November 13, 2015 **Minor International Public Company Limited**

MANAGEMENT DISCUSSION AND ANALYSIS

Overview

3Q15 and 9M15 Performance

Minor International Public Company Limited ("MINT") reported y-y net profit growth of 24% in 3Q15 and 30% in 9M15. Excluding net bargain purchase gains of Bt 70m from the acquisition of Oaks Elan Darwin booked in 3Q15, Bt 650m from the acquisition of Sun International hotels in 1Q15, and a gain of Bt 69m (after tax) from reclassifying the investment in Serendib Hotels PLC from available-for-sale asset to investment in an associate in 2Q14, core profit exhibited y-y growth of 14% in 3Q15 and 7% in 9M15. Such growth was attributable to MINT's diversified hotel portfolio, which consistently brought in strong revenues and earnings, the ongoing solid performance of Anantara Vacation Club, and the improvement of restaurant business during the quarter, which more than offset the cancellation impact from the Rajprasong explosion in Bangkok in August.

During third quarter of 2015, hotel & mixed-use business showed a 28% revenue growth y-y, from the strong performance of hotel operations in Thailand, Oaks in Australia, hotel management business, additional revenues from hotels recently acquired, and the aforementioned Anantara Vacation Club. By the same token, 3Q15 revenues from restaurant business exhibited a strong growth of 12% y-y, primarily from the recovery of business operations in Thailand and growth in China from the outlet expansion. However, revenues from retail trading and contract manufacturing businesses reported a modest contraction of 4% in 3Q15 y-y, as a result of industry-wide consumption slowdown in Thailand.

In 3Q15, restaurant business contributed 41% of total revenues. Hotel & mixed-use business accounted for 52% of total revenues, while retail trading & contract manufacturing business contributed the remaining 7%.

Revenue Breakdown

Bt million	**3Q15**	**3Q14**	**%Chg**
Restaurant Services	4,517	4,030	12%
Hotel & Mixed-Use	5,750	4,484	28%
Retail Trading & Contract Manufacturing	856	889	-4%
Total Revenue	**11,124**	**9,403**	**18%**

In 9M15, MINT reported total revenue growth of 14% y-y with solid improvement of both restaurant and hotel & mixed-use business units. Excluding extra gains, 9M15 core revenues increased by 12% y-y.

In terms of revenue breakdown in 9M15, restaurant and hotel & mixed-use businesses accounted for 40% and 52% of total revenues, respectively. Retail trading and contract manufacturing contributed another 8%.

Revenue Breakdown

Bt million	**9M15**	**9M14**	**%Chg**
Restaurant Services	13,430	12,560	7%
Hotel & Mixed-Use	17,244	13,933	24%
Retail Trading & Contract Manufacturing	2,591	2,700	-4%
Total Revenue	**33,265**	**29,192**	**14%**

MINT's 3Q15 reported EBITDA grew by 16% y-y. Excluding net bargain purchase gain of Oaks Elan Darwin, 3Q15 core EBITDA grew by 12% y-y, while EBITDA margin decreased slightly to 19% in 3Q15 from 20% in 3Q14. The decline in EBITDA margin was a result of fragile economic conditions and industry-wide consumption slowdown in Thailand, which put pressure on the performance of plaza & entertainment business and retail trading & contract manufacturing business, together the decline in share of profit from the slowdown of PER AQUUM Niyama hotel in the Maldives. Restaurant business saw healthy EBITDA growth of 20% y-y, primarily attributable to notable improvement in restaurant business performance of Thailand hub and continued outlet expansion in China. Hotel & mixed-use business reported strong EBITDA growth of 18% y-y in 3Q15. Excluding extra gain, core

EBITDA of hotel & mixed-use business increased by 12% y-y in 3Q15, driven by the strong performance of Oaks in Australia and Anantara Vacation Club. Retail trading & jrrcontract manufacturing business, on the other hand, reported a decline in EBITDA by 46% y-y, primarily because of macro economic slowdown in Thailand.

In 3Q15, restaurant and hotel & mixed-use businesses accounted for 35% and 63% of total EBITDA, respectively. Retail trading & contract manufacturing contributed the remaining 2% of total EBITDA.

EBITDA Breakdown

Bt million	**3Q15**	**3Q14**	**%Chg**
Restaurant Services	748	622	20%
Hotel & Mixed-Use	1,337	1,130	18%
Retail Trading & Contract Manufacturing	44	82	-46%
Total EBITDA	**2,129**	**1,834**	**16%**
EBITDA Margin	**19%**	**20%**	

In 9M15, MINT reported EBITDA of Bt 7,111m, a 17% growth over the same period last year. The increase in EBITDA was mainly a result of better performance of hotels in Thailand and newly acquired hotels overseas, hotels under management contract, Anantara Vacation Club, together with the continued expansion of the restaurant business, all of which more than offset the lower operating leverage from the retail trading business. As a result, 9M15 EBITDA margin remained stable at 21%. Excluding the aforementioned extra gains, MINT's 9M15 core EBITDA increased by 7% y-y, while EBITDA margin decreased to 20% in 9M15 from 21% in 9M14.

Restaurant business accounted for 32% of total EBITDA in 9M15, while hotel & mixed-use business represented 65%. Retail trading and contract manufacturing business accounted for the remaining 3%.

EBITDA Breakdown

Bt million	**9M15**	**9M14**	**%Chg**
Restaurant Services	2,263	2,055	10%
Hotel & Mixed-Use	4,648	3,782	23%
Retail Trading & Contract Manufacturing	200	238	-16%
Total EBITDA	**7,111**	**6,076**	**17%**
EBITDA Margin	**21%**	**21%**	

MINT reported net profit of Bt 923m, a 24% growth y-y in 3Q15, in line with the growth of revenues and EBITDA. Excluding net bargain purchase gain of Oaks Elan Darwin, 3Q15 core net profit rose by 14% y-y, and 3Q15 net profit margin was stable at 8%, compared to the same period last year.

Similarly, MINT's 9M15 reported net profit grew by 30% y-y, while net profit margin rose to 11% from 10% in 9M14. Excluding extra gains, 9M15 core net profit increased by 7% y-y, with core net profit margin remaining stable at 9%.

Net Profit

Bt million	**3Q15**	**3Q14**	**%Chg**
Total net profit	923	746	24%
Net Profit Margin	**8%**	**8%**	
	9M15	**9M14**	**%Chg**
Total net profit	3,621	2,783	30%
Net Profit Margin	**11%**	**10%**	

Major Developments in 3Q15

	Developments
Restaurant	• Opened 40 outlets, net q-q • Rolled out the new Thai Express brand concept and re-opened two renovated outlets with new décor and menus
Hotel & Mixed-Use	• Completed the acquisition of Oaks Elan Darwin and officially launched the hotel in September • Completed the construction of four units of Anantara Residences Layan, Phuket • Added 18 villas in Phuket to Anantara Vacation Club's inventory portfolio
Retail Trading	• Returned distribution rights of Tumi brand to Principal
Corporate	• Included in the Dow Jones Sustainability Emerging Markets Index (DJSI) in the consumer services sector for the 2nd consecutive year

Segment Performance

Restaurant Business

At the end of 3Q15, MINT's total restaurants reached 1,787 outlets, comprising 908 equity-owned outlets (51% of total), and 879 franchised outlets (49% of total). 1,134 outlets (63% of total) are in Thailand, while the remaining 653 outlets (37% of total) are in Australia, New Zealand, Singapore, China, India, Middle East, the Maldives, Egypt, UK, and other countries in South East Asia. 41 outlets were opened in 3Q15, while 1 outlet was closed.

Restaurant Outlets by Owned Equity and Franchise

	3Q15	Chg q-q	Chg y-y
Owned Equity	908	27	76
- Thailand	732	16	45
- Overseas	176	11	31
Franchise	879	13	63
- Thailand	402	8	42
- Overseas	477	5	21
Total Outlets	**1,787**	**40**	**139**

Restaurant Outlets by Brand

	3Q15	Chg q-q	Chg y-y
The Pizza Company	350	13	30
Swensen's	310	3	6
Sizzler	52	1	0
Dairy Queen	398	5	16
Burger King	50	4	10
The Coffee Club	426	6	27
Ribs and Rumps	13	0	0
Thai Express	85	-1	1
Riverside	52	5	17
Breadtalk	20	1	20
Others*	31	3	12
Total Outlets	**1,787**	**40**	**139**

* Others include GRAB brand and restaurants in UK, restaurants at the airport under MINT's 51% JV, Select Service Partner

Hub Performance Analysis

Total-system-sales (including sales from franchised outlets) increased by 12.9% y-y in 3Q15, driven by disciplined outlet expansion of 8% y-y. Same-store-sales was flat compared to the same period last year, primarily due to ongoing market pressures in Singapore and natural cannibalization from rapid outlet expansion in China, which offset the positive same-store-sales growth in Thailand.

In 3Q15, Thailand hub reported same-store-sales growth of 2.5% from MINT's effective marketing campaigns and promotions to stimulate domestic demand and spending to counter the economic slowdown. This put MINT ahead of many competitors in this quarter. Most of the brands in Thailand showed improved same-store-sales growth in 3Q15. Burger King continued to report strong growth thanks to its successful strategy to tap domestic market and the popular limited-time offer of the Angus beef menu. Sizzler continued to be successful with its Lunch Special campaign, while The Pizza Company reported performance recovery with the launch of its new Crispy Thin Pizza menu. Together with continued outlet expansion, Thailand hub saw strong total-system-sales growth of 12.9% in 3Q15.

China hub reported robust 3Q15 total-system-sales growth of 28.7%, primarily attributable to the expansion of Riverside outlets, which grew 49% y-y. Riverside brand will launch an aggressive marketing campaign based on its 10-year anniversary, which is expected to drive sales growth for the remainder of the year.

Meanwhile Australia hub continued to report stable operations, with flat 3Q15 same-store-sales and total-system-sales growth of 15.2% y-y. A disciplined expansion of The Coffee Club outlets and the vertical integration of coffee roasting business, which will ensure efficient supply chain, will improve the hub's performance amidst challenging domestic market conditions.

Singapore hub reported a notably improving trend of its same-store-sales and total-system-sales, primarily due to the roll-out of new Thai Express brand concept and Xin Wang's new menu. The newly renovated Thai Express outlet at Plaza Singapura showed a store traffic increase of 10% within a month of opening.

Overall, 9M15 total-system-sales growth increased by 12.5%, primarily due to the active outlet expansion in Thailand, Australia, and China. Although restaurant business has shown an improving trend q-q, challenging economic conditions in MINT's operating markets continued to put pressure on the performance of restaurant business, which resulted in flat same-store-sales growth in 9M15.

Restaurant Business Performance

%	3Q15	3Q14	9M15	9M14
Average Same-Store-Sales Growth	(0.2)	1.2	(0.4)	0.2
Average Total-System-Sales Growth	12.9	13.9	12.5	11.9

Note: Calculation based on local currency to exclude the impact of foreign exchange

Financial Performance Analysis

3Q15 total restaurant revenues grew by 12% y-y, driven by both revenues from operation and franchise fees. Revenues from operation increased by 12% as a result of strong organic performance, together with disciplined outlet expansion. Franchise fees grew by 18% y-y from continued growth of franchising business, especially The Pizza Company in overseas and Dairy Queen in Thailand. 3Q15 EBITDA increased by 20% y-y, mainly attributable to significant growth of high-margin franchise business and higher operating leverage of Thailand hub. Consequently, EBITDA margin increased from 15% in 3Q14 to 17% in 3Q15.

9M15 total restaurant revenues grew by 7% y-y from the continued expansion of equity outlets and growth of franchise business. 9M15 restaurant EBITDA increased by 10%, higher than the increase in revenues from strong growth of franchise business and solid performance of Thailand hub, which allowed MINT to benefit from higher operating leverage. As a result, EBITDA margin increased to 17% in 9M15 from 16% in 9M14.

MINT expects the improving economic backdrop from the government's stimulus policies to maintain the momentum of Thailand same-store-sales growth in 4Q15 and in 2016. This, coupled with pro-active marketing strategies across all food brands to drive traffic and sales, and disciplined outlet expansion, should result in better performance going forward.

Revenue Breakdown

Bt million	3Q15	3Q14	%Chg
Revenues from Operation*	4,355	3,893	12%
Franchise Fee	163	137	18%
Total Revenues	4,517	4,030	12%
EBITDA	**748**	**622**	**20%**
EBITDA Margin	**17%**	**15%**	
	9M15	**9M14**	**%Chg**
Revenues from Operation*	12,953	12,128	7%
Franchise Fee	477	432	10%
Total Revenues	13,430	12,560	7%
EBITDA	**2,263**	**2,055**	**10%**
EBITDA Margin	**17%**	**16%**	

* Includes share of profit and other income

Hotel & Mixed-Use Business

Hotel Business

At the end of 3Q15, MINT owns 57 hotels and manages 77 hotels and serviced suites in 22 countries. Altogether, these properties have 17,076 hotel rooms and serviced suites, including 7,141 that are equity-owned and 9,935 that are purely-managed under MINT's own brands including Anantara, AVANI, Oaks, PER AQUUM and Elewana. Of total, 3,728 rooms in Thailand accounted for 22%, while the remaining 13,348 rooms or 78% are located in Australia, New Zealand, the Maldives, China, Indonesia, Sri Lanka, Vietnam, Malaysia, Cambodia, Tanzania, Kenya, Mozambique, Botswana, Namibia, Zambia, Lesotho, Qatar, the United Arabs Emirates, Seychelles, Brazil, and Portugal.

Hotel Rooms by Equity-Owned and Management

	3Q15	Chg q-q	Chg y-y
Equity-owned*	7,141	302	2,108
- Thailand	2,229	0	0
- Overseas	4,912	302	2,108
Management	9,935	0	486
- Thailand	1,499	0	0
- Overseas	8,436	0	486
Total Hotel Rooms	**17,076**	**302**	**2,594**

* Equity owned includes all hotels which are majority-owned and joint ventures

Hotel Rooms by Ownership

	3Q15	Chg q-q	Chg y-y
Owned Hotels	5,108	301	1,986
Joint Venture	2,033	1	122
Managed	3,727	24	323
MLR*	6,208	-24	163
Total Hotel Rooms	**17,076**	**302**	**2,594**

* Properties under Management Letting Rights in Australia and New Zealand

Hotel Performance Analysis by Ownership

System-wide owned-hotels portfolio, which accounted for 48% of hotels and mixed-use revenues in 3Q15, reported y-y revenues per available room ("RevPar") increase of 20% in 3Q15, primarily from the outstanding performance of Thailand portfolio both in Bangkok and upcountry. RevPar of Bangkok owned hotels rebounded impressively from the adverse political events in 2014, enough to more than offset the cancellation impact from the Rajprasong explosion, ending 3Q15 RevPar growth of 39% y-y. RevPar of upcountry owned hotels continued to report strong growth of 23% in 3Q15 from solid improvement of hotels in all regions of Thailand. RevPar of overseas owned hotels experienced significant improvement with the organic RevPar growth of 28% y-y, primarily because of the outstanding performance of Anantara Kihavah in the Maldives and AVANI Quy Ngon in Vietnam in 3Q15.

Oaks, contributing 25% of 3Q15 hotel and mixed-use revenues, reported strong and stable performance in Australian dollar term, with high and stable occupancy rate of 79%, while average daily rate ("ADR") improved by 5% y-y, resulting in RevPar growth of 4% y-y. Due to the exchange rate translation, Oaks' 3Q15 ADR declined by 9% and RevPar declined by 10% y-y in Thai Baht term.

Revenue contribution of hotel management business to MINT's hotel and mixed-use revenue was 4% in 3Q15. System-wide RevPar of managed hotel portfolio increased by 38% y-y in 3Q15, led by hotels in Thailand, the UAE, and China.

In summary, in 3Q15, MINT's system-wide RevPar increased by 5% y-y, thanks to the improved overall tourism environment in Thailand, together with MINT's diversified hotel portfolio. MINT's Thailand portfolio continued to report strong performance since the beginning of the year. Outside of Thailand, the performance of MINT's overseas organic hotels portfolio (excluding Oaks and new hotels) showed an improving trend, mainly from strong performance of hotels in the Maldives, the UAE, China, and Vietnam. 3Q15 RevPar of the Maldives hotels showed y-y growth for the first time in 2015, after being put under pressure from the slowdown in Russian tourists, thanks to successful room rates increase. Excluding Oaks and new hotels, MINT's organic RevPar increased by 22% y-y in 3Q15.

Overall, 9M15 system-wide RevPar decreased slightly by 1% y-y. Stripping out Oaks and new hotel additions which command lower RevPar than MINT's average, organic RevPar rose 12% as a result of strong performance recovery of Thailand hotels, especially in Bangkok.

Hotel Business Performance by Ownership

(System-wide)	Occupancy (%)			
	3Q15	**3Q14**	**9M15**	**9M14**
Owned Hotels	65	55	67	57
Joint Venture	51	56	50	54
Managed	60	52	62	53
MLR*	79	79	76	76
Average	**69**	**66**	**68**	**64**
MINT's Portfolio in Thailand	**71**	**54**	**72**	**54**
Industry Average in Thailand**	**58**	**52**	**N/A**	**N/A**

(System-wide)	ADR (Bt/night)			
	3Q15	**3Q14**	**9M15**	**9M14**
Owned Hotels	5,815	5,717	6,424	6,948
Joint Venture	8,596	11,781	9,666	17,318
Managed	6,461	5,459	6,760	6,588
MLR*	4,214	4,651	4,151	4,776
Average	**5,367**	**5,321**	**5,664**	**6,050**
MINT's Portfolio in Thailand	**4,352**	**4,339**	**4,716**	**4,943**
Industry Average in Thailand**	**1,881**	**1,741**	**N/A**	**N/A**

(System-wide)	RevPar (Bt/night)			
	3Q15	**3Q14**	**9M15**	**9M14**
Owned Hotels	3,804	3,159	4,273	3,934
Joint Venture	4,369	6,639	4,853	9,426
Managed	3,892	2,824	4,209	3,473
MLR*	3,331	3,692	3,140	3,617
Average	**3,678**	**3,486**	**3,836**	**3,888**
MINT's Portfolio in Thailand	**3,077**	**2,346**	**3,406**	**2,675**
Industry Average in Thailand**	**1,099**	**899**	**N/A**	**N/A**

*Properties under Management Letting Rights in Australia and New Zealand
**Source for Industry Average: Bank of Thailand

Hotel Performance Analysis

In 3Q15, revenues of hotel and related services operations, which included revenues from owned hotels, Oaks and spa services, increased by 29% y-y. Excluding the net bargain purchase gain from the acquisition of Oaks Elan Darwin in 3Q15, core revenues from hotel and related services operations increased by 26% y-y, mainly from the outstanding performance of owned hotels in Thailand, the improved performance of Oaks, together with additional revenues from acquisitions of Sun International hotels in Botswana and Namibia and Tivoli hotels in Brazil.

3Q15 management income increased by 12% due to the solid performance of managed hotels in the UAE and Thailand, together with the addition of new hotels which resulted in an increase in number of rooms by 9% y-y.

By the same token, 9M15 core revenues from hotel and related services operations grew by 29% y-y (excluding extra gains), attributable to strong operations of hotels both in Thailand and overseas, together with additional revenues from the recent acquisitions. Management income declined by 19% y-y to a more normalized level, as 1Q14 was an exceptional quarter for managed hotels in the Maldives with extraordinarily high income from the VIP guests.

Mixed-Use Business & Performance Analysis

One of MINT's mixed-use businesses is the plaza and entertainment business. The Company owns and operates three shopping plazas, namely (1) Royal Garden Pattaya; (2) Turtle Village Shopping Plaza Phuket; and (3) Royal Garden Plaza Bangkok. Since April 2013, Royal Garden Plaza Bangkok has been closed for renovation, together with the construction of the flagship AVANI Hotel and convention center in Bangkok. In addition, MINT is the operator of eight entertainment outlets, namely (1) Ripley's Believe It or Not Museum; (2) 4D Moving Theater; (3) Haunted Adventure; (4) Infinity Maze; (5) The Louis Tussaud's Waxworks; (6) surreal journey Scream in the Dark; (7) Ripley's Sky Rider; and (8) Ripley's The Vault. Revenues from plaza and entertainment business decreased by 9% y-y to Bt 124m in 3Q15 and decreased by 6% y-y to Bt 410 m in 9M15 from the softening performance of Royal Garden Pattaya, which was affected by the slowdown of Russian tourists.

The other mixed-use business that is a bigger contribution to MINT's hospitality business is the real estate business, which comprises residential development and vacation club. MINT's residential development business develops and sells properties in conjunction with the development of some of its hotels. The first project is the Estates Samui, consisting of 14 villas, adjacent to MINT's Four Seasons Hotel in Samui. The second project is St. Regis Residences, with 53 residential units located above St. Regis Hotel Bangkok. To date, 11 villas of the Estates Samui and all units of St. Regis Residences have been sold. The next project is The Residences by Anantara, Layan, Phuket, of which four units are now completed and available for sale. In addition, Anantara Chiangmai Service Suites, a 50% joint-venture project with U City PCL. (formerly known as Natural Park PCL.) is expected to be completed in 2016.

Another real estate business of MINT is the point-based vacation club under its own brand, Anantara Vacation Club. During 3Q15, Anantara Vacation Club added 18 purpose-built villas in Phuket to the inventory portfolio, bringing total inventory to 137 units in Samui, Phuket, Queenstown-New Zealand, Bangkok, Bali, and Sanya-China. Anantara Vacation Club reported impressive sales growth of 48% y-y in 3Q15 and 19% y-y in 9M15 from a steady increase in number of customers by 33% y-y to 6,637 members at the end of 3Q15.

Revenues from real estate development increased by 37% y-y in 3Q15 and 21% y-y in 9M15 from the strong and stable performance of Anantara Vacation Club.

Overall Hotel & Mixed-Use Financial Performance Analysis

Total hotel and mixed-use revenues increased by 28% y-y in 3Q15. Excluding net bargain purchase gain of Oaks Elan Darwin in 3Q15, total hotel and mixed-use revenues increased by 27% y-y, primarily from hotel & related services and real estate development. Reported EBITDA increased by 18% y-y in 3Q15, while EBITDA margin decreased from 25% in 3Q14 to 23% in 3Q15. Excluding net bargain purchase gain of Oaks Elan Darwin in 3Q15, core EBITDA expanded by 12% y-y, while core EBITDA margin slightly decreased from 25% in 3Q14 to 22% in 3Q15. This was mainly due to the slowdown of the plaza and entertainment business and the decline in share of profit, primarily because of the soft performance of PER AQUUM Niyama hotel in the Maldives. The aforementioned hotel was under pressure from the slowdown of Russian tourists and the increase in room inventory after opening Phase 2 in 1Q15.

For 9M15, total hotel and mixed-use revenues increased by 24% and its EBITDA increased by 23% y-y. 9M15 EBITDA margin remained stable at 27%. Excluding the extra gains, total hotel and mixed-use revenues increased by 19% y-y and core EBITDA rose by 6% y-y. 9M15 core EBITDA margin declined from 27% in 9M14 to 24% in 9M15. This was mainly attributable to the lower margin of plaza & entertainment business, together with the more normalized level of the high-margin management fees in 9M15, compared to 9M14.

Revenue Breakdown

Bt million	**3Q15**	**3Q14**	**%Chg**
Hotel & related services*	4,272	3,325	29%
Management fee	219	195	12%
Plaza & entertainment	124	136	-9%
Real estate development	1,135	828	37%
Total Revenues	5,750	4,484	28%
EBITDA	**1,337**	**1,130**	**18%**
EBITDA Margin	**23%**	**25%**	
	9M15	**9M14**	**%Chg**
Hotel & related services*	13,158	10,173	29%
Management fee	712	879	-19%
Plaza & entertainment	410	434	-6%
Real estate development	2,964	2,446	21%
Total Revenues	17,244	13,933	24%
EBITDA	**4,648**	**3,782**	**23%**
EBITDA Margin	**27%**	**27%**	

* Includes share of profit and other income.

Retail Trading and Contract Manufacturing Business

At the end of 3Q15, MINT had 284 retail trading points of sales, a decrease of 4 points of sales from 288 at the end of 3Q14 due to the closure of most of the Tumi outlets. Of total 284 retail trading outlets, 87% are operated under fashion brands including Esprit, Bossini, GAP, Banana Republic, Charles & Keith, Tumi and Pedro, 6% are operated under Red Earth and another 7% are operated under Zwilling J.A. Henckels. At the end of 3Q15, MINT returned the rights to distribute Tumi brand in Thailand to the Principal.

Retail Trading's Outlet Breakdown

	3Q15	**Chg q-q**	**Chg y-y**
Fashion	247	-4	-1
Cosmetics	18	1	-4
Others	19	0	1
Total Outlets	**284**	**-3**	**-4**

In 3Q15, total retail trading and contract manufacturing revenues declined by 4% y-y because of the decrease in revenues from retail trading business. The soft performance was mainly due to slowdown in domestic consumption, together with a drop of consumer confidence after the Rajprasong explosion. Therefore, 3Q15 EBITDA dropped by 46% y-y, while EBITDA margin decreased from

9% in 3Q14 to 5% in 3Q15 as a result of the lower operating leverage.

9M15 revenues from retail trading and contract manufacturing business decreased by 4% y-y, while 9M15 EBITDA decreased by 16%, compared to the same period last year. The revenue, together with the profitability of retail trading and contract manufacturing business, were put under pressure by the slowdown of domestic discretionary spending and high household debt in the upcountry. As a result, EBITDA margin slightly decreased from 9% in 9M14 to 8% in 9M15. The outlook of retail trading business is expected to improve in tandem with the economic recovery, particularly considering the government's recent stimulus package.

Retail Trading and Contract Manufacturing's Revenue Breakdown

Bt million	**3Q15**	**3Q14**	**%Chg**
Retail Trading	574	608	-6%
Manufacturing	282	281	0%
Total Revenues	**856**	**889**	**-4%**
EBITDA	**44**	**82**	**-46%**
EBITDA Margin	**5%**	**9%**	
	9M15	**9M14**	**%Chg**
Retail Trading	1,796	1,862	-4%
Manufacturing	795	837	-5%
Total Revenues	**2,591**	**2,700**	**-4%**
EBITDA	**200**	**238**	**-16%**
EBITDA Margin	**8%**	**9%**	

Balance Sheet & Cash Flows

At the end of 3Q15, MINT reported total assets of Bt 86,307m, an increase of Bt 12,028m from Bt 74,279m at the end of 2014. The increase was primarily the result of:

1. Bt 4,787m increase in land and real estates project for sales, mainly from the acquisition of Tivoli hotels in Portugal;
2. Bt 1,204m increase in trade receivables long-term contracts from the increased sales of Anantara Vacation Club;
3. Bt 1,455m increase in long-term loans to related companies, mainly for the expansion of hotel and mixed-use business in Mozambique;
4. Bt 1,726m increase in investments in associates and joint ventures from the recognition of share of profit from existing associates and joint ventures, together with the acquisition of Sun International hotels in Zambia and Lesotho;
5. Bt 6,132m increase in property, plant and equipment, mainly from the consolidation of new hotels of Sun International in Botswana and Namibia, Tivoli hotels in Brazil, and Oaks Elan Darwin in Australia, in addition to normal expansion of hotel and restaurant businesses.

MINT reported total liabilities of Bt 54,040m at the end of 3Q15, an increase of Bt 9,785m from Bt 44,255 at the end of 2014. The increase was due mainly to the issuance of 5-year debenture of Bt 4,000m and 10-year debenture of Bt 4,000m. In addition, deferred tax liabilities increased by 693m because of additional tax liabilities estimated from the net gain on purchases of Oaks Elan Darwin in 3Q15 and Sun International in 1Q15.

Shareholders' equity increased by Bt 2,243m to Bt 32,267m at the end of 3Q15 from Bt 30,024m at the end of 2014, mainly owing to 9M15 net profit of Bt 3,621m, netted off with dividend payment of Bt 1,406m and loss from foreign exchange rate in translation adjustment of Bt 744m due to the strengthening of Thai Baht against foreign currencies, especially Australia Dollar.

For the first 9 months of 2015, MINT and its subsidiaries reported cash flow from operations of Bt 11m, a decrease of Bt 2,510m y-y. This was primarily a result of the increase in land and real estates project for sales of Bt 2,636m from the acquisition of Tivoli hotels in Portugal.

MINT reported cash flow paid for investing activities of Bt 7,756m, primarily due to capital expenditure of hotel, restaurant and other businesses of Bt 4,429m, cash paid as long-term loans to related companies of Bt 1,140m for the expansion of hotel and mixed-use business in Mozambique, and net cash invested in investments in subsidiaries, associates and joint ventures both in hotel and food businesses of Bt 2,539m, mainly from the investment in Sun International hotels, Tivoli hotels, and Oaks Elan Darwin.

MINT reported net cash received from financing activities of Bt 6,233m, comprising primarily of net proceeds from the issuance of 5-year and 10-year debentures of Bt 8,000m, and short-term and long-term borrowings from financial institutions of Bt 10,077m, netted off with net repayment of long-term loan and debentures of Bt 9,711m and a dividend payment of Bt 1,001m.

As a result, cash flow from investing and financing activities, together with MINT's beginning cash balance, raised MINT's net cash and cash equivalents by Bt 1,384m in 9M15.

Financial Ratio Analysis

MINT's gross profit margin decreased slightly to 57.9% in 9M15 from 58.3% in 9M14, primarily from the plaza & entertainmain business, which was affected by the weakening of Russian tourist segment, lower operating leverage of restaurant business, mainly in Singapore, and weak profitability of retail trading business. Net profit margin increased from 9.5% in 9M14 to 10.9% in 9M15. Stripping out the extra gains, core net profit margin declined modestly from 9.3% in 9M14 to 8.9% in 9M15, in line with the decline in gross profit margin.

Annualized return on equity increased from 13.4% in 9M14 to 15.5% in 9M15 as a result of improved net profit. By the same token, annualized return on assets increased slightly to 6.0% in 9M15 from 5.9% in 9M14.

Collection days increased from 56 days in 9M14 to 67 days in 9M15, primarily due to the increased receivables from instalment sales of Anantara Vacation Club. The provision for impairment as a percentage of gross trade receivables was stable at 6.3% in 9M15 due to effective management of trade receivables across all businesses. MINT's inventory comprises primarily raw materials, work-in-process and finished products of the restaurant, retail trading and contract manufacturing businesses, while hotel business has lower level of inventory because of the nature of its business. Inventory days were stable at 50 days in 9M15, while accounts payable days slightly decreased from 45 days in 9M14 to 44 days in 9M15.

Current ratio increased to 1.7x at the end of 3Q15, compared to 1.0x at the end of 2014, because of higher current assets, which saw the increase in land and real estates project for sale from the investment of Tivoli hotels in Portugal, together with a decline in current liabilities from lower current portion of debentures from the repayment of long-term debentures due in May 2015 and lower bank overdrafts and short-term borrowings from financial institutions. Interest bearing debt to equity increased from 1.1x at the end of 2014 to 1.3x at the end of 3Q15 from the issuance of the aforementioned debentures of Bt 8,000m and an increase in long-term borrowings to support the Company's expansion. Interest coverage ratio decreased to 4.0x in 9M15 from 4.3x in 9M14 because of the higher interest expense, which is in line with higher interest bearing debt.

Financial Ratio Analysis		
Profitability Ratio (9 months)	**30 Sep 15**	**30 Sep 14**
Gross Profit Margin (%)	57.9%	58.3%
Net Profit Margin (%)	10.9%	9.5%
Efficiency Ratio (Annualized)	**30 Sep 15**	**30 Sep 14**
Return on Equity (%)	15.5%	13.4%
Return on Assets (%)	6.0%	5.9%
Collection Period (days)	67	56
Inventory Days	50	50
Accounts Payable Days	44	45
Liquidity Ratio	**30 Sep 15**	**31 Dec 14**
Current Ratio (x)	1.7	1.0
Leverage & Financial Policy	**30 Sep 15**	**31 Dec 14**
Interest Bearing Debt/Equity (x)	1.3	1.1
Net Interest Bearing Debt/Equity (x)	1.2	1.0
	30 Sep 15	**30 Sep 14**
Interest Coverage (x) (9 months)	4.0	4.3

Management's Outlook

Over the year, MINT has delivered strong growth amidst the challenging global economic conditions, currency fluctuations, and political uncertainties in some of MINT's operating markets. MINT attributes its resiliency to strong strategic alliances and its successful diversification strategy. To ensure sustainable and high-quality growth going forward, MINT puts great emphasis on increasing return of its organic operation, while integrating recent acquisitions and new strategic investments to unlock their full potential. The following are key highlights of MINT's progress in strengthening growth and returns.

Power of Partnership and Network

MINT's partnership strategy goes beyond traditional customer/supplier relationships. MINT believe long-term sustainable partnerships, which include not only investment partners, but also franchisees, hotel owners, suppliers, service providers, and the communities, have contributed to MINT's consistent growth. This has been achieved by conventional returns, additional business opportunities, and an expanded network. Below are some of the examples:

- In 2008, MINT invested in 50% joint-venture Minor DKL, which is one of Australia's largest restaurant businesses. The partnership has proven to be earnings-accretive. From a single brand of The Coffee Club and 160 outlets, Minor DKL has expanded to own four restaurant brands and 440 outlets in Australia, New Zealand, and other countries in Asia and the MENA region, thanks to a successful collaboration and synergies between MINT and the original founders. The collaboration has built the original founders' trust in MINT's capabilities, which led to additional investment opportunities. In October 2015, MINT made additional investment to raise its stake from 50% to 70%. With MINT's larger stake and support, Minor DKL is well-positioned to leap forward by further leveraging on MINT's global operating platform, operational excellence system, supply chain management, and international franchise experience.
- In 2008, The Tourism Development & Investment Company (TDIC), which is a leading, well-respected developer of major tourism cultural and residential destinations in Abu Dhabi, selected MINT to manage two unique five-star resorts under the Anantara brand, Desert Islands Resort and Spa by Anantara and Qasr Al Sarab Desert Resort by Anantara. Their trust in MINT and the Anantara brand has turned them into a strong brand advocate, which is opening further business opportunities for MINT. To date, MINT has expanded to manage five of their world-class five-star properties under the Anantara brand. Furthermore, such strong and right partner like TDIC helped raise MINT's profile and increase connectivity to new partners with an expanded network in the MENA region. As a result, MINT successfully secured contracts to manage 10 unique hotels and resorts in the UAE and Qatar to date.
- MINT has exclusive rights to distribute Gap and Banana Republic brand in Thailand. MINT will continue to maximize the potential of the current platform and network by adding new retail brands owned by the same strategic partner in the years to come.

Proven Diversification Strategy

MINT's diversification strategy is at the center of MINT's long-term plans to overcome resource dependence and secure long-term sustainable earnings growth. To date, MINT has presence in 33 countries, spanning from Africa to Australia. The diversification has proven to be a wise strategy, as evidenced by MINT's consistent growth amidst various external challenges and uncontrollable events throughout the year. Outline below illustrates key disruptions in 2015:

- Fluctuations of foreign currencies increased translation risks to MINT's financial performance. However, MINT's well-diversified portfolio enabled the company to balance the impact of currency movements. For example, strengthening U.S. Dollar boosted MINT's earnings from the Maldives operation and made ADR of the hotels in Thailand cheaper in the eyes of foreigners. This partially offset the negative translation impact from the depreciation of Australian Dollar against Thai Baht.
- The Rajprasong explosion in August temporarily caused slowdown in the tourism industry in Thailand, especially in Bangkok. However, thanks to MINT's effort to diversify businesses outside of Thailand over the years, the contribution of Bangkok hotels was only 7% of total MINT's revenue. Therefore, MINT's performance was less susceptible to the cancellation impact from the Rajprasong explosion, as illustrated in MINT's

revenue loss of less than 1% of MINT's total revenue from the cancellation impact.

- Slowdown in Russian tourists, together with rising political uncertainties amidst the recent declaration of a state of emergency in the Maldives, have brought concerns over MINT's hotel operations in the country. As of 9M15, The Maldives hotels contributed 7% of total MINT's hotel & mixed-use revenue and 4% of total MINT's revenue. MINT believes its well-diversified business portfolio, together with MINT's proactive communication strategy and crisis management to address security concerns, will enable MINT to stay resilient to this political challenge. Furthermore, MINT's strategy to maximize RevPar will ensure that MINT meets its growth aspiration going forward. As proven in 2014, MINT's successful diversification strategy enabled the company to achieve 7% earnings growth despite the political unrest in Thailand and a sharp drop in Russian tourists from the plunge in oil prices.

As MINT looks ahead to 2016, it remains well positioned to be one of the leading regional hospitality players and casual dining restaurant operators. Amidst a challenging business environment and rising economic uncertainty, MINT is committed to deliver strong results, year after year on the back of solid business fundamentals, brand strength, operational excellence, and robust expansion plan.

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Ms. Trithip Sivakriskul

Corporate Chief Financial Officer