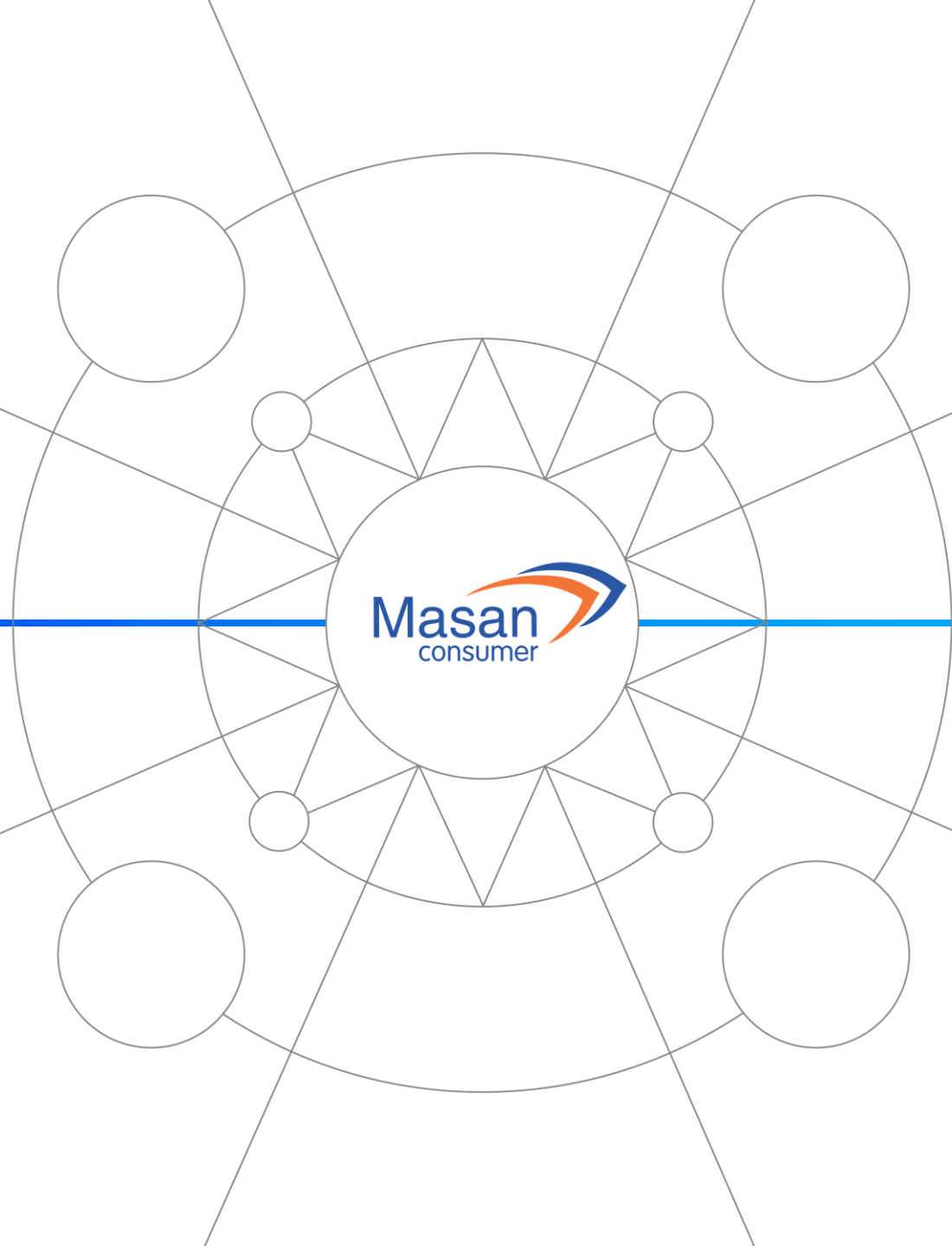


**Masan Consumer**  
**(HoSE: MCH)**

**1Q2026 Community Day**  
**6 May 2026**



Vietnam's macro remained robust, though FMCG growth continued to lag, recovering only to mid-single-digit

**7.8%**

vs. 8.0%  
in 2025

**1Q2026  
Vietnam GDP Growth<sup>1</sup>**

**4.3%**

vs. 1.7%  
in 2025

**1Q2026  
FMCG Growth<sup>2</sup>**

Source: (1) GSO; (2) Nielsen

MCH delivered double-digit YoY growth, and on-track to exceed high-case guidance

**13.1%**

1Q Revenue increased to VND8,472 billion

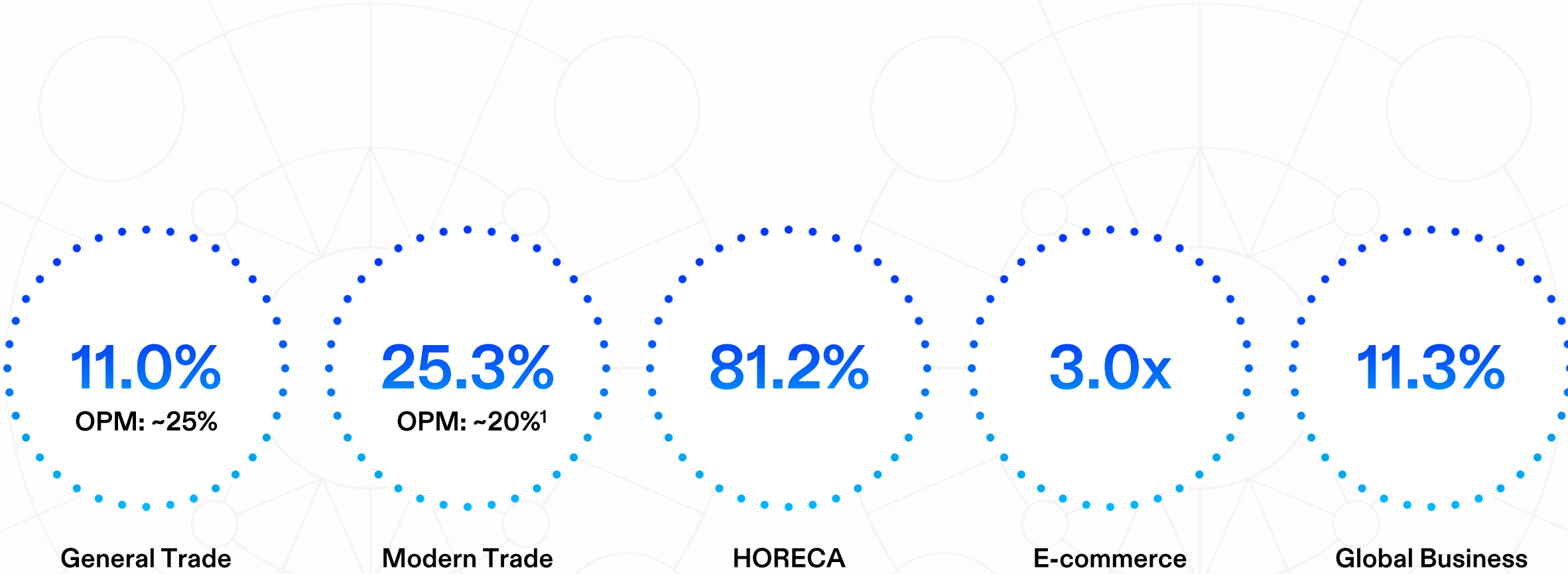
**11.7%**

1Q EBITDA increased to VND2,142 billion

**11.5%**

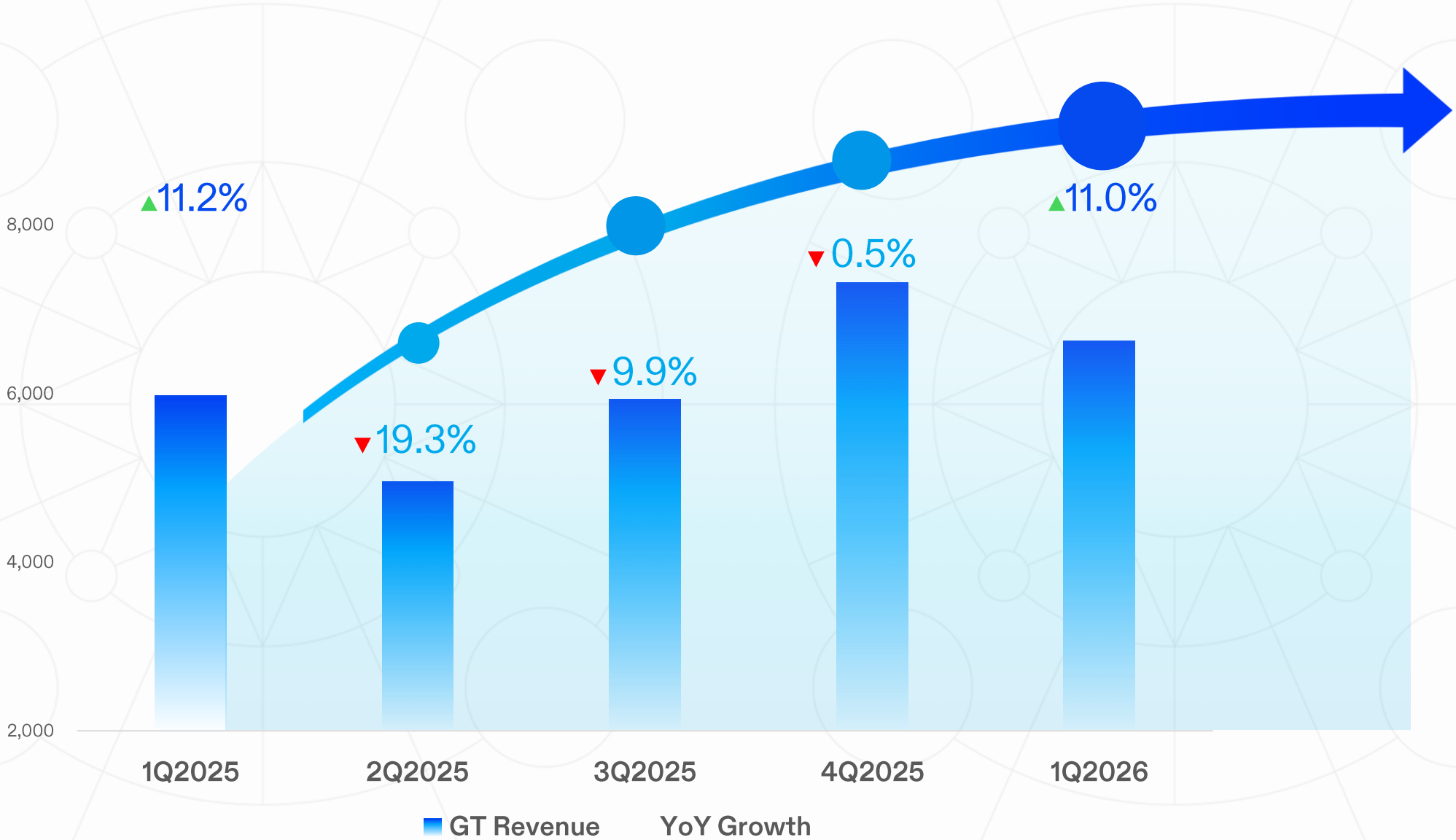
1Q NPAT Pre-MI increased to VND1,800 billion equivalent to 21.2% margin

# Growth was broad-based across channels



Source: 1. Excluding innovation products

# GT revenue has returned to a growth trajectory



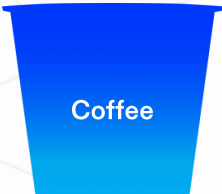
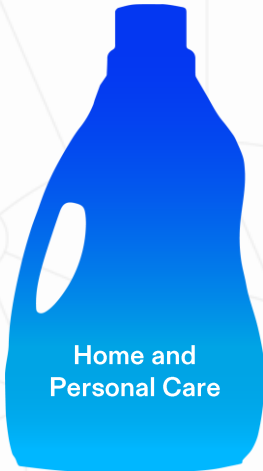
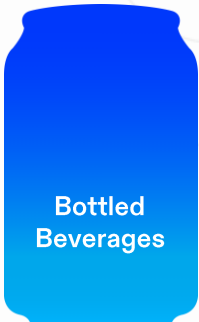
# Retail Supreme has delivered measurable results

	Before RS	1Q2026 <sup>1</sup>	2Q2026
<b>Coverage</b> (#ASO <sup>2</sup> )	230K	430K ▲90% YoY	600K ▲2.6x
<b>Penetration</b> (#ASO with 6+ categories & SKU/Order)	29K 4.7	33K ▲2.0x 5.4	65K ▲2.2x 6.2
<b>Perfect Stores</b> (#ASO)	28K	40K	70K
<b>Speed to Market</b> (Time and penetration) & <b>Cost to Serve</b> (% on revenue)	4 weeks - 50K 5.5%	2 weeks - 70K 5.2%	2 weeks - 80K 5.4%

Note: 1. Certain figures in other materials reflect performance as of March. Differences between the point in time and cumulative performance represent complementary management views of the same period; 2. Active Selling Outlets; 3. Logistics costs are excluded from the cost-to-serve scope.

# Seasonings and Convenience Foods continued its growth trajectory, HPC surged by 30%+ YoY

1Q2026



Revenue Growth  
(YoY change,  
contribution)

17.1%  
37%

13.9%  
30%

-2.8%  
14%

34.2%  
7%

9.0%  
6%

Gross Margin  
(%,  
YoY change)

55.3%  
▼12 bps

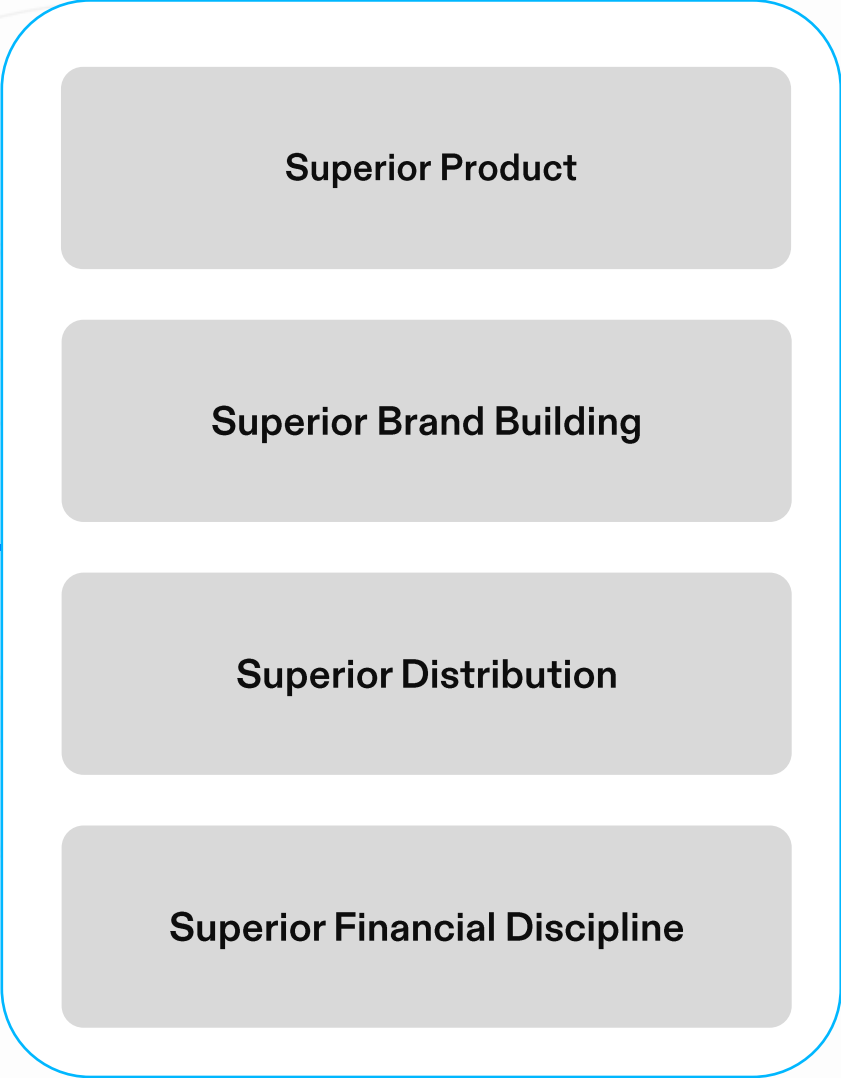
40.2%  
▼55 bps

50.1%  
▲41 bps

40.4%  
▼120 bps

35.7%  
▲12 bps

**MCH is a company of “superiority”**



# Seasonings: Uplift Fish Sauce value and expand product portfolio

## Superior Product

### Premiumization



### Redefine scope of hot sauce



## Superior Brand Building

### Reinforce Brand Equity

#### CHIN-SU: "Lifestyle"



#### NAM NGU: "Happiness"



## Superior Distribution

### Retail Supreme

**300K**

ASO  
Fish Sauce

**300K**

ASO  
Chili Sauce



## 1H2026 Indicative Results



**30%+**

YoY Revenue Growth  
~85% volume-led



**15%+**

YoY Revenue Growth  
~100% volume-led

## Superior Product

Big surprise for upcoming relaunch of Joins and Santoso Brand!!!

## Superior Brand Building

Reinforce Brand Equity

Chanté: "Elegant"



Nước giặt xả 8 trong 1 Chanté - Sải bước thanh lịch 15s mới

HOMEY: "Smart value"



## Superior Distribution

Retail Supreme

100K  
ASO



## 1H2026 Indicative Results



30%+

YoY Revenue Growth  
60% volume-led

NET

0%

YoY Revenue Growth

# Convenience Foods: Omachi leads the shift of accelerating premiumization trend

## Superior Product

### Premiumization

Flagship innovation launch



Expand the spicy segment



## Superior Brand Building

### Brand equity: "Innovative"

Own strategic occasion: Spring



Dominate engagement



## Superior Distribution

### Retail Supreme

**300K**

ASO

Total Omachi

**100K**

ASO

Mixed/ Bowl/  
Cooking Noodle SKUs

Dominant shelf space at stores



## 1H2026 Indicative Results



**20%+**

Revenue Growth YoY  
80% volume-led

# Convenience Foods: Kokomi successfully repositioned into a new growth segment

## Superior Product

Expand into adjacencies



Kokomi hybrid snacking =



noodle convenience



snack entertainment

## Superior Brand Building

Brand Equity: "Excitement"

Brand reposition



Target younger consumers and kids



## Superior Distribution

Retail Supreme

300K  
ASO

Own the Frontline



## 1H2026 Indicative Results



10%+

YoY Revenue Growth  
100% volume-led

## Superior Product

Global Technology + Local Insights

**2-3**

new innovations YTG

Create and own new segments  
(Hybrid drinks, Asian drinks)



## Superior Brand Building

Personalization

Create and own new occasions



Always-on media and engagement



Region-tailored strategy



Repositioning brand equity



## Superior Distribution

Retail Supreme



**300K**

ASO  
(Off + On-Premise)



**200K**

ASO  
(Off + On-Premise)

## 1H2026 Indicative Results



**5%+**

Revenue Growth YoY  
100% volume-led

# 2026 business plan progress tracking



Revenue growth  
(YoY)



EBITDA growth  
(YoY)



NPAT Pre-MI growth  
(YoY)

Actual  
1Q2026

**13.1%**

**11.7%**

**11.5%**

Indicative  
1H2026

**20%+**

~10% 2-year CAGR

**12%+**

**12%+**

FY2026  
Guidance

**11% - 15%**

**9% - 14%**

**10% - 15%**

Inflation challenge

Consumer  
purchasing power

Proactive input cost  
hedging

Selective pass  
inflation through  
pricing

Protect margin  
without sacrificing  
volume

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