



PRESS RELEASE – 18 May 2020 FOR IMMEDIATE RELEASE

MINT ANNOUNCES COMPREHENSIVE CAPITAL STRUCTURE STRENGTHENING PLAN

Minor International Public Company Limited (“MINT”) today announces its comprehensive funding strategy in order to strengthen its capital base and balance sheet. Amidst the adverse impact on its operations from the global COVID-19 pandemic, MINT is taking a proactive approach to ensure its ability to service its obligations and to maintain its commitment to the quality of the balance sheet. In addition to the immediate focus on cash preservation, liquidity and debt management, MINT’s board of directors has approved a comprehensive plan to raise capital in the total amount of Baht 25 billion through various instruments, including perpetual bonds, a rights offering and 3-year warrants. The share capital increases are subject to shareholders’ approval at the Annual General Meeting of Shareholders to be held on 19 June 2020.

The announced capital increase program will be completed between 2020 and 2023. The issuance of Baht 10 billion equivalent in onshore/offshore equity-accounted perpetual bonds is expected to be completed in the third quarter of 2020. The rights offering, which targets to raise approximately Baht 10 billion of capital, is expected to be completed in the third quarter of 2020. Lastly, warrants, aiming to raise additional equity in the total amount of approximately Baht 5 billion, will be issued after the rights offering transaction is completed, with a tenure of three years from the issue date. The exercise price of the warrants will be set at a premium of no more than 10% to the market price in early 3Q20. Such share price is not an indicative of future share price but will act as a reward for MINT’s existing shareholders. The rights offering ratio and price, together with the warrant allotment ratio and exercise price, will be determined before the issuance of the two instruments. Details of the rights offering and warrant issuance will be provided in the Company’s disclosure to the Stock Exchange of Thailand.

In the first quarter of 2020, MINT reported a net loss of Baht 1,774 million, as a result of the adverse impact of the COVID-19 pandemic on its three businesses across the globe, together with an unfavorable impact from the new accounting standard, TFRS 16, on leases. Going into the second quarter, MINT’s financial performance will be further impacted, due to the temporary closures of hotels and dine-in restaurants beginning in March 2020. As such, MINT’s immediate priority has been to preserve cash flow and liquidity. The Company continues to maintain its cash position and unutilized credit facilities in order to ensure sufficient liquidity going forward. Cash outflows are being reduced across all three business units and across all geographies via cost reduction initiatives, including in the areas of payroll, rental and other operating costs. In addition, dividend payments and capex investments, to the extent possible, have been suspended. Amidst the fluid situation, MINT has prepared various stress test analyses and believes that the announced capital structure strengthening plan is robust in light of various possible future scenarios.

Looking ahead, as cities across the globe, from Madrid to Bangkok, cautiously announce the easing of lockdown measures, MINT maintains its readiness to progressively resume its operations in the world of the “new normal”. On a longer-term horizon, MINT has taken the opportunity to streamline its cost structure with the aim to improve efficiency, while strengthening its digital capabilities to optimize its operations for the post-COVID world.

Dillip Rajakarier, Group CEO of Minor International commented “I am very confident that this comprehensive capital raising exercise will strengthen MINT’s ability to continue to grow sustainably. We expect full support on this transaction from our major shareholders, reflecting their true belief in the future of MINT. The solid balance sheet will be the foundation for MINT to further build on its first-class quality assets that have been accumulated over the years, in order to generate returns in the long term. Our interest-bearing-debt to equity ratio is expected to come back down to 1.3x by the end of this year, significantly below the debt covenant of 1.75x. On behalf of MINT’s management team, we are excited to embark on this recovery path, and start building growth for the company again.”

About Minor International: Minor International (MINT) is a global company focused on three core businesses: hospitality, restaurants and lifestyle brands distribution. MINT is a hotel owner, operator and investor with a portfolio of 529 hotels under the

Anantara, Avani, Oaks, Tivoli, NH Collection, NH Hotels, nhow, Elewana, Marriott, Four Seasons, St. Regis, Radisson Blu and Minor International brands in 56 countries across Asia Pacific, the Middle East, Africa, the Indian Ocean, Europe, South and North America. MINT is also one of Asia's largest restaurant companies with over 2,300 outlets system-wide in 26 countries under The Pizza Company, The Coffee Club, Riverside, Benihana, Thai Express, Bonchon, Swensen's, Sizzler, Dairy Queen and Burger King. MINT is one of Thailand's largest distributors of lifestyle brands and contract manufacturers. Its brands include Anello, Bodum, Bossini, Brooks Brothers, Charles & Keith, Esprit, Etam, Joseph Joseph, OVS, Radley, Scomadi, Zwilling J.A. Henckels and Minor Smart Kids. For more information, please visit www.minor.com.

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