



Forward Looking Statement

Statements included or incorporated in these materials that use the words "believe", "anticipate", "estimate", "target", or "hope", or that otherwise relate to objectives, strategies, plans, intentions, beliefs or expectations or that have been constructed as statements as to future performance or events, are "forward-looking statements" within the meaning are not guarantees of future performance and involve risks and uncertainties that could cause actual results to differ materially from historical results or those anticipated at the time the forward-looking statements are made. MINT undertakes no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events or otherwise. MINT makes no representation whatsoever about the opinion or statements of any analyst or other third party. MINT does not monitor or control the content of third party opinions or statements and does not endorse or accept any responsibility for the content or the use of any such opinion or statement.



Bonchon 

NEW!

MALA

#หม่าล่าบอนชอน
#Bonntoชา



AGENDA

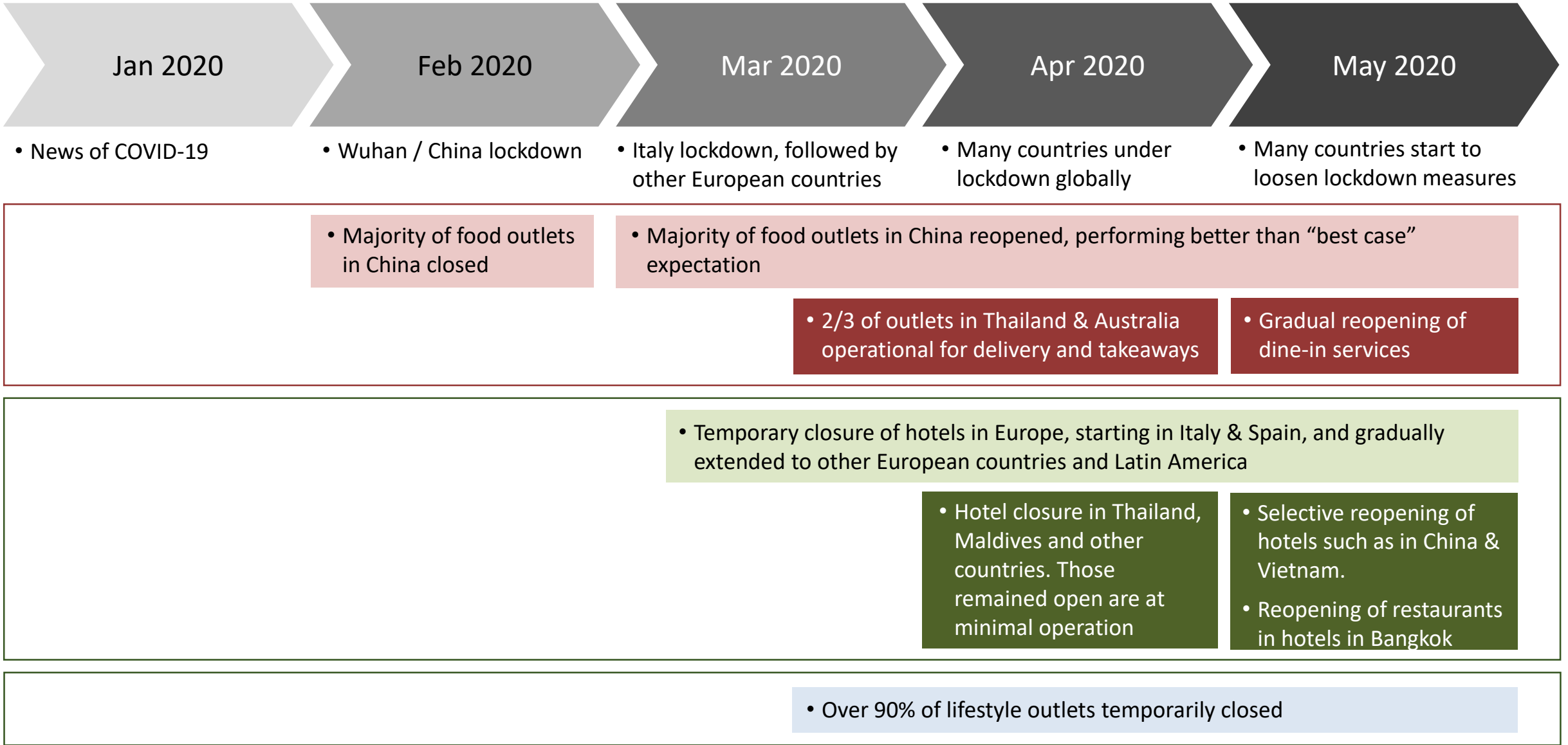
- 1Q20 in Review
- Minor Hotels
- Minor Food
- Minor Lifestyle
- Corporate Information
- Response to COVID-19: Immediate & Long-term Plans



1Q20 IN REVIEW

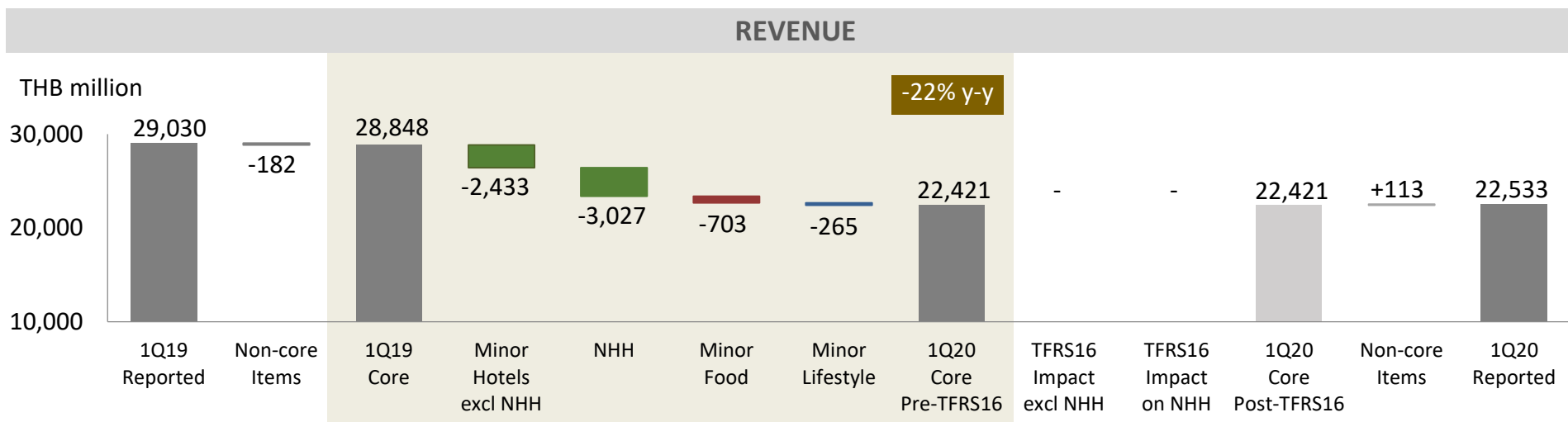
5M20 Recap – Impact from COVID-19

Since the outbreak of COVID-19, MINT’s business has been impacted globally. MINT continues to minimize costs and CAPEX in order to reduce negative flow-through, preserve cash and focus on liquidity, while preparing for the business re-opening.

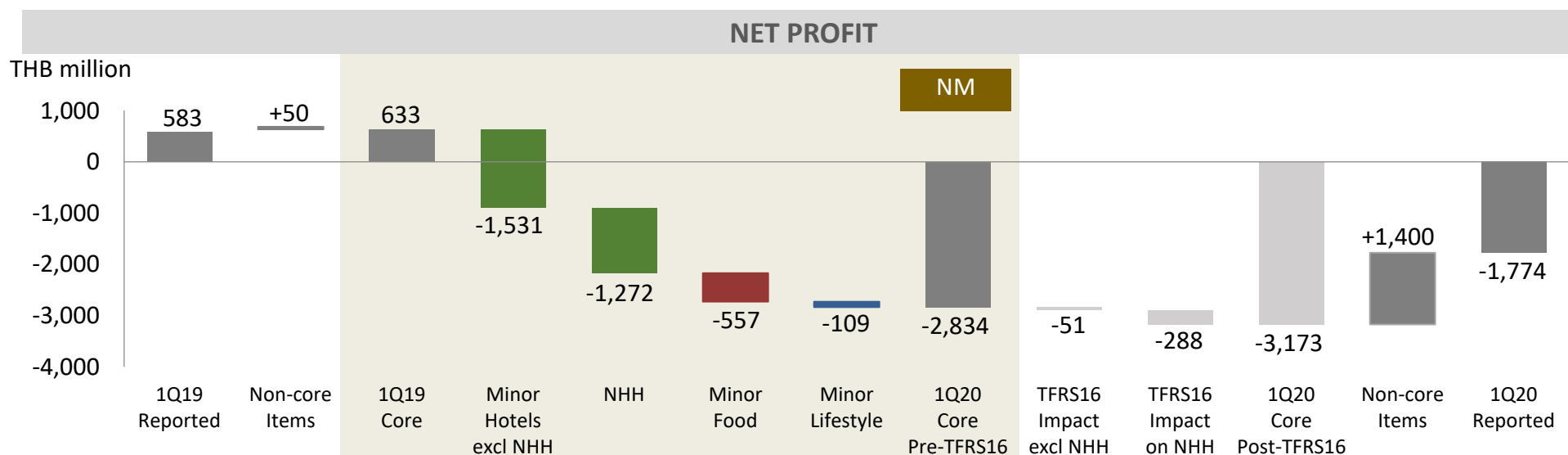
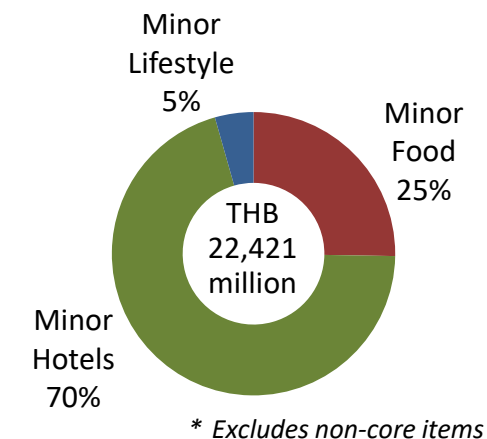


1Q20 Performance Recap

In 1Q20, MINT's core revenue declined by 22% y-y, as all three business units have been impacted by the COVID-19 outbreak. Consequently, with the severe and sudden revenue decline while costs did not fall as fast, the compounding negative flow-through resulted in MINT's net loss both pre- and post- TFRS 16 in the quarter.

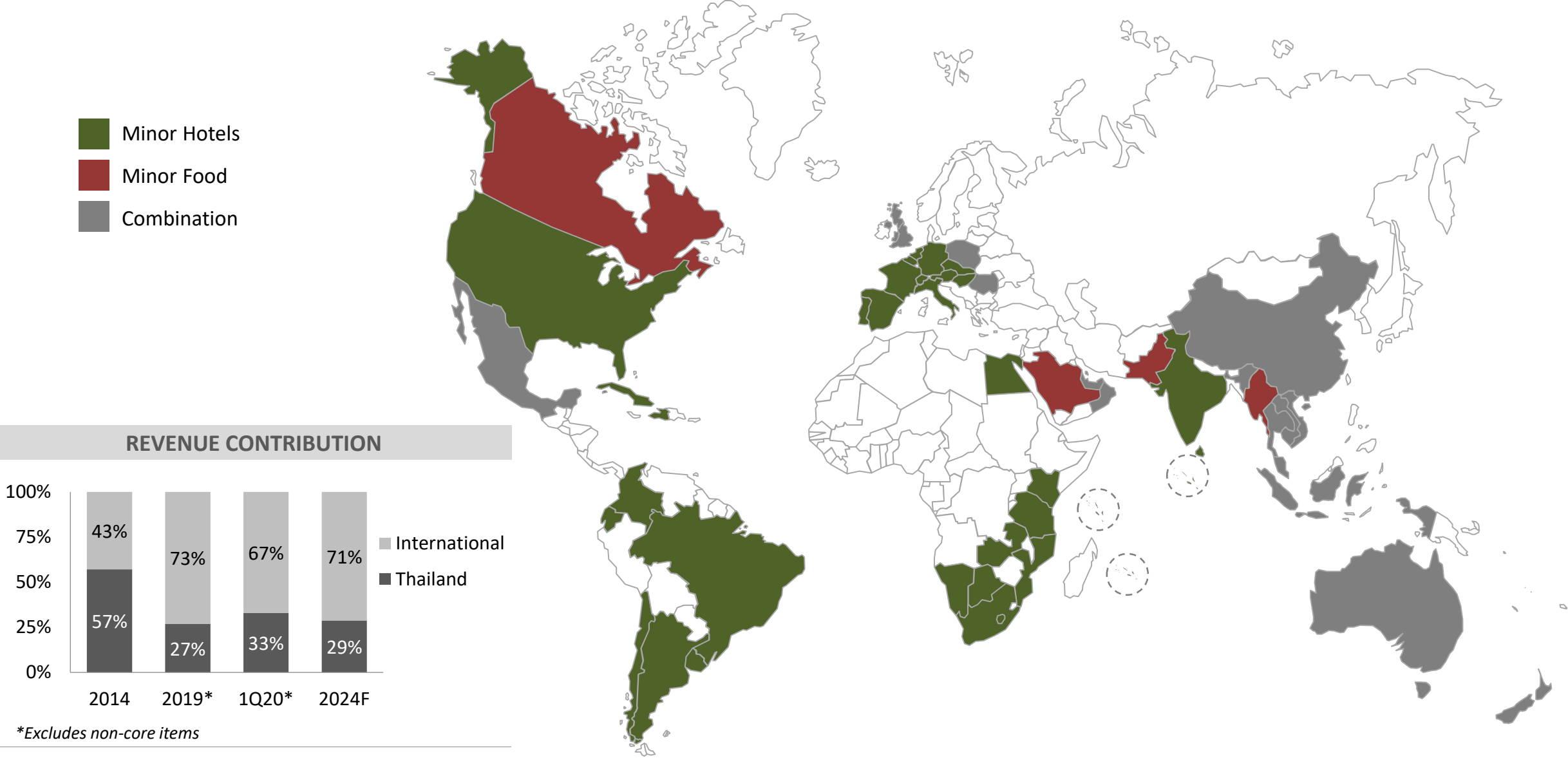


1Q20 REVENUE CONTRIBUTION



* Non-core items are detailed on page 36.

With a solid diversification strategy implemented, MINT’s footprint was in 63 countries at the end of 1Q20 across its hospitality and restaurant businesses.

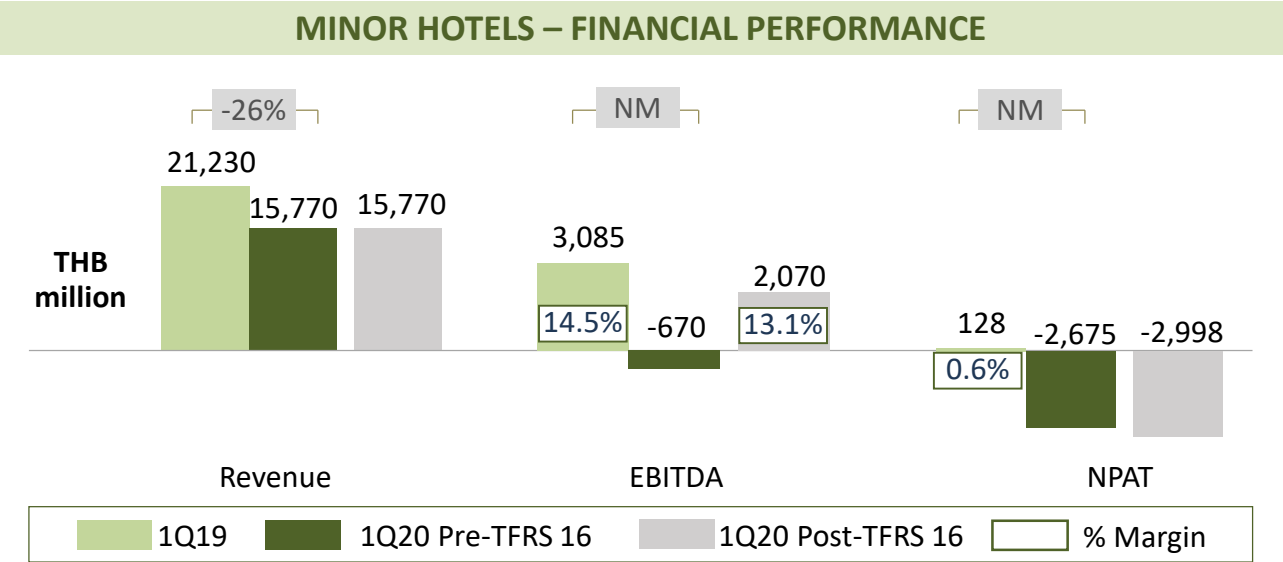




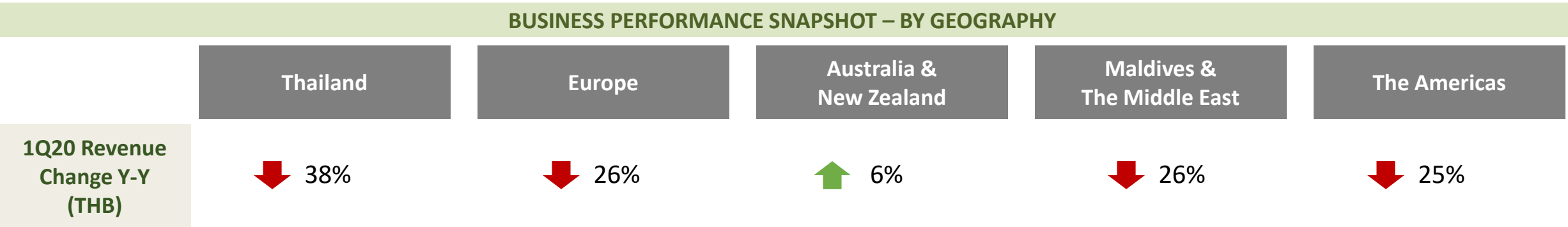
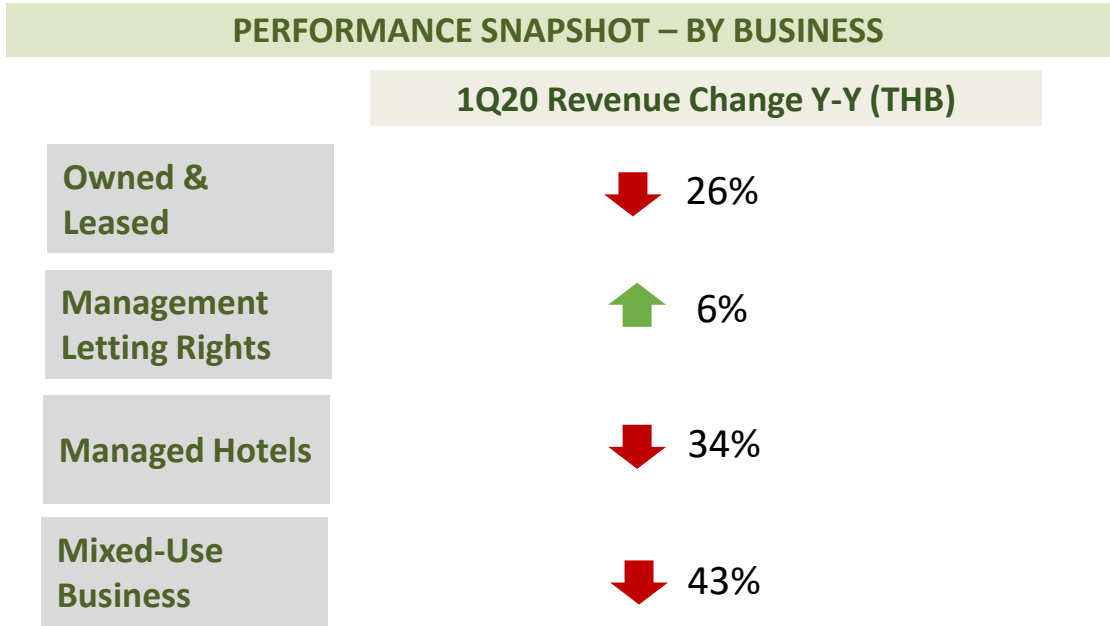
MINOR HOTELS

Minor Hotels – Financial Highlights

1Q20 revenue declined by 26% y-y, attributable to most businesses and geographies, from the impact of the COVID-19 pandemic. Both EBITDA and NPAT pre-TFRS 16 were negative in 1Q20, predominantly starting from February. The negative flow-through with declining revenues was further dampened by the seasonally soft quarter and lease structure in Europe. As such, almost 80% of Minor Hotels’ net loss was attributable to NHH. Post-TFRS 16, Minor Hotels reported core net loss of THB 3 billion.

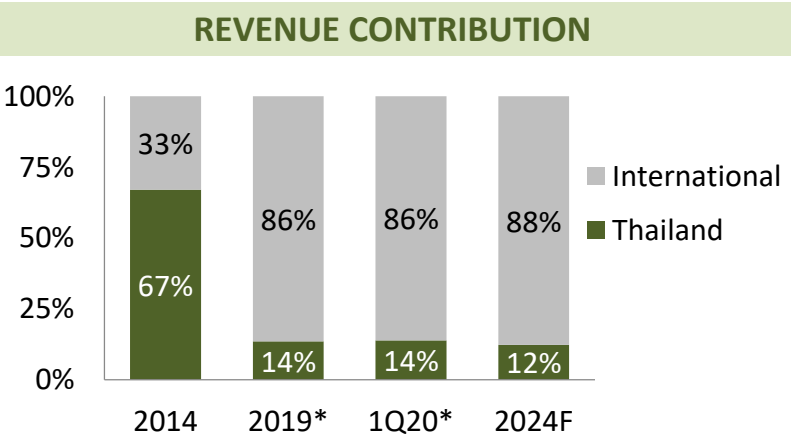
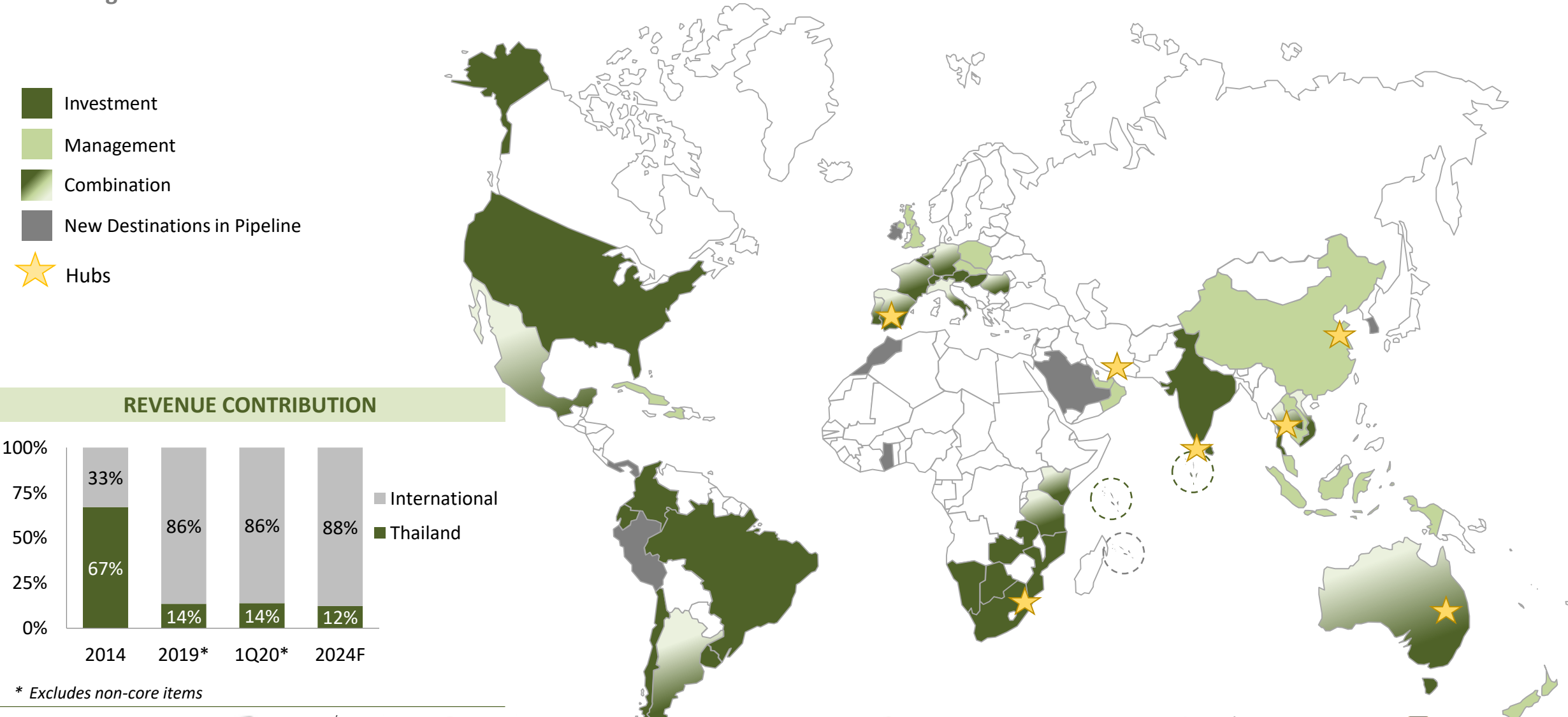


* The financials above reflect performance from operation, and therefore exclude non-core items as detailed on page 36.



Minor Hotels – International Presence

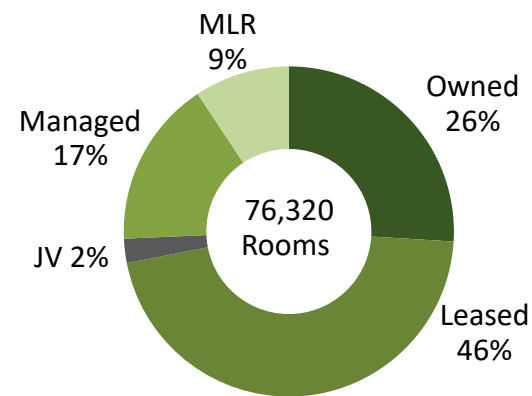
In recent years, MINT has implemented a solid diversification strategy. Today, MINT operates hotels and spas under a combination of owned, leased and management business models in 55 countries.



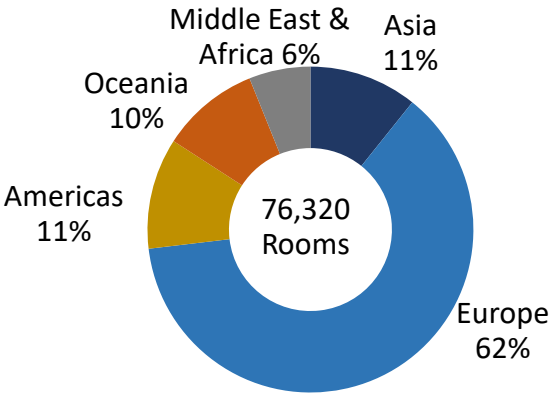
* Excludes non-core items

In terms of business model, owned and leased business contribute 85% of Minor Hotels’ revenue. In terms of geography, Europe is the major contributor with 59% of Minor Hotels’ revenue. Thailand is the second largest contributor, followed by Australia & New Zealand.

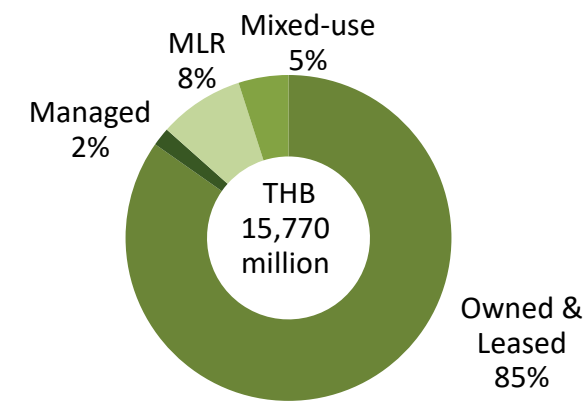
SYSTEM-WIDE ROOM CONTRIBUTION
By Ownership



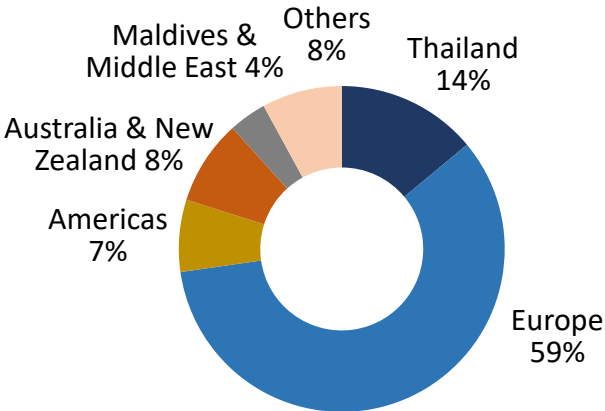
SYSTEM-WIDE ROOM CONTRIBUTION
By Geography



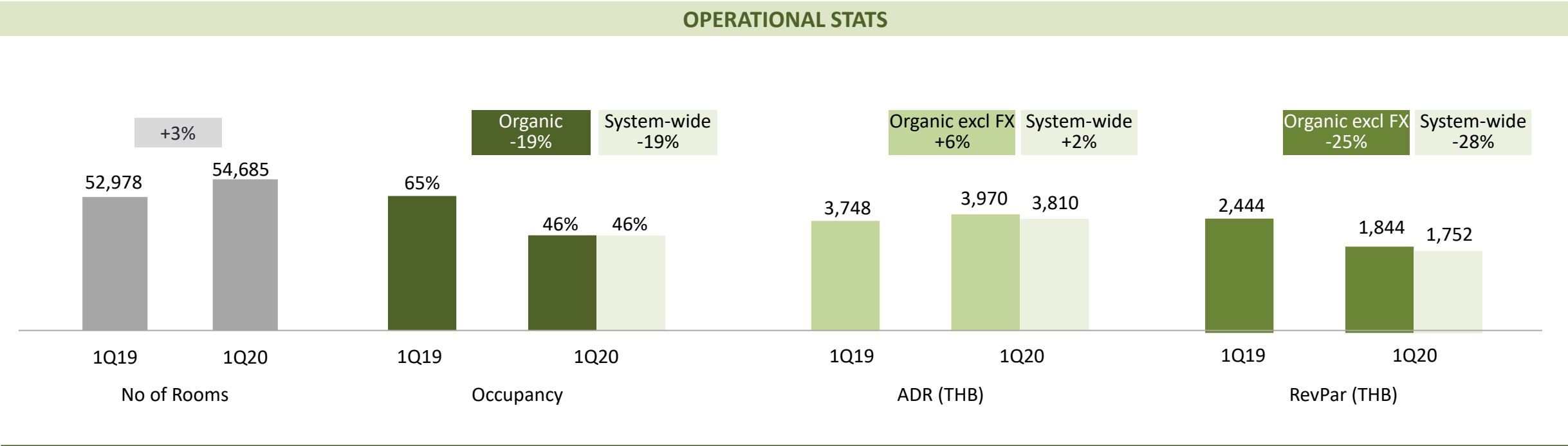
1Q20 REVENUE CONTRIBUTION
By Business



1Q20 REVENUE CONTRIBUTION
By Geography



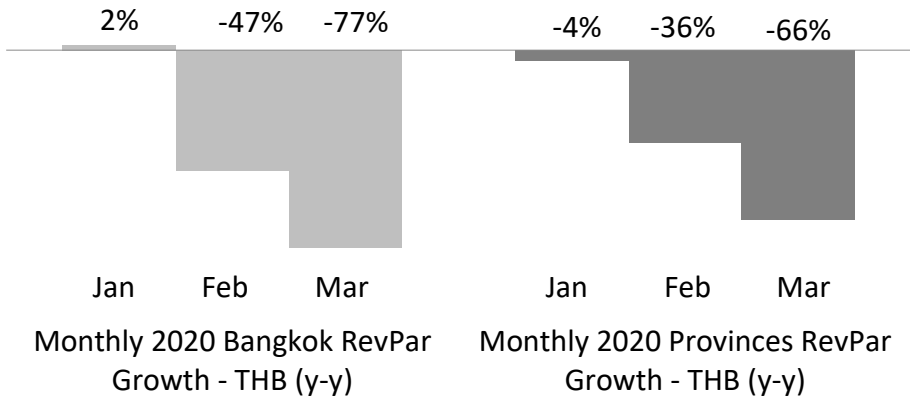
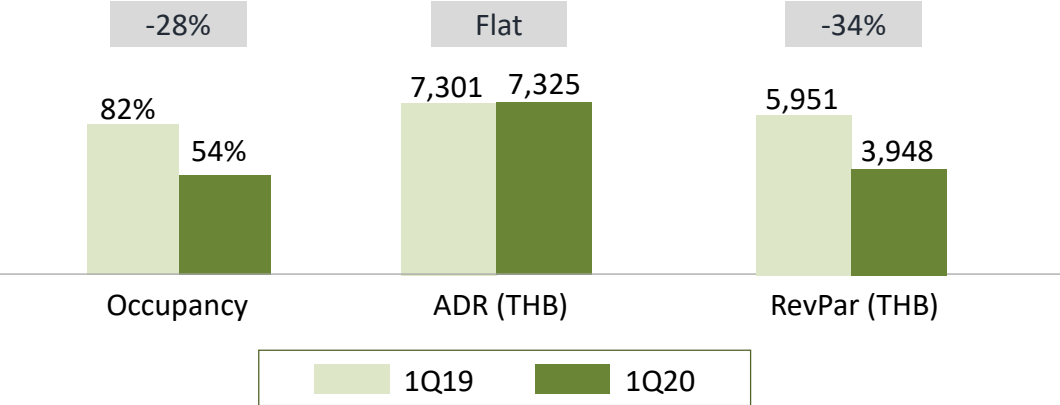
Number of rooms of owned & leased hotel portfolio increased by 3% y-y in 1Q20. Organic RevPar excluding FX impact declined by 25%, driven purely by occupancy as a result of the adverse impact of COVID-19. System-wide RevPar of owned & leased portfolio declined further by 28%, from the addition of new hotels and slightly stronger Thai Baht during the quarter. As a result, revenue of owned & leased hotels declined by 26% y-y in 1Q20.



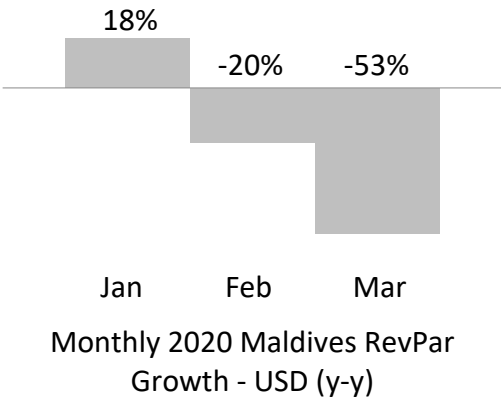
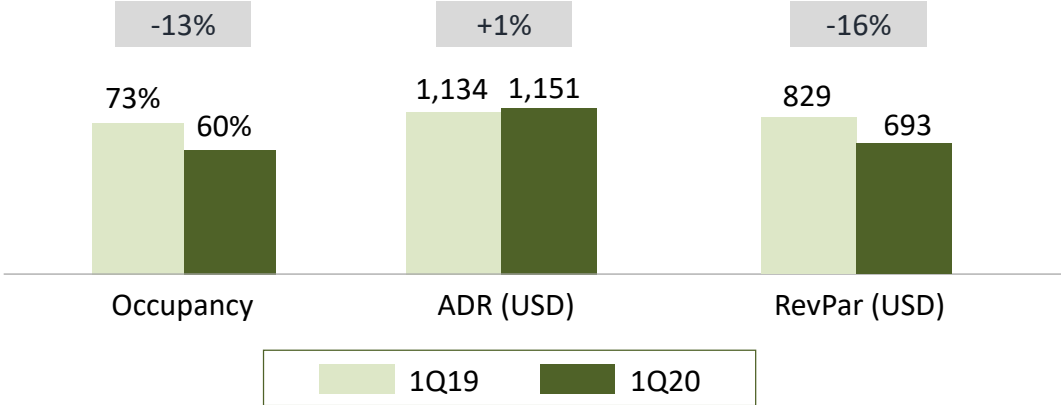
Owned Hotels – Thailand & Maldives

The two largest geographies for Minor Hotels outside of Europe are Thailand and the Maldives. With Chinese tourists contributing over 20%, Thailand hotels saw RevPar declining since February. The outstanding performance of hotels in the Maldives in January was offset by the declining RevPar in February and March. Since the beginning of April, hotels in both Thailand and the Maldives have been temporarily closed.

OPERATIONAL STATS – THAILAND (ORGANIC)



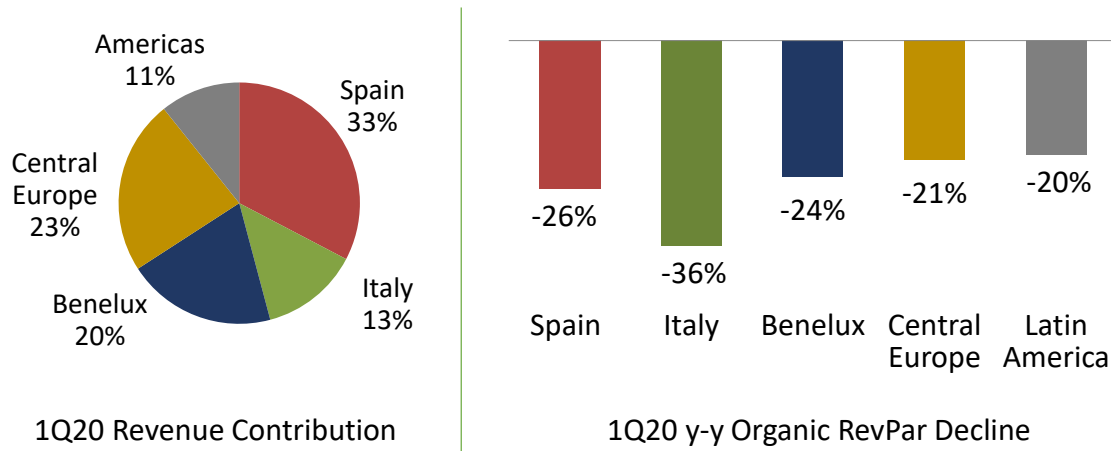
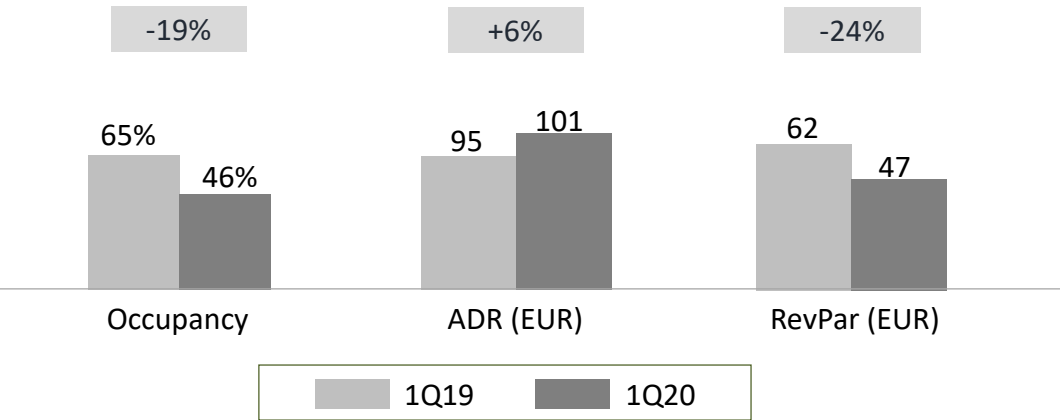
OPERATIONAL STATS – MALDIVES (ORGANIC)



Owned & Leased Hotels – Europe & The Americas

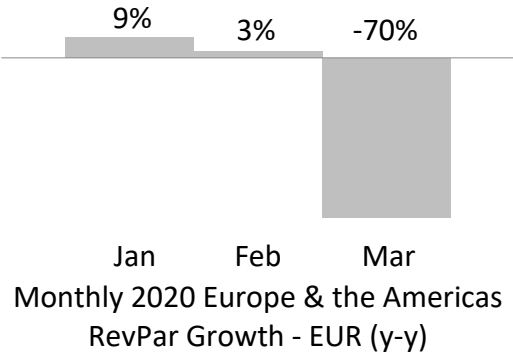
Hotels in Europe & the Americas are the largest contributor to owned & leased hotel portfolio. 1Q20 RevPar of Europe & the Americas portfolio declined by 24% in Euro term, primarily from the drop in occupancy amidst COVID-19 situation, with Italy and Spain being the hardest hit. Since early April, over 90% of the hotels in Europe and about 75% of the hotels in Latin America have been temporarily closed.

OPERATIONAL STATS – EUROPE & THE AMERICAS (ORGANIC)



KEY HIGHLIGHTS

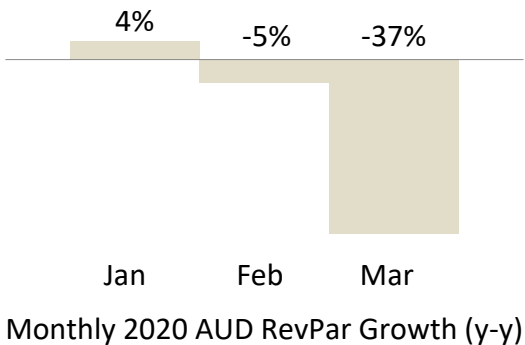
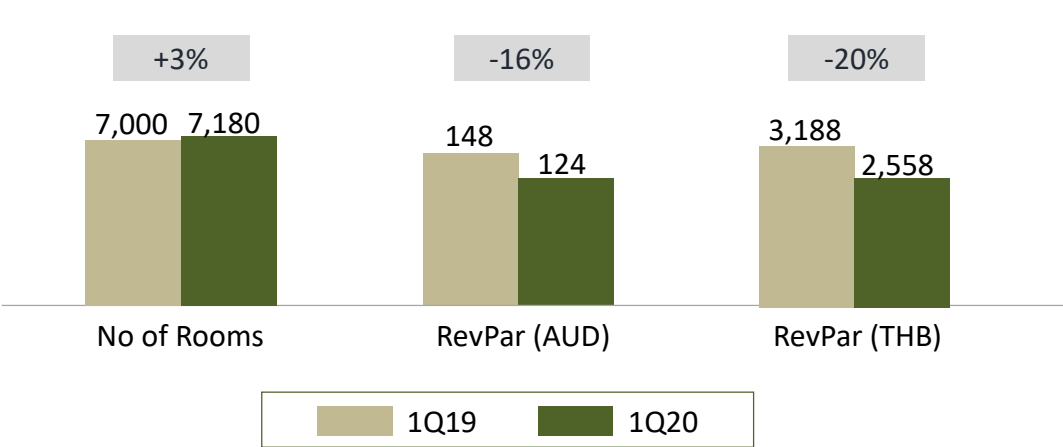
- Spain** • Activities declined since the State of Emergency on 14 March
- Italy** • The operation was negatively impacted since mid-February, although lockdown started 9 March
- Benelux** • Demand dropped with cancellation of events
- Central Europe** • Business was weak
• Frankfurt was also impacted by the high supply
- Latin America** • RevPar declined was from both occupancy and ADR



Note: Europe & the Americas include hotels under NHH portfolio and hotels in Portugal and Brazil

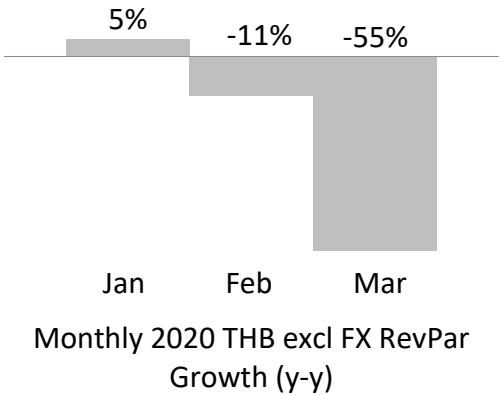
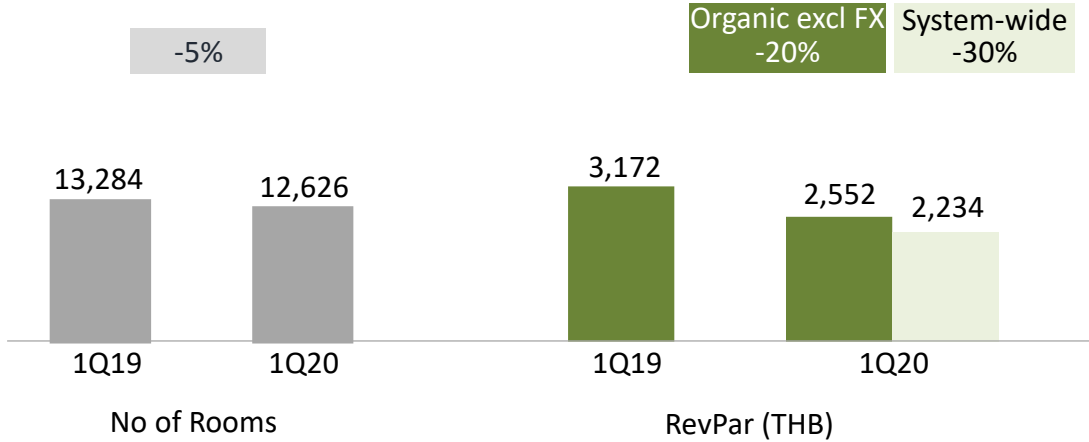
MINT’s asset light businesses include management letting rights (MLR) of serviced-suites primarily under the Oaks brand in Australia and New Zealand, together with the hotel management contracts under Minor Hotels’ brands. Even though management letting rights business remained operational, similar to others, both businesses were impacted by the COVID-19 outbreak.

MANAGEMENT LETTING RIGHTS



1Q20 Stats y-y (AUD)	
Occ	-8%
ADR	-5%











MANAGED HOTELS



1Q20 Stats y-y Organic (Excl FX)	
Occ	-13%
ADR	+1%

Hotel Expansion Pipeline – 72 Hotels; 13,707 Rooms

OWNED & LEASED

2020F	2021F	2022F	2023F
<ul style="list-style-type: none">  Ubud, Bali, Indonesia* 71 rms Rome, Italy 238 rms Budapest, Hungary 185 rms Nice, France 152 rms  Khao Lak, Thailand 328 rms Venice, Italy 64 rms  Florence, Italy 86 rms Budapest, Hungary 138 rms Prague, Czech Republic 152 rms  Hannover, Germany 89 rms Venice, Italy 100 rms  Warangi, Serengeti National Park, Tanzania* 12 rms 	<ul style="list-style-type: none">  Fares Island, Maldives* 200 rms  Milan, Italy 185 rms Santander, Spain 64 rms Alicante, Spain 63 rms  Milan, Italy 100 rms Hamburg, Germany 261 rms  Hamburg, Germany 136 rms 	<ul style="list-style-type: none">  Frankfurt, Germany 428 rms Monterrey, Mexico 120 rms Cagliari, Italy 100 rms  Frankfurt, Germany 375 rms 	
12 Hotels / 1,615 Rooms	7 Hotels / 1,009 Rooms	4 Hotels / 1,023 Rooms	
23 Hotels / 3,647 Rooms			

* Note: Joint-ventured properties

MANAGED / MLRS

<ul style="list-style-type: none">  Bang Krachao, Thailand 62 rms Krabi, Thailand 83 rms  Dubai, UAE 527 rms Muscat, Oman 162 rms  Chengdu, China 201 rms Bahia, Brazil 50 rms  Toowoomba, Australia 50 rms Cairns Esplanade, Australia 60 rms Hangzhou, China 132 rms  Murano, Italy 104+38 rms Doha, Qatar 228 rms  Feira de Santana, Brazil 207 rms 	<ul style="list-style-type: none">  Libo Country, China 173 rms Nanjing, China 120 rms Ras Al Khaimah, UAE 174 rms  Busan, Korea 570 rms Ras Al Khaimah, UAE 225 rms Nha Trang, Vietnam 273 rms Nairobi, Kenya 120 rms  Fortaleza, Brazil 130 rms Hangzhou, China 166 rms  Phuket, Thailand 500 rms Chengdu, China 202 rms  Lima, Peru 164 rms Iquique, Chile 135 rms  Lima, Peru 265 rms Santiago, Chile 146 rms Others Hangzhou, China 54 rms 	<ul style="list-style-type: none">  Phi Phi Island, Thailand 107 rms Chengdu, China 150 rms  Sharjah, UAE 233 rms Jeddah, Saudi Arabia 328 rms Savanne, Mauritius 156 rms Sifah, Oman 300 rms  Kota Kinabalu, Malaysia 386 rms Cam Ranh, Vietnam 595 rms Ho Chi Minh City, Vietnam 217 rms  Guadalajara, Mexico 120 rms Aguascalientes, Mexico 105 rms Mexico City, Mexico 144 rms Panama, Panama 83 rms Others Zhuhai, China 100 rms 	<ul style="list-style-type: none">  Accra, Ghana 155 rms Riyadh, Saudi Arabia 163 rms  Yangon, Myanmar 250 rms Phan Thiet, Vietnam 516 rms Ho Tram, Vietnam 410 rms  Yangon, Myanmar 221 rms
13 Hotels / 1,904 Rooms	16 Hotels / 3,417 Rooms	14 Hotels / 3,024 Rooms	6 Hotels / 1,715 Rooms
49 Hotels / 10,060 Rooms			

** MINT is in the process of reevaluating the opening dates of the hotels in the pipeline.

Mixed-use business comprises residential development and Anantara Vacation Club. In addition to the current projects, MINT has a pipeline of branded residences for sale in order to ensure the continuity of revenue stream in the coming years. Anantara Vacation Club provides stable revenue growth driven by membership growth. In 1Q20, mixed-use revenue declined by 43%, from mismatched timing of residential sales, as well as declining sales activities of Anantara Vacation Club as a result of the COVID-19 outbreak, in particular with Chinese tourists as the major market. Anantara Vacation Club started to reopen its sales operations gradually in China and Taiwan.

RESIDENTIAL DEVELOPMENT

CURRENT PROJECTS

Layan Residences by Anantara, Phuket	15 luxury pool villas	100%-owned	Launched 2015
Avadina Hills by Anantara, Phuket	16 luxury pool villas	50% JV	Launched 2018
Anantara Chiang Mai Serviced Suites	44 units in 7-storey condominium building	50% JV	Launched 2016
Torres Rani, Maputo	181 keys for rent & 6 penthouses for sale; 21-storey office tower	49% JV	Launched 2015

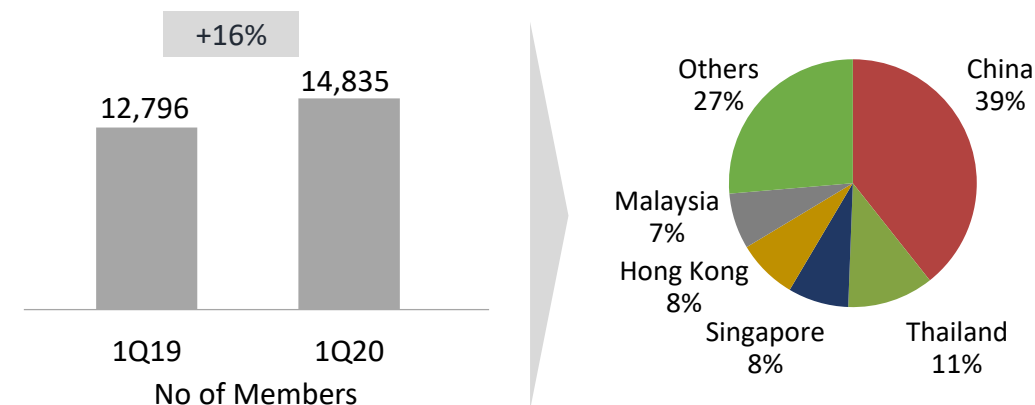
PIPELINE

Anantara Desaru Residences, Malaysia	20 residential villas	60% JV	To launch 2020
Anantara Ubud Residences, Indonesia	15 residential villas	50% JV	To launch 2020
Silom Office	NA	40% JV	To launch 2023

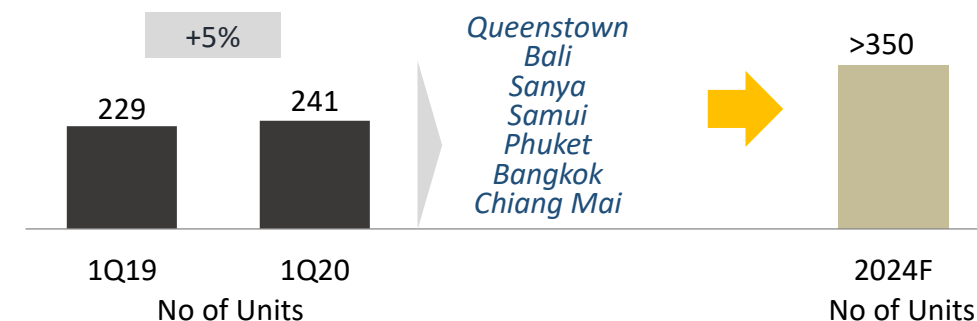
* MINT is in the process of reevaluating the launch dates of the residential projects in the pipeline.

ANANTARA VACATION CLUB

GROWING MEMBERSHIP



INVENTORY TO ACCOMMODATE GROWING MEMBERS



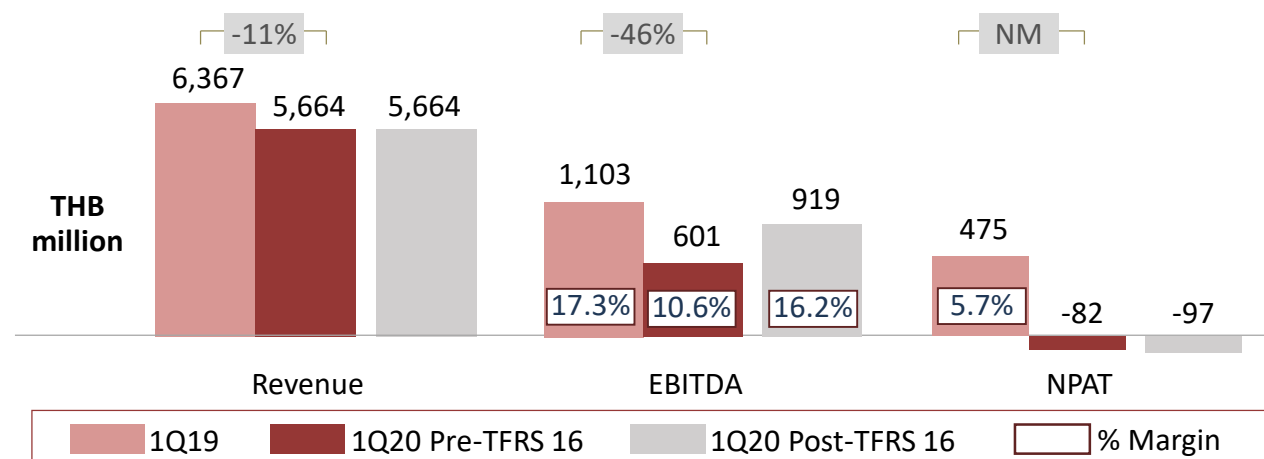


MINOR FOOD

Minor Food – Financial Highlights

1Q20 revenue of Minor Food declined by 11% amidst the impact from COVID-19. On a like-for-like basis, EBITDA pre-TFRS 16 declined at a faster rate of 46%, while its bottom line turned to net loss pre-TFRS 16 of THB 82 million, solely from China hub, which posted net loss of THB 234 million, with temporarily closure of the majority of its outlets particularly in Feb. Including TFRS 16, Minor Food reported net loss of THB 97 million in 1Q20.

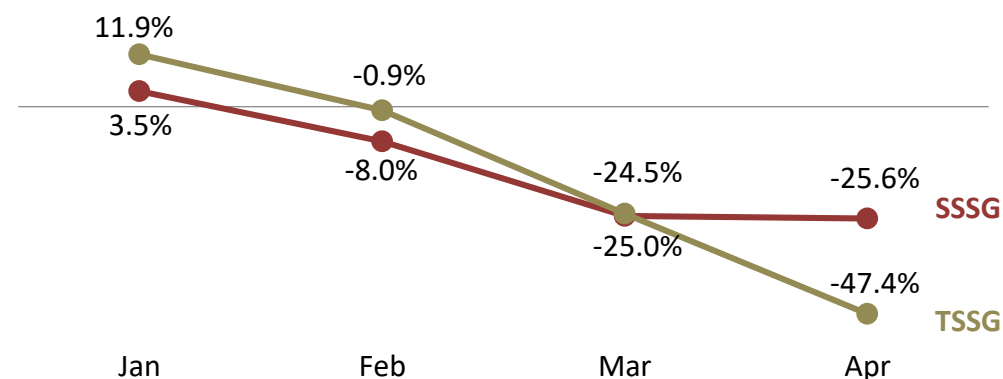
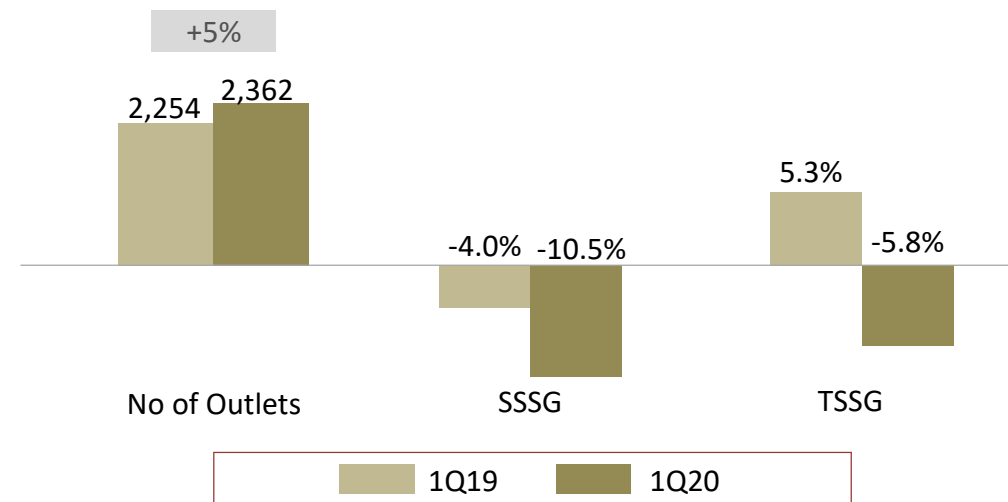
FINANCIAL PERFORMANCE



* The financials above reflect performance from operation, and therefore exclude non-core items as detailed on page 36.

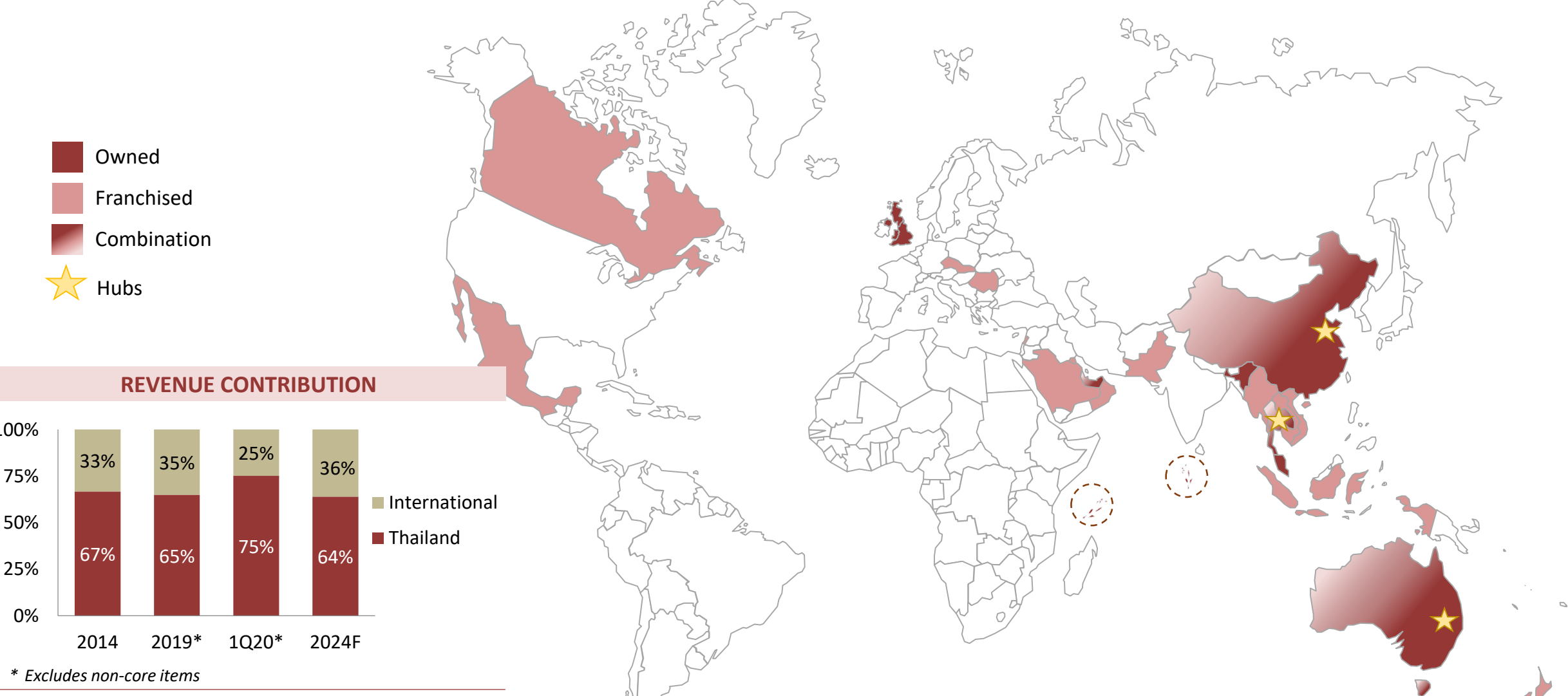
- **Same-Store-Sales:** SSSG was positive in Jan, attributable to Thailand & Australia hubs. However, SSSG was impacted by the COVID-19 outbreak in Feb & Mar, resulting in negative SSSG in 1Q20.
- **Outlet expansion:** Network growth of 5% y-y was a result of expansion primarily in Thailand and China, together with the addition of Bonchon outlets.
- **Total-System-Sales:** TSS declined in 1Q20, following the decline in SSS amidst the COVID-19 outbreak, together with temporary outlet closures in China in Feb, followed by dine-in outlet closures in Thailand and Australia in late March.

OPERATIONAL STATS

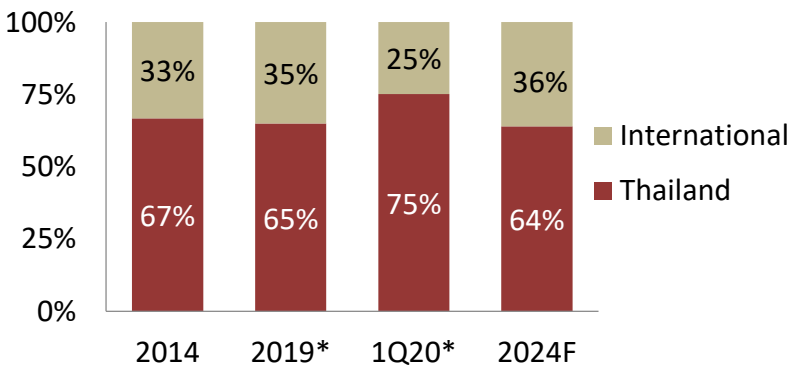


Minor Food – International Presence

MINT operates three restaurant hubs: Thailand, China and Australia. MINT’s restaurant presence is now in 26 countries across the region, operating owned and franchised business models. MINT continues to look for opportunities to expand, especially in these existing markets.



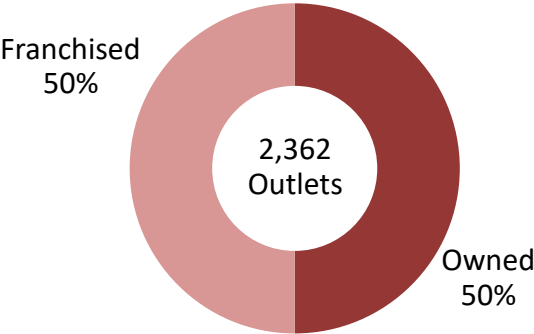
REVENUE CONTRIBUTION



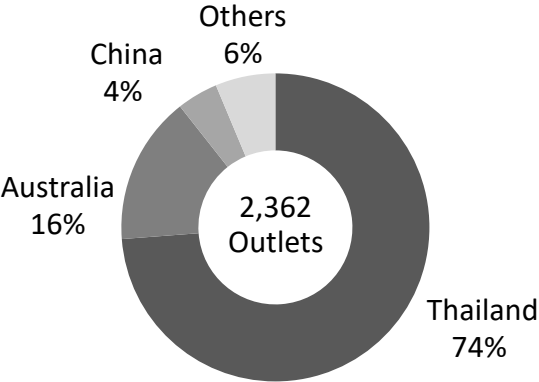
* Excludes non-core items

Minor Food operates outlets that are 50% owned and 50% franchised, while owned outlets is the majority revenue contributor. In terms of geography, Thailand continues to be the most important market, followed by China and Australia hubs.

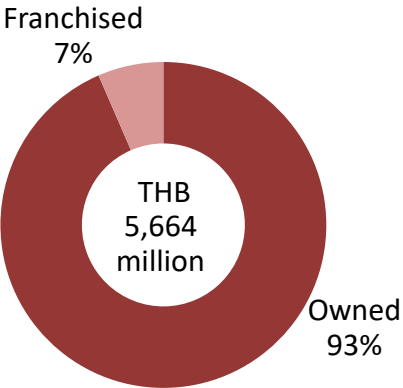
SYSTEM-WIDE OUTLET CONTRIBUTION
By Ownership



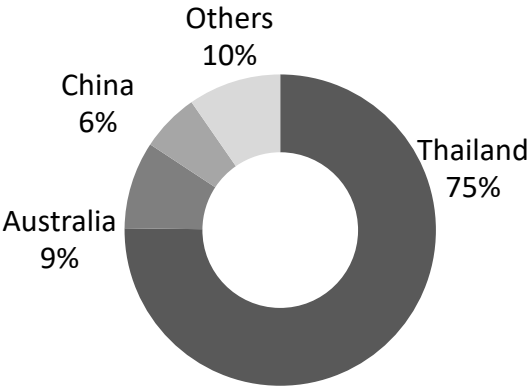
SYSTEM-WIDE OUTLET CONTRIBUTION
By Geography



1Q20 REVENUE CONTRIBUTION
By Business

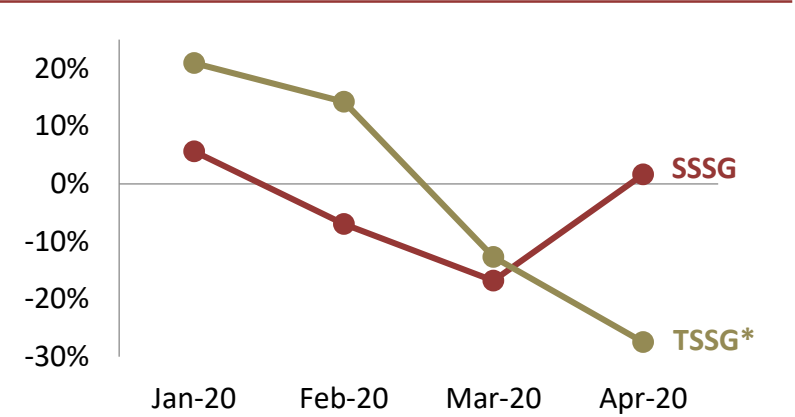
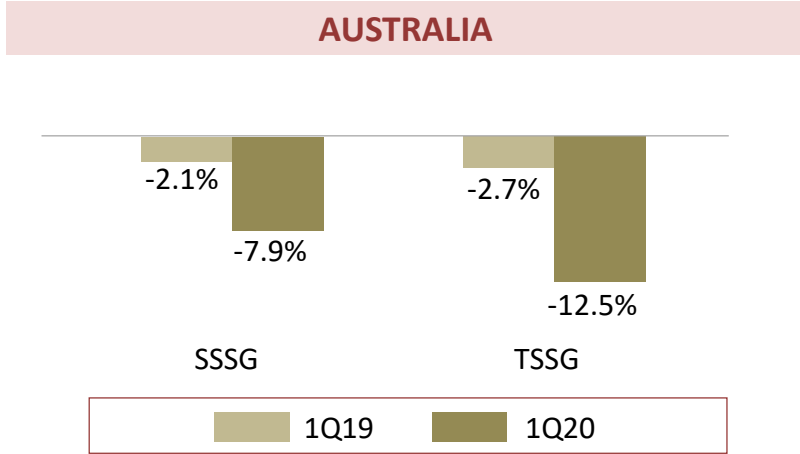
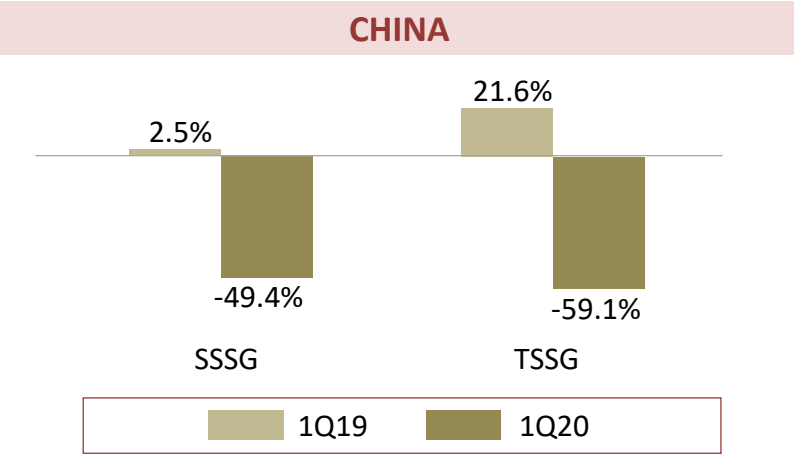
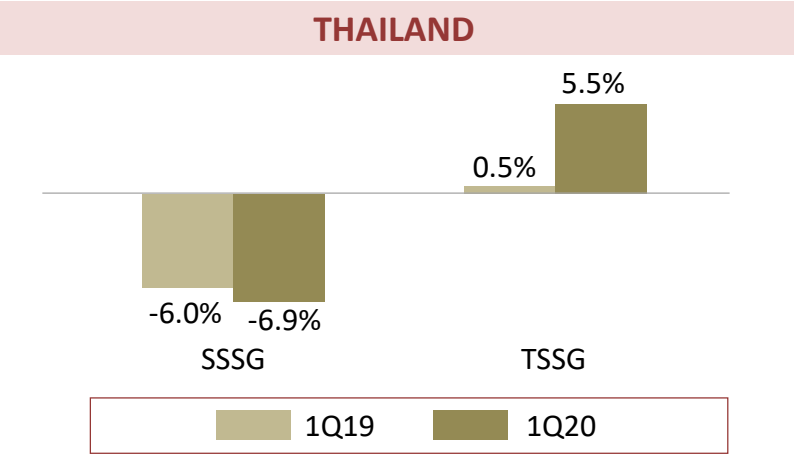


1Q20 REVENUE CONTRIBUTION
By Geography

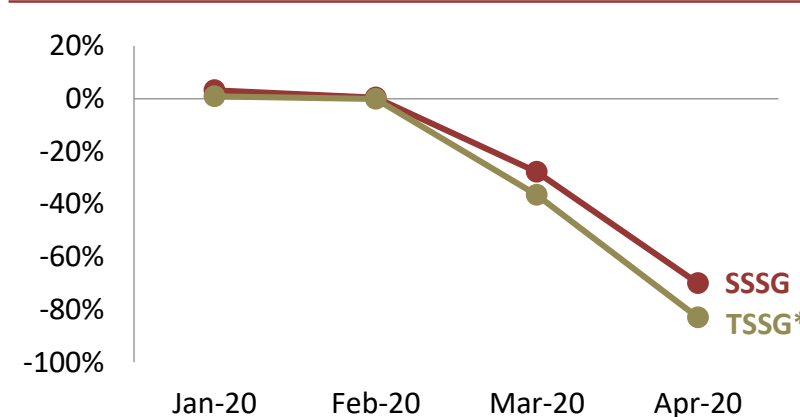
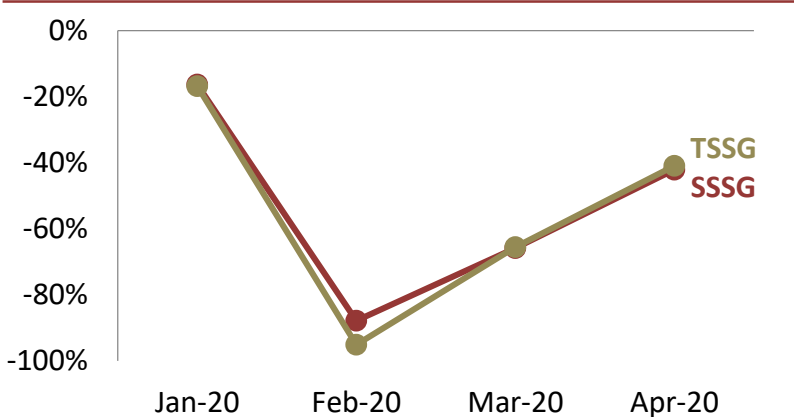


Operational Stats by Hub

Same-store-sales and total-system-sales growth of all three hubs have been impacted by the COVID-19 outbreak. Timely boost of the delivery service, both in terms of platform and promotional campaigns, has significantly helped Thailand’s sales momentum, especially in April when all dine-in outlets have been temporarily closed. China started to gradually open its outlets in March and is recovering better than originally expected. Australia hub has been the most impacted by COVID-19 outbreak.



* Closure of dine-in restaurants



* Closure of dine-in restaurants

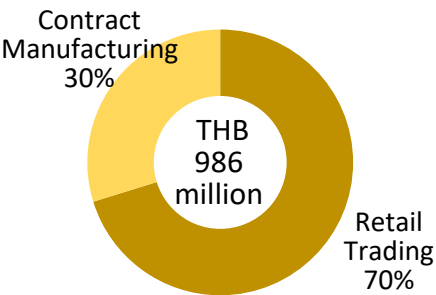
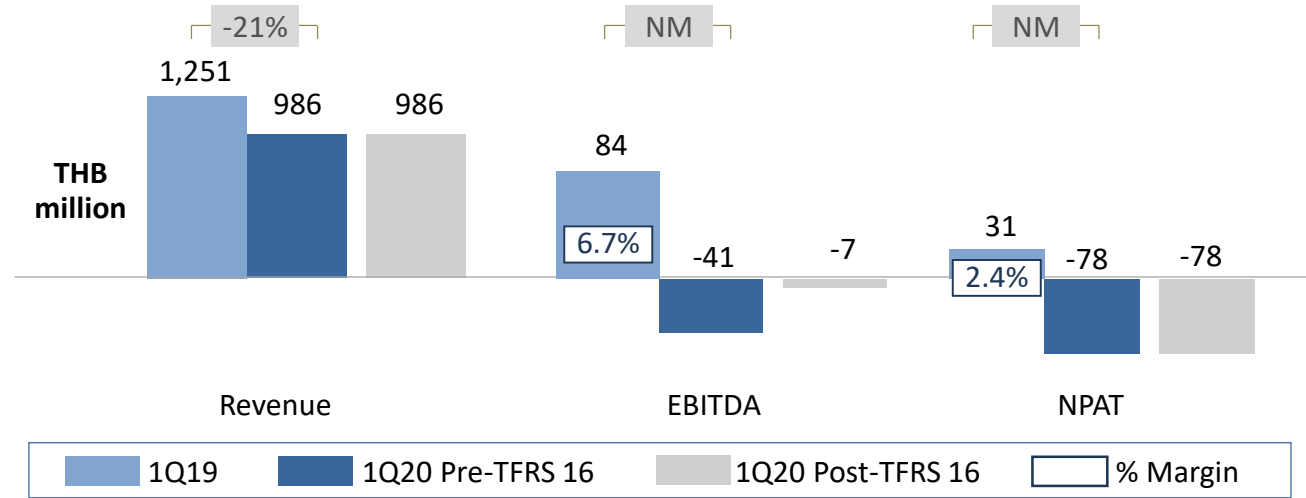




MINOR LIFESTYLE

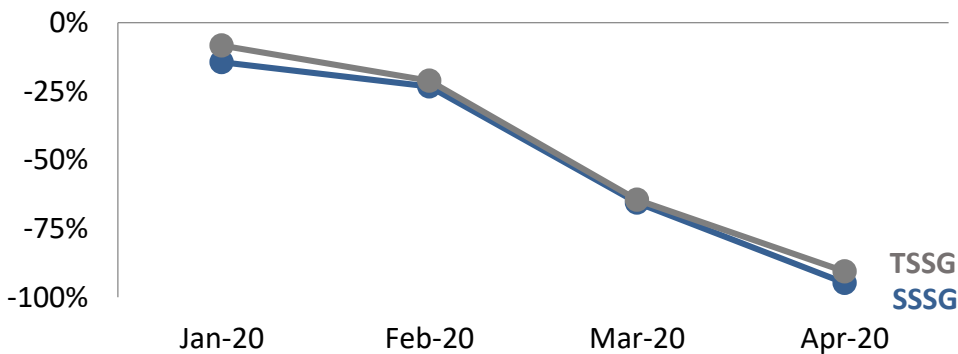
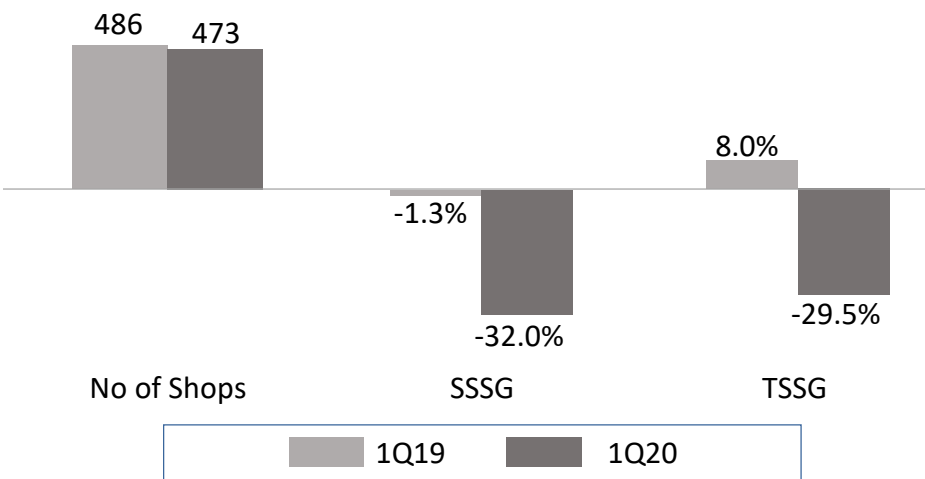
1Q20 revenue of Minor Lifestyle declined by 21% y-y, primarily from the soft retail trading business, which was impacted by the COVID-19 outbreak, although contract manufacturing sales was resilient from the sales of sanitizer. Consequently, both EBITDA and bottom line pre-TFRS 16 declined to a net loss of 41 million and 78 million respectively. Situation in April deteriorated with over 95% of the outlets temporarily closed.

FINANCIAL PERFORMANCE



- Retail trading:** revenue declined by 27% y-y, attributable to all brands, from the falling foot traffic and store closures later in March amidst COVID-19.
- Contract manufacturing:** revenue declined only slightly by 1% y-y, supported by strong sanitizer sales and high demand of cleaning products in March.

OPERATIONAL STATS



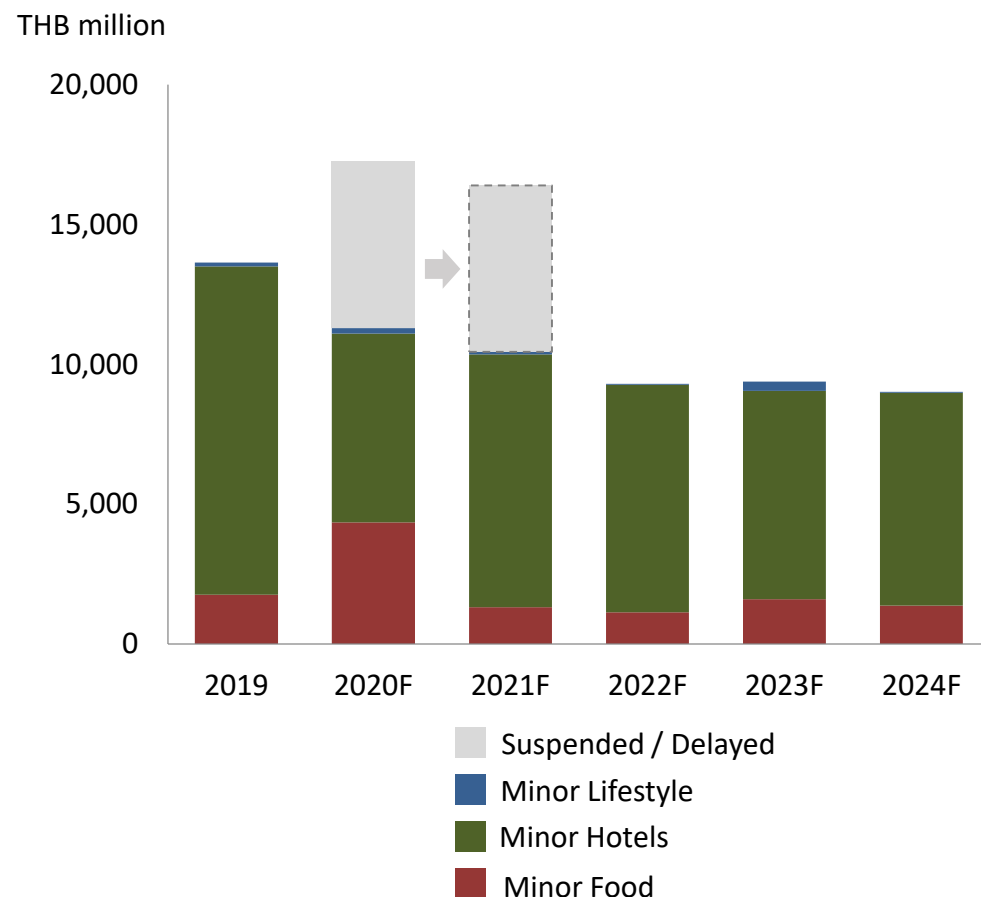


CORPORATE INFORMATION

CAPEX & Balance Sheet Strength

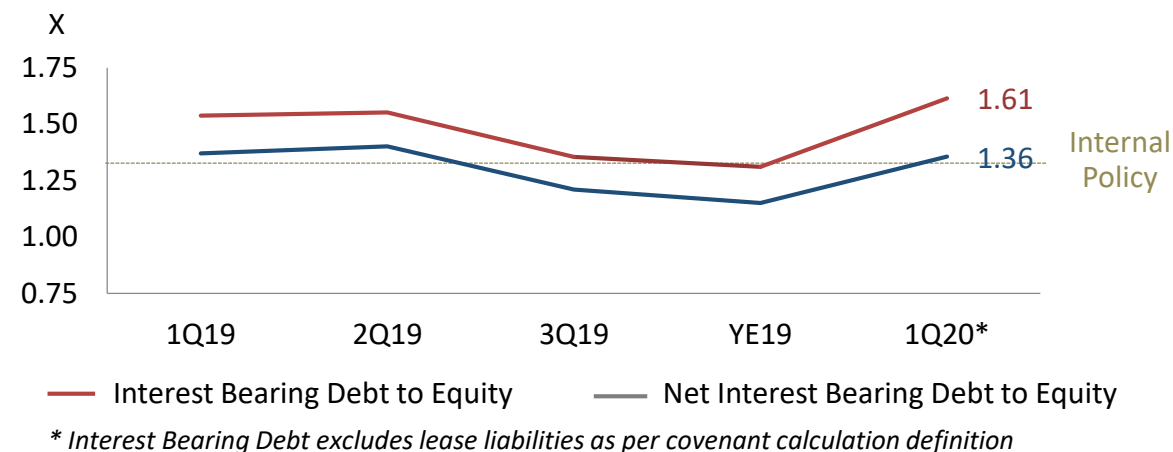
CAPEX plans includes maintenance, renovations and signed pipeline. MINT has suspended its CAPEX plan in 2020, and only continuing those that are necessary. With the adverse impact on equity base from the adoption of TFRS 16, together with the net loss in 1Q20, interest bearing debt to equity ratio rose to 1.61x. MINT and its senior unsecured debentures have “A” rating by TRIS.

CAPEX PLANS

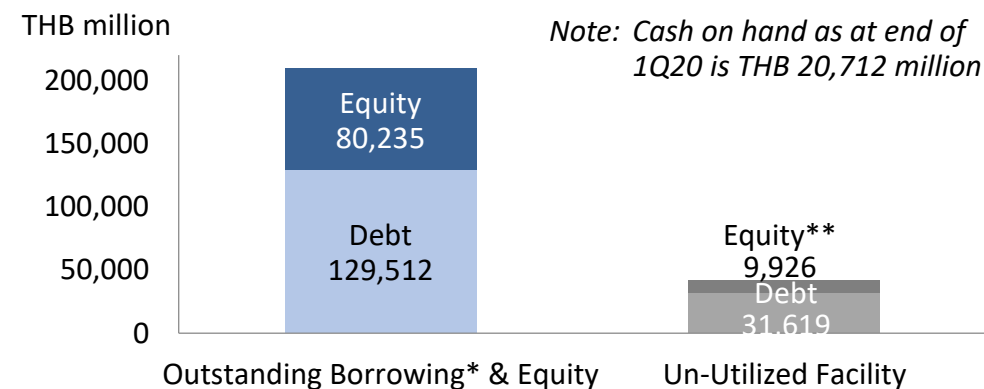


* CAPEX plan for 2021F – 2024F is according to the original 5-year plan and has not been adjusted amidst the COVID-19 situation

LEVERAGE



BACK-UP FINANCING



* Outstanding borrowings exclude lease liabilities as per covenant calculation definition

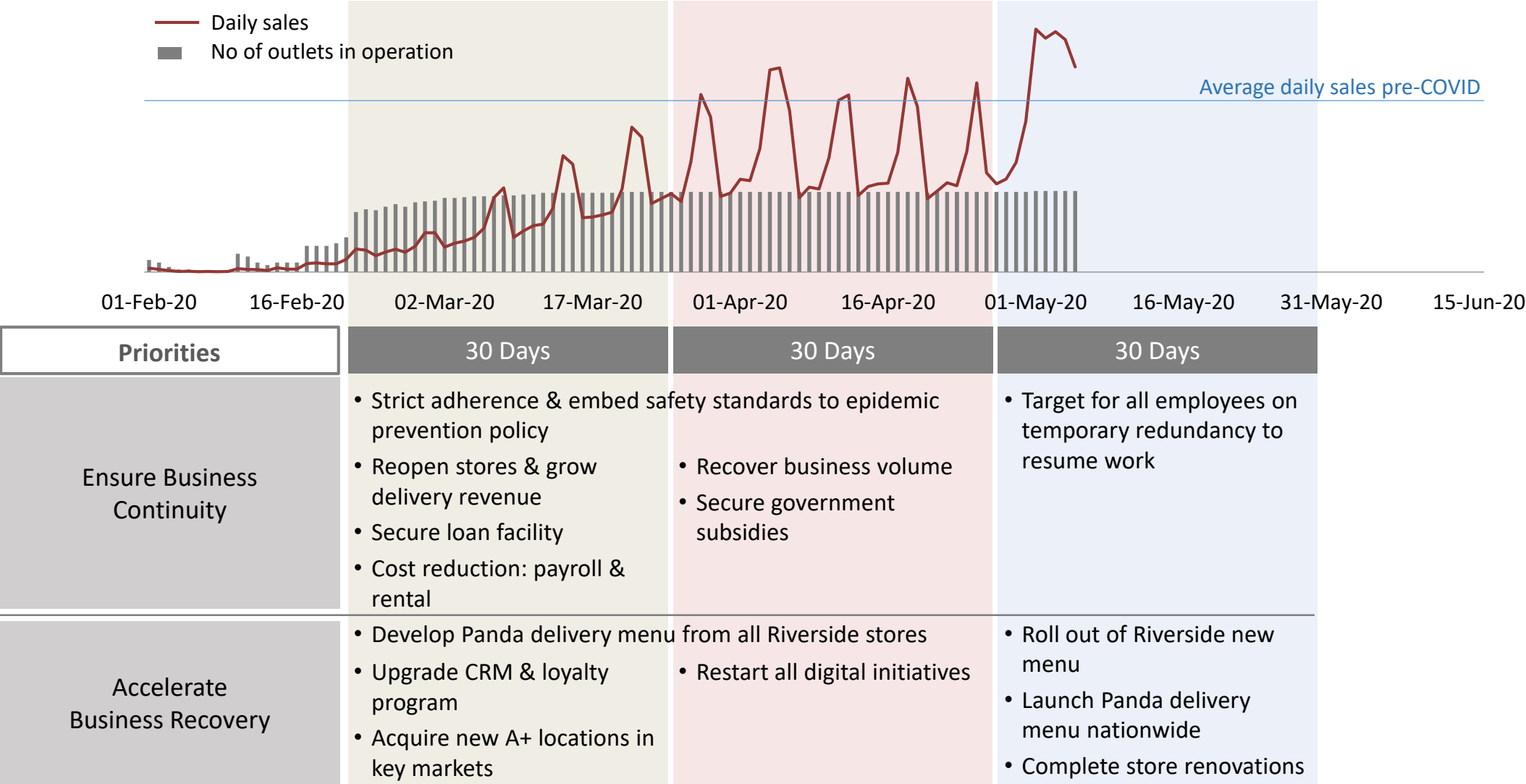
** Assume 100% conversion of MINT-W6 (at exercise price of THB 43 per share)



RESPONSE TO COVID-19

Recovery Case Study – Minor Food’s China Hub

China is an example of quick recovery after the COVID-19 situation improves. Since the stores started to reopen again in March, sales continue to improve week on week, tracking ahead of best case scenario projected in February. Furthermore, China hub’s operation turned profitable at the store contribution level in April, two months ahead of the original projection. With the current momentum, China hub anticipates the trend to continue and will recover to pre-COVID level by June.



As the lockdown is being relaxed in various cities and countries, MINT is ready to resume operations in all of its businesses across geographies. Although visibility is still limited in terms of speed and magnitude of recovery, MINT will ensure that demand will be sufficient to uplift its performance before progressively reopen its hotels, restaurants and lifestyle outlets.

MINOR HOTELS

- Hotels in China and Vietnam have reopened and have successfully captured domestic demand.
- Selective restaurants in hotels in Bangkok have reopened according to the social-distancing guidelines.
- The recovery of demand will be different in each country and region.

Asia & Oceania	Thailand	Maldives	Africa	Middle East	Australia
Domestic Demand	11%	-	na	na	85%
Regional Demand	54%	36%	63%	44%	15%
Corporate	15%	2%	23%	14%	43%
Leisure	85%	98%	77%	86%	57%

Europe		Spain	Italy	Benelux	Germany	Euro Area
Domestic Demand		c60%	c50%	c50%	c70%	50-55%
Corporate vs Leisure	B2B	30-40%				
	B2C	60-70%				

* Data as of 2019

MINOR FOOD

Reopening plans:

- Extend the service to dine-in for outlets that are already opened for delivery and takeaways
- Reevaluate and reforecast the performance of each outlet that remain closed, to ensure that only outlets with positive cash flow will reopen.
- Adjust store operating hours according to the rules and regulations.
- Focus on hygiene and safety of customers and team members.

MINOR LIFESTYLE

Recovery plans:

- Drive revenue through online channel
- Plan store opening hours to allow for cleaning and sterilization to protect customers and team members

Minimizing Cash Outflow

MINT continues to focus on cash preservation and liquidity management, with initiatives from all business units and across geographies. This is an on-going process with the objective to minimize cash outflows throughout business recovery process.

Cost Reduction Initiatives

Payroll

- Optimization of full time & part time manning and workforce productivity.
- Reduction of salaries and deferral of salary merit increase, both for at least 3 months, across levels and geographies.
- Implementation of “temporary redundancy” scheme in Europe, in order to put some of the payroll on the government subsidy program.
- Application for government subsidies across all geographies.

Rentals & Leases

- Negotiation with landlords globally to reduce or suspend rent payments

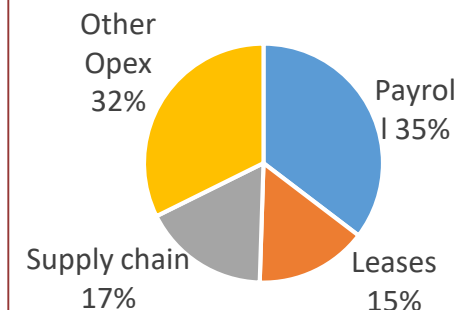
Suppliers

- Conversations with suppliers for discounts or better payment terms

Un-prioritized Costs

- Suspension of staff travels, advisory and training initiatives
- Reduction of marketing and advertising costs especially in low-activity businesses
- Cut of any other unnecessary costs

Cost savings is still on-going.
As of today, estimated at:
nearly 25% of 2019 costs & expenses*
nearly 30% of 2020 budget cost & expenses*



* Excl depreciation, interest and taxes

CAPEX Suspension

- Drastic reduction of CAPEX, with the exception of:
 - Prior commitments: including the investments in second phase of Bonchon and BreadTalk Singapore, and NHH’s Boscolo portfolio
 - Maintenance & ongoing projects, such as Avani Khao Lak and Anantara Desaru

CAPEX cancellation
THB 7-10 billion

Dividend Cancellation

- Omission of dividend payment for the year ended 2019, subject to shareholders’ approval

Cash saving
THB 2.3 billion

With the impact from COVID-19, MINT is proactively managing its cash position and debt funding, both outstanding facilities and credit lines to ensure liquidity in the coming quarters.

MINT is in discussion with creditors (both bondholders and banks) on:

- **Waiver of covenant testing** (Gross IBD to equity < 1.75x) for the next 3 quarters (until YE20);
- With **additional negative covenants** until end of 2020:
 - No M&A cumulatively of over 3% of total assets (excluding lease obligations)
 - Total debts of not more than THB 150 billion at end of any quarter
 - No dividend payment

** Note: these terms and conditions are being discussed and may change as the conversation evolves*

**Covenant
Waiver**

**Debt
Maturing in
2020**

Due 2Q20

- **THB 2 billion Term Loan**: paid by short-term loan, with target to refinance to long-term loan by June
- **THB 4 billion Bonds**: to be refinanced into long-term EUR loan at the end of May

Due 2H20

- **THB 3.6 billion Loans** in various currencies: in advanced discussion with banks to extend / refinance the loans

**Liquidity
Management**

Cash on Hand + Working Cap Facilities

THB 22.2 billion + THB 27 billion

** As at end of Apr 2020*

- In addition, NHH has already secured EUR 250 million 3-year syndicated loan in May
- MINT is in the process of acquiring additional facilities to ensure liquidity of the company

**Credit
Rating**

MINT's Rating




- Rating **reaffirmed at A** by TRIS
- Outlook revised down to negative amidst the COVID-19 situation.

USD Perpetual Bond

- Rating **downgraded to BBB** by Fitch Ratings
- This was a result of the downgrade of BBL's (the guarantor's) Long Term Issuer Default Rating
- No impact on MINT's rating

Strengthening of Equity Base

MINT has announced the comprehensive capital structure plan, taking a proactive approach to ensure its ability to service the obligations and to maintain its commitment on the quality of the balance sheet. The solid balance sheet will be the foundation for MINT to further build on its first-class quality assets and grow its business sustainably in the long term. The plan will result in the increase in shareholders' equity over the one to three years period.

	Instrument	Target	Indicative Timeline					
			2Q20	3Q20	4Q20	2021	2022	2023
1	<u>Perpetual Bonds</u> <ul style="list-style-type: none"> Onshore/offshore equity-accounted perpetual bonds 	THB 10 billion	 <ul style="list-style-type: none"> To be issued within 3Q20 					
2	<u>Rights Offering (RO)¹</u> <ul style="list-style-type: none"> With oversubscription mechanism RO ratio of not lower than 6.45 existing shares to 1 new share¹ RO price at a discount of no more than 15% to the Market Price^{1,2,3} 	THB 10 billion	 <ul style="list-style-type: none"> 19 Jun: AGM to approve capital increase Before record date: announcement of RO price & other details; announcement of rights adjustment of MINT-W6 9 Jul: record date to determine eligible shareholders 29 Jul – 4 Aug: RO subscription period Mid-Aug: new shares registration; trading of new shares 					
3	<u>Warrants (W7)¹</u> <ul style="list-style-type: none"> Eligible for shareholders after RO Warrant offering price: free Warrant ratio of 17 ordinary shares (post-RO) to 1 new warrant¹ Warrant exercise ratio of 1 warrant to 1 share Exercise price at a premium of no more than 10% to the Market Price^{1,4} Warrant term of 3 years 	THB 5 billion	 <ul style="list-style-type: none"> 19 Jun: AGM to approve capital increase 3Q: BOD meeting to determine and announce exercise price & other details, and set record date to determine eligible shareholders <i>Note that W7 exercise price is not indicative of MINT future share price, but was set on the basis as a reward for existing shareholders</i> 3Q: W7 issuance and trading 3Q23: Last day of W7 exercise 					

1 Capital increases are subject to shareholders' approval at the AGM to be held on 19 June 2020; preliminary details of instruments can be found in SET disclosure dated 19 May 2020; final details of both RO and W7 to be determined by Board of Directors or persons as assigned by the Board.

2 Market Price to determine rights offering price is the volume weighted average price of MINT for 7-15 consecutive trading days prior to the date where offer price and other details with regards to the RO are determined.

3 The Company may adjust or modify, either by increasing or reducing, the announced offering price if it is deemed appropriate for the success of the RO, taking into account the relevant market conditions, provided that the offering price adjustment shall be no more than 10% of the announced Offering Price.

4 Market Price to determine warrant exercise price is the volume weighted average price of MINT for 7-15 consecutive trading days prior to the date where the Exercise Price and details with regards to the W7 are determined.

Medium to Long-term Roadmap - Business Beyond COVID

With the changing of the consumer behavior amidst the COVID-19 situation, MINT will have to adjust its businesses to better serve the customers in the medium to long term. MINT has launched the project Business Beyond COVID with all the business units to craft the recovery path amidst the “new normal” way of living.

MINOR HOTELS

Emerging Trends



Increased reliability of the brands



Hotel sanitary standards over Airbnb



Leisure travel opportunities with working remotely behavior



More **cautious consumer spending** over next 3-9 months



Increasingly **remote-working/VDO conferencing**



Business lunches into the office, hotel catering services



Real estate locations/properties **undervalued**



Real-time demand tracking & revenue optimization



Growing concern over **labor costs**

Examples of Immediate Responses

Heightened cleaning & hygiene measures in collaboration with industry experts

- Anantara: “Peace of Mind”
- NHH: “Feel Safe at NH”
- Avani: “AvaniSHIELD”
- Oaks: “SureStay”

Emphasis on wellness & medi-spa in partnership with specialists

Anantara & Verita

- Anantara Siam: to focus on boosting immunity
- Anantara Riverside: to focus on longevity & diagnostics

St Regis & Clinique la Prairie Aesthetics & Medical Spa

Focus on keeping the brand on top of mind of customers

#AnantaraEscapism campaign

- Sharing aspirational contents & tips for staying well and healthy at home

Other trends and business initiatives are being assessed in order to respond to the post-COVID lifestyle.

Medium to Long-term Roadmap - Business Beyond COVID (Cont'd)

With the changing of the consumer behavior amidst the COVID-19 situation, MINT will have to adjust its businesses to better serve the customers in the medium to long term. MINT has launched the project Business Beyond COVID with all the business units to craft the recovery path amidst the “new normal” way of living.

MINOR FOOD

Emerging Trends



Rising **Home occasion** (cooking, digital screens)



Booming of **Celebratory emotional needs**



Heightened **food safety and nutrition** concerns



Higher **sourcing standards**



Expansion of **Online grocery retailer**



Growing **delivery, drive-thru & pick-up** businesses

Examples of Immediate Responses

- Thailand hub:
 - focused on 1112 Delivery app, resulting in delivery sales almost tripling in Apr vs Jan 2020
 - launched “Zero Touch Delivery” program
- China hub debuted Panda Delivery
- Australia hub launched “The Coffee Club Pantry” and “The Coffee Club @ Home”, delivering groceries and coffee bean

Other trends and business initiatives are being assessed in order to respond to the post-COVID lifestyle.

MINOR LIFESTYLE

Emerging Trends



More **cautious consumer spending** over next 3-9 months



Emerging product demand – “Health is Wealth”, e.g. sanitizing and immune-boosting products



Accelerated shift to digital sales channels



New **contingency considerations in lease agreement**, e.g. hardship funds, rental adjustment, rate holidays

Examples of Immediate Responses

- Shifted to online channel to boost fashion and household sales
- Focus on the manufacturing of hand sanitizer and other cleaning products

Other trends and business initiatives are being assessed in order to respond to the post-COVID lifestyle.