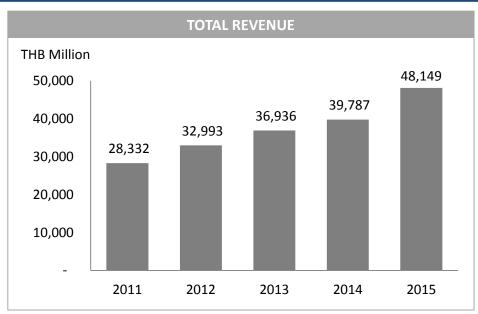
#### 2010 - 2015

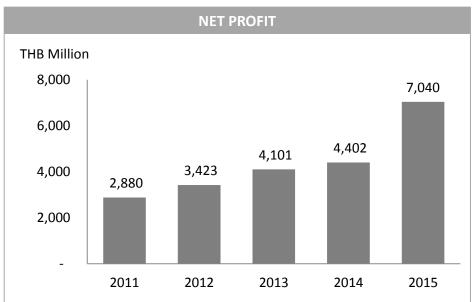
- Invested in Beijing Riverside & Courtyard China and in Ribs and Rumps and VGC in Australia
- Invested in hotels in Sri Lanka, Phuket, Vietnam, Cambodia, Zambia, Namibia, Botswana, Lesotho and Mozambique, in Oaks Hotels & Resorts Australia, 50% in Per AQUUM brand, in Tivoli Hotels & Resorts in Portugal and Brazil
- Launched AVANI brand, Anantara Vacation Club, point-based timeshare project, and the third residential project, The Residences by Anantara Layan, Phuket

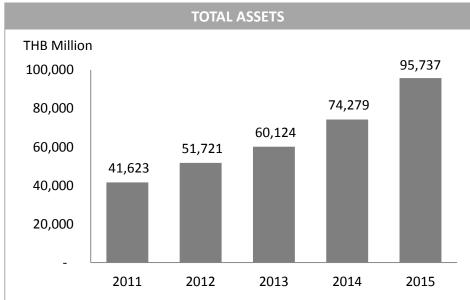


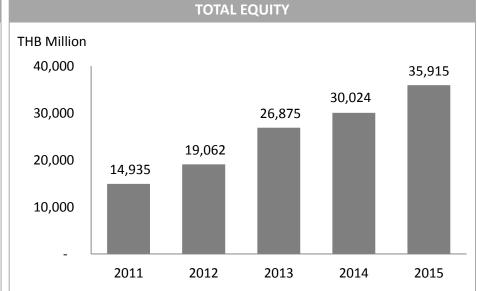


#### **MINT FINANCIAL HIGHLIGHTS - SIZE**





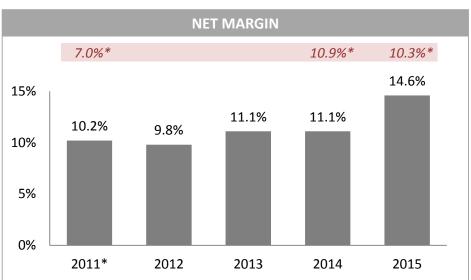


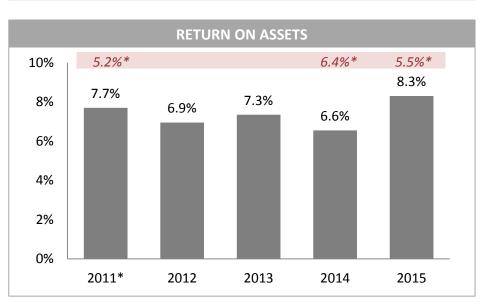


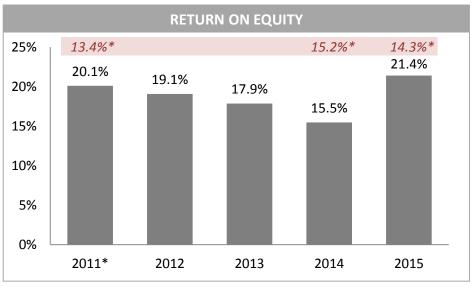


#### **MINT FINANCIAL HIGHLIGHTS - PROFITABILITY**





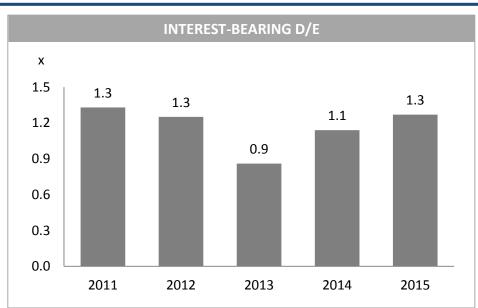


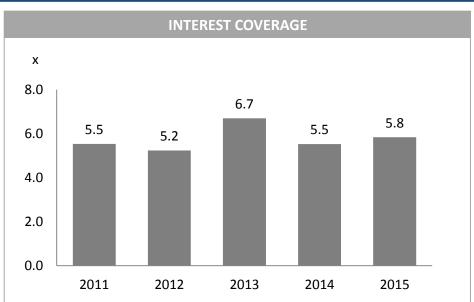


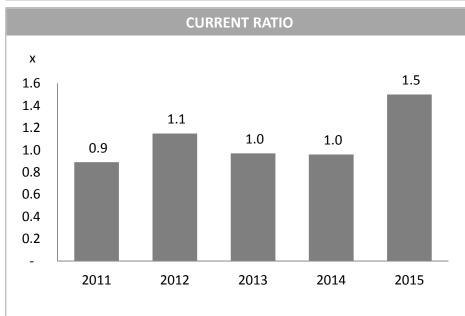
<sup>\*</sup> Excluding special gains from revaluation of investments in (1) Sun International, Oaks Elan Darwin and Minor DKL of THB 2,335 million in 2015; (2) Serendib Hotels Plc of THB 87 million (before tax) in 2014, and (3) S&P of THB 1,054 million, netted off with impairment charge of China business of THB 93 million in 2011.

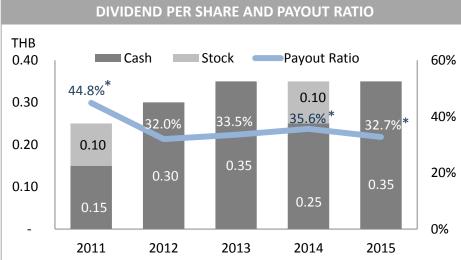


#### **MINT FINANCIAL HIGHLIGHTS - OTHERS**







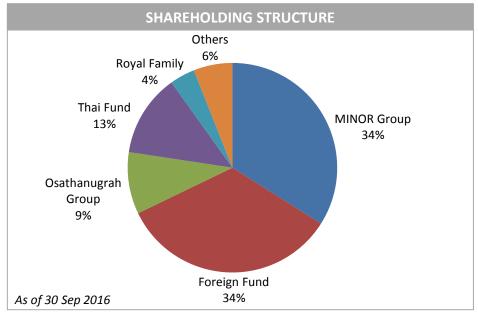


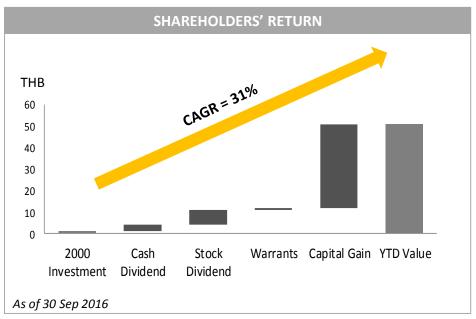
\* EPS calculation excludes special gains from revaluation of investments in (1) Sun International, Oaks Elan Darwin and Minor DKL in 2015; (2) Serendib Hotels Plc in 2014, and (3) S&P, netted off with impairment charge of China restaurant business in 2011



# OTHER CORPORATE INFORMATION TIVOLI

#### **SHAREHOLDERS & MANAGEMENT**





# MANAGEMENT STRUCTURE

- 1. William E. Heinecke Chairman and Group Chief Executive Officer
- 2. Paul Charles Kenny Chief Executive Officer of Minor Food

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- 3. Dillip Rajakarier
  Chief Operating Officer of Minor International
  Chief Executive Officer of Minor Hotels
- 4. Patamawalai Ratanapol Chief People Officer of Minor International Chief Operating Officer of Minor Food
- 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

Creating **Harmony** 

#### **Managing Environmental Impact**

We aim to produce a positive impact on the environment and communities where our operations are located

**Creating** a Way of Life

#### **Engaging in End-to-End Customer Experience**

Our aspiration is to create a memorable experience for our customers, by delivering our best products and services that provide 100% satisfaction

#### **Committing to Long-term and Sustainable Partnerships**

We focus on value-adding collaboration by committing to long-term and sustainable partnerships that generate positive economic and social impact



#### **Driving People Development**

We create a better and brighter future for our employees, local youth and children by developing and harnessing their human capital potential

#### **Fostering Social Responsibility Mindset**

We foster a social responsibility mindset amongst our employees, who would also exemplify our Drive Culture with their contributions to society

#### **Practicing Good Corporate Governance**

We cultivate a corporate culture that practices good governance to ensure the company's long-term growth and sustainability





MEMBER OF

# **Dow Jones** Sustainability Indices

In Collaboration with RobecoSAM (





#### RECENT AWARDS





Burger King: Best Operation Excellence and Best Restaurant Excellence in Asia Pacific 2015 from Burger King Asia Pacific

#### **Overall Performance & Corporate**

- Best Managed Company Leisure Asia 2015, Euromoney
- Overall Best Managed Company in Thailand: Mid Cap, Asia Money
- Asia's Best CEO (Investor Relations) 2015, Corporate Governance Asia
- No. 2 Thailand's Best CEO and Best at Investor Relations 2016, FinanceAsia
- 2016 Best CEO and Best Investor Relations Program in Consumer by Sell-Side Analysts, Institutional Investor
- Thailand Sustainability Investment 2015, Stock Exchange of Thailand (SET)
- CSR Excellence Recognition 2015 (Gold Level), American Chamber of Commerce)
- Included in Dow Jones Sustainability Emerging Market Index (DJSI) 2016 in Hotels,
   Resorts & Cruise Lines Industry for three consecutive years

#### **Minor Hotels**

- 2016 Conde Nast Traveler Readers' Choice Awards
  - Anantara Kihavah Maldives Villas No. 1 Resort in the Indian Ocean and No. 2 Resort in the World, 2016
  - Qasr Al Sarab Desert by Anantara Top 3 Resort in the Middle East
  - Anantara The Palm Dubai Top 3 Resort in the Middle East
- Conde Nast Traveller China
  - Anantara Hua Hin 2015 Gold List
  - Anantara Chiang Mai 2015 Gold List
- Anantara Hotels & Resorts 2015 Best Hotel Chain, National Geographic Traveler Awards Russia

#### **Minor Food**

- Minor Food Group Excellence in Practice, Association for Talent Development
- Burger King Best Operation Excellence and Best Restaurant Excellence in Asia
   Pacific 2015, Burger King Asia Pacific
- Dairy Queen Golden Crown Sales Achievement Award, International Dairy Queen