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Overview

About the Sustainability Report

As a leading Fast-Moving Consumer Goods (FMCG) company operating across a diverse value chain—from sourcing and manufacturing to distribution and consumer engagement—Masan Consumer is committed to transparent, consistent, and credible sustainability reporting. This sustainability report is intended to summarize the performance against sustainability targets, key sustainability initiatives, achievements to date, and ongoing efforts of Masan Consumer Corporation (“Masan Consumer” or “MSC”), along with our forward-looking sustainability strategy and management approach to material sustainability topics, to all our stakeholders.



Reporting Framework

GRI 1

This Sustainability Report has been prepared with reference to the Global Reporting Initiative (GRI) Standards 2021, applying the core principles of accuracy, balance, clarity, comparability, reliability, and timeliness as outlined in GRI 1: Foundation 2021.

The report also references a range of sustainability frameworks, standards, and rating methodologies such as the UN Sustainable Development Goals (SDGs), the International Finance Corporation (IFC) Performance Standards, S&P Global Corporate Sustainability Assessment criteria and guidelines. Greenhouse gas (GHG) emissions are calculated using recognized methodologies such as the GHG Protocol.

Reporting Boundaries

GRI 2-2 GRI 2-3

Masan Consumer has published an annual Sustainability Report since 2023, demonstrating our ongoing commitment to sustainable development, transparent disclosure of performance, and alignment with international reporting standards. Our 2023 and 2024 Sustainability Reports can be found here: Masan Consumer Sustainability Reports.

This report covers the ESG performance of Masan Consumer for the period 1 January – 31 December 2025, unless otherwise specified.

The report highlights sustainability efforts across Masan Consumer’s operations, including our headquarters and 14 manufacturing plants, which produce our full range of products—seasonings, convenience foods, bottled beverages, coffee, home and personal care items. For this report, Masan Consumer consolidated data from our headquarters and our manufacturing plants where Masan Consumer holds a share of 50% or more with management and operational control. Additional details on Masan Consumer’s operations and footprint can be found in the About Masan Consumer Corporation section.

The reporting boundary in the Sustainability Report 2025 has an increased number of Masan Consumer’s manufacturing plants – 14 factories compared to 13 factories as reported in the Sustainability Report 2024.

Third-party Assurance

GRI 2-5

We have engaged an independent third-party assurance provider to verify the integrity, accuracy, and consistency of several performance indicators similar to those from the previous year, mentioned in the Sustainability Report 2024. These indicators help us focus on continuously enhancing data quality and the effectiveness of verification processes, while also strengthening and aligning sustainability management practices with global trends.

Please refer to Appendix A - Ernst & Young’s Limited Assurance Statement for the 2025 Masan Consumer Sustainability Report.

Contact Information

We have prepared this Sustainability Report in both Vietnamese and English languages and made it available on our website at: masanconsumer.com

We value and appreciate all feedback to make future reports more relevant to stakeholders’ needs. Any questions or inquiries pertaining to our sustainability initiatives in this report, or general comments and feedback can be directed to:



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Message from CEO

GRI 2-22

“We remain steadfast in our ambition to transform a traditional FMCG company into a Consumer-Tech company that grows responsibly and creates long-term value for all stakeholders.”



Dear Shareholders, Partners, Consumers and Masaners,

The year of 2025 marked an important chapter in our journey toward sustainable and responsible growth. Besides a major transformation of our distribution platform, Retail Supreme, to better serve our consumers, we recognize that our role extends far beyond delivering high-quality products. We carry the responsibility to operate with integrity, minimize our environmental footprint, strengthen the communities we serve, and ensure that our people and partners grow alongside us. Sustainability is no longer a separate agenda—it is a core driver of our long-term business resilience and value creation.

This year, we made meaningful progress across our priority areas. We continued to enhance operational efficiency, creating superior products and investing in research and development to expand our “Good for Health” portfolio of nutritious products. These efforts are supported by more than 50 international experts, over 150 R&D professionals, and the Consumer-In-Love model, which engages more than 1,000 consumers each month to gather real-time insights into changing preferences and expectations. Key innovations in 2025 proved our early success, including: Wake-Up 247 Amazon energy drinks formulated with real coffee extract and B-vitamins; a ready-to-drink tea portfolio expanded with Tea365 Peach Oolong and Lemon Jasmine, both developed with low-sugar recipes aligned with healthier lifestyle trends; and Vivant Vitamin Water, a convenient functional beverage that provides daily vitamins and hydration for modern, on-the-go consumers.

We also strengthened our approach to climate and resource management. In response to growing expectations from consumers, regulators, and investors, we have accelerated our energy efficiency programs and expanded the adoption of renewable energy at selected facilities. Notably, a 535.5 kWp rooftop solar system has been installed at the Vinh Hao factory, while additional solar projects at Masan Industrial One Member Company Limited (MSI), Masan HG One Member Company Limited (MHG), and Masan MB One Member Company Limited (MMB) are progressing on schedule for commissioning in early 2026. While our emissions profile reflects the realities of an expanding FMCG business, we remain committed to advancing our decarbonization ambitions through energy efficiency and transitioning to renewable energy to achieve the target for GHG emissions from our own operations. Beginning in 2026, we will initiate Scope 3 emissions quantification across our supply chain and strengthen collaboration with suppliers to support our decarbonization targets. Our commitment to improve climate resilience also drives us to plan and conduct comprehensive physical and transition climate risk assessments across our facilities and key Tier 1 suppliers. Further committing ourselves to Extended Producer Responsibility (EPR) and circular economy, we also invested in more sustainable packaging solutions, including advancing material-efficiency initiatives across our product portfolio by the optimized preform design—reducing plastic weight from 13.5 grams to 12.15 grams—to our PET bottle products across our beverage portfolio and further evaluation of the use of recycled PET into our packaging. We acknowledge that significant work lies ahead—and we are committed to taking the right steps, at the right pace, with transparency and accountability.

We place the highest importance on our people, recognizing them as the heart of true transformation. This year, we prioritized building capability, safety, and employee wellbeing more than ever. We expanded employees’ skills and competencies through a range of training programs covering technical expertise, data & business intelligence, AI in Action learning series, advanced leadership & workplace efficiency initiatives, and reinforced our safety culture across all sites. We also invested in programs to promote employee engagement, mental health, and a more inclusive workplace. Our people remain the driving force of our transformation, and their resilience and commitment inspire us to aim higher.

In parallel, we deepened our engagement with consumers and communities. As an FMCG business, we touch millions of households, and we understand the importance of earning their trust every day. Our integration of real-time data across the entire distribution network is advancing our Digital 4P strategy by enhancing our ability to deliver the right products, at the right price, in the right place, with the right engagement—precisely when consumers need them. By building the large-scale, data-driven B2B2C retail ecosystem, we are creating a more resilient and efficient value chain that reduces waste, minimizes resource inefficiencies, and ensures consistent product accessibility, supports scalable growth that creates long-term value for both consumers and other stakeholders.

Beyond business, we take pride in giving back to the community. In 2025, our community programs focused on nutrition - “One Million Meals with Meat” initiative; Health and local economic support, reinforcing our belief that shared value is central to sustainable growth.

We also advanced our governance foundations. We strengthened ESG oversight, enhanced internal controls, expanded compliance training, and reinforced our commitment to ethical business conduct. We continued to improve data governance and cybersecurity measures to safeguard trust in an increasingly digital environment. Good governance is the backbone of our strategy; it enables us to operate responsibly, transparently, and in alignment with international standards.

Looking ahead, we remain steadfast in our ambition to transform a traditional FMCG company into a Consumer-Tech company that grows responsibly and creates long-term value for all stakeholders. Our sustainability strategy will continue to focus on consumer-centric, high-quality products; climate action; circular packaging; responsible sourcing; people development; and strong governance. We will deepen collaboration with suppliers, customers, and partners to accelerate progress and scale our impact across the value chain.

The challenges before us—from resource constraints to evolving consumer expectations—are complex, but they also present opportunities for meaningful transformation. With a clear roadmap, the dedication of our people, and the trust of our stakeholders, I am confident that we are building a more resilient, innovative, and sustainable future for our company and the communities we serve.

Thank you for your continued partnership and support.

About Masan Consumer Corporation

GRI 2-1 GRI 2-6

Masan Consumer Corporation is a leading Vietnamese company specializing in branded fast-moving consumer goods (FMCG). Our diverse product portfolio includes seasoning, convenience foods, instant coffee, energy drinks, and home and personal care items. At Masan Consumer, our core business philosophy is to “uplift the spiritual and material lives of Vietnamese consumers each and every day”. In accompaniment, we also believe in “Doing Well by Doing Good” in every aspect of our operations.

30 years of heritage



5
Power Brands, each generating \$100+ million in annual revenue, with further expansion prospects

98%
Vietnamese households have at least one Masan Consumer product

500,000
GT retail POS & 10,200 MT retail POS



Seasoning



Convenience foods



Bottled Beverage



Coffee



HPC

Premium



Chili sauce



Fish sauce



Soy sauce

Mainstream



Fish sauce



Soy sauce



Restaurant meal replacement



Instant noodles



Instant noodles



Energy drink



Water



Cereal



Energy drink



RTD tea



Water



Instant coffee



Instant coffee



Detergent



Detergent (MT - focus)



Detergent (GT - focus)



Personal care

4,200

sales personnel

263

exclusive distributors

500,000

General Trade (GT)

10,200

Modern Trade (MT) active selling points

16

strategically located distribution centers across
key regions in Vietnam

~60%

of Vietnam’s population resides in rural areas,
where GT remains the dominant retail channel

~4,600

points of sale

Masan Consumer has one of the most extensive distribution networks in Vietnam, with approximately 4,200 sales personnel and 263 exclusive distributors covering 500,000 General Trade (GT) and 10,200 point of sales (“POS”) in Modern Trade (MT). To ensure efficient distribution, Masan Consumer operates 16 strategically located distribution centers across key regions in Vietnam. This robust network is a key competitive advantage, as over 60% of Vietnam’s population resides in rural areas, where GT remains the dominant retail channel. However, the shift from GT to MT is accelerating, driven by rapid urbanization and rising incomes. Masan Consumer also benefits from being part of the Masan Group ecosystem, which includes WinCommerce - the operator of Vietnam’s largest MT retail network, with nearly 4,600 points of sale. In 2025, sales through the GT and MT channels contributed over 82% and 13%, respectively to Masan Consumer’s net revenue.

82%

In 2025, sales through the GT channel contributed to Masan Consumer’s net revenue.

13%

In 2025, sales through the MT channel contributed to Masan Consumer’s net revenue.



Our Value Chain

GRI 2-6

At Masan Consumer, our value chain is designed to deliver high-quality, sustainable products and services that meet the evolving needs of Vietnamese consumers. We take a holistic, end-to-end approach—from sourcing raw materials responsibly to delivering value to customers through innovative retail and digital experiences. By integrating sustainability into our value chain, we drive greater efficiency and traceability and build resilience throughout our operations.

Our Value Creation Process

Input – The Resources We Use



Our Value Creation Process



Outcome – The Value We Create

Human Capital

Invested

34,323

hours in employee training

Provided training and development for employees,

6.24

hours/person/year

Awarded a

Great Place to Work Certification

by Great Place To Work® and Fortune’s Top 100 Best Companies to Work for Southeast Asia 2025.

Creating Value for Our Stakeholders: Employees



Financial Capital

As of 31 December 2025, Net Revenue:

VND 30,577 billion

Masan Consumer’s EBITDA:

VND 8,005 billion

40%

Increase in sales representative productivity, YoY.

Creating Values for Our Stakeholders:
Shareholders, Investors, and Regulators



Manufacturing Capital

100%

of manufacturing plants are certified to international standards – Food Safety System Certification (FSSC) 22000, ISO 22000, and Hazard Analysis and Critical Control Points (HACCP) Food Safety Management



Relationship Capital

Social investment of over

VND 19.5 billion to support communities.

Masan Consumer is a member of the following industry associations:

- Vietnam Fish Sauce Association.
- Vietnam Culinary Association.

Creating Values for Our Stakeholders:
Community, Business Partners
and Investors.



Intellectual Capital

Masan Consumer investment in R&D resource:

50 international experts, over 150 R&D professionals

Consumer Innovation Center (CIC), which interacts with more than

1,000

consumers each month to gather direct ideas and feedback from the earliest stages of product development.

Approximately

1,200

innovative initiatives with a success rate of implementation of roughly 20%

Creating Value for Our Stakeholders:
Customers, Shareholders, and Investors



Our Sustainability Strategy

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2025 Sustainability Highlights (continued)

Winning Hearts and Minds of Our People and Customers

Women accounted for

44.3%

of the senior and middle management-level workforce.

91%

of surveyed employees view Masan Consumer as an excellent workplace.

Zero

complaints from regulatory bodies concerning breaches of customer privacy.

Zero

cases of identified leaks, thefts, or losses of customer data.

34,323 hours

of training provided to employees.

Masan Consumer adopted the Information Security Policy, Code of Conduct, Anti-Money Laundering Policy, Bribery Policy, and Counter-Terrorism Financing Policy from the Masan Group.

Masan Consumer issued the Regulations on Risk Governance and Management.



2025 Achievement
and Awards

In 2025, Masan Consumer achieved a top-tier ESG score, ranking in the top 15% globally in the Food Products industry according to the S&P Global Corporate Sustainability Assessment (CSA), one of the world's most recognized ESG assessments. We continue to benchmark our sustainability performance through the S&P Global CSA annually.

Our commitment to sustainable business practices over the years has helped Masan Consumer and our products gain recognition from national and international organizations:

Great Place
to Work
(2023-2025)

For three consecutive years, Masan Consumer has been recognized as a Great Place to Work by the Great Place to Work (2023-2025)

National Brand
2024-2026

Vinacafé Biên Hòa, Vĩnh Hảo Mineral Water

Enterprise of
Choice

Award by CareerViet – 2024-2025

Top 100 Best
Companies
to Work

Fortune's Top 100 Best Companies to Work for Southeast Asia 2025

Brand in the
hearts of
young people

Super FMCG Brand

Sustainability
Assessment

Participated in S&P Global CSA for the second year, with a high score

Top 50
Representative
Enterprises

of Ho Chi Minh City

Our Sustainability Statement

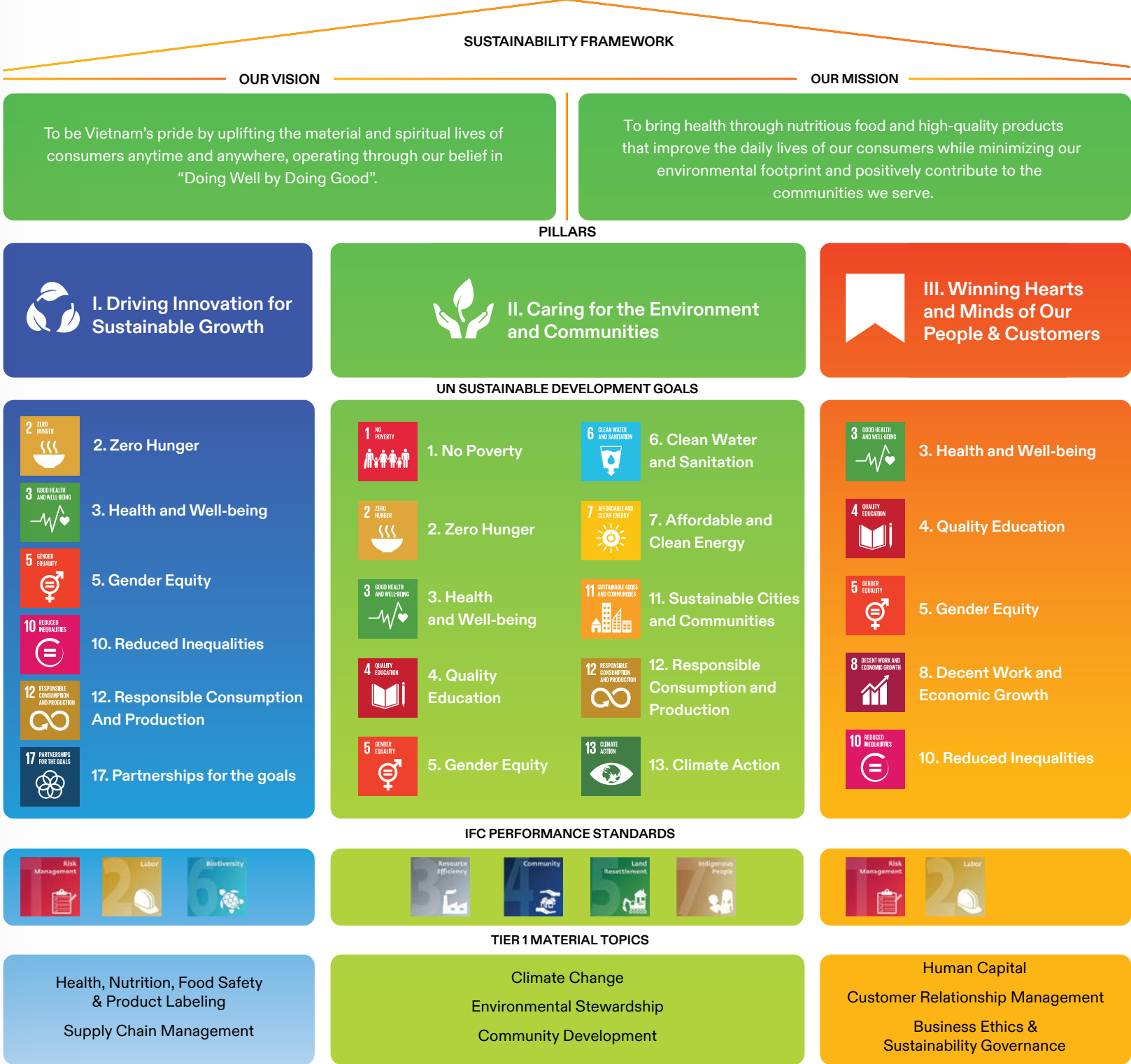
Driven by the aspiration to contribute positively to society, Masan Consumer aims to maintain its position as a leading FMCG enterprise by delivering high-quality, accessible, and affordable products that support everyday life. Sustainability is integrated into our long-term business direction by systematically incorporating environmental, social, and governance (ESG) considerations into business strategy execution, operational management, and investment decisions.



Our Sustainability Framework

GRI 2-24

Guided by the principle of “Doing well by doing good” and anchored by Masan Group’s Sustainability Framework, we seek to align commercial performance with positive social and environmental outcomes and adhere to good corporate governance. This commitment is reflected in continuous improvements in product quality and safety, the pursuit of efficient and responsible manufacturing practices, and the maintenance of transparent and trustworthy relationships with consumers and other stakeholders. Through these efforts, Masan Consumer aims to support sustainable value creation for all stakeholders while contributing to broader community development and environmental protection.



2025 Performance against targets

Pillars	Targets and KPIs	Progress	2025 Achievement
 Driving Innovation for Sustainable Growth	Health and Nutrition, Food Safety and Product Labelling		
	Maintain 100% compliance for products (safe for health) and labeling.	✓	Achieved 100% compliance with safety and labeling standards.
	Incorporate 'Good for Health' initiatives into the research & development process to develop at least five healthier products	✓	- Expanded the Ready - To - Drink tea and functional beverage portfolio with low-sugar. - Introduced Vivant Vitamin Water to meet rising demand for healthy, on-the-go hydration. - Wake-Up White Coffee applies low-temperature roasting technology to deliver a smooth, low-acid profile that is gentler on the consumer's stomach.
	Supply Chain Management		
	At least 50% of Masan Consumer's Key Tier 1 suppliers adhere to our Sustainable Supply Chain Guideline	🔄	Completed supplier categorization, with 17 suppliers identified as Tier 1 or Key Tier 1
 Caring for the Environment and Communities	Climate Change		
	By 2030, 15% reduction for Scope 1 and 2 GHG emissions	🔄	17% reduction of Scope 1 GHG emissions compared to the 2023 baseline
	By 2050, achieve Net Zero GHG emissions, aligning with Vietnam Nationally Determined Contribution	🔄	535.5 kWp of installed rooftop solar system
	Environmental Stewardship		
	Reduce water use by 5 to 10% per production unit annually through enhanced water recycling practices by 2025	✓	5.3 % reduction in water withdrawal across our manufacturing operations compared to 2024. 15.0 % reduction in water withdrawal per ton of finished products. 10.4% reduction in water consumption per ton of finished products
	Increase waste recycling by 50% by 2025	✓	85.2% of waste was diverted from disposal. 53.5% of waste recycling
	Community Development		
	Programs are developed for the focus areas of human health, food and nutritional sciences, and sustainable agribusiness, with technology integration for the community, and defined engagement and impact targets.	✓	Over VND 19.5 billion contributed to community development initiatives, including healthcare and nutrition, social security, and an essential food support program for flood-affected areas (Details refer to the section Community Development)



Pillars	Targets and KPIs	Progress	2025 Achievement
 Winning Hearts and Minds of Our People and Customers	Human Capital		
	Maintain employee satisfaction survey score of at least 70% annually.	✓	91% of surveyed employees view Masan Consumer as an excellent workplace
	A 38% representation of women in Manager and above is maintained.	✓	Women accounted for 44.3 % of the senior and middle management-level workforce
	Minimum score of 70% in the Diversity and Inclusion section of “Great Place to Work” survey is sustained.	✓	94% of surveyed employees agreed they are treated fairly regardless of gender and race.
	Maintain a Total Injury Rate (TIR) below 0.5	✓	The Total Injury Rate (TIR) in 2025 is 0.24
	Customer Relationship Management		
	90% of customer satisfaction score is maintained through and beyond 2030		Customer satisfaction measurement framework is under development; customer feedback is currently collected through business operations and channel interactions, but no company-wide satisfaction score has been formally established for reporting yet
	Business Ethics		
	By 2025, 100% involvement of relevant employees in implementing ESG practices, with staff ranked Supervisor and above annually trained on crucial topics.		96% of employees ranked Supervisor and above involved in implementing ESG practices in 2025



Partnerships, Memberships and Certifications

GRI 2-28

Partnerships and Memberships

Masan Consumer is a member of the following industry associations:

- Vietnam Fish Sauce Association, and
- Vietnam Culinary Association

International Standard Management System and Certifications

- HACCP (Hazard Analysis Critical Control Point)
- ISO 9001: 2015 (Quality Management Systems)
- ISO 14001: 2015 (Environmental Management Systems)
- ISO 50001: 2018 (Energy Management Systems)
- ISO 14064-1:2018 (GHG Inventory)
- ISO 45001: 2018 (Occupational Health and Safety Management Systems)
- ISO 22000: 2018 (Food Safety Management System)
- BRCGS Brand Reputation through Compliance Global Standards - Global Food Safety Standards
- HALAL Certification
- SA8000: 2014 (Social Accountability Management System)



Our Approach to Sustainability

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Our Approach to sustainability

Materiality Assessment

GRI 3-1 GRI 3-2 GRI 2-23

In 2023, Masan Group conducted a rigorous materiality assessment using the GRI 3- Material Topics 2021 guidance approach. This assessment remains a critical tool for effectively identifying, prioritizing, and addressing the environmental, social, and governance (ESG) topics that matter most to our stakeholders and are most significant to the Group's long-term business performance. Building on this foundation, Masan Consumer conducts a comprehensive review of material topics every two years to enable a deeper analysis of real and emerging impacts in line with ongoing changes in the business landscape.



Process of Materiality Assessment

Our materiality assessment approach and selection of material sustainability topics align with the GRI Standards 2021. This process enables us to focus our sustainability strategy, allocate resources effectively, and disclose information that best reflects our real impacts and stakeholder expectations. The assessment followed the following steps:

 Step 01 IDENTIFICATION	 Step 02 PRIORITIZATION	 Step 03 VALIDATION
Masan Consumer and Masan Group analyzed global trends, frameworks, standards, and peer benchmarks to identify 18 key sustainability topics.	We consulted internal and external stakeholders, including partners, investors, suppliers, and consumers, to gain their perspectives on the 18 sustainability topics.	Based on engagement inputs, we mapped 18 sustainability topics in a matrix that shows their influence on stakeholders and their impact on Masan's business. The ESG committee reviewed, endorsed, and approved the material topics list in 2023. Every 2-3 years, the Board reviews the materiality. Every 2-3 years, the Board reviews the materiality assessment to ensure our business strategy aligns with the evolving sustainability framework, standards, industry benchmarks and stakeholders' expectations.

Results of Materiality Review 2025 and Materiality Matrix

From the 2025 Materiality Review, the selected sustainability topics in 2023 remain material amid recent developments, including evolving sustainability frameworks, industry benchmarking, global trends, and the business landscape. Aligned with Masan Consumer's business strategy with the Digital 4P (Product, Place, Price and Promotion) model, where automation and digitalization are the core pillars of our operational transformation roadmap, the emerging risks of data protection and cybersecurity under the material topic of "Innovation" have been elevated to high-priority issues to reflect the growing importance of innovation, technology, and information security.



Material Issues		Impacts on Economy, Society and Environment	The potential or actual impact (negative/positive)	Business Drive (Opportunity/Risk)	Affected Key Stakeholders
Driving Innovation for Sustainable Growth					
2 ZERO HUNGER 3 GOOD HEALTH AND WELL-BEING 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Health, Nutrition, Food Safety & Product Labeling	Delivering safe, nutritious, and clearly labeled products protects consumer well-being and builds trust, generating positive long-term social impacts.	+ - Actual and potential positive and negative impact.	Opportunity / Risk ^(*)	- Consumers and the general public - Government and regulators - Customers/Retailers - Research Institute - Suppliers
	Supply Chain Management	Effective supply chain management, including traceability systems, certification, and transparency, strengthens operational efficiency and supplier resilience, creating positive medium- to long-term economic and social impacts and building trust among consumers, suppliers, and investors. We focus on responsible, safe supply chain management across the upstream and downstream.	+ - Actual and potential positive and negative impact.	Opportunity / Risk ^(*)	- Suppliers - Consumers - Distributors and Trade customers
Caring for the Environment and Communities					
7 AFFORDABLE CLEAN ENERGY 13 CLIMATE ACTION	Climate Change	Climate change has significant negative impacts on supply chains, production capacity, and food security. In contributing to adaptation and mitigation of climate change, we prioritize reducing greenhouse gas emissions, transitioning to renewable energy, and enhancing energy efficiency, while adapting our production systems.	- Potential negative impact	Risk	- Local communities - Government and regulators - Suppliers - Shareholders/ Investors
	Environmental Stewardship	Efficient resource use and compliance with regulations such as the Environmental Protection Law 2020 and Decree 06/2022/ND-CP support positive long-term environmental and economic outcomes.	+ - Actual and potential positive and negative impact.	Opportunity / Risk	- Local communities - Government and regulators - Suppliers
Note: (*) Refer to Section Risk Factors (page 112 - 123) in Masan Consumer Annual Report 2025 for details					

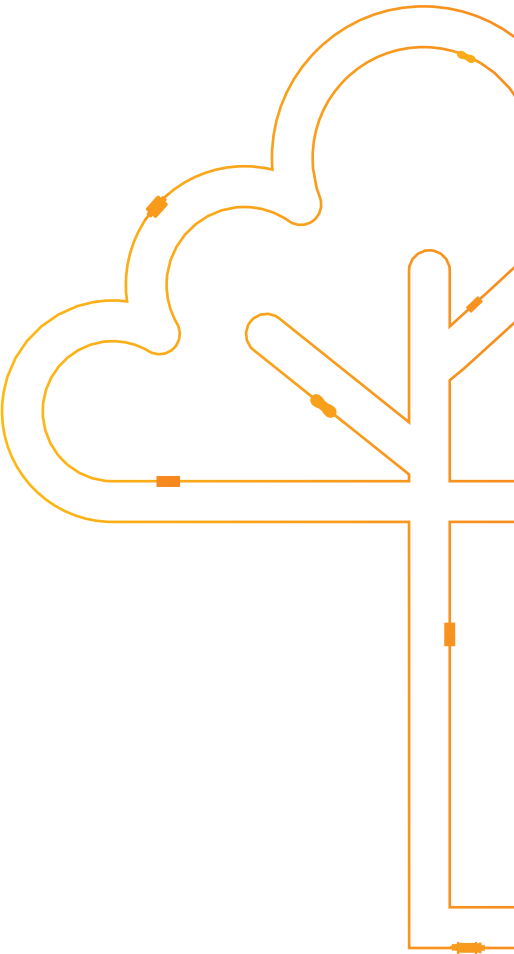
1NO POVERTY 2ZERO HUNGER 3GOOD HEALTH AND WELL-BEING 4QUALITY EDUCATION 8DECENT WORK AND ECONOMIC GROWTH 12RESPONSIBLE CONSUMPTION AND PRODUCTION	Material Issues Impacts on Economy, Society and Environment The potential or actual impact (negative/positive) Business Drive (Opportunity/Risk) Affected Key Stakeholders				
	Community Development Investments in community programs support local livelihoods and social cohesion, creating positive medium- to long-term social impacts and strengthening the company's relationship with the local community, credibility, and presence. + Actual and potential positive impact Opportunity Local communities Government and regulators				
4QUALITY EDUCATION 5GENDER EQUALITY 8DECENT WORK AND ECONOMIC GROWTH 10REDUCED INEQUALITIES 3GOOD HEALTH AND WELL-BEING 8DECENT WORK AND ECONOMIC GROWTH 12RESPONSIBLE CONSUMPTION AND PRODUCTION 16PEACE, JUSTICE AND STRONG INSTITUTIONS 17PARTNERSHIPS FOR THE GOALS	Winning Hearts and Minds of Our People & Customers				
	Human Capital Enhancing employees' skills and capabilities to keep pace with technological and business changes continuously strengthens the organization's competitiveness, while also fostering long-term engagement. + - Actual and potential positive and negative impact. Opportunity / Risk^(*) Employees				
	Occupational Health and Safety Strong occupational health and safety practices, aligned with Vietnam's Labor Code and safety regulations, reduce workplace incidents and protect employee well-being, yielding positive short- to long-term social and economic impacts through lower disruption and higher morale. + - Actual and potential positive and negative impact. Opportunity / Risk^(*) Employees Local communities				
	Customer Relationship Management (CRM) Strong customer service and engagement enhance customer satisfaction and loyalty, can generate positive medium- to long-term economic impacts. + Actual and potential positive impact. Opportunity Customers Shareholders and Investors				
	Business Ethics & Sustainability Governance Conducting business with good governance, transparency, and accountability strengthens stakeholder trust and mitigates legal and reputational risks, particularly at a time when sustainability governance is increasingly monitored by regulators and financial institutions. + - Actual and potential positive and negative impact. Opportunity / Risk^(*) Employees Shareholders and Investors Suppliers				
	Note: (*) Refer to Section Risk Factors (page 112 - 123) in Masan Consumer Annual Report 2025 for details				

Sustainability Governance

- GRI 2-9
- GRI 2-11
- GRI 2-12
- GRI 2-13
- GRI 2-14
- GRI 2-16

In 2024, Masan Consumer established an ESG Committee responsible for implementing our ESG agenda, programs, and initiatives, and for monitoring and reporting progress toward meeting our ESG targets to both Masan Consumer and Group-level leadership. We have assigned an ESG Champion to manage the ESG Committee and oversee all ESG -related matters for Masan Consumer and that sustainability operations align with the Group's sustainability policies, strategies and targets. The ESG Champion also represents the Company at the Group-level ESG Committee, which is the main cross-functional collaboration and accountability mechanism for sustainability issues across the Group companies.





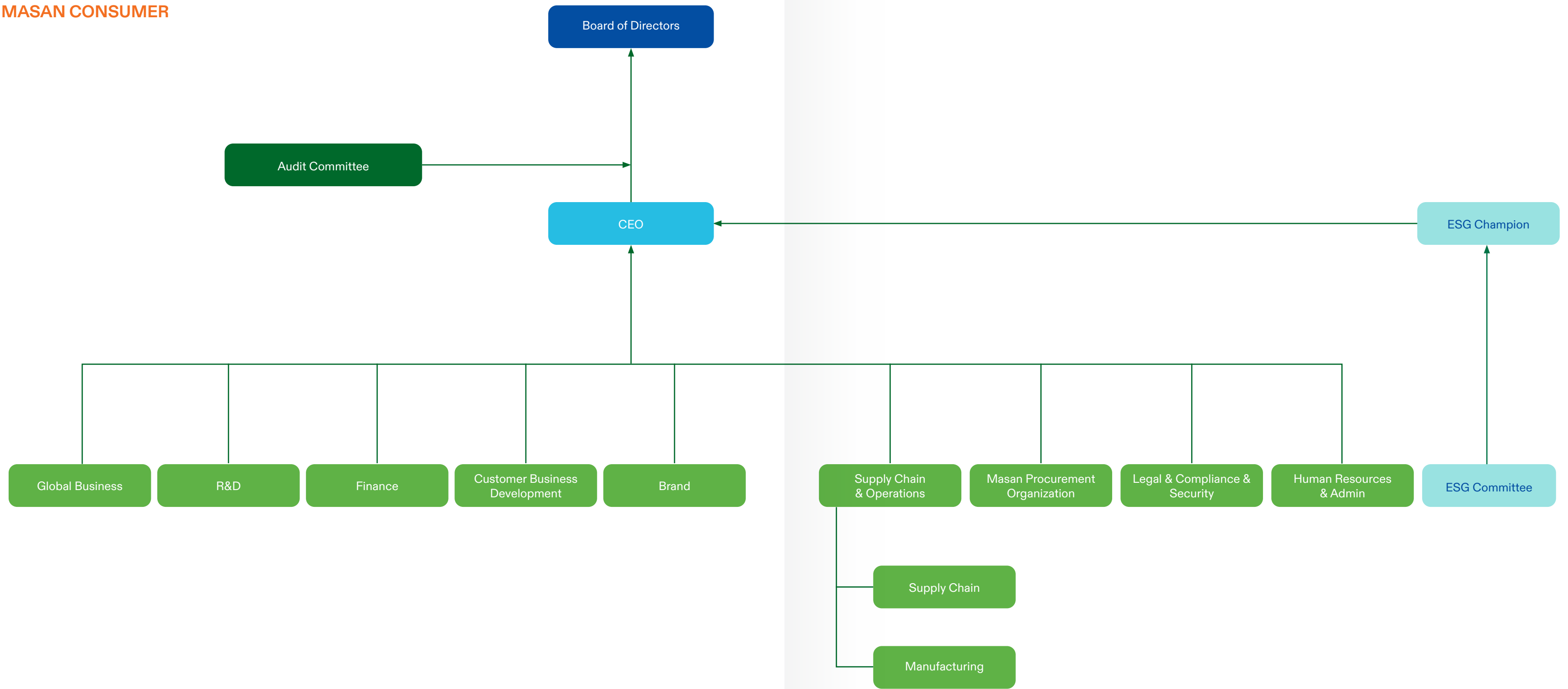
Masan Consumer's ESG Committee Roles and Responsibilities

Role	Responsibilities
Board of Directors & Chief Executive Officer	- Approve policy, strategy on sustainability that aligns with Group sustainability strategy and orientation. - Supervise formulation, implementation, and execution of sustainability policy. - Receive regular updates from ESG Champion on progress against key performance indicators.
ESG Champion	Responsible for overseeing all sustainability-related matters for MCH and representing MCH at the group-level ESG Committee to facilitate collaboration and accountability on sustainability issues within MCH and other subsidiaries within Masan Group.
ESG Committee	- Responsible for implementing Masan's sustainability agenda, programs, and initiatives, as well as monitoring and reporting progress to MCH and Group-level leadership. - Responsible for consolidating ESG performance progress into the annual report/sustainability report and internally verifying sustainability data across various functions.

The ESG Committee Member of Masan Consumer

Topics		ESG Committee member
All sustainability-related topics		MSC ESG Champion - Chief Operating Officer
Driving Innovation for Sustainable Growth	Health, Nutrition, Food Safety & Product Labeling (“S”)	Deputy (Associate) Director of Regulatory, Specification, and System
	Supply Chain Management (“S”)	Procurement Director – Raw Materials and Packaging
Caring for The Environment and Community	Climate Change (“E”)	Head of Manufacturing Engineer & Technology Solutions
	Environmental Stewardship (“E”)	Senior Director – Head of MCH Operational Plants
	Community Development (“S”)	Procurement Director – Raw Materials and Packaging
Winning Heart and Minds of Our People and Customers	Human Capital (“S”)	Director of Human Resources
	Customer Relationship Management (“G”)	Head of Digital Transformation – Conventional Channel
	Business Ethics and Sustainability Governance (“G”)	Senior Legal Manager

MASAN CONSUMER

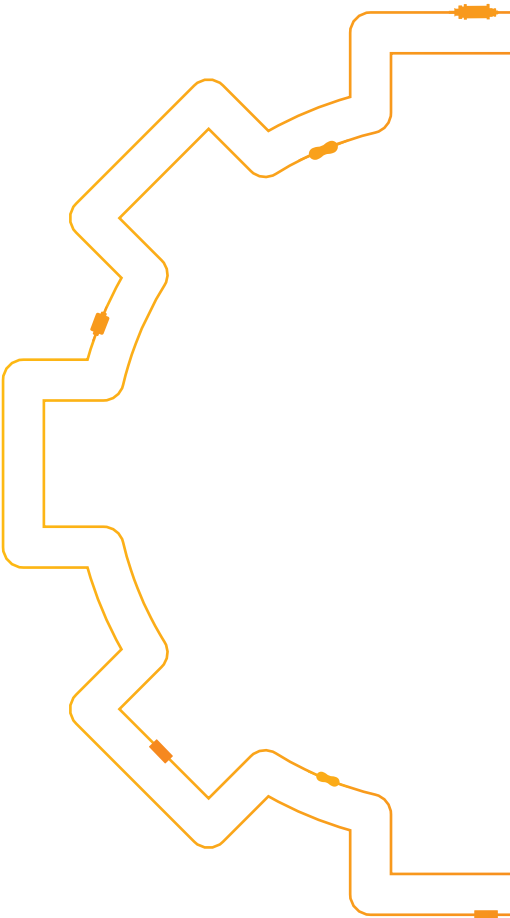
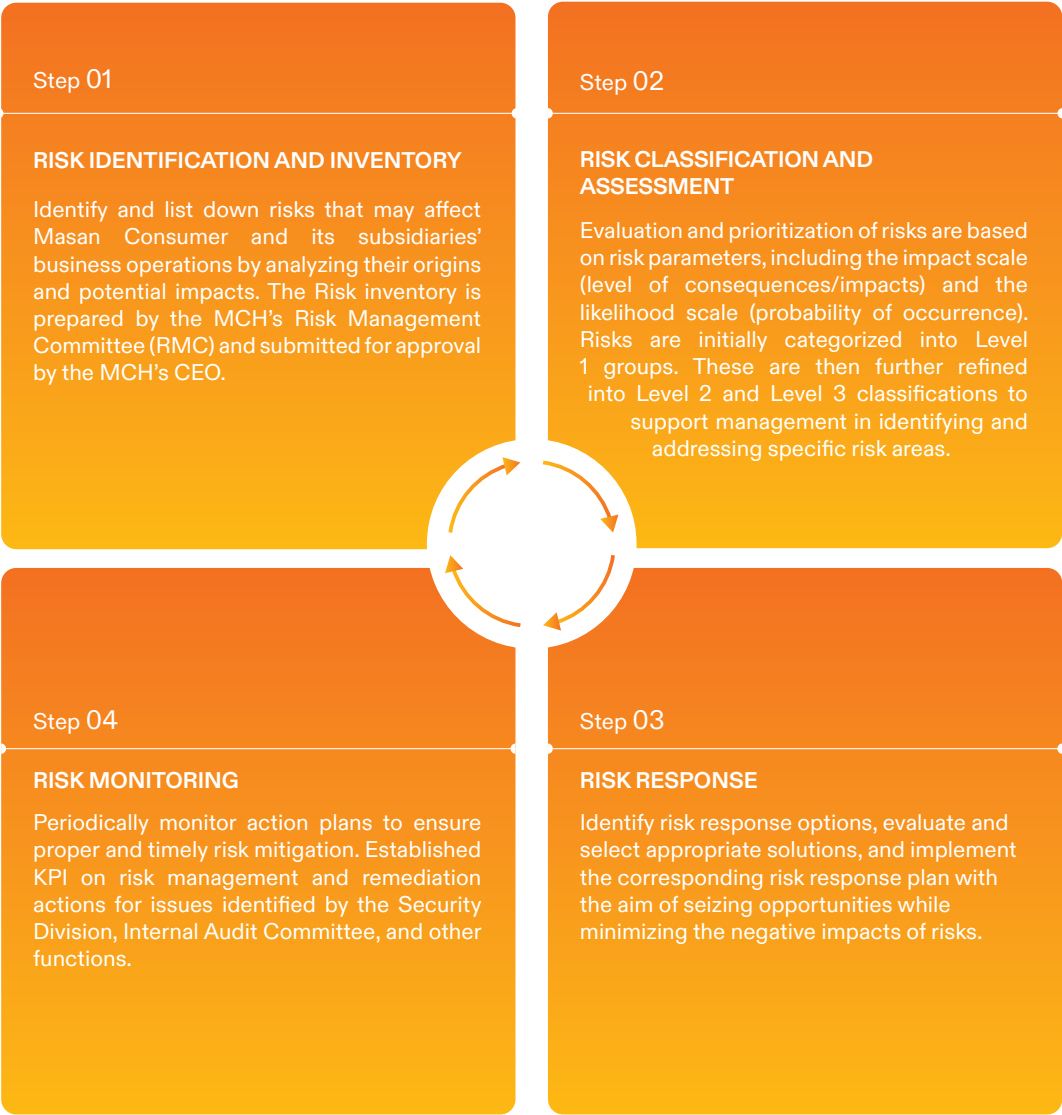


Risk Governance and Management

GRI 2-24

In 2025, MCH issued the Regulations on Risk Governance and Management, adopting Masan Group’s Risk Management Policy. The MCH’s Risk Governance and Management Regulation specifies risk governance, accountability, risk appetite, risk identification, assessment, management, and risk reporting mechanisms.

Risk Management Approach



Risk Governance

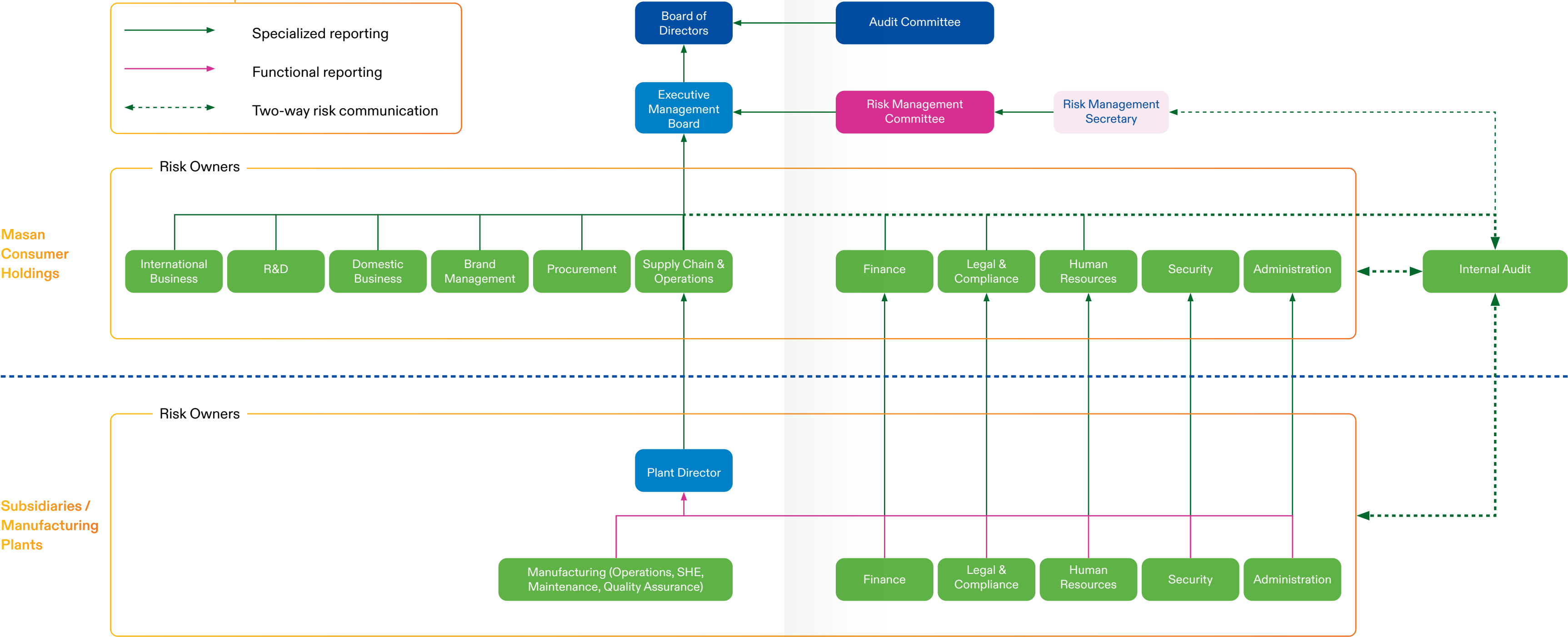
Masan Consumer adopts a three-layer risk governance framework to ensure effective risk oversight, accountability, and transparency.

- The first line roles are all Head of Departments, Managers, and Management Levels with a duty to operate factory activities together with identifying, assessing, managing, and reporting risks, as Risk Owners. The Risk Owners at factory-level are responsible for immediately implementing corrective actions to prevent recurrence, including manufacturing (operation, environment, health and safety, maintenance, quality control), finance, legal & compliance, human resources, security and administration departments.
- The second line roles are the Risk Management Committee (RMC), in coordination with the Functional department at Group-level, which reports to the CEO. The RMC is responsible for reviewing and monitoring remediation actions in the case of a risk event that has occurred. Functional departments at Group-level include international business, Research & Product Development (R&D), Supply Chain & Operation, Legal and Compliance, Human Resources, Internal Audit (IA).
- The third line roles include the Audit committee, reporting to the Board of Directors, performing an independent audit to ensure risk management implementation is effective and efficient, and providing recommendations for continuous improvement.

This structured approach enables timely risk response, strengthens enterprise resilience, enabling strategic decisions to be based on sound risk intelligence and in compliance with Vietnam’s legal and regulatory framework.

The Risk Committee convenes quarterly or as required to review the status of material issues, deliberates on matters related to risk management, and provides strategic directions on the assignment and execution of risk-management responsibilities across the organization.







Emerging Risk Analysis

CYBERSECURITY AND DATA PROTECTION	Risk Impact		As Masan Consumer accelerates its digital transformation through initiatives such as the advanced Digital 4P platform, Retail Supreme to digitize the GT channel, and end-to-end automation across warehouse and manufacturing operations, cybersecurity is becoming an increasingly significant emerging risk. The expansion of interconnected systems, real-time data flows, and digital interfaces with retailers, suppliers, and operational assets heightens exposure to threats such as data breaches, system intrusion, ransomware, and operational disruptions. These risks may affect business continuity, customer and retailer trust, and compliance with Vietnam’s evolving data protection and cybersecurity regulations. Cybersecurity risks pose significant impacts across various operational dimensions. These include risks of customer and supplier data leakage, disruption to digital business systems, penalties for violations of personal data protection laws, and reputational damage and loss of stakeholder trust.
	Risk Management		To adapt to this shift in business model, we have implemented comprehensive preventive and response measures to strengthen our cyber resilience, enhance secure-by-design practices, and invest in continuous monitoring and incident response capabilities to protect critical digital infrastructure and safeguard sensitive operational and consumer data. We adopt cybersecurity policies developed by Masan Group and practice covering all our operations. Additionally, cybersecurity measures are regularly reviewed and tested to ensure effective management of cyber threats, reinforcing stakeholder confidence and supporting secure growth in the digital economy era. Kindly refer to the details in the Data Privacy and Cybersecurity section.
SUPPLY CHAIN AND LOGISTICS DISRUPTION	Risk Impact		The fragility of global supply chains and logistics systems has emerged as a significant risk with wide-ranging economic effects. The ongoing trade conflicts, geopolitical uncertainties, climate change, and reliance on limited transport routes are disrupting the movement of goods and materials, affecting price stability, global supply–demand dynamics, and the long-term resilience of businesses. With diversified operations that depend on consistent inbound flows of raw materials, packaging, energy inputs, and finished goods, we faced the risk of supply chain and logistics disruptions with multifaceted impacts, including production and delivery delays, increased operating costs, and instability in raw material prices.
	Risk Management		We have adopted proactive strategies to enhance the resilience and readiness of our supply chain, such as diversifying sources of raw materials and suppliers to reduce single-source dependency, and proactively monitoring price trends in both domestic and global markets to develop appropriate business plans.



Stakeholder Engagement

GRI 2-29

Masan Consumer places importance on building engagement with all stakeholder groups. By analysing the level of interest in our business and/or the influence of stakeholders over the organization, we have identified seven stakeholder groups. From there, we shape our approach to fit each group by creating effective, tailored communication and engagement channels for each stakeholder, enabling regular discussions about their needs and expectations. To foster strong, collaborative relationships, we welcome feedback from and dialogue with our stakeholders beyond formal engagements. Additionally, we leverage stakeholder feedback and societal priorities to guide strategic decisions and strengthen transparent, high-value relationships that support long-term business resilience.

Stakeholder Group	Stakeholder’s Concerns or Interest	Our response actions	Engagement Method	Related Sustainability Matter
Shareholders / Investors	• Transparent and accurate disclosure • Return on investment • Disclosure of relevant information to shareholders • Good corporate governance • Risk management • Enhancement of business competitiveness	• Conducting business according to good governance principles and company regulations • Disclosing company performance with transparency	• Annual general meetings with shareholders • Regular face-to-face meetings and conference calls with major shareholders on the investment project • Investor days/briefing • Website, public announcement, press release • Annual Report • Sustainability Report	• Governance & Business Ethics • Economic Performance • Climate Change
Employees	• Learning and development opportunities • Rewards and recognition • Safe and healthy work environment	• Provide a safe, healthy, and supportive workplace, with policies and programs that protect employee wellbeing and promote a culture of care • Continuously developing employee capability • Strengthen employee engagement via regular communication, feedback channels, and surveys	• Annual employee gatherings and social clubs • Townhall meetings and internal information board • Annual survey on working environment • Monthly/quarterly health and safety briefing and training session on health and safety	• Human Capital Development • Employee Health and Safety • Talent Attraction and Retention

Stakeholder Group	Stakeholder's Concerns or Interest	Our response actions	Engagement Method	Related Sustainability Matter
Distributor & Trade Customers	- Supply chain disruptions. - Consumer trend. - Product innovation. - Customer relationship management. - Business practices and ethics. - Efficient logistics system.	- Develop products fully comply with all relevant quality and legal regulations of health and safety. - Offer more favourable terms or greater incentives to distributors.	Engage and assist distributor and trade customers by gathering information through various channels, including sales staff, online platforms, and hotlines.	Health, Nutrition, and Food Safety & Product Labeling
Consumers	- Product quality and safety. - Fair and responsible product pricing. - Environmentally friendly packaging. - Transparent product information through labeling. - Personal data security.	- Health-Focused Product Development: Through ongoing research and development, the company is developing Good for health products that promote good health and well-being for consumers. - Strengthen product transparency through clear labelling, accessible information, and responsible marketing practices. - Enhance customer service channels to handle inquiries, feedback, and complaints promptly across both online and offline touchpoints. - Monitor consumer insights and trends through the Consumer Innovation Center (CIC) and behavioural analysis from the WIN membership program. - Offering new experiences and services that are beyond consumers' expectations by: - Launching a one-stop membership platform connecting brands, retailers and consumers across all daily services. - Safeguard consumer data and privacy through secure digital platforms and adherence to data protection regulations.	- Consumer-in-love program- Survey consumers on product satisfaction and preferences to improve product quality and launch new products. - On-ground marketing event and sale promotion. - Marketing on social media.	- Health, Nutrition, and Food Safety & Product Labelling. - Customer Relationship Management.

Stakeholder Group	Stakeholder's Concerns or Interest	Our response actions	Engagement Method	Related Sustainability Matter
Suppliers	- Fair and robust procurement system - Social and environmental responsibilities - Anti-bribery and corruption	- Adapt the strategy for the sustainable supply chain from the Group - Communicating and auditing suppliers	- Annual supplier assessment or audits - Monthly and Quarterly communications with suppliers	- Supply Chain Management - Occupational Health and Safety
Government & Regulators	- Good corporate governance - Compliance with environmental, labor, health, and safety laws	- Compliance with relevant laws and regulations - Be responsible - Business operations and support national strategies and goals - Maintenance of good corporate governance practices	- Collaboration and partnership with the authority - Meeting with government agencies and statutory bodies - Participating in government events	Business Ethics and Sustainability Governance
Local Community	- Social and environmental responsibility - Job opportunities for locals - Contribution to local economic growth - Community event to promote good health and quality of life	- Launch initiative in each of our priority areas: human health, food science and nutrition, and sustainable agriculture, leveraging technology to create positive community impact - Support the development of local community infrastructure	- Launch various large-scale Corporate Social Responsibility (CSR) activities - Sponsor beneficiaries from vulnerable communities - Engage via hotline for community grievances.	Community Development

Our Sustainability Focus Areas

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Our Sustainability Focus Areas

Driving Innovation for Sustainable Growth

Health and Nutrition, Food Safety and Product Labeling

GRI 416-1 — GRI 416-2

We are dedicated to upholding the trust of consumers by delivering products that adhere to the highest standards of quality and safety.

Target

- Maintain 100% compliance for products (safe for health) and labeling
- Incorporate ‘Good for Health’ initiatives into the research & development process to develop at least five healthier products



2025 Performance

Maintain

100%

of manufacturing plants are certified to international standards – Food Safety System Certification (FSSC) 22000, ISO 22000, HACCP Food Safety management, and HALAL.

Maintain

100%

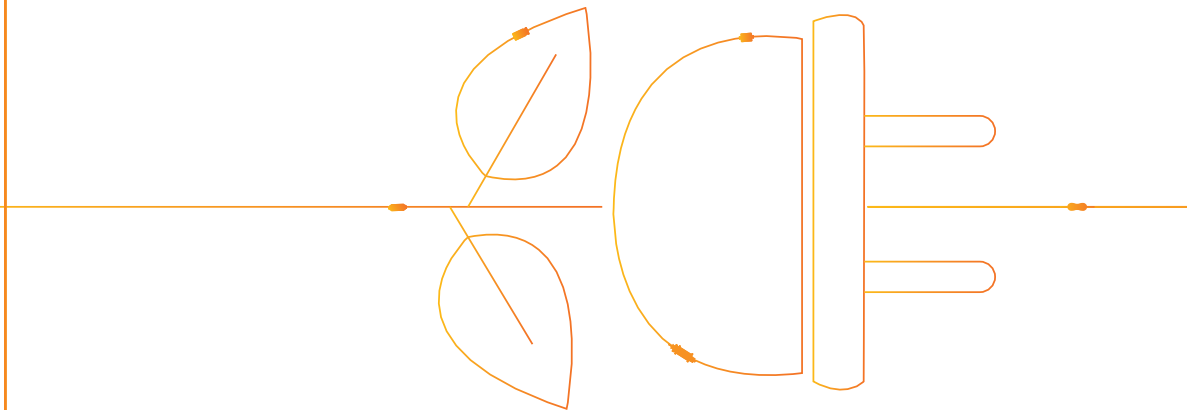
of significant product and service categories for which health and safety impacts are internally assessed for improvement.

Zero (0)

incidents of non-compliance concerning product and service information and labelling.

Zero (0)

incidents of non-compliance concerning the health and safety impacts of products and services across Masan Consumer's operation.



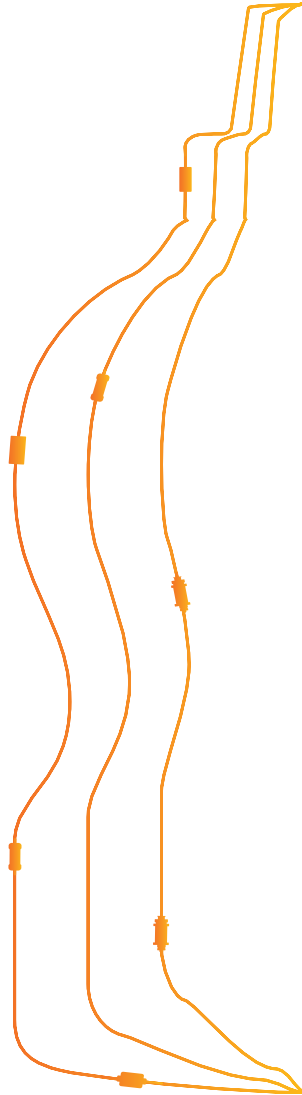
Product Quality and Safety

GRI 416-1 GRI 416-2

Management Approach GRI 3-3

Our Quality Policy is anchored in a robust QA/QC governance framework that safeguards product integrity, regulatory compliance, and operational excellence across the value chain. The policy is implemented through structured quality management systems, cross-functional oversight mechanisms, and continuous performance monitoring. We uphold the following principles across our operations:

- Compliance and continuous improvement: We comply with all applicable national regulations, international standards, and certified management systems, while continuously driving improvement across processes and practices.
- Consumer protection and product integrity: We are committed to protecting consumers by providing products that meet certified quality standards and respond to the needs and expectations of customers and stakeholders.
- Fairness, transparency, and professionalism: We conduct all quality-related evaluations and activities with fairness, integrity, transparency, and professionalism, aligned with the standards and requirements in place.
- Loss prevention and process control: We prevent losses and minimize any negative impact on product characteristics during production. We establish measurable, achievable quality objectives that support continuous enhancement of operational performance.





We strive to improve quality across all processes throughout the value chain, from raw material procurement to manufacturing, storage, and distribution. The main quality assurance activities for each process are as follows:

Quality Control of Raw Materials

Our production volumes depend on maintaining a stable and adequate supply of key raw materials (including cooking oil, fish, soybeans, raw fish sauce, chili, wheat flour, sugar, coffee, grains) and packaging materials (including plastic bottles, carton boxes, paper labels, plastic cups, and plastic bowls). Raw materials are sourced both domestically and imported, either directly from overseas or through third-party suppliers.

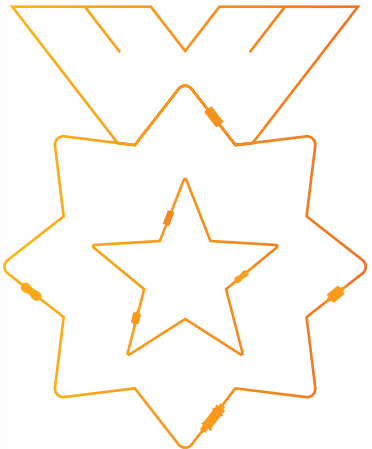
We acknowledge that high-quality raw materials are the foundation of safe, nutritious, and trusted food products. To ensure quality, we carefully select raw materials for production and implement specific quality control procedures for each type of input material. Our quality assurance team maintains a quality management system that complies with Vietnam’s technical requirements and international standards. This system includes checks for the quality of the input material.

Quality and Safety Management Systems in Manufacturing

To deliver high-quality, safe, and reassuring products, each of our manufacturing facilities operates under a rigorous Quality and Safety Management System built on internationally recognized standards. Our manufacturing facilities have acquired international standard certifications, such as Good Manufacturing Practice (GMP), Hazard Analysis and Critical Control Points (HACCP), ISO 22000 - Food Safety Management System, and ISO 9001-Quality Management System, ISO 14001 - Environmental Management System, FSSC 22000 - Food Safety System Certification, BRCGS - Brand Reputation through Compliance Global Standards, HALAL - Halal Certification.

Each manufacturing plant implements stringent process controls combining automated inspection technologies and trained visual checks. This dual-layer system prevents contamination, protects product characteristics, and minimizes the risk of defective products entering the market. We issued procedures for non-conformance management and control, and preventive actions, and implemented them across our operations to detect and address defects before products reach consumers. These systems significantly reduce the likelihood of product recalls and strengthen overall product stewardship.

GMP	Good Manufacturing Practice
HACCP	Hazard Analysis and Critical Control Points
ISO 22000	Food Safety Management System
ISO 9001	Quality Management System
ISO 14001	Environmental Management System
FSSC 22000	Food Safety System Certification
BRCGS	Brand Reputation through Compliance Global Standards
HALAL	Halal Certification



Quality Assurance at the Storage and Distribution Stage

To maintain product quality, we collaborate with Supra, a Masan Group entity, and take the utmost care with logistics. For example, we control temperature and humidity in our warehouses and take measures to reduce vibrations and shocks during transportation to help ensure that product quality remains intact throughout distribution. Additionally, a traceability system has been applied, enabling us to quickly identify and address any potential issues with raw materials, containers, or labeling after distribution.

Internal and External Audits of Quality Management System

Internal quality audits are conducted routinely to evaluate the effectiveness and compliance of our Quality Management System (QMS) across all plants and operational functions. These audits follow structured protocols based on HACCP principles and ISO-aligned requirements, covering raw material control, process hygiene, equipment conditions, critical control points, and documentation accuracy. Audit findings are reviewed by the head of the manufacturing plant and cross-functional teams to identify non-conformities, implement corrective and preventive actions (CAPA), continuously improve processes, install and upgrade our own quality control systems, and train our employees on new production and transportation standards to mitigate contamination and defective risks.

In addition to internal audits, our manufacturing facilities undergo independent third-party audits to validate compliance with globally recognized quality and safety standards. These include certifications such as ISO 9001 for Quality Management Systems and recognized food-safety standards (e.g., HACCP, ISO 22000, FSSC 22000, BRCGS).

ISO 9001	Quality Management Systems
HACCP	Hazard Analysis and Critical Control Points





Create safety and product quality awareness among relevant employees

We also believe it is important that each Masan Consumer employee is aware of the importance of quality in their activities, so we regularly conduct quality education and awareness programs through in-house training.

Training topics	Description	Frequency
Food safety and hygiene training in compliance with national law and regulations	Mandatory food safety training for employees covers basic food safety hazards, personal hygiene, sanitation of facilities and equipment, safe food handling, processing, storage, and transportation practices, contamination prevention, legal compliance obligations, and procedures for responding to food safety incidents.	Annual
Food Safety Preventive Control Alliances (FSPCA)	Training focuses on hazard analysis, risk-based preventive controls (process, food allergen, sanitation, and supply chain), and verification/validation procedures.	Initial awareness training
FSSC 22000 - Food Safety System Certification	Training focuses on developing, implementing, and maintaining an FSSC 22000-compliant management system.	Initial awareness training
ISO 9001 – Quality Management System	The training covers quality awareness, the company’s quality policy and objectives, job-related procedures, quality control responsibilities, risk-based thinking, and each employee’s role in delivering consistent quality and customer satisfaction.	Initial awareness training



Innovation

Driving innovation is essential for businesses to maintain competitiveness and pursue long-term, sustainable growth. Investment in research and development, as well as the application of new technologies, will optimize operational efficiency and respond to the evolving consumer's demands and expectations. At Masan Consumer, innovation is driven by the combined strength of breakthrough product development and advanced technology transformation.



Product Innovation

Health and Nutrition Research and Development (R&D)

Our specialized Health and Nutrition R&D team works tirelessly to develop healthy, nutritious products. They achieve this by constantly refining our product recipes, ensuring they meet both consumer desires and legal standards. Our strategic approach to health and nutrition is rooted in Masan Group's methods, which align with well-regarded global frameworks, including those of the Food and Agriculture Organization.

FOCUS AREA	PRODUCT INNOVATION	EXTERNAL COLLABORATION
Customer-centric approach	Science-based approach	Strategic collaboration
- Exploring consumer insights, preferences - Constantly refine our products to meet the changing needs of consumers and ensure consistent delivery of good taste and the right nutritional values - Develop healthier products to expand our target consumer group and promote consumers' health and wellbeing	Develop products based on scientific research from international institutions such as the World Health Organization (WHO) and the Food and Drug Administration (FDA), and from reliable market research centers. Innovation Continuous improvement to deliver high-quality innovative products to consumers by integrating cutting-edge technology.	Strategic collaborations with leading research institutes enable us to leverage cutting-edge scientific knowledge and validate the efficacy of our products through rigorous research and studies.



In 2025, we continued to invest in research and development to expand our portfolio of nutritious products under the “Good for Health” product line, responding to growing consumer demand for healthier and safer food and beverage options. These efforts are supported by more than 50 international experts, over 150 R&D professionals, and the Consumer-In-Love model, introduced in 2023, which interacts with more than 1,000 consumers each month to gather real-time insights on changing preferences and expectations. Insights collected through this model inform product design and reformulation priorities, particularly in relation to health, safety, and sustainability considerations, and are integrated into the Company’s innovation and product development planning processes. This consumer-driven, insight-powered innovation model has produced a robust pipeline over the years: since 2002, it has generated around 1,200 innovation initiatives, helping us consistently deliver products that are not only enjoyable but also aligned with growing expectations for health, quality, and safety.

50

international experts

>150

R&D professionals

>1,000

consumers each month to gather real-time insights on changing preferences and expectations in 2023

1,200

innovation initiatives since 2002



HÌNH ẢNH
THẬT
CỦA SẢN PHẨM



Clear, time-bound roadmaps have been established to progressively reduce sugar content across beverage product lines to less than

5%

while maintaining product quality and taste profiles.

Product Reformulation Initiatives in 2025

In 2025, we launched the Health and Nutrition program to guide product reformulation and innovation across our beverage portfolio. Under this program, clear, time-bound roadmaps have been established to progressively reduce sugar content across beverage product lines to less than 5%, while maintaining product quality and taste profiles. We have achieved:

- The ready-to-drink tea portfolio expanded with Tea365 Peach Oolong and Lemon Jasmine, both developed with low-sugar recipes aligned with healthier lifestyle trends. Masan Consumer also introduced Vivant Vitamin Water, a convenient functional beverage that provides daily vitamins and hydration for modern, on-the-go consumers.



- Wake-Up White Coffee applies low-temperature roasting technology to deliver a smooth, low-acid profile that is gentler on the stomach, reinforcing the Company's focus on consumer safety and digestive comfort.



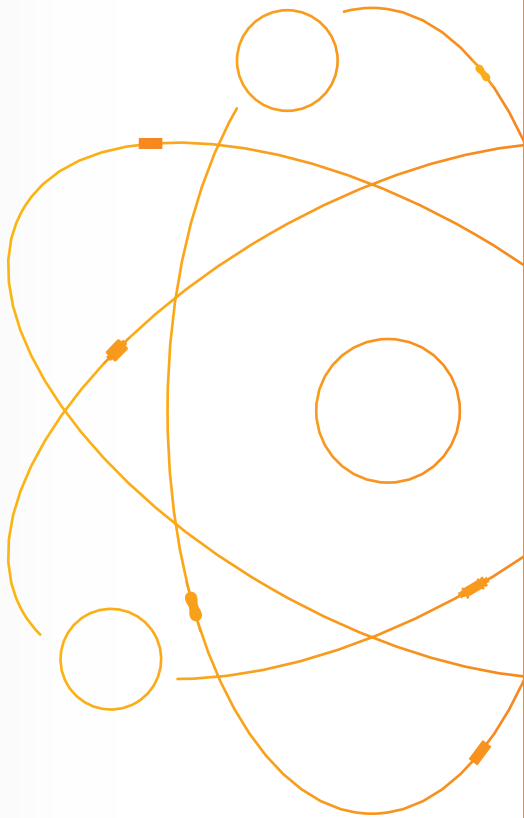
This initiative reflects the MCH's commitment to supporting healthier consumer choices and aligning product development with evolving nutritional expectations and public health objectives.

Technology Innovation

Masan Consumer is advancing its Digital 4P strategy by upgrading manufacturing and supply-chain operations through automation and real-time digital systems. The Company is moving toward a data-driven model where production steps are automated, key operating parameters are controlled digitally, and manual work is reduced to improve efficiency, stability, and consistency.

Operational data is centralized in a unified data platform, breaking down silos and laying the foundation for advanced analytics and future AI/ML applications. Core systems—such as Planning, Enterprise Resource Planning (ERP), Quality Management, WMS, TMS, and Retail Supreme—are connected in line with International Society of Automation (ISA-95) standards, enabling smooth, end-to-end integration across the value chain. This digital ecosystem also supports automated performance tracking linked directly to operational data.

Following successful pilots at Masan Industrial One Member Company Limited (MSI) and Masan HG One Member Company Limited (MHG), the program is expanding across six major factories with completion targeted for early 2026 and full rollout by year-end. This transformation strengthens MCH's capabilities in smart manufacturing and builds a scalable digital foundation for future growth.





Product Labelling

GRI 417-1 GRI 417-2

Masan Consumer recognizes the importance of providing nutrition information about our products, enabling consumers to make informed choices. We strive to provide consumers with the necessary information promptly and appropriately, including details on safety and security.

Management Approach

Our labeling practices strictly adhere to Decree No. 111/2021/ND-CP, which amends and supplements Decree No. 43/2017/ND-CP, issued by the Vietnamese government concerning the labeling of goods. We have implemented a robust, multi-step process for developing and approving product labels:

- Internal Review: Our Quality Assurance Division, collaborating with the relevant development and production divisions, associated with our Research and Development (R&D) team, meticulously reviews all label content. This review focuses on verifying the accuracy of information on ingredients, nutritional values, allergens, usage instructions, and any other claims on the label. This stage aims to confirm that the labels meet both regulatory and our high-quality, transparent standards.
- Legal Compliance Check: We conduct a thorough legal review to validate full compliance with Decree No. 111/2021/ND-CP and all other relevant regulations. This step involves verifying the format, language, font sizes, and mandatory declarations on the label to confirm they align with the specific requirements outlined in the decree.
- Ongoing Monitoring: Our compliance procedures include ongoing monitoring of any changes in labeling regulations. This allows us to proactively update our labels and maintain continuous compliance.

This comprehensive approach aims to guarantee that Masan Consumer's product labels are accurate, informative, and fully compliant with all applicable regulations, providing consumers with the reliable information they need to make informed purchasing decisions.





Supply Chain Management

We are committed to managing our supply chain with responsibility, transparency, and sustainability. We adhere to business principles that respect human rights, uphold ethical standards, and foster cooperation with suppliers to raise standards across all dimensions of our operations.

Target

- At least 50% of Masan Consumer’s Key Tier 1 suppliers adhere to our Sustainable Supply Chain Guideline.

2025 Performance

100%

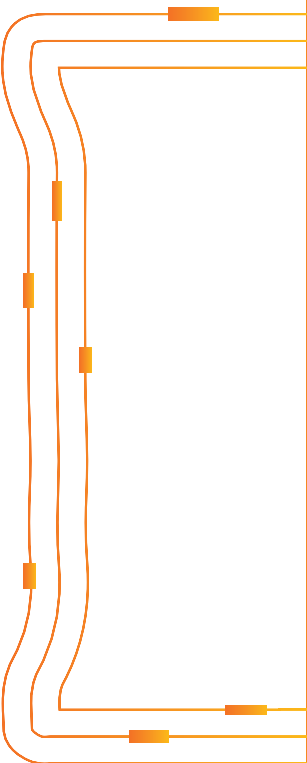
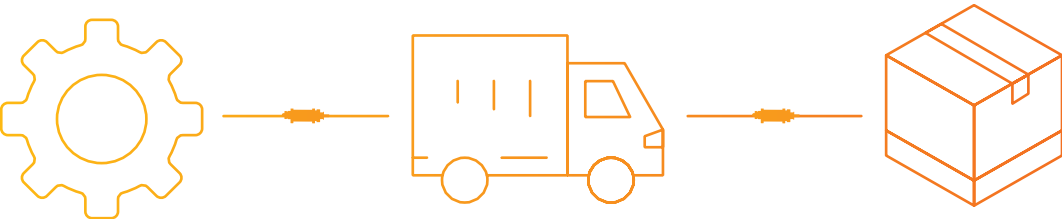
of Masan Consumer’s suppliers have been categorized as Key Tier 1 suppliers, Tier 1 suppliers, and other suppliers.

7

suppliers have been identified as Key Tier 1, forming the baseline for tracking our progress toward the established target.

100%

of new suppliers that were screened using environmental, social, and governance criteria.



Management Approach

GRI 3-3

Our management approach focuses on responsible raw material sourcing, efficient supplier selection, and capacity building to support supplier growth while addressing ESG risks across the supply chain.

Policy, Guideline, and Procedures

We have adopted the Sustainable Supply Chain Guideline issued by Masan Group in 2024 as the foundation of our supply chain management, integrating environmental, social, and ethical considerations at every stage of procurement. This guideline sets clear principles and requirements for responsible sourcing and supply chain practices, which require suppliers and business partners to comply with ESG factors such as environmental conservation, social responsibility, and business integrity and ethics.

To implement an efficient supply chain management practice, we conducted training on the Sustainable Supply Chain Guideline for employees in procurement-related functions to clarify their roles in the supplier ESG program¹.

In addition, we also issued the Masan Consumer’s Supplier Evaluation and Selection Procedure, which integrates sustainability criteria alongside quality, cost, and operational performance requirements.



¹ Supplier ESG program is defined as the collection of activities and measures that enable businesses to recognize and assess potential ESG risks and plan remedial measures to assure solid sustainability performance along the supply chain.

Responsible Sourcing Practice

We prioritize responsible sourcing of raw materials and promote that our supply chain adheres to ethical and sustainable practices. To maintain the quality and consistency of materials from suppliers, we develop robust testing of ingredient specifications that follow supplier quality assurance protocols. Besides that, we actively assess and select suppliers based on different factors, among them, sustainability practices are one of the assessment criteria. In addition to ensuring the traceability of raw materials, we require suppliers to provide certificates of origin, analyses for non-genetically modified organisms, plant quarantine certificates, and certificates of food and hygiene safety.

Bidding and Screening

Since 2020, Masan Consumer has used a tendering portal to facilitate suppliers interested in participating in its procurement tenders for goods and services. The portal provides a platform for suppliers to create and update their capability profiles and participate in publicly posted tenders.

After receiving bidding information and documents from interested suppliers, the Masan Purchasing Organization (MPO) conducts screening using checklists to determine whether to proceed with a business relationship with a new supplier. The checklists include compliance with industry standards and national regulations, quality management & certification, product quality & safety, production capacity and scalability, lead time commitment, logistics and warehousing capability, ESG & sustainability. The environmental and social criteria are set out in the checklist, including the availability of environmental permits and compliance, social compliance, labor practices, and ethical & governance practices. The supplier screening is based on sector-specific risks. Suppliers with better ESG performance are preferred by applying a minimum weight to ESG criteria in supplier selection and contract awarding.



550

suppliers into tiers in 2024-2025

17

a total of 17 Tier-1 and Key Tier-1 suppliers have been identified



Supplier Categorization

We have adopted the Masan Group-developed criteria frameworks for supplier categorization and assessment, developed in 2025, for supplier screening and selection, as well as for ongoing supplier management practice. At the early stage, the criteria primarily focus on business relevance, with ESG-related criteria planned for incorporation later. The business-relevant criteria include:

- **Supply Chain Position:** the supplier's coverage across multiple factories and products
- **Impact on Quality:** the direct contact of raw materials or packaging with end products
- **Volume/Value:** the proportion of expenditure allocated to the supplier or the high value of raw materials within the industry
- **Strategic Relationship:** the supplier's involvement in multiple industries
- **Dependency:** the criticality of raw materials or packaging to our operations

In 2024- 2025, we categorized 550 suppliers into tiers, prioritizing Key Tier-1 suppliers for compliance with our Sustainable Supply Chain Guideline. As a result of the categorization, a total of 17 Tier-1 and Key Tier-1 suppliers have been identified.

Contracting

We maintain strict transparency and accountability in our supplier relationships. All suppliers are required to sign Non-Disclosure Agreements (NDAs) covering confidentiality and anti-bribery commitments.

Building on the ESG integration initiated in 2024, we continued to strengthen our contracting practices in 2025 by embedding clear requirements on sustainability, legal compliance, occupational safety, and environmental protection into all supplier agreements. Contracts explicitly require suppliers to ensure goods and services meet regulatory standards, provide appropriate safety, health, and environment (SHE) training, and proactively identify and mitigate risks that could impact people, property, or the environment.

Through these reinforced contractual commitments, we upheld responsible supply chain management and promoted sustainable business practices across our supplier network.

Supplier Assessment

GRI 308-1 GRI 308-3 GRI 414-1 GRI 414-2

Masan Consumer implements a comprehensive supplier assessment process to uphold quality, compliance, and sustainability across our supply chain. Our assessment approach includes:

In-house supplier performance review

We conduct annual supplier performance evaluations for active suppliers to assess their reliability and adherence to our standards. Suppliers are evaluated based on both business and sustainability performance, incorporating various criteria, including ESG-related factors. By integrating ESG factors into our supplier evaluation process, we promote responsible sourcing, mitigate supply chain risks, and drive continuous improvement in sustainability performance across our operations.

On-site assessment and document review

For both new and active suppliers, our in-house assessors, composed of representatives from the Quality Assurance, Research and Development, and MPO departments, conduct on-site audits and document assessments to verify compliance with our standards. These audits, conducted annually, focus on environmental, labor, and quality criteria, including workplace safety, waste management, water quality, staff training, and compliance with legal requirements. We prioritize key suppliers that are critical to our business operations.

Our assessment process includes separate forms for raw materials and packaging suppliers, with overlapping criteria to streamline assessments. Moving forward, we plan to refine and adjust the evaluation forms to align with evolving industry standards and regulatory requirements, as well as practical supplier oversight.



Promoting Local Suppliers²

GRI 204-1

We continue to promote local economic development by prioritizing domestic sourcing. In 2025, 84% of all goods and materials used in production were sourced from local Tier-1 suppliers with manufacturing operations in Vietnam. This achievement reflects our commitment to strengthening local supply chains, enhancing resilience, and reducing logistics-related impacts.



² Note: The percentage of spending on local products has been updated after internal audits and has slightly different with the figures reported in Annual report 2025.



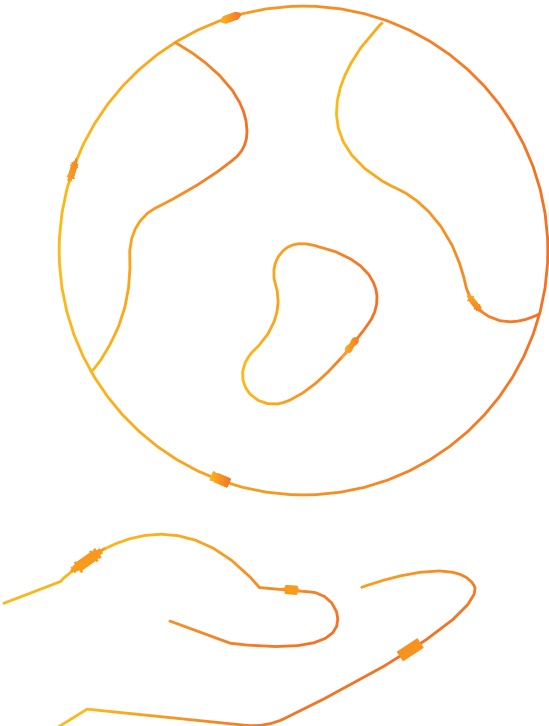
Caring for the Environment and Communities

Climate Change

We are committed to reducing our carbon footprint by expanding the use of renewable energy and scaling green, energy-efficient technologies across our operations. We will continue to strengthen energy management and drive steady progress toward a low-carbon future.

Target

- By 2030, 15% reduction for Scope 1 and 2 GHG emissions, and
- By 2050, achieve Net Zero GHG emissions, aligning with Vietnam’s Nationally Determined Contribution.



2025 Performance

17%

reduction of Scope 1 GHG emissions compared to the 2023 baseline

48.9%

renewable energy consumption across all our production plants.

535.5 kWp

of installed rooftop solar system





Management Approach

GRI 3-3

Masan Consumer acknowledges the long-term impacts of climate change. We are committed to conducting business sustainably and striving to limit and adapt to the climate change impact through three key measures:

1

Lowering greenhouse gas (GHG) emissions throughout the value chain, such as improving energy efficiency in our operations and engaging with our suppliers to operate in line with Masan Consumer's GHG emissions reduction target;

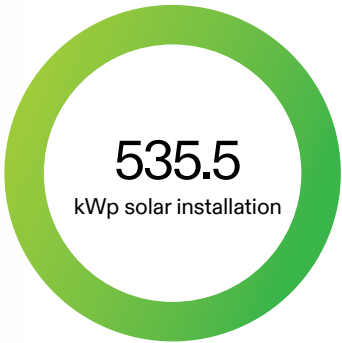
2

increasing the proportion of renewable energy use; and

3

Assessing climate-related risk and opportunity through the value chain to formulate a climate risk management plan to mitigate and adapt to climate impacts.

We systematically monitor and manage GHG emissions across our operations, disclosing our performance annually to meet regulatory requirements and advance our internal sustainability objectives. Emissions data are collected and reviewed quarterly to track progress, identify key emission sources, and support informed decision-making on mitigation measures.



Our Decarbonization Pathway

In 2023, we established a structured decarbonization plan to guide our transition toward lower-carbon operations. By 2025, we continued implementing this roadmap that reflects our progress against our interim climate goals, to be carried forward in 2026:

- Initiated Scope 3 quantification to build a fuller view of value-chain emissions and identify priority categories for reduction.
- Started initial climate-related risk and opportunity assessment to understand potential operational impacts and strengthen long-term resilience planning.
- Completed the 535.5 kWp solar installation at the Vinh Hao plant and began power generation. Additional solar projects at Masan Industrial One Member Company Limited (MSI), Masan HG One Member Company Limited (MHG), and Masan MB One Member Company Limited (MMB) are on track for commissioning in early 2026.
- Maintained and expanded electric forklift adoption, continuing usage at NET Detergent Joint Stock Company (NETCO) and Masan HG One Member Company Limited (MHG) and initiating transition at Masan Industrial One Member Company Limited (MSI), and Masan HD One Member Company Limited (MHD) to reduce fossil-fuel equipment emissions.
- Advance our operational transformation roadmap by integrating automation and digitalization to build a data-driven operating model. Real-time monitoring, smart sensors, and automated controls enable more precise oversight of energy-consuming processes, enabling the system to identify inefficiencies and optimize production conditions.



Greenhouse Gas Emissions

GRI 305-1 GRI 305-2 GRI 305-4 GRI 305-5

We conducted a comprehensive GHG emissions assessment for 2025 across 14 manufacturing plants, covering Scope 1 emissions from fuel use, refrigerants, wastewater treatment, and process activities, as well as Scope 2 emissions from purchased electricity and steam. The assessment followed the IPCC Guidelines and GHG Protocol, with biogenic emissions reported separately.

In 2025, Masan Consumer recorded a total GHG footprint of 135,511 tCO₂e, reflecting a 29% increase compared to the 2023 baseline. Despite this overall rise, our direct emissions (Scope 1) continued to decline, reaching 7,577 tCO₂e, equivalent to an 17% reduction from 2023, as we transition from diesel-powered equipment to electricity-based alternatives.

The increase in total emissions was primarily attributable to higher indirect emissions (Scope 2), which rose by 34% due to additional electricity demand from automated systems to support business growth and production expansion. By 2025, Masan Consumer had nearly fully automated end-of-line processes in the convenience food category, with overall automation reaching approximately 40–50%. Beyond driving higher electricity use, automation is expected to deliver long-term business benefits, including enhanced production efficiency, cost optimization, and mitigation of labor shortages in manufacturing operations.

While our ongoing transition to renewable electricity through rooftop solar installations partially offset this rise, the electricity generated in 2025 was unable to fully offset the higher grid-based electricity consumption. As we continue to expand the use of renewable energy and energy-efficiency measures in 2026 onwards, we expect these efforts to contribute more significantly to reducing total Scope 1 and Scope 2 GHG emissions.

↑29%

increase compared to the 2023

↓17%

our direct emissions (Scope 1) continued to decline, reaching 7,577 tCO₂e, equivalent to an 17% reduction from 2023

↑34%

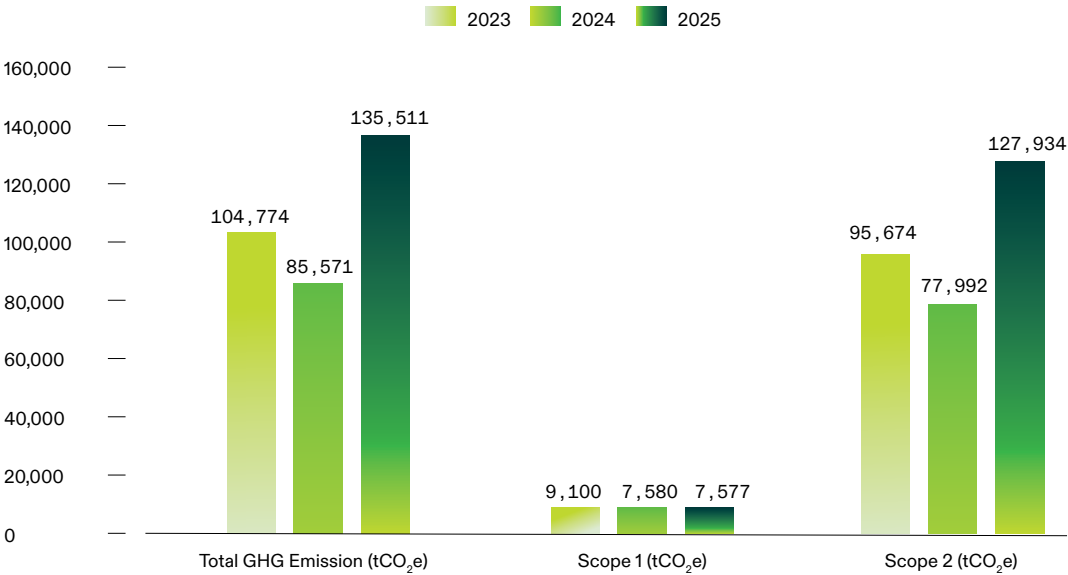
higher indirect emissions (Scope 2), which rose by 34% due to additional electricity demand from automated systems

~40 - 50%

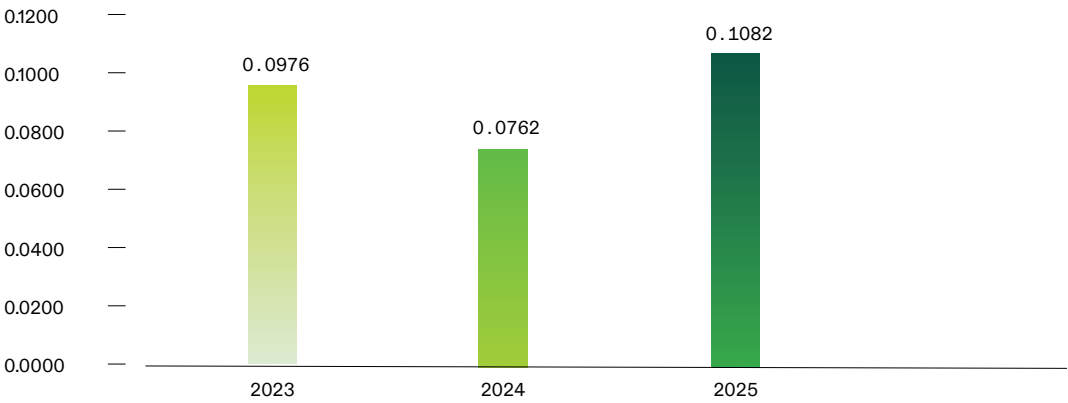
by 2025, Masan Consumer had nearly fully automated end-of-line processes in the convenience food category, with overall automation reaching approximately



Masan Consumer’s GHG Emissions 2023 – 2025³



GHG Emissions Intensity (tCO₂e/ tons of finished products) in 2023 - 2025



In 2025, our GHG emissions intensity rose by 10.9%, driven primarily by a surge in production volumes and higher electricity consumption required to support expanded automation.

³ The Total Scope 1 and Scope 2 GHG Emissions disclosed in the SR2025 have been revised following third-party assurance, in comparison to the figures presented in the published 2025 Annual Report, and showed a slight increase of 0.034% due to a misinput in electricity consumption.

MCH's GHG emissions boundary is based on the operational control approach. The emission factors refer to guidance of national regulations (Decision No. 2626/QĐ-BTNMT, dated October 10, 2022) and the latest IPCC Guidelines



Biogenic Emission in 2023 – 2025

Unit	2023	2024	2025	increase/decrease compared to 2023 baseline	%
(tCO ₂ e)	146,989	131,112	116,073	(-)	21%

GHG Emission Breakdown by Main Sources in 2025*

GHG Scope	Emission Sources	Emissions (tCO ₂ e)
Scope 1-Direct Emission	Stationary Combustion	2,137
	Mobile Combustion	454
	Refrigerant Leaks	1,575
	Process Emissions	574
	Waste & Wastewater	2,837
Scope 2- Indirect Emission	Purchased Electricity	63,620
	Purchased Steam	64,313

Note: # Limited assurance procedures have been performed by EY Vietnam.



GHG Reduction Initiatives

Masan Consumer Corporation is committed to achieving Net Zero emissions by 2050. To advance this long-term ambition, we have implemented a range of comprehensive solutions, including reducing fossil fuel consumption in production, investing in renewable energy, enhancing energy efficiency, and increasing the application of automation and digital control systems. Key 2025 GHG emission reduction initiatives included:

- **Transition to Electric Forklifts**

Maintaining the transition from diesel-powered forklifts into 100% electric forklifts in one of our production plants, which could potentially reduce CO₂ emissions from using electric forklifts.

- **Biomass Steam Optimization Program**

Rolling out a biomass steam consumption reduction initiative across our processing lines to improve energy efficiency and optimize thermal performance. By enhancing heat transfer conditions, refining steam distribution settings, and improving insulation along critical equipment, the system now achieves faster thermal response times and more stable operating temperatures, and reduces fuel costs by ~25 kg of steam/hour/line. In addition, the initiative reduced steam usage per ton of product by 70–80 kg/hour/ line, contributing to more efficient resource use, lower operating expenses, and reduced environmental impact across our production operations.

- **Steam reduction by reusing CIP water**

The initiative was launched in 2024 and has been consistently implemented throughout the year 2025, aiming to enhance steam and thermal efficiency by reducing water consumption in the CIP process for chili sauce manufacturing. Hot flush water (over 85°C) is cooled down using a heat exchanger. This process recovers heat, and the cooled water is then drained at less than 45°C. Concurrently, cold water passes through the same system to capture the recovered heat, increasing its temperature to 70°C before being stored in a hot water tank for reuse. This improvement enabled the operation to achieve annual steam savings of more than 2,700 tonnes.



7.4%

In 2025, total energy consumption increased moderately by 7.4% and compared with the 2023 baseline

7.08%

renewable energy consumption across all our production plants

7.9%

energy intensity improved by 7.9% reduction per tonne of finished product compared with the 2023 baseline

7.08%

absolute renewable energy consumption fell by 7.08%, relative to the 2023 baseline

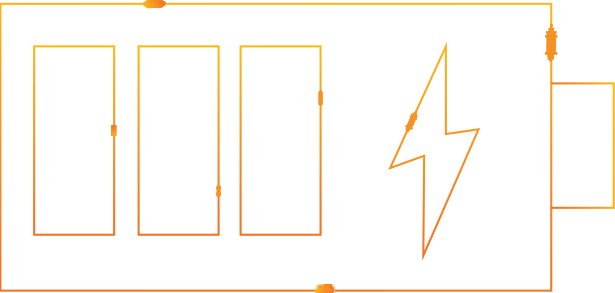
Energy Consumption

- GRI 302-1
- GRI 302-3
- GRI 302-4

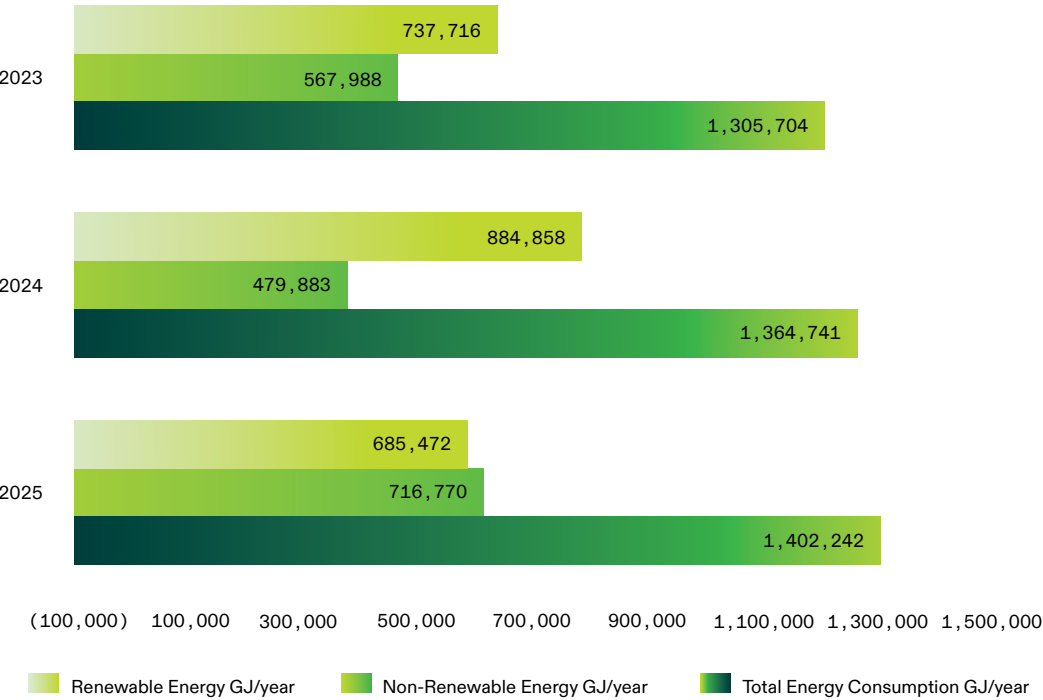
Our energy consumption pattern continues to reflect our expansion in production and business activities, as well as our efforts to enhance operational efficiency through greater automation and large-scale digitalization across seven major factories.

In 2025, total energy consumption increased moderately by 7.4% compared with the 2023 baseline, largely driven by a 12.94% rise in production volumes. Despite this growth, energy intensity improved by 7.9% reduction per tonne of finished products compared with the 2023 baseline. A key milestone in 2025 was the commissioning of our 535.5 kWp rooftop solar system, which helped offset rising energy demand and advanced our shift toward low-carbon, on-site renewable energy generation.

The share of renewable energy in our total energy mix decreased compared with 2023 due to a shortage of biomass, which forced some facilities to rely more heavily on fossil fuels during periods of constrained feedstock availability. Consequently, absolute renewable energy consumption fell by 7.08% relative to the 2023 baseline, resulting in a lower proportion of renewables in the overall energy mix. Even so, renewable sources—including rooftop solar and biomass—continued to contribute meaningfully to our operations. We remain committed to expanding our renewable energy capacity and enhancing energy efficiency to support long-term decarbonization.



Energy consumption of Masan Consumer in 2023- 2025⁴



⁴ Note: The total 2025 energy consumption of MCH disclosed in MCH's 2025 Sustainability Report was verified by EY Vietnam and showed a slight increase of 0.8% compared to the data disclosed in the 2025 Annual Report, due to an updated amount of electricity consumption of MSI and MHD

Breakdown Energy Consumption of Masan Consumer by Energy Source in 2023–2025

Energy type	Unit	2023	2024	2025	% Increase/ Decrease (Compared to 2023)
Non-Renewable Energy					
Electricity	GJ/year	328,527	350,741	347,442	(+) 5.8%
Gasoline	GJ/year	2,634	2,240	2,665	(+) 1.2%
Diesel oil	GJ/year	13,190	12,219	6,424	(-) 51.3%
Fuel Oil	GJ/year	34	0	0	(-) 100%
Compressed Natural gas (CNG)	GJ/year	50,707	39,390	31,821	(-) 37.2%
Liquefied Petroleum Gas (LPG)	GJ/year	2,661	2,656	1,669	(-) 37.3%
Purchased Steam from Coal, LPG	GJ/year	170,235	72,636	326,749	(+) 91.9%
Total Non-Renewable Energy (including electricity)	GJ/year	567,988	479,883	716,770	(+) 26.2%
Renewable Energy					
Self-Operated Biomass Boiler	GJ/year	0	8,170	6,371	
Purchased steam from a third-party biomass boiler	GJ/year	737,716	876,688	678,860	(-) 8.0%
Renewable energy (electricity generated from installed solar rooftop)	GJ/year	0	0	241	N/A
Total Renewable Energy	GJ/year	737,716	884,858	685,472	(-) 7.08%
Total Energy Consumption	GJ/year	1,305,704	1,364,741	1,402,242	(+) 7.4%
Energy Intensity	(GJ/tonne of finished product)	1.216	1.215	1.120	(-) 7.9%

Energy Audit and Energy Efficiency Training for Employees

As part of our ISO 50001 Energy Management System (EnMS) certification journey, we conducted a comprehensive energy audit across our operations to identify high-consumption areas, evaluate system performance, and detect opportunities to optimize energy use, including equipment upgrades, maintenance enhancements, and operational efficiency measures. To drive continuous improvement, we conduct monthly performance reviews to monitor each site's progress against established energy targets, enabling timely identification of gaps and corrective actions. Annual internal compliance audits further assess adherence to energy management plans, evaluate compliance with internal requirements, and identify opportunities to enhance energy efficiency and optimize energy consumption across operations.

As part of the annual Sustainability Report assurance process, an independent audit by Ernst & Young verifies the accuracy, completeness, and reliability of the Company's energy performance disclosures. The audit covers key energy performance indicators, including total energy consumption, renewable energy consumption (such as biomass from rice husks and sawdust), non-renewable energy consumption by source (including electricity, gasoline, diesel, natural gas, and liquefied petroleum gas), and total non-renewable energy consumption. This independent assurance enhances the credibility and transparency of the Company's sustainability reporting.

We also provided focused energy-efficiency training for teams in production, engineering, and facility management. The training strengthened understanding of ISO 50001 requirements, key performance indicators, and efficient equipment operation, helping build internal capability and support consistent implementation of energy-saving measures across the organization.





• **Energy Efficiency Initiatives:**

Masan Consumers' focus remains on operational efficiency, minimizing losses, optimizing production processes, and increasing the share of renewable energy. The energy optimization plan starts from daily tasks such as improving equipment insulation, adjusting production schedule and extending to automated systematic technology.

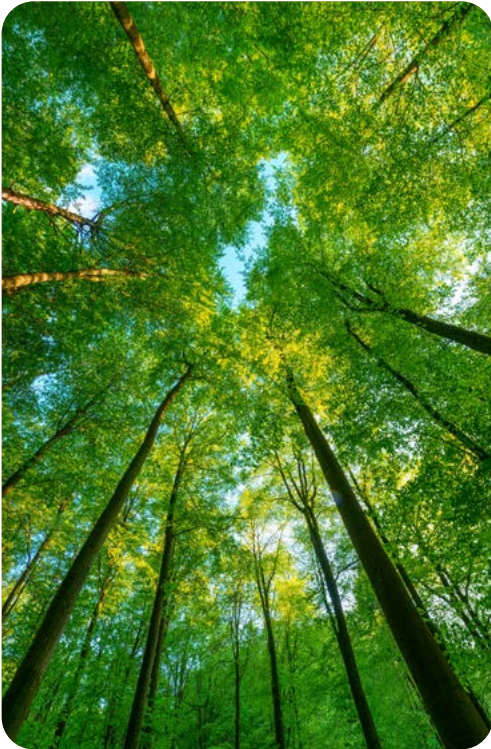
To support this strategy, we implemented several key energy-saving practices across the sites:

- Lean production and kaizen initiatives to reduce steam consumption while maintaining operational efficiency.
- Replacement of conventional lighting with LED systems, enabling significant reductions in electricity use.
- Utilization of steam generated from biomass boilers using wood chips, pellets, and rice husks.
- Implementing automated control systems enables equipment to operate at optimal loads and enter low-power modes during idle periods, while also optimizing lighting, air-conditioning, and utility use based on actual demand. These measures contribute to lower energy intensity and reduce GHG emissions.

Highlighted Project: Rooftop Solar System Installation

In 2025, we installed solar panels with a total capacity of 535.5 kWp. The installed rooftop solar system can generate 882,703 kWh of renewable energy per year, based on our designed capacity, contributing to a 10% reduction in grid-purchased electricity. Moving forward, we plan to scale up the deployment of solar rooftop systems across our manufacturing sites, targeting a total designed generation capacity of approximately 5,600 MWh per year. This expansion will enable us to reduce dependence on grid electricity and contribute to long-term cost efficiencies.





Environmental Stewardship

We are dedicated to minimizing our environmental footprint by continually enhancing our operations, adopting eco-friendly technologies, and optimizing resource efficiency throughout our operations and value chain.

Target

- Increase the waste-recycling rate by 50% by 2050.
- Reduce water use by 5 to 10% per production unit annually through enhanced water recycling practices by 2025.

2025 Performance

Water withdrawal reduced by 5.3% compared with 2024.	Water withdrawal intensity (m³/ per ton of finished products) decreased by 15% compared with 2024.	Water consumption intensity (m³/ per ton of finished products) decreased by 10.4% compared with 2024.
100% of wastewater treated to meet regulatory standards.	85.2% of waste diverted from disposal, including food waste utilized for alternative purposes (e.g. fish scraps, shredded noodles).	53.5% of waste recycling.



Management Approach

GRI 3-3

Environmental Health and Safety (EHS) Policy

- **Scope and principle of the EHS Policy**
Masan Consumer's Environmental Health and Safety (EHS) Policy provides a unified framework that reflects our commitment to protecting the environment and ensuring safe, healthy working conditions for all employees. We comply with all applicable legal and regulatory requirements, work to eliminate hazards, minimize occupational health and safety (OHS) risks, and continuously improve our environmental performance.

The key principles of the EHS Policy are as follows:
 - Create a strong Safety, Health, and Environmental culture throughout the entire workplace.
 - Responsible for providing adequate resources for Safety, Health, and Environment.
 - Comply with applicable environmental, safety, and health, legal, and other requirements and work with relevant statutory bodies to provide and maintain a safe, green working environment.
 - Concern for the safety and health of employees performing work inside and outside the Masan Consumer factories.
 - Implement a Safety, Health, and Environmental Management System to identify, assess, and control hazards and risks related to Safety, Health, and Environment to find opportunities for improvement.
 - Member factories are responsible for participating in programs for energy and material savings, and waste reuse and recycling. Share best practices in Safety, Health, and Environmental implementation.

In line with our EHS Policy, the Company sets annual environmental targets and KPIs for each manufacturing site, focusing on reducing water intensity, improving energy efficiency, and lowering GHG emissions. All employees and contractor/supplier workers receive training on our EHS Policy and are required to comply with all applicable laws, regulations, and Masan Consumer's EHS requirements before commencing any work.

Environmental Management System (EMS)

We have also introduced ISO 14001-based environmental management systems at our manufacturing plants, assessing their effectiveness through periodic internal audits and third-party certification.

Our EMS supports compliance with applicable environmental laws and regulations while driving continuous improvement across waste management, emissions control, water conservation, and energy efficiency. Each manufacturing site maintains an ISO 14001-aligned environmental plan that outlines annual objectives, targets, and responsibilities. Regular internal audits, management reviews, and corrective-action processes are conducted to ensure the system remains effective and aligned with evolving operational needs.



Standards, Certification, and Compliance

Compliance with laws and international standards is central to our EHS commitment. Masan Consumer maintains all required permits and applies leading management systems across its operations, including HACCP; ISO 9001, 14001, 50001, 14064-1, 45001, 22000; FSSC 22000; BRCGS; HALAL; and SA8000.

In 2025, we highlight that three ISO certifications have the highest coverage across our operations: 93% of our factories were certified to ISO 50001:2018 and ISO 14001:2015, while 86% achieved ISO 45001:2018 certification. These certifications underscore our commitment to operating efficiently, safely, and responsibly across our manufacturing network.

ISO 14001	ISO 50001	ISO 45001
Environmental Management System	Energy Management System	Occupational Health and Safety Management System

Sites received certification in 2025	93%	93%	86%
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Water Stewardship

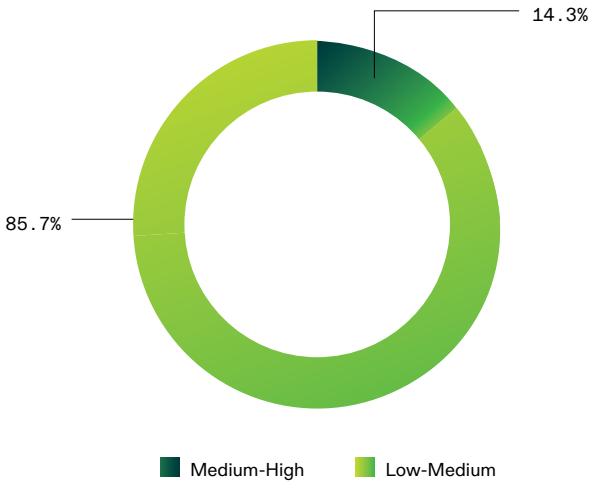
GRI 303-2 GRI 303-3 GRI 303-4 GRI 303-5

Masan Consumer recognizes water as a vital resource for both our operations for direct ingredient and key utility, and our entire supply chain. We are committed to sustainable water management, ensuring that current consumption is balanced with long-term conservation to safeguard future resource availability.

Understanding Our Water-Risk

We identified water stewardship as one of the key material issues that enhance the Company’s climate resilience. We managed water-related issues by identifying risks and opportunities and monitoring them, evaluating how dependent each facility is on specific water sources, particularly municipal water and groundwater, and must comply with QCVN 01-1:2024/BYT for domestic and food-processing use, and QCVN 6-1:2010/BYT for natural mineral water and bottled drinking water products. This includes reviewing our water withdrawal data and using the World Resources Institute’s Aqueduct Water Risk Atlas to identify facilities located in areas with higher water risk. The tool classifies risks from Low to Extremely High. Sites falling into the High or Extremely High categories are prioritized for further evaluation and the development of targeted mitigation plans.

Percentage of manufacturing plants in water-stress locations



Of our 14 operational sites, two MCH factories—Masan MB and Masan HD—are located in areas identified as medium-high water stress. These facilities reported a combined water withdrawal of 321 ML in 2025, representing a 14.3% reduction from the 2023 baseline in withdrawals from water-risk areas. The remaining 12 sites are situated in regions with low to medium water stress. Importantly, none of our locations or surrounding areas experienced water shortages during 2025 operations.



Proportion of Freshwater Withdrawal by Area



Water Risk Assessment for Suppliers

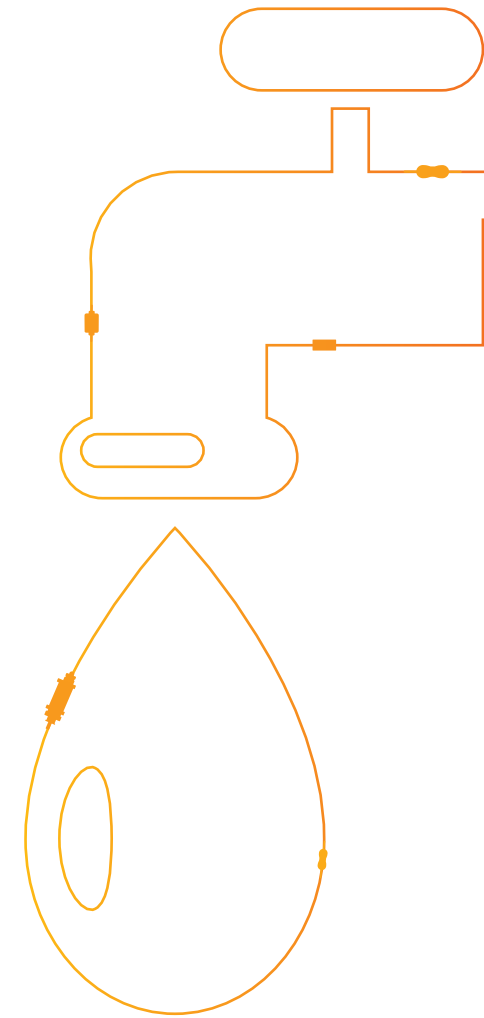
We have collected data and conducted water risk assessments on Key Tier 1 Suppliers using Aqueduct Water Risk Atlas, an internationally recognized tool for assessing water stress levels. This assessment examined data on water sources, water consumption, and potential risks from water shortages in each area for Key Tier 1 Suppliers to accurately identify risks that may affect our production processes and operations.

Based on the assessment results, 100% of Key Tier 1 Suppliers were not located in water-stressed areas. Masan Consumer will prioritize these suppliers to support their water management approach.

Water-related risk management measures

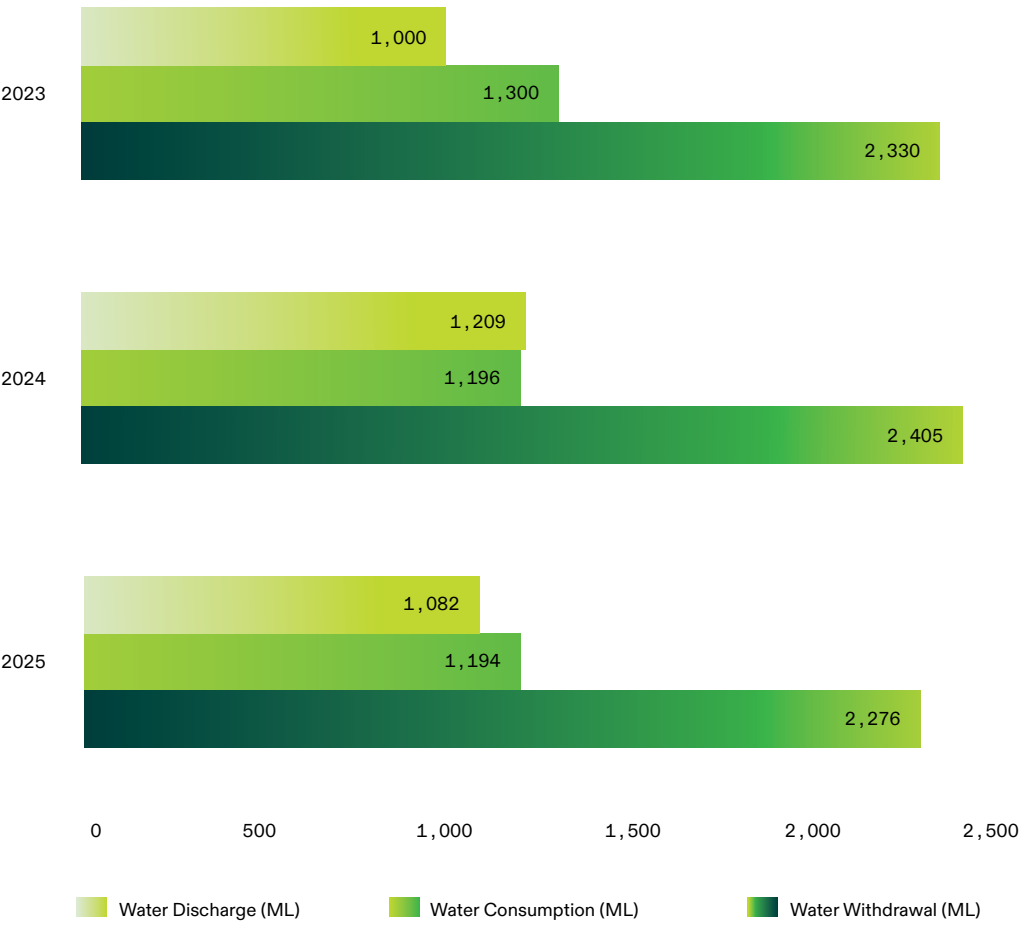
To ensure resilience, Masan Consumer implements monthly and annual monitoring, plant-level water-efficiency initiatives, and employee awareness programs across all production sites.

We also assess impact-related risks by monitoring how our activities may affect surrounding water resources. This includes routine evaluation of wastewater discharge, effluent quality, and potential impacts on local ecosystems or nearby communities. In 2025, all effluent generated from our facilities was treated through on-site or centralized systems in compliance with QCVN 40:2011/BTNMT.



Water Supply and Usage

Masan Consumer sources water primarily from municipal or public/private water supplies, supplemented by groundwater and produced water. In 2025, we implemented a program to closely monitor water usage and reduce consumption through efficiency initiatives, reducing wastewater discharge into the receiving water bodies. As a result, total water withdrawal fell by 5.3% in 2025, and water consumption intensity (m3/ ton of finished products) declined by 10.4% despite higher production volumes in 2025 than in the previous year.

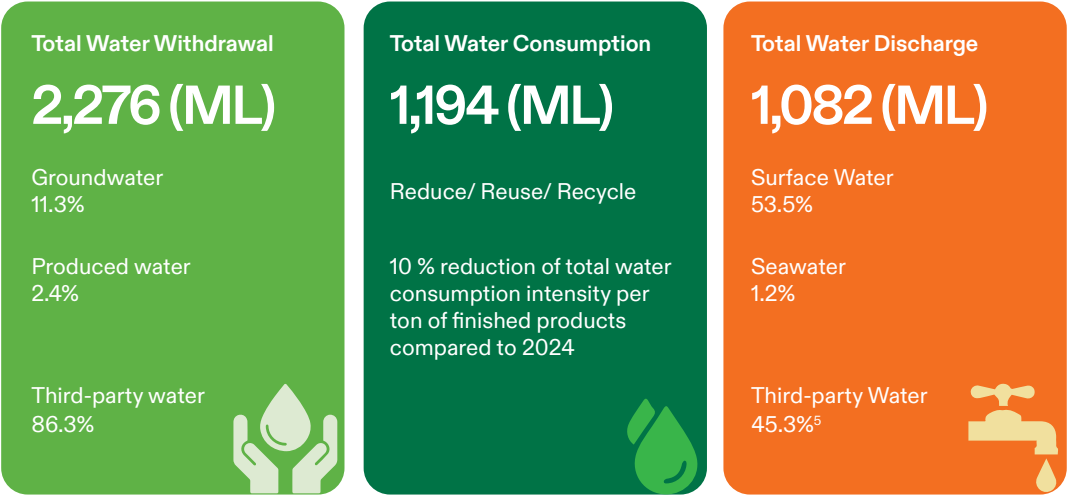


Water intensity 2023-2025 Unit: m³/ ton of finished product

	2023	2024	2025	% Increase/Decrease compared with 2024
Water consumption intensity per ton of finished products	1.29	1.06	0.95	(-) 10.4%
Water withdrawal intensity per ton of finished products	2.17	2.14	1.82	(-) 15.0%



2025 Water Balance



Water Reuse and Recycling Project

Projects to Enhance Water Efficiency in Our Production Processes

In 2025, the Company implemented several key initiatives to optimize clean water consumption across operations. These projects focus on collecting and reusing high-temperature water streams from cooling and cleaning processes, aiming to reduce freshwater demand and minimize thermal discharge to the environment.

Highlighted Project 1: Seal-Cooling Water Recovery and Reuse

The project aims to reduce freshwater consumption and minimize thermal wastewater discharge by recovering and reusing seal-cooling water that was previously released directly into the drainage system. Through this initiative, high-temperature water (65–70°C) from pump and motor mechanical-seal cooling is collected in three dedicated storage tanks (total capacity of 38 m³) and redirected for secondary uses, such as facility cleaning, washing fresh raw materials, and supplying the cooling tower. This initiative increases internal water-reuse efficiency, minimizes thermal wastewater discharge, and strengthens the Company’s commitment to sustainable water management.

⁵ Note: Third-party water discharge means the company sends effluent to the centralized wastewater treatment of the industrial zone where the manufacturing plant is located.



Highlighted Project 2: Reuse of Flush 2 Water (≈80°C)

The project aims to reduce freshwater consumption by recovering hot Flush 2 water that was previously discharged. The collected water is stored in three 38 m³ tanks and reused for Flush 1 rinsing at the end of each production cycle. This initiative increases internal water-reuse efficiency, lowers thermal wastewater discharge, and supports the Company’s broader commitment to sustainable water management.

Water Reduction Targets and Awareness Training on Water Savings

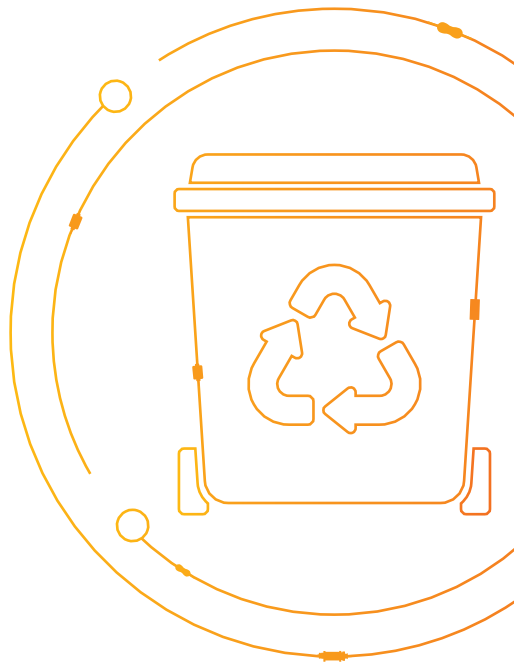
To strengthen our water stewardship efforts, the Company set water-reduction targets for 2025 and required each factory to implement water-efficiency initiatives with measurable KPIs. We provided training to help employees understand the importance of water conservation and its environmental and social impacts. These actions improved operational efficiency, increased awareness, and encouraged collective responsibility for reducing our overall water footprint.



Wastewater Discharge Management

Most of our production facilities are certified ISO 14001. As of now, 100% of effluent generated from manufacturing operations is treated through either on-site wastewater treatment systems or centralized industrial-zone facilities before discharge, in full compliance with applicable permits and regulatory requirements. Several production sites operate treatment systems designed and maintained to consistently meet Type A or Type B standards under the National Technical Regulation QCVN 40:2011/ BTNMT, as well as applicable provincial standards on industrial effluent.

In 2025, we further strengthened compliance and transparency by installing online wastewater monitoring systems across our facilities. These systems automatically record and transmit real-time effluent-quality data to local authorities, in line with national environmental protection requirements. The new installation supplements the online monitoring system that has been operating at Masan Industrial One Member Company Limited (MSI) since 2021, thereby strengthening transparency, improving compliance oversight, and supporting continuous environmental-quality management across MCH.



Waste Management

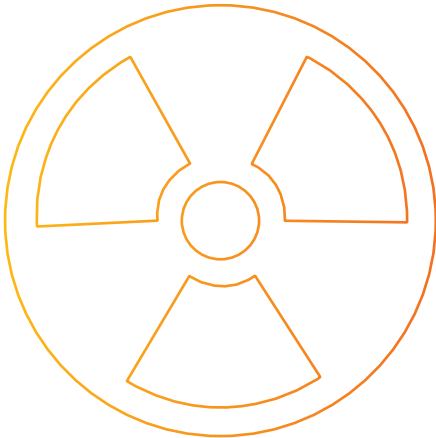
- GRI 306-1
- GRI 306-2
- GRI 306-3
- GRI 306-4
- GRI 306-5

Masan Consumer strengthened its waste-management practices in 2025 through systematic segregation, employee training, and annual performance tracking across all sites. These measures supported consistent compliance, improved operational efficiency, and helped drive higher waste-diversion performance across the system. In 2025, the company fully implemented Extended Producer Responsibility (EPR) obligations, demonstrating readiness to comply with evolving environmental protection requirements.

In 2025, we continue to implement our annual comprehensive waste management program across our manufacturing operations, including:

- Implement a systematic waste-segregation process across all production sites to ensure that recyclable, reusable, and hazardous waste are properly classified at the source. Segregation guidelines and color-coded bins are placed throughout our facilities for consistent practice.
- Provide regular training programs for employees. These sessions equip staff with knowledge on correct waste-sorting practices, handling procedures, and environmental responsibilities. Training is embedded into both onboarding and ongoing operational development.
- Conduct annual tracking and inventory assessments of waste generation, recycling, and disposal volumes. The data collected is used to identify trends, evaluate performance, and develop improvement actions to optimize production processes.
- Sign contracts with waste collecting companies for the collection, transportation, and treatment of hazardous waste, domestic, and industrial waste.
- Sign contracts with waste recycling companies to convert sludges from wastewater treatment systems to recycle into organic fertilizers.
- Deploy continuous improvement projects aimed at reducing raw material loss during production stages. This includes minimizing food loss and food waste, and reducing packaging weights.





Waste Generated in 2023–2025

Years	2023	2024	2025
Total weight of waste generated (tonnes)	24,242	27,781	33,345
Total weight of hazardous waste generated (tonnes)	2,717	194	148
Total weight of non-hazardous waste generated (tonnes)	21,526	27,539	32,481
Total weight of other waste generated (tonnes)	0	48	716



Waste Diversion

Our commitment to sustainable waste management includes maximizing the value of recycled materials. In 2025, through more efficient operations and improved waste management, we successfully diverted over 85.2% of waste from disposal, while 53.5% of waste was recycled for other purposes. We have also implemented a program to collect organic sludge generated from wastewater treatment across our manufacturing plants.

Waste diverted and directed disposal across MCH's manufacturing plants in 2023–2025

Years	Unit	2023	2024	2025
Total weight of waste diverted from disposal	tonnes	19,577	22,702	28,408
Total weight of hazardous waste diverted from disposal	tonnes	2,702	163.8	112.7
Preparation for reuse	tonnes	-	-	-
Recycling	tonnes	-	161.6	112.3
Other recovery preparation	tonnes	-	2.2	0.4
Total weight of non-hazardous waste diverted from disposal	tonnes	16,875	22,538	28,295
Preparation for reuse	tonnes	12,787	10,048	10,564
Recycling	tonnes	4,088	12,490	17,731
Total weight of waste directed to disposal	tonnes	4,665	4,936	3,790
Total weight of hazardous waste directed to disposal	tonnes	15	32	37
Total weight of non-hazardous waste directed to disposal	tonnes	4,651	4,904	3,753



Waste Management Initiatives

Project: Turning Waste to Value - Upcycling Sludge for Agricultural Use

As part of our ongoing commitment to sustainable waste management, we collect sludge generated from wastewater treatment systems across all production sites. Rich in organic matter, sludge can be converted into a useful resource rather than being disposed of as waste. In 2025, we continue collaborating with environmental companies to collect and convert 771 tons of sludge into fertilizer for farmers and gardeners, supporting circular resource use and promoting more sustainable agricultural practices.

Food Loss and Waste

Masan Consumer is committed to minimizing the amount of food loss and waste. Our strategy focuses on:

- Fostering a company-wide culture that prioritizes food loss and waste reduction throughout the production chain.
- Applying strict production standards and controls to optimize resource use and limit avoidable losses.
- Continuously improving production processes to enhance efficiency, reduce defects, and minimize waste across facilities.

Food Loss Management

We manage food loss through a structured system that categorizes waste streams—such as fish scraps, fish carcasses, shredded noodles, and other organic by-products—and tracks their monthly volume and disposal pathway. To strengthen our approach, we continuously enhance our monitoring system to oversee food loss across our production facilities. This includes:

- Measurement and categorization: Accurately measuring and categorizing food loss by type (e.g., fish scraps, shredded noodles).
- Traceability: Tracking the origin of food loss to identify areas for improvement.
- Responsible disposal: Prioritizing the sale of food loss to suppliers or donation to the community as animal feed.

Where possible, food loss is sold to suppliers or donated to the community for use as animal feed, ensuring that organic by-products are recovered rather than discarded.

This systematic approach not only promotes responsible resource management but also reduces environmental impacts and supports local circular-economy practices.

Food Loss and Waste Performance in 2023–2025

Indicator	2023 Quantity (tonnes)	2024 Quantity (tonnes)	2025 Quantity (tonnes)	2025 Performance compared to 2024
Total weight of food loss and waste volumes used for alternative purposes	9,582	8,901	8,505	(-) 4.45%



Sustainable Packaging Management

As part of the sustainability program, we also prioritize developing technology and innovation to enable comprehensive packaging management, from production through delivery to consumers. The Company's approach encompasses aspects such as packaging design and selection (Redesign), and the use of packaging made from recycled materials (Recycled Material Packaging).

- Optimization of Packaging Weight and Volume

In 2025, we advanced material-efficiency initiatives across our product portfolio. Building on our weight optimization trials conducted in 2023–2024, we further applied the optimized preform design—reducing plastic weight from 13.5 grams to 12.15 grams—to our PET bottle products across our beverage portfolio.

As part of the company's packaging optimization program, in 2025, we implemented a redesign of the noodle portfolio to reduce outer carton size and standardize packaging across product lines. By selecting one carton type with reduced height and overall size, the initiative lowers packaging material consumption and unit packaging costs.



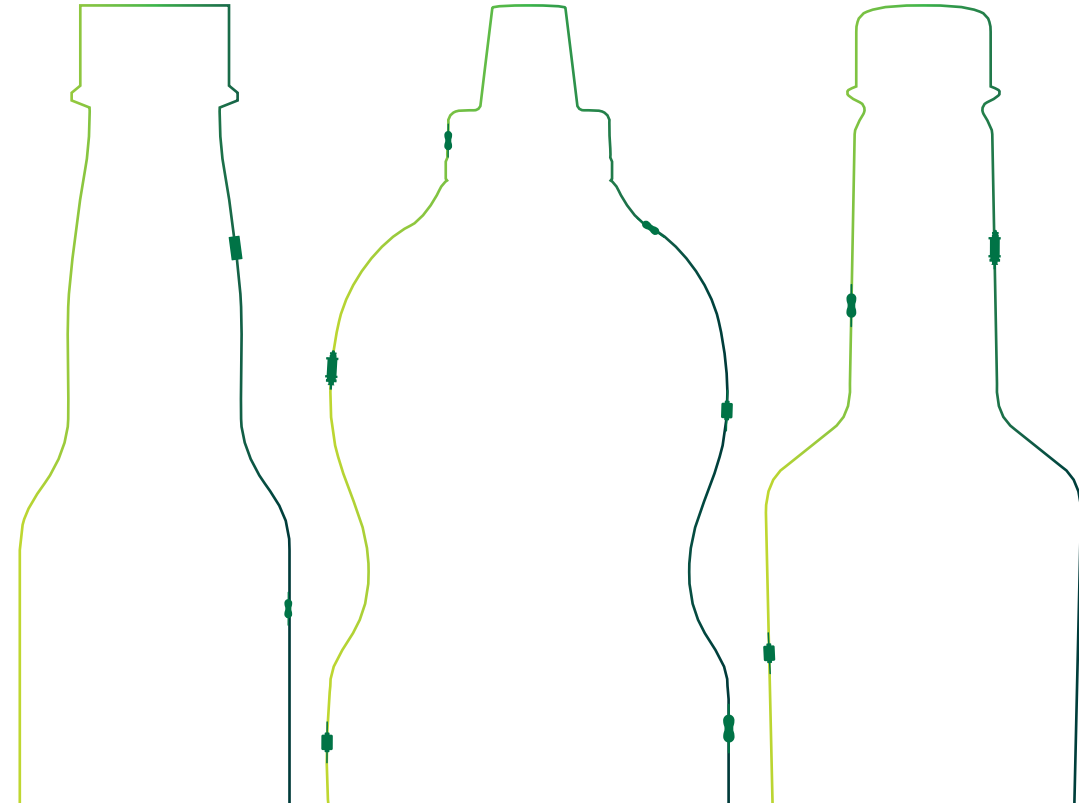
- Innovation and Product Design for Sustainable Packaging

In 2025, we continued research and development (R&D) initiated in 2024 on incorporating recycled PET into our packaging. Building on earlier trials, our Packaging Design team further evaluated the use of recycled PET by testing different recycled-content ratios and assessing their impact on material quality and sustainability performance. Three product lines continued to use a 30% RPET and 70% VPET blend, confirming that recycled PET can meet our requirements for strength, storage stability, transportation, and product preservation. This ongoing effort supports our transition toward more circular packaging materials and reduces reliance on virgin plastic.

- Research and Development (R&D) Dedicated Team for Sustainable Packaging Solutions

We continue to allocate dedicated R&D resources to advance sustainable packaging and explore viable alternative materials. Our investment focuses on developing recyclable, biodegradable, and lower-impact packaging solutions that meet rising environmental expectations. Through close collaboration with industry experts and the application of advanced technologies, we enhance packaging performance while reducing environmental footprint. These efforts reflect our commitment to minimizing waste, cutting emissions, and accelerating the shift toward next-generation, eco-efficient packaging systems.

In addition, we continue to monitor applicable laws and regulations on packaging waste management to ensure full compliance. Under Decree 08/2022/ND-CP, which establishes mandatory recycling obligations for producers and importers, companies must recycle eligible packaging at specified rates and in accordance with defined technical requirements. To meet Vietnamese regulatory expectations, Masan Consumer has implemented a recycled-packaging program targeting a 22% recycling rate, which fully aligns with the Extended Producer Responsibility (EPR) principles.



Packaging Material Data in 2025

Packaging Materials	Total Weight (metric tonnes)
Paper fiber packaging	54,955
Metal (e.g. aluminum or steel) packaging	1,148
Glass packaging	7,043
Plastic packaging	42,971

Sustainable Packaging Initiatives

Highlighted Project 1: Weight Optimization In Bottle Products

In 2025, we continued the packaging optimization initiative first introduced in 2024 by further applying the lightweight preform design, reducing the weight of plastic bottle preforms from 13.5 g to 12.15 g per unit. This design change lowered material intensity per product while maintaining functional and quality requirements. As a result, total plastic consumption was reduced by 51,729 kg, and electricity use in the preform manufacturing process decreased by approximately 829 kWh over the reporting period.

Highlighted Project 2: Packing Optimization and Standardization for Omachi Products

In 2025, we standardized on a single, optimized carton size across Omachi products on automatic packing lines. The redesigned carton, with reduced height and overall size, the initiative reduces the paper usage to 0.413 m² per carton, achieving a reduction of 0.028 m² (~6.3%) compared to the manual method, thereby lowering material consumption, cutting costs, and improving overall packaging efficiency. Using a single carton format also eliminates the need for machine changeovers, reducing downtime and ensuring smooth production flow. As a result, the initiative enhances line Overall Equipment Effectiveness (OEE), improves manpower productivity, and generates cost savings of VND 1,892 million across manufacturing operations.

Highlighted Project 3: Polyethylene (PE) Packaging Elimination

We identified that 70% of our pellets were packaged in polyethylene (PE) film. This year, we eliminated the use of PE film for pellet wrapping, reducing plastic waste by 22 tonnes. This initiative also generated annual savings of VND 686,025,054 and helped Masan Consumer reduce its emissions by 55 tCO₂e in 2025.



Community Development

GRI 3-3 GRI 413-1 GRI 413-2

We are committed to supporting the well-being and resilience of the communities where we operate through programs that promote health, education, and inclusive local development. We will continue to collaborate with partners to create long-term, positive impact and shared value for society.

Target

- Programs are developed for the focus areas of human health, food and nutritional sciences, and sustainable agribusiness, with technology integration for the community, and defined engagement and impact targets.

2025 Performance

Over VND 19.5 billion

contributed to community development initiatives, including healthcare and nutrition, social security, and an essential food support program for flood-affected areas.



Masan Consumer contributed approximately

VND
19.5 billion

to national social welfare programs during the year.

Management Approach

Business growth and community development go hand in hand. We place strong importance on engaging with local communities to understand their expectations, needs, and the impacts of our operations. This approach guides us in designing programs that respond to local priorities and align with our business activities. Led by our internal teams, these initiatives aim to improve community well-being and provide support to vulnerable groups.



In 2025, we aimed to launch at least one initiative in each of our priority areas: human health, food science and nutrition, and sustainable agriculture, leveraging technology to create positive community impact. Reflecting this commitment, Masan Consumer contributed approximately VND 19.5 billion to national social welfare programs during the year. Key initiatives included:

- 1. “One Million Meals with Meat” Initiative**
Continuing the program initiated by CHIN-SU in partnership with the Highland Children’s Fund, this initiative provided essential nutrition to disadvantaged children, with a budget of VND 10 billion for 2024–2025. Over the period, 1 million meals containing meat were delivered to children across 85 highland schools in the provinces of Lao Cai (Lao Cai and Yen Bai), Gia Lai, Quang Ngai (Kontum), Quang Tri, Lam Dong (Dak Nong).
- 2. Eye and Heart Surgery Program**
In collaboration with the Ho Chi Minh City Poor Patients Association, Masan Consumer supported 201 cataract surgeries and 22 congenital heart surgeries for children from disadvantaged families, contributing around VND 1 billion to healthcare initiatives.
- 3. Social Welfare**
Masan Consumer supported social welfare initiatives in the Phu Quoc Special Zone, An Giang Province, contributing VND 1 billion.

- 4. Essential Food Support Program for Flood-Affected Areas**
Masan Consumer provided essential food assistance to communities in flood-affected provinces, including Thai Nguyen, Nghe An, Hue, and Gia Lai. With a total contribution of VND 3.5 billion, the program delivered 125 tons of essential food items—such as noodles, vermicelli, pho, sausages, mineral water, milk, and instant porridge, equivalent to 17,500 portions, each valued at approximately VND 200,000.
- 5. Supporting First-Press Fish Sauce Producers in Nha Trang and Phan Thiet through Product Offtake and Post-Disaster Recovery Assistance**
Masan Consumer organized tours of the fermentation barrel house in Phu Quoc for domestic retailers and overseas distributors (approximately 1,000 visitors), and participated in the fish sauce festival, brand week, and culinary events. We actively boosted communication and media campaigns in collaboration with VTV and reputable newspapers to produce feature reports on premium first-press fish sauce output and our commitment to supporting the Vietnamese traditional fish sauce industry. The program supports local producers through cooperation agreements on high-protein fermentation, guaranteed product offtake, and installation of manual bottling lines, contributing to stable livelihoods, value chain development, and long-term preservation of the craft.

- 6. Cultural and Culinary Program**
Masan Consumer contributed VND 4 billion to support a range of cultural, culinary, and national events, including the Pho Festival organized by the Hanoi People’s Committee, the Banh Mi Festival hosted by the Ho Chi Minh City Tourism Association, the 80th Anniversary Celebration of the Ministry of Industry and Trade, and the International Food Festival coordinated with the Diplomatic Corps and Ministry of Foreign Affairs. These programs reached millions of participants, providing them with the opportunity to enjoy culinary demonstrations by acclaimed chefs.



Winning Hearts and Minds of Our People and Customers

Human Capital

We are committed to developing a skilled, engaged, and diverse workforce through strong people development, fair recruitment, and proactive retention efforts. We also prioritize employee well-being by fostering a safe, inclusive, and supportive workplace where everyone can thrive.

Target

- Maintain employee satisfaction survey score of at least 70% annually.
- A 38% representation of women in Manager and above is maintained.
- Minimum score of 70% in the Diversity and Inclusion section of the “Great Place to Work” survey is sustained.
- Maintain a Total Injury Rate (TIR) below 0.5.

2025 Performance

Women accounted for

44.3%

of the senior and middle management workforce.

91%

of surveyed employees view Masan Consumer as an excellent workplace.

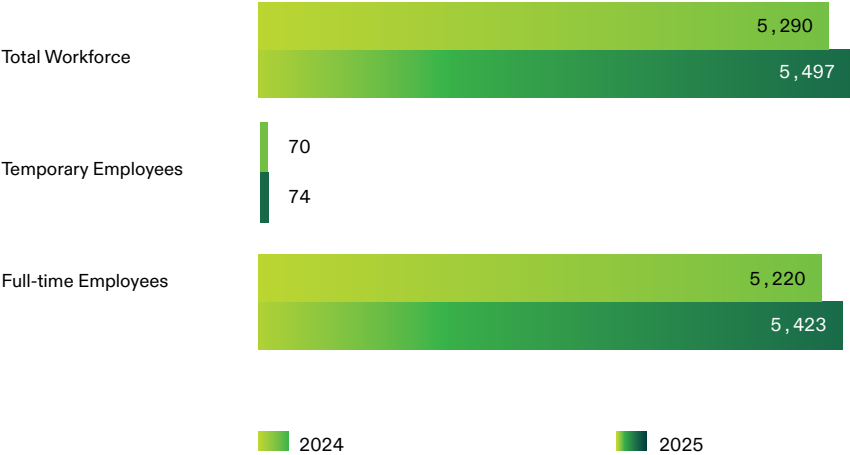
34,323

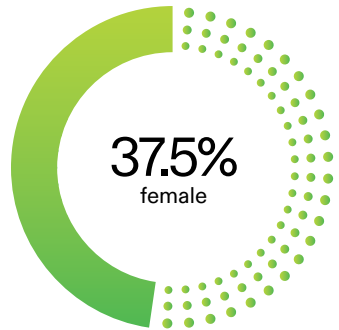
hours of training provided to employees.

Our Workforce Profile

GRI 2-7

As of 31 December 2025, Masan Consumer employed **5,497** people, an increase of 3.9% compared to 5,290 employees in 2024.





Gender and level

GRI 405-1

In 2025, women continued to play a significant role in Masan Consumer's workforce and leadership.

- Overall Workforce: Women account for 37.5% of Masan Consumer's employees.
- Senior and Middle Management: Women represent 44.3% of managerial and leadership roles, exceeding the established target.

Total employees	5,497	3,440	2,057
Senior Management	69	42	27
Middle management	290	158	132
Staff	5,138	3,240	1,898
		Male	Female

Age group and level

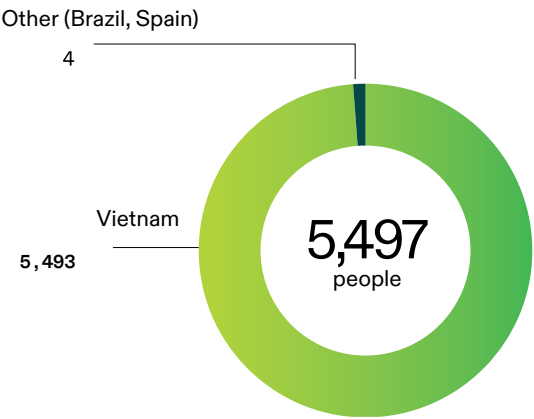
GRI 405-1

The workforce is primarily composed of experienced employees aged 30–50, forming a strong operational core, while younger staff under 30 provide a healthy talent pipeline that supports future succession and organizational continuity.

Total employees	5,497	1,478	3,682	337
Senior Management	69	0	43	26
Middle management	290	8	255	27
Staff	5,138	1,470	3,384	284
		<30 years old	30-50 years old	>50 years old

Nationality

GRI 405-1





Management Approach

GRI 3-3

At Masan Consumer, our people are the heart of our sustainable growth story. We invest deeply in developing a skilled, empowered, and inspired workforce to lead the next wave of innovation. Our human capital strategy is built on attracting outstanding individuals, nurturing their potential through continuous learning and leadership development, fostering a performance-driven and transparent evaluation system, and creating an inclusive environment where diverse perspectives spark new ideas and better solutions.

Talent Attraction and Retention

Masan Consumer is committed to building a diverse and high-performing workforce that contributes to improving consumers' daily lives and advancing sustainable value creation. Our recruitment practices focus on skills and competencies aligned with job requirements, without discrimination based on race, nationality, religion, gender, age, or abilities. This diversity brings a wide range of perspectives and experiences, strengthening innovation, creativity, and strategic thinking across our organization.

Aligned with Masan Group's "Go Global" strategy, we continue to build a multinational and future-ready talent pool capable of understanding global consumer needs and supporting the international expansion of Vietnamese products. Our systematic efforts to attract global talent and enhance cross-cultural capabilities are reflected in Masan Consumer's regional recognition as a Fortune Top 100 Best Companies to Work For in Southeast Asia 2025.

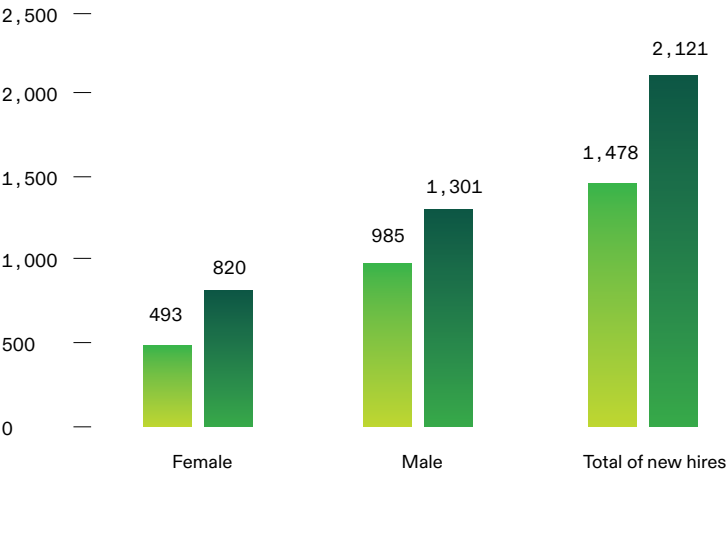


Talent Attraction

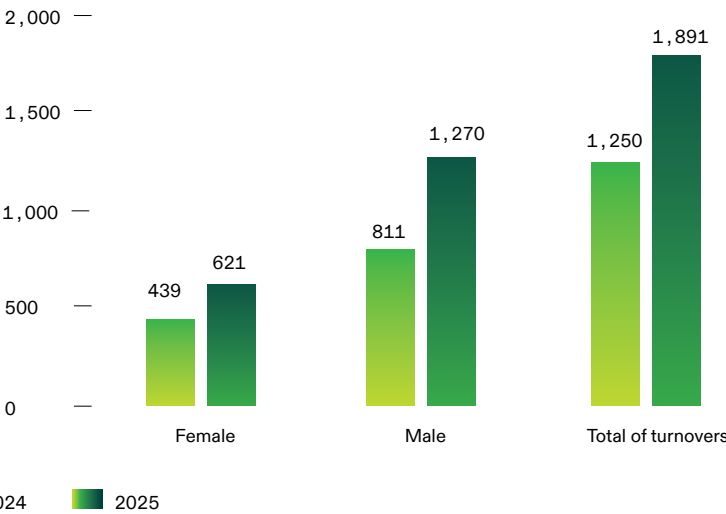
We implement a structured and transparent talent acquisition process to attract, assess, and onboard high-quality talent. By leveraging a range of recruitment channels, applying robust selection practices, and ensuring comprehensive onboarding experience, the Company enables new employees to integrate effectively into the organization. This approach emphasizes aligning talent with appropriate roles to foster both individual development and overall organizational performance.

- 1. Talent Sourcing**
Candidates are recruited through transparent, diverse, and effective channels, including databases, job postings, recruitment agencies, university partnerships, internal referrals, and Masan Consumer's career website <https://careers.masanconsumer.com>, and social media platforms.
- 2. Candidate Selection**
A structured evaluation process is applied, comprising candidate screening, interviews, and assessments conducted by experienced recruiters and managers. Detailed job profiles are maintained to support the identification and selection of candidates best suited to each role.
- 3. Onboarding**
A coordinated onboarding process is implemented through collaboration with relevant stakeholders, including line managers, functional leaders, administration, and IT teams, to ensure a smooth transition and enable new hires to perform effectively from the outset.

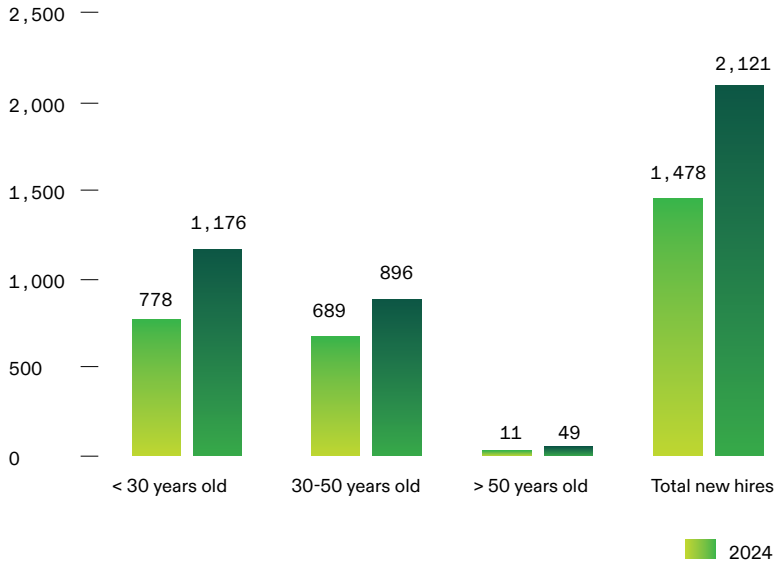
Number of New Hires by gender 2024-2025



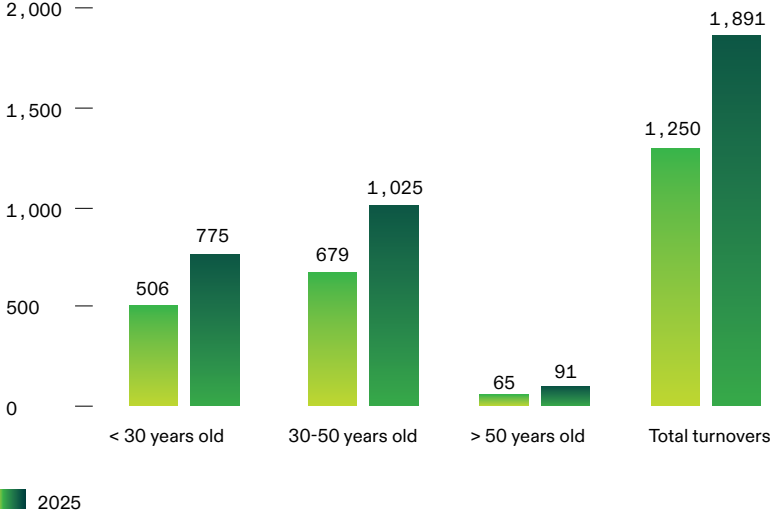
Number of Turnover by gender 2024-2025



Number of New Hires by age group 2024-2025



Number of Turnovers by age group 2024-2025



In 2025, Masan Consumer strengthened its early-career talent pipeline through the **Masan Young Entrepreneurs (MYE) Program**, engaging young talent via university partnerships and providing hands-on exposure to real business initiatives within Masan’s digital transformation journey. The program enables students to gain practical experience while receiving guidance from senior leaders and experienced experts.

During this year, we also connected with more than 10,000 students across eight (08) university career fairs, offering career counselling and introducing employment opportunities aligned with Masan’s future workforce needs.

Complementing these efforts, the **Masan Graduate Engineer (MGE) Program 2025**—a Recruitment & Development initiative launched in 2021—supports fresh graduates and early-career engineers by equipping them with essential technical knowledge and practical skills to take on roles across Masan’s nationwide manufacturing network. The program also supports personal growth across multiple dimensions, including creativity, teamwork, and the ability to turn ideas into tangible results.

Total number of applicants for MYE program: 442 persons

Total number of applicants for MGE program: 991 persons

To support internal mobility and strengthen career progression pathways, we actively prioritize developing and promoting talent from within. The percentage of open positions filled by internal candidates (internal hires) in 2025 is 1.7%.



Talent Retention

We are committed to nurturing, retaining, and developing our people through a comprehensive approach that strengthens capabilities, promotes continuous learning, and supports a diverse and inclusive workplace. We define targets and KPIs, conduct performance evaluations with transparency and fairness, and enable compensation that aligns with performance and responsibilities. We review and adjust the compensation structure to reflect the cost of living in each area and offer comprehensive welfare benefits beyond legal requirements.

Compensation and Benefits

GRI 401-2 GRI 401-3

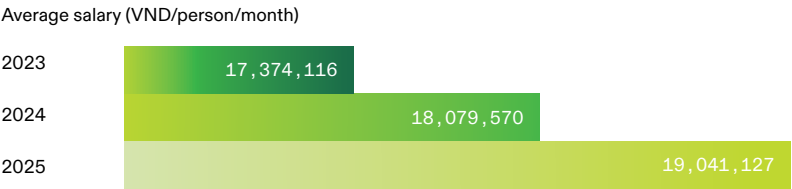
We are committed to delivering fair and competitive compensation by routinely benchmarking against market standards and assessing job roles to ensure both internal equity and external competitiveness. Our programs include flexible incentives that reward individual and team contributions to the Company's success. Beyond short-term rewards, we also implement long-term initiatives, such as the Employee Stock Option Program (ESOP), to recognize high performers, encourage an entrepreneurial mindset, and drive meaningful organizational impact.



Salary and Bonus

The Company pays our employees based on their job level, competency, position, salary scale, and the Company's overall business conditions. Employee salaries are not lower than the regional minimum wage stipulated by the State. Actual monthly salary is calculated based on the salary agreed in the Employment contract, other allowances and additional payments (if any), mandatory contributions to social insurance, health insurance, unemployment insurance, personal income tax as stipulated by law, and the number of working days and leave days shown on the employee's monthly attendance record.

The average salary of employees in the Masan Consumer (consolidated) over the last three years is as follows:



The average salary of employees of the Group in 2024 and 2025 is: VND 18,079,570/person/month and VND 19,041,127/person/month, respectively, which is higher than the average per capita income in Vietnam for both years (based on data from the National Statistics Office of Vietnam, the average per capita income in Vietnam in 2024 and 2025 is VND 7.7 million/person/month and VND 8.4 million/person/month, respectively).

Ratio of basic salary and remuneration of women to men

GRI 405-2

Year	Senior Management		Middle Management	Staff		
	Executive	Director	Manager	Supervisor	Skilled staff	Unskilled Staff
2024	97%	98%	94%	103%	89%	85%
2025	85%	105%	96%	105%	91%	89%

Working Hours, Timekeeping and Overtime Compensation

Masan Consumer utilizes the iHRP Human Resource Management System, developed by FPT, to manage employee attendance, working hours, leave requests, and overtime records. The digital platform provides an accurate and transparent timekeeping process, ensuring that employees' working hours are properly recorded and monitored. Overtime work is managed in accordance with the Company's internal policies and applicable labor regulations, with all approved overtime automatically integrated into the payroll system to ensure employees receive timely and accurate overtime compensation at the legally prescribed rates. The system also enables effective monitoring of working hours, supporting compliance with legal limits on overtime and promoting employee well-being.

Employee Well-being Programs

To support employee well-being, we offer initiatives and programs that promote work-life balance, healthy lifestyles, and a positive workplace culture where employees feel valued and motivated. In addition to competitive base salaries, employees have access to comprehensive welfare programs, including social and health insurance, annual health checks from leading domestic and international hospital systems in Vietnam training support, annual vacation holiday, Tet bonuses, meal allowances, parental leave, funding for sport club activities, disability and invalidity coverage, retirement benefits under the social insurance scheme, and employee stock ownership programs. Employees are also entitled to annual leave and statutory holidays, which we encourage them to take to maintain a healthy work-life balance.

In 2025, Masan Consumer continued its efforts to support work-life balance, promote mental and physical well-being, and enhance overall employee satisfaction.



1. Managing Workplace Stress

We offer regular stress management workshops, counseling, and wellness programs to support employees' mental and emotional health. By promoting flexible work arrangements, regular breaks, and employee support networks, we cultivate a culture of work-life balance. Our management team is trained to recognize and address workplace stress, ensuring employees have access to the resources needed for a healthy and productive work environment.

2. Remote Work Arrangements

Masan Consumer acknowledges that remote work can boost productivity, morale, and adaptability while safeguarding employee health and safety, especially in challenging circumstances. To support this, we conducted training, and wellness programs emphasizing exercise, ergonomics, and stress management.

3. Flexible Work Options

We provide flexible work arrangements for certain teams, such as branding and sales, to support employee well-being, productivity, and work-life balance while meeting business objectives. By giving employees greater control over their schedules, we enhance job satisfaction and performance, reinforcing our belief that flexibility fosters a more engaged and motivated workforce.

4. Family-Friendly Benefits

We recognize that work-family balance is key to employee productivity and morale. To support a family-friendly workplace, we provide:

- An annual Children's Day event, allowing employees' children to visit and experience their parents' work environment.
- Family insurance coverage for employees from the management level and above.
- Maternity and parental leave policies that fully comply with national labor laws and regulations.

	2024			2025		
	Total	Male	Female	Total	Male	Female
Total number of employees who were entitled to parental leave	5,290	3,423	1,867	5,497	3,440	2,057
Total number of employees who took parental leave	76	38	38	274	119	155
Total number of employees who returned to work in the reporting period after parental leave ended	76	38	38	274	119	155



In 2025, Masan Consumer organized several employee well-being and engagement programs to foster a healthy, inclusive and high-performing workplace. Notable activities included:

Masan Amazing Race 2025

The **Masan Amazing Race** is a group-wide event for Masan Group employees (“Masaners”) and their families, held in June 2025 with both virtual and in-person participation that promotes health, well-being, and team cohesion with the “Keep Going” spirit across the Group.

In 2025, nearly 2,000 Masan Consumer’s employees participated in joint activities with colleagues across the Masan ecosystem.

The program also fosters team spirit and peer motivation, supporting a shift toward healthier, more balanced lifestyles while enhancing both physical well-being and mental resilience across the workforce.



CHIN-SU Cup Football Tournament

The CHIN-SU Cup is an annual football tournament designed to strengthen employee-organization relationships and promote employee health. More than 10 football teams from MCH sites and BUs participated in the tournament, attracting nearly 300 employees and supporters.



Yoga Club

To promote physical and mental well-being, the employee-led Yoga Club remained a well-attended initiative, with approximately 50 regular members and a space for relaxation and stress management.



Contribution-based Performance Evaluation

GRI 404-3

Masan Consumer’s evaluations emphasize actual performance and capabilities, with a strong focus on maintaining work-life balance. We implement multiple performance appraisal practices to uphold alignment between employees’ contributions and business objectives while fostering continuous growth:

- Management by Objectives: Each employee takes ownership of their contributions to Masan Consumer’s objectives and desired results based on their roles, with measurable goals and Key Performance Indicators (KPIs) set collaboratively and adjusted as needed to align with business strategies.
- Multi-dimensional Performance Appraisal: To identify employee contribution value, employee performance is evaluated based on the following criteria:
 - Performance Level (85%) – Assesses how well employees fulfill their job requirements and responsibilities.
 - Competency Level (15%) – Evaluates employees based on the Masan capability and value model.
- Team-Based Performance Appraisal: Conducted biannually, this evaluation promotes teamwork by assessing collaboration, communication, problem-solving, and team objective achievement. This approach encourages employees to collaborate effectively, align their efforts with organizational goals, and support each other’s growth.
- Performance Appraisal Frequency: In addition to year-end performance appraisal, we maintain a culture of continuous feedback through regular performance check-ins and mid-year reviews. These serve as opportunities for employees and managers to reflect on progress, recognize strengths, and address any challenges. To ensure fair treatment, evaluation scores undergo a calibration process to align the understanding and expectations of the employee’s line managers.
- Ongoing Employee Conversations: Regular discussions are held to enhance collaboration, team engagement, goal alignment and productivity. Topics include (i) performance, (ii) occupational health and safety concerns, (iii) work-related issues and solutions and (iv) general update on key initiatives.

This structured approach ensures that employees receive meaningful feedback and development opportunities while driving overall organizational success. As a result, in 2025, 100% of eligible employees received regular performance and career development reviews.

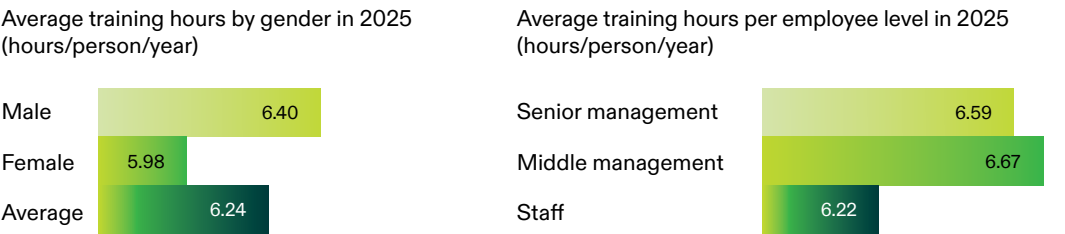


Employee Training and Development

GRI 404-1 GRI 404-2

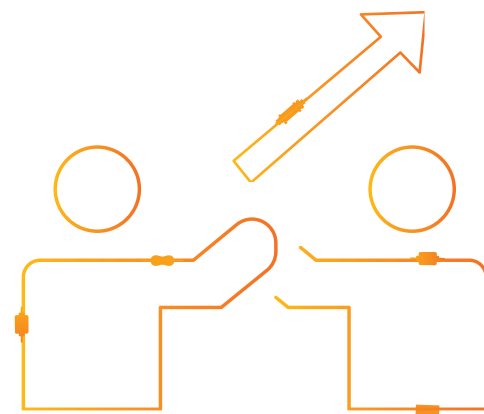
Masan Consumer’s talent development strategy is built on a foundation of transparency and clarity, delivering regular training in technical, professional, and soft skills and supporting evolving job requirements. Long-term training blueprints have been established to prepare high-potential employees for future leadership roles.

In 2025, Masan Consumer invested 34,323 hours in employee training, providing programs for all employees regardless of gender, age, or career level. These initiatives strengthen skills, support professional growth, and prepare our workforce to meet both current challenges and future opportunities, contributing to the company’s long-term success.



Human Capital Return on Investment (HC ROI): 15.17





Training programs for skill development and career growth

Masan Consumer is committed to enhancing our employees’ skills and competencies through a range of training programs tailored to professional and personal development.

1. Technical Expertise and Quality Standards

To strengthen technical expertise and quality standards, employees participated in the following in-depth training programs, reinforcing compliance with international safety, environmental, and quality management systems.

- ISO 50001:2018 – Energy Management Training.
- ISO 14064-1:2018 – Corporate Emission.
- Accounting training.
- Radiation Safety Training.
- Design of Experience Training provides employees with analytical skills to improve process efficiency.

2. Data & Business Intelligence

In the area of data and business intelligence, employees received training on the Power BI user guide, equipping them with essential data visualization and reporting capabilities. In addition, the Company has established comprehensive data training roadmaps that leverage practical, real-world datasets. These programs span mindset, skill set, and tool set development, enabling employees to translate data into actionable business insights and make informed, data-driven decisions.

The Human Resources team completed 06 weeks of AI Capabilities for HR Professional training, which helps each HR member improve their AI usage skills, especially Copilot, and enables them to create an AI Agent to enhance productivity.

Multiple Labor Law updates were informed to relevant Managers, Leaders, and HR to ensure that we act in accordance with the most up-to-date Labor Law.

Meanwhile, the business acumen training program strengthened employees’ understanding of financial principles and strategic decision-making, enhancing their ability to contribute effectively to the Company’s performance.

3. AI in Action Learning Series

Masan Consumer also prioritized building AI mindsets, knowledge, and skills to enhance employee productivity. AI training is delivered across all levels—from company-wide foundational programs to function-specific initiatives—supporting diverse use cases and practical workplace applications. For example, marketing teams have applied AI tools to design point-of-sale materials (POSMs), reducing manual workload and accelerating execution. Meanwhile, the Human Resources team developed AI-powered chatbots to address employees’ frequently asked questions on Company policies and regulations, improving information accessibility and operational efficiency.

4. Negotiation & Customer Insight Development

Masan Consumer provided training programs on “Selling Skill - Approaching Customers,” focusing on enhancing employees’ ability to effectively engage with partners and customers, while equipping them with knowledge of consumer behavior and techniques for extracting customer insights to optimize business strategies. These skills are crucial for driving business growth and customer satisfaction.

5. Leadership & Workplace Efficiency

Masan Consumer conducted several training programs to foster leadership and teamwork. The “Building a High-Performance Team,” “Train-the-Trainer” and “High-Impact Presentation Skill Development” programs aim to empower employees to lead effectively, share knowledge, and communicate with confidence.

Through these comprehensive training programs, Masan Consumer continues to equip our employees with technical expertise, leadership skills, and a strategic mindset, ensuring they are well-prepared to drive both individual and organizational success.



Diversity and Inclusion

GRI 405

At Masan Consumer, we prioritize building a diverse and talented workforce. We foster an inclusive culture where all employees have equal opportunities to succeed, and our recruitment focuses solely on skills and competencies, regardless of race, nationality, religion, gender, age, or disability.

Employee Engagement

As part of our efforts to cultivate a positive workplace, Masan Consumer conducts the annual Great Place to Work Trust Index Survey. These assessments allow employees to share their experiences, engagement levels, and perspectives on job satisfaction, purpose, happiness, and workplace stress. The insights gained help us better understand employee needs and expectations, enabling us to refine our people-focused initiatives and further strengthen well-being and engagement across the organization.

In 2025, our Great Place to Work survey, which provided key insights into workplace satisfaction and culture, showed a participation rate of 58%. The results showed that 91% of responses across all statements reflected strong engagement, satisfaction, and well-being, underscoring a supportive work environment and a strong sense of connection that contributes to long-term organizational success.

Several employee engagement activities were held in 2025, including

New Year Kick-off

The New Year Kick-off event was organized to strengthen employee engagement, enhance team spirit, and align employees with the company's goals for the new year. The event created a positive and energetic atmosphere, encouraging collaboration and motivation across teams.



Internal Trainer Appreciation's Day

At Masan Consumer, our 100+ internal trainers, our dedicated "Seed Sowers", have inspired and nurtured talent through knowledge, experience, and passion for learning. In 2025, we hosted a special gathering to honor their contributions and celebrate their achievements and positive impacts.



International Women's Day and Vietnamese Women's Day

In 2025, Masan Consumer celebrated International Women's Day (March 8) and Vietnamese Women's Day (October 20) through a series of employee engagement activities to honor and recognize the contributions of female employees across the organization. These occasions featured appreciation events, internal communications, and team-based activities designed to foster inclusivity, strengthen workplace connection, and promote a culture of respect and equality. The initiatives also provided opportunities for employees to engage, share experiences, and reinforce the Group's commitment to gender equity and an inclusive working environment.



Leaders of Masan Consumer also recognize the importance of open communication and meaningful employee engagement in fostering a positive and inclusive workplace. Annual workplace dialogue sessions are conducted to provide employees with opportunities to share feedback, raise concerns, and discuss matters relating to working conditions, occupational well-being, and career development. Feedback gathered through these dialogues is reviewed by management, and appropriate actions are implemented to address employees' concerns and enhance the overall working environment. This ongoing engagement process strengthens mutual trust, supports continuous improvement, and reinforces our commitment to maintaining fair, safe, and respectful working conditions for all employees.

Sale Competition Day

Sales Competition Day engaged 367 office-based Masaners, who collectively visited 6,361 points of sale and achieved 105% of the sales day target. The initiative strengthened field execution excellence while reinforcing teamwork, agility, and customer-centric thinking.



Celebrating 23 Years of High Growth, High Dividend

For 23 years, Masan Consumer's journey has been shaped by trust, strong values, and a pioneering spirit. From the first CHIN-SU products reaching Vietnamese households, to building a great workplace and steadily expanding our global footprint, every milestone reflects the dedication, creativity, and unity of generations of Masaners.



Team Building

With the theme "Passion to Win Big", our 2025 Team Building brought together thousands of Masaners across offices and factories, creating an unforgettable journey of energy, teamwork, and inspiration.



Human Rights

Masan Consumer upholds the protection of human rights for all stakeholders, with a focus on our employees. In 2025, the Company continued to implement Masan Group's comprehensive Code of Conduct, introduced in 2024, as the foundation of its operational framework. The Code outlines key regulations and guiding principles, with a strong focus on fair treatment and creating a safe and supportive work environment for all employees.

Concerning human rights, the Code provides:

- Respect and protection of employees' legitimate rights through the establishment of trade unions and collective agreements in accordance with the law.
- Prohibition of the use of child labor under the age of 16 and engagement in any child labor exploitation activities.
- Prohibition of engagement in violent and abusive behavior, including both actions and words.
- Prohibition of all forms of discrimination, harassment, disrespectful or inappropriate behavior, and unfair treatment in the workplace and in work-related situations.

In alignment with the Code of Conduct and the United Nations Guiding Principles on Business and Human Rights, Masan Consumer has implemented a Human Rights Policy to uphold its commitment to human rights across all business activities.

Specifically concerning employees, as stated in the Human Rights Policy, Masan Consumer's commitments to human rights in action include:

- Equality and Non-Discrimination: The Company supports employee welfare and ensures fairness in treatment.
- Rights of Association: Employees have the right to form and join labor unions and engage in collective bargaining.
- Workers' Rights Protection: The Company upholds fair labor agreements and union rights.
- Inclusion and Diversity: The Company promotes an inclusive and respectful workplace valuing diverse skills and experiences.
- Anti-Discrimination: The Company strictly prohibits discrimination, harassment, and inappropriate behavior.
- Workplace Safety: The Company prioritizes safe working conditions and early risk mitigation.



Occupational Health and Safety and Employee Well-Being

At Masan Consumer, we are committed to creating a safe and healthy working environment for employees, contractors, suppliers, and all stakeholders. We have established the Environment, Occupational Health and Safety Policy, which covers all activities performed by our employees, suppliers, and relevant contractors. This Policy has been considered and approved by the MCH's Board of Directors, which emphasizes compliance with international standards and safety requirements, the participation of employees and safety representatives, and the continuous development and improvement of safety management systems.

Occupational Health and Safety Management System

GRI 403-1 GRI 403-8

We also developed a comprehensive management system to ensure occupational health and safety in the workplace, which includes procedures, regulations, material safety data sheets, and instructions. Our Occupational Health and Safety (OHS) management system is fully aligned with Vietnamese regulations, ISO 45001 requirements, and the Masan Consumer Safety, Health, and Environment (SHE) framework. This system is implemented across all operational sites to ensure a safe and healthy working environment and cover all activities by our employees, suppliers, and relevant contractors. As of 31 December 2025, 86% of our production facilities are certified to ISO 45001, reflecting our commitment to international OHS best practices. Vinacafé Bien Hoa (VCF) is also certified under the SA 8000 standard, reinforcing our focus on social accountability. By 2026, we aim to achieve ISO 45001 certification across 100% of our production plants.





Hazard Identification, Risk Assessment, and Incident Investigation

GRI 403-2

We conduct workplace risk and hazard assessments to identify potential hazards and implement systematic risk control and reduction measures. The results are continuously monitored and evaluated to reduce occupational health issues and prevent accidents in conjunction with regular internal audits and independent third-party audits on related operations to ensure compliance with specified international standards. We have set out clear guidelines for emergency preparedness and response, including safety training for employees, contractors, and business partners to raise awareness and reduce work-related risks. In addition, Masan Consumer has also established an investigation process for work-related accidents and occupational illnesses for future improvement and prevention.

Incident Investigation

- The SHE department of each manufacturing facility is responsible for establishing and maintaining the Incident Investigation and Reporting process.
- SHE staff participate in incident investigations as evaluators and advisors.
- The department head is the main person responsible for investigating incidents.
- Fault tree analysis or equivalent (e.g., 5W, fishbone diagram, etc.) must be used to identify the root cause.

Incident Reporting

- The SHE department of each manufacturing facility ensures that incidents are reported accurately and comprehensively.
- The department head ensures that the injured person reports the incident on time and in full; the department head reports the incident to the top management and the facility's SHE department immediately.
- The top management of the plant reviews and approves the incident investigation report.
- Incident reporting follows a structured timeline, with minor incidents included in monthly SHE reports, while serious incidents, including lost time, significant near misses, and fatalities, must be reported to senior management within 24 hours.
- Every six months and annually, the accident situation at the facility is assessed and announced to the employees.
- The published information must be posted publicly at the headquarters of the plants and at team and workshop levels (for teams and workshops where work accidents have occurred) and published on the plant's website.

Comprehensive Safety Processes

GRI 403-4

GRI 403-5

Our OHS management system is built to proactively identify and control work-related hazards and risks, following the risk assessment methodology defined in ISO 45001 and our internal procedures. Safety, health, and environmental considerations are embedded at every management level, reinforcing a culture of proactive reporting and employee engagement.

We leverage the digital GEMBA platform to record and track unsafe acts and conditions, with all findings reviewed during the Monthly Performance Review (MPR). Masan Consumer also maintains clear policies that empower employees to withdraw from unsafe situations in accordance with Vietnamese law and Safety, Health and Environment (SHE) requirements. A dedicated security hotline enables staff to report safety concerns and ensures transparent follow-up shared across the organization. The SHE committee and department hold regular safety discussions during MPR and operational meetings, and safety remains a mandatory agenda item during every shift handover.

Occupational Health and Safety Training

We regularly deliver comprehensive safety training, including SHE induction for all workers (employees and non-employees⁶), mandatory OHS courses by authorized agencies, daily toolbox talks by shift leaders, and video-based safety briefings for visitors. All contractors have been trained and acknowledged the SHE policy and OHS management system before commencing their work. These measures support a safe and healthy workplace for all personnel.



⁶ This includes third-party workers but excludes external service providers' workers.

2025 Performance

As of 31 December 2025, 86% of Masan Consumer’s manufacturing plants are certified to ISO 45001, demonstrating our adherence to international best practices in occupational health and safety. Additionally, Vinacafé Bien Hoa (VCF) has been certified under the SA 8000 standard, highlighting our commitment to social accountability.



Lost-Time Injury Frequency Rate (LTIFR)

	2025		2024		2023	
	Employee	Contractor	Employee	Contractor	Employee	Contractor
LTIFR (lost time injuries / 1 million hours worked)	0.573	0.243	0.66	Not tracking	0.82	Not tracking
LTIR (lost time injuries / 200,000 hours worked)	0.115	0.049	Not tracking	Not tracking	Not tracking	Not tracking



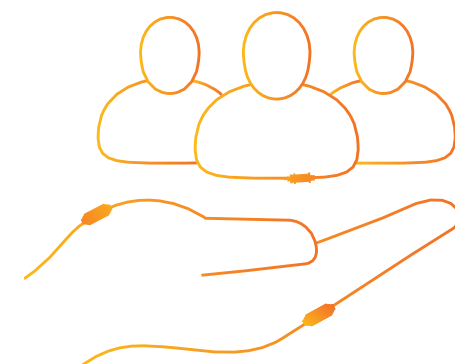
Medical and Health Services

GRI 403-3

Our occupational health approach includes maintaining an on-site medical unit or partnering with authorized healthcare providers, offering medicine dispensing, first aid training, and safety risk assessments. Employees receive regular health check-ups, including monitoring for occupational diseases, and we routinely assess workplace microclimate and lighting to ensure safe and comfortable working conditions.

We work closely with the Trade Union to promote employee well-being and maintain a fair, inclusive, and healthy workplace. Our medical clinics are accessible to employees, contractors, and third parties. All staff are covered under mandatory health insurance, with additional coverage provided through specialized insurance programs (AON program) where applicable.





Customer Relationship Management

GRI 3-3 — GRI 417 — GRI 418-1

Masan Consumer is dedicated to building strong Business-to-Business (B2B) customer relationships by enhancing engagement and optimizing sales operations.

Target

- 90% of customer satisfaction score is maintained through and beyond 2030.

2025 Performance

Zero

complaints from regulatory bodies concerning breaches of customer privacy.

Zero

cases of identified leaks, thefts, or losses of customer data.



Management Approach GRI 3-3

Our journey is our consumers' journey. We are committed to delivering safe, high-quality, and responsibly made products that meet the evolving needs of consumers. Our customer relationship management approach focuses on ensuring product safety, transparent communication, protecting customers' interests, and a seamless customer experience across all retail and digital channels.

Customer Privacy

GRI-418

We are committed to safeguarding the privacy and confidentiality of customer data, including information from distributors and retail partners. All data is centrally managed through our secure Oracle E-Business Suite (EBS) and Oracle Siebel platforms, with access restricted through role-based permissions, so only authorized personnel may use the information for legitimate business needs. Data protection is further strengthened through technical and operational controls such as encryption, access management, scheduled backups, and continuous system monitoring. All data usage complies with internal security policies and applicable data-protection regulations, reinforcing our commitment to responsible data management and maintaining customer trust. In 2025, we maintain full adoption of Masan Group's Information Security Policy. This policy aligns with Vietnamese regulations and ISO/IEC 27001:2022 standards, demonstrating a commitment to robust data protection and the safeguarding of customer data.

We continued to strengthen our commitment to protecting customer privacy in 2025 through legally binding contracts with customers and strict adherence to both Masan's Code of Conduct and the customers' codes. We also incorporated customer data privacy into all our terms and conditions.

As of 2025, we have encountered no complaints from regulatory bodies regarding breaches of customer privacy.



Customer Engagement

Our **Consumer-In-Love** model, introduced in 2023, provides a structured approach to engaging directly with consumers to gather insights into changing preferences and expectations. Feedback collected through this model informs product design and reformulation priorities, particularly in relation to health, safety, and sustainability considerations, and is integrated into the Company’s innovation and product development planning processes.

In 2025, we also launched the Digital 4P (Product, Place, Price, and Promotion) platform, which enables customers personalized experiences, easy access to the latest products, direct brand interaction, membership-based privileges, and enhanced convenience—effectively overcoming the limitations of the fundamental 4P model.

We also implemented a range of ongoing initiatives to strengthen customer relations, including regular training for our sales teams, improvements in delivery and after-sales processes, and enhanced support at points of sale. Training programs are delivered through both in-person and online formats, helping build professionalism, strengthen service quality, and improve our ability to meet evolving customer needs.



Customer Feedback Channels

In 2025, we maintained a strong customer-centric approach by offering multiple channels for receiving feedback on our products and services. Customers can reach us through our customer service hotline (1800 6068) or email mch-hotline@msc.masangroup.com, our direct salesforce operating across the market, the Masan Consumer Zalo OA, and other customer-support platforms. These diverse channels help ensure accessibility, responsiveness, and timely engagement with all customer groups.

We issued the Customer Complaint Handling Guideline and trained employees in customer-related functions on how to receive and resolve customer complaints, helping customers obtain prompt, accurate, and transparent resolutions from the company.

Customer feedback is centrally recorded and routed to relevant functions for prompt handling. All responses are categorized, analyzed, and reviewed periodically to identify recurring issues and opportunities for improvement. Insights from this analysis inform enhancements to product quality, sales processes, and service delivery, contributing to a continuously improving customer experience.

Through these efforts, we aim to build long-term trust, increase customer satisfaction, and deliver consistently positive experiences across all customer touchpoints.



Business Ethics



We are committed to embracing principles of good corporate governance in accordance with the Masan Group Code of Conduct and all applicable laws, rules, and national regulations regarding corporate governance.

Target

- By 2025, 100% involvement of relevant employees in implementing ESG practices, with staff ranked Supervisor and above annually trained on crucial topics.

2025 Performance

Masan Consumer adopted the Information Security Policy, Code of Conduct, Anti-Money Laundering Policy, Bribery Policy, and Counter-Terrorism Financing Policy from the Masan Group.

Masan Consumer issued the Regulations on Risk Governance and Management.



Management Approach

GRI 3-3

We believe that good corporate governance and ethics are the foundation for conducting business with transparency, social responsibility, and sustainable growth. These principles are essential to building a resilient and forward-looking corporate culture in an ever-changing business landscape.



Ethical Business Management

GRI 2-27

We uphold strong business ethics through a well-defined set of policies and frameworks that guide our operations, including:

- Company Charter, which establishes the foundational principles and governance structures for our business activities.
- Masan Group's Code of Conduct (CoC), which covers legal compliance and fair competition; community and social responsibility; business responsibility; accurate and honest records; transparent information for media and investors; information confidentiality; fair treatment and safe work environment; and conflict of interest.
- Masan Group's Information Security Policy, which sets out regulations for ensuring information security, use, exploitation, and protection of Masan's Information System.
- Masan Consumer's Human Rights Policy, which sets forth principles to ensure that our commitments to human rights are implemented in business activities and reaffirms our dedication to respecting the human rights of employees and the broader community.
- Masan Consumer's Risk Governance and Management Regulation specifies risk governance, accountability, risk appetite, risk identification, assessment, management, and risk reporting mechanisms.
- Masan Group's Policy on Anti-Money Laundering, Bribery, and Counter-terrorism financing is a group-wide policy applying to all activities of Masan Group and its subsidiaries. The policy clearly prohibits all employees, workers, and managers from engaging in bribery, corruption, or money laundering, and from conducting business with any party listed on sanction or blacklist lists.

Masan Consumer remains committed to upholding strong business ethics and promoting fair competition in all markets where we operate. The CoC guides both Masan Consumer and our employees in complying with local laws, adhering to anti-money laundering and anti-bribery regulations, and ensuring fair competition practices. For the Board of Directors, our charter establishes clear principles to prevent conflicts of interest, applying to both Board members and the Chief Executive Officer.

We have also conducted training for relevant employees on the Anti-Money Laundering, Bribery, and Counter-terrorism Financing Policy, reinforcing ethical business practices and compliance across our operations.

Mechanism for Grievance and Whistleblowing

GRI 2-26

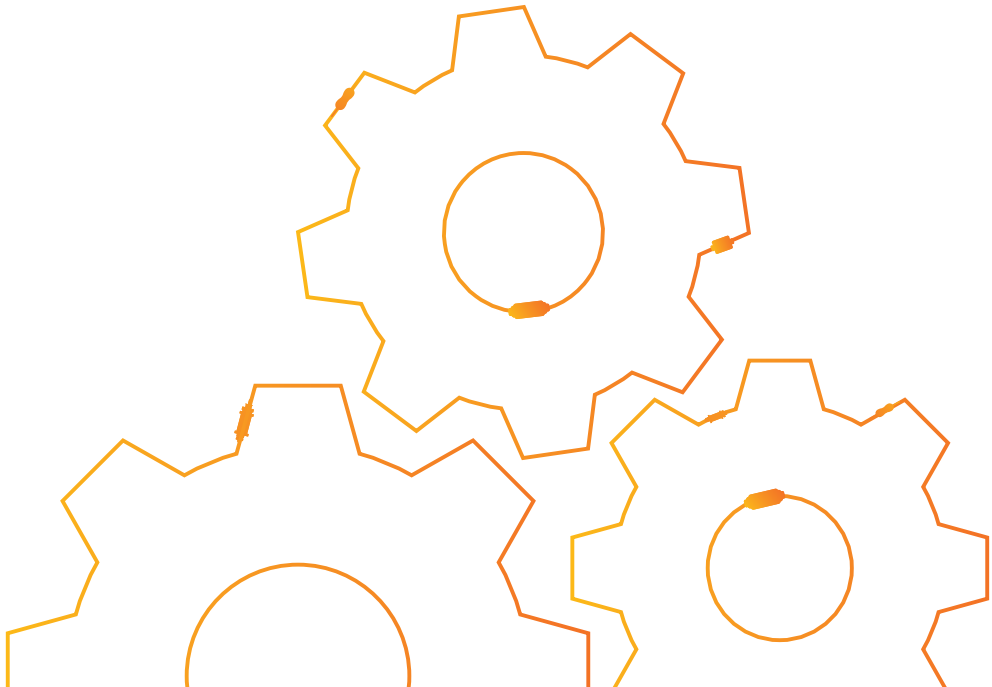
Masan Consumer issued and applied a “Procedure for Handling Complaint, Grievance and Whistleblowing” that allows employees, stakeholders, or other related parties, to submit reports or complaints related to human rights violations, illegal acts, non-compliance or any unethical practices they have experienced or witnessed. Strict confidentiality measures are in place to protect the rights of complainants and all parties involved. Investigations are conducted by authorized personnel in accordance with clearly defined guidelines, ensuring fairness and impartiality. This approach helps prevent potential cases from escalating into systemic issues that could impact Masan Consumer’s business practices. All stakeholders are encouraged to report concerns via the following channels, which are constantly monitored.

 Email: duongdaynong@msc.masangroup.com

 Telephone: 0559.631.113 / 0906.385.911

Upon receiving “Complaint, Grievance and Whistleblowing”, we will investigate and implement corrective action plans as needed to effectively mitigate and remediate the reported issues.

To address customer complaints, we offer multiple channels for receiving feedback on our products and services. Customers can reach us through our customer service hotline (1800 6068) or email mch-hotline@msc.masangroup.com, our direct salesforce operating across the market, the Masan Consumer Zalo OA, and other customer-support platforms. These diverse channels help ensure accessibility, responsiveness, and timely engagement with all customer groups.



20%

Our company is obligated to pay corporate income tax to the government at the usual rate of 20% on taxable profits.

Other Emerging Sustainability Areas

Tax Strategy

GRI-207

Masan Consumer follows Masan Group's tax strategy and governance policy, ensuring full compliance with relevant tax laws and regulations, reinforcing our commitment to sustainable business practices and corporate responsibility. The Group Board of Directors provides strategic guidance to the Board of Management, including the Group Chief Financial Officer (CFO), who oversees the Group Tax Function and the implementation of the Group Tax Strategy. Additionally, Masan Consumer's legal function ensures adherence to the Group's Tax Strategy principles and manages the implementation of tax policies and procedures across our operations.

We are committed to conducting our tax affairs responsibly and transparently, which involves:

- Maintaining an open and constructive relationship with tax authorities.
- Ensuring timely tax filing and accurate tax reporting.
- Making decisions at the appropriate level within our organization with due regard to tax implications.
- Seeking professional advice to stay informed about changes in tax legislation, disclosure requirements, and best practices.

Our approach to tax planning is conservative, focusing on legitimate business activities that provide real economic value while effectively mitigating tax risks. We ensure that our tax contributions are fair and sustainable. This Group tax Strategy aligns with our long-term objectives and reflects our dedication to corporate responsibility and ethical business practices.

Applicable corporate income tax rates

Our company is obligated to pay corporate income tax to the government at the usual rate of 20% on taxable profits. Our subsidiaries enjoy various tax incentives, which provide some of them with additional benefits.

Data Privacy and Cybersecurity

As digital reliance grows, cybersecurity threats such as attacks on critical infrastructure, misinformation, cyber fraud, cyber extortion, and data breaches are becoming more sophisticated. Recognizing these risks, Masan Consumer is committed to protecting the confidentiality, integrity, and availability of sensitive data and systems. In alignment with Masan Group's Information Security Policy, we implement robust security measures to safeguard our digital assets.

Data Protection

We prioritize protecting sensitive data through advanced security protocols. The Information Security Office (ISO) is responsible for protecting both customer and corporate data through comprehensive security measures designed to prevent unauthorized access, data breaches, and other threats. By maintaining stringent data protection frameworks aligned with both national and international standards, we reinforce customer trust in our data management practices.

- Identity and Access Management controls and monitors all user accounts, especially privileged ones, to prevent unauthorized access.
- Vendor Security Management Policy ensures that third-party suppliers comply with Masan's security standards to mitigate external risks.



Response to Information Security Risks

Masan Consumer has integrated proactive threat detection and response measures to minimize security risks and business disruptions:

- Penetration Testing is conducted on all internet-facing applications to detect vulnerabilities before they are exploited.
- Simulated Cyberattacks (APT), at least four simulations annually, assess our defenses against sophisticated and persistent cyber threats.
- Phishing Simulations train employees to recognize and respond to phishing attempts, reinforcing a security-conscious culture.
- Vulnerability and Malware Control System ensures that system administrators regularly identify and address system weaknesses to reduce cyber risks.



Legal Compliance and Certification

Masan Consumer is committed to adhering to both domestic and international data protection regulations, such as Decree No. 13/2023/ND-CP on Personal Data Protection, through ongoing audits, assessments, and adherence to security frameworks. In 2024, we successfully obtained ISO 27001 certification.

Strengthening Cyber Defense and Incident Response

We continuously enhance our cyber defense mechanisms with rigorous testing, training, and security monitoring:

- Penetration Testing and Red Team Exercises: Conducted regularly by the Masan Security Response Center (MSRC) to uncover vulnerabilities in critical applications.
- Phishing Awareness Training: Employees undergo frequent simulated phishing attacks to improve vigilance and response to cyber threats.
- Security Monitoring and Threat Hunting: The Security Response Center operates 24/7, tracking network activity and proactively identifying cyber risks before they escalate.

Information Security Governance

Masan's Information Security Office (ISO), led by Masan Group's Head of Security, is responsible for security governance, compliance, and risk management.

- The Information Security Steering Committee (ISSC) oversees technology risks, security projects, and incident response plans.
- Regular security audits ensure compliance with internal policies and external regulations.
- Incident Response Management enables swift containment, investigation, and resolution of security incidents to minimize disruptions and data loss.

Information Security Management Programs

In addition to the Information Security complaints hotline, the Company has established a formal escalation mechanism to ensure that emerging information security risks and incidents are promptly identified, reported, and managed. Upon receiving an alert or report from employees, business units, or monitoring systems, Security department is immediately notified to assess the severity of the issue and initiate an appropriate response. Defined escalation procedures enable timely communication with management, facilitate cross-functional coordination, and ensure that corrective and preventive actions are implemented without delay.

Security Governance, Risk and Compliance (GRC)

The GRC framework is essential in maintaining IT security policies, regulatory compliance, and risk management across all subsidiaries. The team ensures ongoing security audits and risk assessments to proactively address threats. By implementing strong cybersecurity measures and governance frameworks, Masan Consumer and Masan Group proactively protect information assets while maintaining compliance with international security standards.



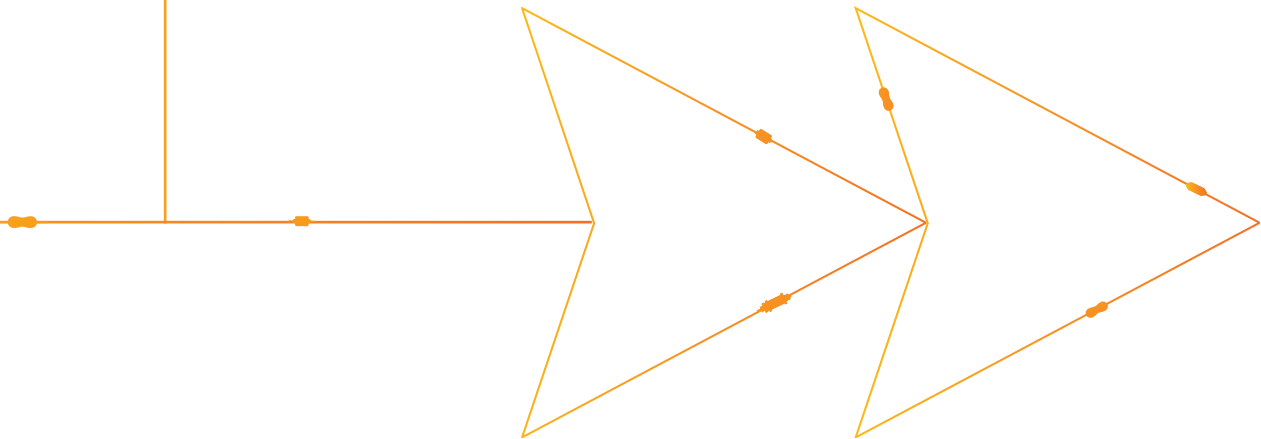
Moving Forward

Product development will continue to emphasize improved nutritional profiles, food safety, and sustainable sourcing to respond to changing consumer expectations and regulatory trends. For future innovations, we continue to invest in R&D for advanced technologies, with the expectation of launching entirely new product categories based on these platforms in 2026.

From 2026 onward, we will continue implementing our 2023 decarbonization plan, expand renewable-energy deployment with new 1 MWp solar installations at the MSI and MHG plants and a 2 MWp system at the MMB plant, and advance our climate agenda by quantifying Scope 3 emissions, conducting climate-risk assessments, and preparing IFRS S2-aligned climate disclosures.

In manufacturing, we will further optimize energy and resource efficiency through automation, process improvement, and the application of digital technologies to reduce costs and environmental impacts per unit of output.

In parallel, we will advance responsible growth by strengthening supply chain standards, enhancing governance and risk-management practices, and promoting transparent stakeholder engagement. We will continue to embed responsible sourcing by integrating supplier ESG risk assessments and reinforcing due diligence processes to ensure our partners remain sustainable, reliable, and aligned with our long-term ESG commitments. Through these efforts, Masan Consumer aims to support long-term value creation and sustainable development.



Appendix A

Reference: 11662335/69667668

INDEPENDENT LIMITED ASSURANCE REPORT



To: The Management and Board of Directors of Masan Consumer Corporation

Scope

We have been engaged by Masan Consumer Corporation (“MCH”) to perform a “limited assurance engagement”, as defined by the International Standards on Assurance Engagements, hereafter referred to as the engagement, to report on MCH’s sustainability related information as set out in the Subject Matter Information section below (the “Subject Matter”) contained in MCH’s Sustainability Report for the financial year ended 31 December 2025 (SR2025), as set out in the Subject Matter and Criteria sections below.

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.



Subject Matter Information

Our limited assurance engagement is performed for the selected Material Group Reporting Initiative (“GRI”) Topics and Key Performance Indicators (“KPIs”) listed in the table below, as presented in SR2025:

No	Material GRI Topics & GRI Standards 2021	Selected Key Performance Indicators (KPIs) for 2025	Scope
1	GRI 302-1: Energy consumption within the organization	1. Total energy consumption (GJ/year) 2. Renewable energy (biomass (rice husks, sawdust) (GJ/year) 3. Non-renewable energy by energy source (electricity, gasoline, diesel oil, natural gas and liquefied petroleum gas). (GJ/year) 4. Total non-renewable energy (including electricity) (GJ/year)	1. Masan HG One Member Company Limited. 2. Masan PQ Corporation 3. Nam Ngu Phu Quoc One Member Company Limited 4. Masan Industrial One Member Company Limited 5. Vinacafe Bien Hoa Joint Stock Company
2	GRI 305-1: Direct (Scope 1) GHG emissions	Scope 1 – 2 GHG Emission (tCO2e)	6. Net Detergent Joint -Stock Company
3	GRI 305-2: Energy indirect (Scope 2) GHG emissions	Scope 1 – 2 GHG Emission (tCO2e)	7. Viet Tien Food Technology One Member Company Limited 8. Vinh Hao Mineral Water Corporation - Branch Song Than
4	GRI 403-8: Workers covered by an occupational health and safety management system	The number and percentage of all employees and workers who are not employees but whose work and/ or workplace is controlled by the organization, who are covered by such a system (based on legal requirements and /or recognized standards /guidelines OHSMS).	9. Vinh Hao Mineral Water Corporation 10. Krongfa JSC.
5	GRI 404-3: Percentage of employees receiving regular performance and career development reviews	Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.	11. Masan MB One Member Company Limited 12. Masan HD One Member Company Limited 13. Quang Ninh Mineral Water Corporation 14. Huong Giang Trading Service Production Company Limited 15. Head Office located at 39 Le Duan, Sai Gon Ward, Ho Chi Minh

The scope of work is limited to the selected Material GRI Topics and KPIs presented in the SR2025 and does not include coverage of data sets or information unrelated to the data and information underlying the selected data and related disclosure; nor will it include information reported outside of SR2025 and comparative data of previous years and forecasts.

A hashtag symbol (#) in the Sustainability Report denotes statements and claims on which we have performed limited assurance procedures.

Appendix A

Reference: 11662335/69667668

INDEPENDENT LIMITED
ASSURANCE REPORT (continued)



Criteria applied by MCH

In preparing the Subject Matter, MCH applied the GRI Standards 2021 (Criteria). Such the criteria was specifically designed for sustainability performance; as a result, the subject matter information may not be suitable for another purpose.

MCH’s responsibilities

MCH’s management is responsible for selecting the Criteria, and for presenting the Subject Matter Information in accordance with that Criteria in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

EY’s responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information (“ISAE 3000 (Revised)”) and the terms of reference for this engagement as agreed with MCH on 9 February 2026. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our Independence and Quality Management

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, and have the required competencies and experience to conduct this assurance engagement.

EY also applies International Standard on Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Appendix A

Reference: 11662335/69667668

INDEPENDENT LIMITED
ASSURANCE REPORT (continued)



Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management’s internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information, and applying analytical and other appropriate procedures.

Our procedures included:

- 1. Conducted interviews with MCH’s personnel to understand the business and reporting process.
- 2. Conducted interviews with key personnel at MCH to understand the specific processes for collecting, collating, and reporting the subject matter during the reporting period.

- 3. Assessed whether the material topics and performance issues relevant to the Subject Matter have been adequately disclosed.
- 4. Conducted direct site visits at MSC Head Office; Masan Industrial One Member Company Limited – MSI Masan HG One Member Company Limited – MHG factories, along with remote verifications at the Masan MB One Member Company Limited – MMB and Masan HD One Member Company Limited - MHD sites from April 7 to April 9, 2026 and engaged in process walkthroughs with relevant process owners to assess the systems and procedures for data aggregation and reporting.
- 5. Assessed that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the Criteria.
- 6. Undertook analytical review procedures to support reasonableness of data.
- 7. Identified and tested assumptions supporting calculations.
- 8. Tested, on samples basis, underlying source information to assess the accuracy of data.
- 9. Read selected management information and documentation supporting assertions made in relation to the Subject Matter.

We also performed such other procedures as we considered necessary in the circumstances.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the Subject Matter dated 17 April 2026 for the year ended 31 December 2025 for the period from 1 January 2025 to 31 December 2025, in order for it to be in accordance with the Criteria.

Restricted use

This report is intended solely for the information and use of MCH and is not intended to be and should not be used by anyone other than those specified parties.

Ernst & Young Vietnam Limited



Ernest Yoong Chin Kang
Deputy General Director
Audit Practicing Registration Certificate
No. 1891-2023-004-1

¹ Sampling was based on professional judgement and the level of sampling obtained in limited-assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

APPENDIX B

GRI CONTENT INDEX

GRI Content Index					
UNIVERSAL STANDARDS					
Topic	GRI Disclosure Number	GRI Disclosure Title	2025 Sustainability Report	Reference section / Reasons for Omission	Reference Page
GRI 2: General Disclosures					
The organization and its reporting practices	2-1	Organizational details	✓	About Masan Consumer Corporation	
	2-2	Entities included in the organization's sustainability reporting	✓	Reporting Boundaries	
	2-3	Reporting period, frequency and contact point	✓	Reporting Boundaries	
	2-4	Restatements of information	✓	GHG Emission 2023-2025 Energy Consumption 2023-2025	
	2-5	External Assurance	✓	Third Party Assurance	
Activities and workers	2-6	Activities, value chain and other business relationships	✓	About Masan Consumer Corporation	
	2-7	Employees	✓	Human Capitals	
	2-8	Workers who are not employees	✓	Occupational Health and Safety and Employee Well-Being	
Governance	2-9	Governance structure and composition	✓	Sustainability Governance Masan Consumer Annual Report 2025	
	2-10	Nomination and selection of the highest governance body	✗	Masan Consumer Annual Report 2025	
	2-11	Chair of the highest governance body	✓	Sustainability Governance Masan Consumer Annual Report 2025	
	2-12	Role of the highest governance body in overseeing the management of impacts	✓	Sustainability Governance Masan Consumer Annual Report 2025	
	2-13	Delegation of responsibility for managing impacts	✓	Sustainability Governance Masan Consumer Annual Report 2025	
	2-14	Role of the highest governance body in sustainability reporting	✓	Sustainability Governance	
	2-15	Conflicts of interest	✓	Business Ethics	

GRI Content Index					
Topic	GRI Disclosure Number	GRI Disclosure Title	2025 Sustainability Report	Reference section / Reasons for Omission	Reference Page
Governance	2-16	Communication of critical concerns	✓	Sustainability Governance	
	2-17	Collective knowledge of the highest governance body	✕	Report on Corporate Governance of the Company in 2025	
	2-18	Evaluation of the performance of the highest governance body	✕	Information unavailable	
	2-19	Remuneration policies	✕	Not disclosed due to confidentiality constraints.	
	2-20	Process to determine remuneration	✓	Human Capital-Compensation and benefits	
	2-21	Annual total compensation ratio	✓	Appendix C	
Strategy, policies and practices	2-22	Statement on sustainable development strategy	✓	Message from CEO	
	2-23	Policy commitments	✓	Presented across the material sustainability topics of three main pillars	
	2-24	Embedding policy commitments	✓	Presented across the material sustainability topics of three main pillars	
	2-25	Processes to remediate negative impacts	✓	Business Ethics	
	2-26	Mechanisms for seeking advice and raising concerns	✓	Business Ethics	
	2-27	Compliance with laws and regulations	✓	Business Ethics	
	2-28	Membership associations	✓	Partnership, Membership and Certification	
Stakeholder engagement	2-29	Approach to stakeholder engagement	✓	Stakeholder Engagement	
	2-30	Collective bargaining agreements	✓	Human Capital	

GRI Content Index					
Topic	GRI Disclosure Number	GRI Disclosure Title	2025 Sustainability Report	Reference section / Reasons for Omission	Reference Page
TOPIC STANDARDS					
GRI 3: Material Topics 2021					
Disclosures on material topics	3-1	Process to determine material topics	✓	Materiality Assessment	
	3-2	List of material topics	✓	Materiality Matrix	
Driving Innovation for Sustainable Growth					
Health and Nutrition, Food Safety and Product Labelling					
Product Health, Nutrition and Safety					
GRI 3-Material Topics 2021	3-3	Management of material topics	✓	Health and Nutrition, Food Safety and Product Labeling Management Approach	
GRI 416 – Customer Health and Safety 2016	416-2	Incident of non-compliance concerning the health and safety impacts of products and services	✓	Health and Nutrition, Food Safety and Product Labeling 2025 Performance	
Product Labelling					
GRI 3-Material Topics 2021	3-3	Management of material topics	✓	Product Labelling Management Approach	
GRI 417 – Marketing and Labelling 2016	417-1	Requirements for products and service information and labelling	✓	Product Labelling	
	417-2	Incidents of non-compliance concerning product and service information and labelling	✓	Health and Nutrition, Food Safety and Product Labeling 2025 Performance	
Innovation					
GRI 3-Material Topics 2021	3-3	Management of material topics	✓	Innovation	
Supply Chain Management					
GRI 3-Material Topics 2021	3-3	Management of material topics	✓	Supply Chain Management	
GRI 204-Procurement Practice 2016	204-1	Proportion of spending on local suppliers	✓	Promoting Local Suppliers	

GRI Content Index					
Topic	GRI Disclosure Number	GRI Disclosure Title	2025 Sustainability Report	Reference section / Reasons for Omission	Reference Page
Caring for the Environment and Communities					
Climate Change					
GRI 3-Material Topics 2021	3-3	Management of material topics	✓	Climate Change	
GRI 103-Energy 2025	103-1	Energy Policies and Commitments	✓	Environmental Health and Safety (EHS) Policy	
	103-2	Energy consumption within the organization	✓	Energy Consumption	
	103-3	Upstream and downstream energy consumption	✕	The information is not ready for release	
	103-4	Energy intensity	✓	Energy Consumption	
	103-5	Reduction of energy consumption	✓	Energy Consumption	
GRI 102-Climate Change 2025	102-4	GHG emission reduction targets and progress	✓	Climate Change-Target	
	102-5	Scope 1 GHG emissions (CO ₂ e)	✓	Greenhouse Gas Emission	
	102-6	Scope 2 GHG emissions (CO ₂ e)	✓	Greenhouse Gas Emission	
	102-8	GHG emissions intensity	✓	Greenhouse Gas Emission	
Environment Stewardship					
Water Stewardship					
GRI 3-Material Topics 2021	3-3	Management of material topics	✓	Environmental Stewardship Management Approach	
GRI 303-Water and Effluent 2018	303-1	Interactions with water as a shared resource	✓	Water Stewardship	
	303-2	Management of water discharge-related impacts	✓	Wastewater Discharge Management	
	303-3	Water Withdrawal	✓	Water Supply and Usage	

GRI Content Index					
Topic	GRI Disclosure Number	GRI Disclosure Title	2025 Sustainability Report	Reference section / Reasons for Omission	Reference Page
	303-4	Water discharge	✓	Water Supply and Usage	
	303-5	Water consumption	✓	Water Supply and Usage	
Waste Stewardship					
GRI 3-Material Topics 2021	3-3	Management of material topics	✓	Waste Management	
GRI 306-Effluent and Waste 2020	306-1	Waste generation and significant waste-related impacts	✓	Waste Management	
	306-2	Management of significant waste-related impacts	✓	Waste Management	
	306-3	Waste generated	✓	Waste Generated in 2023-2025	
	306-4	Waste diverted from disposal	✓	Waste Diversion	
	306-5	Waste directed to disposal	✓	Waste Diversion	
Packaging					
GRI 3-Material Topics 2021	3-3	Management of material topics	✓	Sustainable Packaging Management	
	301-2	Recycled input materials used	✓	Appendix C	
Community Development					
GRI 3-Material Topics 2021	3-3	Management of material topics	✓	Community Development	
GRI 413-Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	✓	2025 Community Development Programs	
Winning Hearts and Minds of Our People and Customers					

GRI Content Index					
Topic	GRI Disclosure Number	GRI Disclosure Title	2025 Sustainability Report	Reference section / Reasons for Omission	Reference Page
Human Capital Development					
GRI 3-Material Topics 2021	3-3	Management of material topics	✓	Human Capital Management Approach	
GRI 401-Employment 2016	401-1	New employee hires and employee turnover	✓	Talent Attraction	
	401-2	Benefits provided to full time employees that are not provided to temporary or part-time employees	✓	Compensation and Benefits	
	401-3	Parental Leave	✓	Employee benefit programs	
GRI 404-Training and Education 2016	404-1	Average hours of training per year per employee	✓	Employee Training and Development	
	404-2	Programs for upgrading employee skills and transition assistance programs	✓	Employee Training and Development	
	404-3	Percentage of employees receiving regular performance and career development reviews	✓	Contribution-based Performance Evaluation	
GRI 405-Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	✓	Diversity and Inclusion	
	405-2	Ratio of basic salary and remuneration of women to men	✓	Compensation and Benefits	
Employee Safety, Health and Well-being					
GRI 3-Material Topics 2021	3-3	Management of material topics	✓	Occupational Health and Safety and Employee Well-being	
GRI 403-Occupational Health and Safety 2018	403-1	Occupational health and safety management system	✓	Occupational Health and Safety Management System	
	403-2	Hazard identification, risk assessment, and incident investigation	✓	Hazard Identification, Risk Assessment, and Incident Investigation	
	403-4	Worker participation, consultation, and communication on occupational health and safety	✓	Comprehensive Safety Processes	
	403-5	Worker training on occupational health and safety	✓	Occupational Health and Safety Trainings	

GRI Content Index					
Topic	GRI Disclosure Number	GRI Disclosure Title	2025 Sustainability Report	Reference section / Reasons for Omission	Reference Page
GRI 403-Occupational Health and Safety 2018	403-6	Promotion of worker health	×	Information unavailable Our contractors are responsible for deploying personnel working for MSC as part of work or service agreement	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	✓	Occupational Health and Safety (OHS) Management System	
	403-8	Workers covered by an occupation health and safety management system	✓	Occupational Health and Safety (OHS) Management System	
	403-9	Work-related injuries	✓	Occupational Health and Safety Indicator (2025 Performance)	
	403-10	Work-related ill health	✓	Occupational Health and Safety Indicator (2025 Performance)	
GRI 406-Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	✓	Human Rights	
GRI 407-Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	✓	Human Rights	
GRI 408-Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	✓	Human Rights	
GRI 409-Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of child labor	✓	Human Rights	
Customer Relationship Management					
Customer Privacy					
GRI 418-Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	✓	Customer Privacy	
Business Ethics					
GRI 3-Material Topics 2021	3-3	Management of material topics	✓	Business Ethics	
GRI 205-Anti corruption 2016	205-3	Confirmed incidents of corruption and actions taken	✓	Mechanism for Grievance and Whistleblowing	
GRI 207-Tax 2019	207-1	Approach to tax	✓	Tax strategy	
	207-2	Tax governance, control, and risk management	✓	Tax strategy	
	207-3	Stakeholder engagement and management of concerns related to tax	✓	Tax strategy	

APPENDIX C

ESG PERFORMANCE DATA

The scope of data collection		2025	2024	2023	
Total number of sites within the scope of data collection	Number of sites	14	13	13	
Data Coverage	%	100	100	100	
ENVIRONMENTAL DATA					
Indicators	Unit	2025	2024	2023	GRI Index
Caring for the Environment and Communities					
Climate Change					
Gross direct (Scope 1) GHG emissions (CO ₂ e)	Tonnes	7,577	7,580	9,100	102-5-Scope 1 GHG emissions
Gross location-based indirect (Scope 2) GHG emissions (CO ₂ e)	Tonnes	127,934	77,992	95,674	102-5 Scope 2 GHG emissions
Total (Scope 1+2) GHG emissions (CO ₂ e)	Tonnes	135,511	85,571	104,774	
Total biogenic GHG emissions (CO ₂ e)	Tonnes	116,073	131,112	146,989	
GHG Emission Intensity	tCO ₂ e/tonne of finished product	0.1082	0.0762	0.0976	102-8 GHG emission intensity
Renewable electricity sourced in our manufacturing sites at year end	%	0.02%	0%	0%	
Energy consumption in sites	GJ	1,402,242	1,364,741	1,305,704	103-2 Energy consumption within the organization
Energy consumed that was supplied from grid electricity in sites	%	24.8%	25.70%	25.16%	
Energy consumed that is renewable energy in sites	%	48.9%	64.84%	56.50%	
Energy intensity	GJ/tonne of finished product	1.120	1.215	1.216	103-4 Energy intensity
Environmental Stewardship					

ENVIRONMENTAL DATA					
Indicators	Unit	2025	2024	2023	GRI Index
Total water withdrawal from all areas	m³	2,276,545	2,404,607	2,330,620	303-3 Water withdrawal
Total surface water withdrawal	m³	0	0	0	303-3 Water withdrawal
Total groundwater withdrawal	m³	258,102	323,204	361,846	303-3 Water withdrawal
Total seawater withdrawal	m³	0	0	0	303-3 Water withdrawal
Total produced water withdrawal	m³	54,319	0	0	303-3 Water withdrawal
Total third-party water withdrawal	m³	1,964,123	2,081,403	1,968,630	303-3 Water withdrawal
Total water withdrawal from all areas with water stress	m³	393,884	301,667	374,863	303-3 Water withdrawal
Total water consumption from all areas	m³	1,194,459	1,195,772	1,382,615	303-5 Water consumption
Total water discharge to all areas	m³	1,082,085	1,208,835	1,093,144	303-4 Water discharge
Total net freshwater consumption in water-stressed areas	m³	256,899	211,202	236,275	
Total net freshwater consumption in non-water-stressed areas	m³	937,561	984,570	1,146,340	
Total weight of waste generated	Metric tons	33,345	27,781	24,242	306-3 Waste generated
Total weight of waste diverted from disposal	Metric tons	28,408	22,702	19,577	306-4 Waste diverted
Total weight of hazardous waste diverted from disposal	Metric tons	112.7	163.8	2,702	306-4 Waste diverted
Total weight of non-hazardous waste diverted from disposal	Metric tons	28,295	22,538	16,875	306-4 Waste diverted
Preparation for reuse (non-hazardous waste)	Metric tons	10,564	10,048	12,787	306-4 Waste diverted
Recycling	Metric tons	17,731	12,490	4,088	306-4 Waste diverted
Total weight of waste directed to disposal	Metric tons	3,790	4,936	4,665	306-5 Waste directed
Total weight of hazardous waste directed to disposal	Metric tons	37	32	15	306-5 Waste directed
Total weight of non-hazardous waste directed to disposal	Metric tons	3,753	4,904	4,651	306-5 Waste directed

ENVIRONMENTAL DATA					
Indicators	Unit	2025	2024	2023	GRI Index
Total Food Loss and Waste generated	Metric tons	20,970	17,960	13,402	
Total Food Loss and Waste discarded	Metric tons	12,465	9,059	3,820	
Total Food Loss Utilized for Alternative Purposes	Metric tons	8,505	8,901	9,582	
Food Loss and Waste intensity	tons/tone of finished products	0.017	0.016	0.0121	
Percentage of recyclable plastic packaging (as a % of the total weight of all plastic packaging)	%	22%	22%	0%(¹)	
Percentage of recycled content within your plastic packaging (as a % of the total weight of all plastic packaging)	%	30%	30%	0%	
ISO 14001 certification					
Total number of ISO 14001 certified sites	Number of sites	13	13	8	
Percentage of ISO 14001 certified sites	%	93%	100%	61.54%	
ISO 50001 certification					
Total number of ISO 50001 certified sites	Number of sites	13	12	1	
Percentage of ISO 50001 certified sites	%	93%	93%	7.69%	
ISO 45001 certification					
Total number of ISO 45001 certified sites	Number of sites	12	8	8	
Percentage of ISO 45001 certified sites	%	86%	61.54%	61.54%	
ISO 14064 certification					
Total number of ISO 14064 verified sites	Number of sites	7	7	6	
Percentage of ISO 14064 verified sites	%	50%	53.85%	46.15%	
ISO 22000:2018 certification					
Total number of ISO 22000:2018 verified sites	Number of sites	7	7	5	
Percentage of ISO 22000:2018 verified sites	%	53.85%	53.85%	38.46%	

SOCIAL DATA					
Indicators	Unit	2025	2024	2023	GRI Index
Human Capital					
Occupational Health and Safety Indicator for Employees					
Number of high-consequence work-related injuries (excluding fatalities)	Case	7	0	0	403-9 Work-related injuries
Number of recordable work-related injuries	Case	15	8	12	403-9 Work-related injuries
Number of hours worked	Hour	12,226,226	12,143,286	10,974,680	403-9 Work-related injuries
Number of occupational diseases	Case	0	0	0	403-10 Work-related ill health
Number of lost days	Day	272	247	281	403-9 Work-related injuries
Number of fatalities as a result of work-related ill health	Case	0	0	0	403-10 Work-related ill health
Number of cases of recordable work-related ill health	Case	0	0	0	403-10 Work-related ill health
Rate of recordable work-related injuries (or Total Injury Rate)		0.24	0.13	0.22	
Lost Time Injury Frequency Rate	N/A	0.57	0.66	0.82	
Number of lost-time injuries	Case	7	8	9 ⁷	
Occupational Health and Safety Indicator for Workers (Non-Employees) ⁸					
Number of high-consequence work-related injuries (excluding fatalities)		1	N/A	N/A	403-9 Work-related injuries
Number of recordable work-related injuries		1	N/A	N/A	403-9 Work-related injuries

⁷ MSC reviewed and recalibrated the criteria for identifying lost-time injuries in accordance with the GRI definition in 2024. This recalibration has resulted in changes to the figures compared to that reported in the 2023 report.

⁸ As third-party workers are also covered under Masan Consumer’s OHS system, since 2025, we have recorded OHS indicators of workers (non-employees).

SOCIAL DATA					
Indicators	Unit	2025	2024	2023	GRI Index
Number of hours worked		4,122,748	N/A	N/A	403-9 Work-related injuries
Number of dangerous occurrences		0	N/A	N/A	403-9 Work-related injuries
Number of lost days		0	N/A	N/A	403-9 Work-related injuries
Rate of recordable work-related injuries (or Total Injury Rate)		0.242	N/A	N/A	
Number of fatalities as a result of work-related ill health		0	N/A	N/A	403-10 Work-related ill health
Number of cases of recordable work-related ill health		0	N/A	N/A	403-10 Work-related ill health
Employee Training and Development					
Number of training course organized	Course	995	364	343	
Average training hours provided to Senior management	Hour/ person/ year	6 . 59	12 . 96	10	Circular 96 & GRI 404-1 Average hours of training per year per employee
Average training hours provided to Middle management	Hour/ person/ year	6 . 67	11 . 8	10	Circular 96 & GRI 404-1 Average hours of training per year per employee
Average training hours provided to Staff	Hour/ person/ year	6 . 22	9 . 55	8 . 4	Circular 96 & GRI 404-1 Average hours of training per year per employee
Total number of employees participated in Trade Union	Employees	3 , 211	2 , 855	2 , 995	
Percentage of total number of employees are represented by an independent trade union.	%	56 . 9%	54%	57%	
Number of Employee by Nationality (GRI 405-1 Diversity of governance bodies and employees)					
Vietnam	Employees	5 , 493	5 , 217	5 , 068	405-1 Diversity of governance bodies and employees

SOCIAL DATA					
Indicators	Unit	2025	2024	2023	GRI Index
USA	Employees	1	1	1	405-1 Diversity of governance bodies and employees
India	Employees	1	1	1	405-1 Diversity of governance bodies and employees
Others	Employees	2	1	3	405-1 Diversity of governance bodies and employees
Number of Employee by Age group and Level					
Senior Manager (Rank 1 & Rank 2)					
Age under 30	Employees	0	0	0	405-1 Diversity of governance bodies and employees
Age from 30 to 50	Employees	43	49	48	405-1 Diversity of governance bodies and employees
Age over 50	Employees	26	27	29	405-1 Diversity of governance bodies and employees
Middle Manager (Rank 3)					
Age under 30	Employees	8	7	10	405-1 Diversity of governance bodies and employees
Age from 30 to 50	Employees	255	267	244	405-1 Diversity of governance bodies and employees
Age over 50	Employees	27	26	28	405-1 Diversity of governance bodies and employees
Staff (Rank 4,5, and 6)					
Age under 30	Employees	1,470	1,377	1,339	405-1 Diversity of governance bodies and employees
Age from 30 to 50	Employees	3,384	3,294	3,149	405-1 Diversity of governance bodies and employees

SOCIAL DATA					
Indicators	Unit	2025	2024	2023	GRI Index
Age over 50	Employees	284	243	226	405-1 Diversity of governance bodies and employees
Total Employees (Male)	Employees	3,440	3,423	1,817	
Total Employees (Female)	Employees	2,057	1,867	3,256	
Number of New Hire					
Age under 30	Employees	1,176	1,149	740	401-1 New Employee Hires and Employee Turnover
Age from 30 to 50	Employees	896	1,043	812	401-1 New Employee Hires and Employee Turnover
Age over 50	Employees	49	12	16	401-1 New Employee Hires and Employee Turnover
Total New Hire Employees (Male)	Employees	1,301	1,581	1,095	
Total New Hire Employees (Female)	Employees	820	623	473	
Number of Turnover					
Age under 30	Employees	775	440	758	401-1 New Employee Hires and Employee Turnover
Age from 30 to 50	Employees	1,025	763	1,016	401-1 New Employee Hires and Employee Turnover
Age over 50	Employees	91	15	66	401-1 New Employee Hires and Employee Turnover
Total Employees Turnover (Male)	Employees	1,270	792	1,246	
Total Employees Turnover (Female)	Employees	621	426	594	
Human Capital Return on Investment (HC ROI)	%	15.17%	14.38%	13.51% ⁹	

⁹ The HC ROI figures for 2023 and 2022 were reported at 13.94 and 15.18, respectively. The figures have been restated in this report due to the identification of errors in the calculation of operating expenses. Specifically, certain expenses were unintentionally omitted, which affected the accuracy of the original HC ROI results. The corrected figures reflect a more complete and accurate assessment of operating cost.

GOVERNANCE & ECONOMIC DATA					
Indicators	Unit	2025	2024	2023	GRI Index
Corporate Governance					
Board of Director Composition					
Gender					
Male	%	67%	50%	50%	GRI 2-9 Governance structure and composition
Female	%	33%	50%	50%	GRI 2-9 Governance structure and composition
Independence					
Executive Director	%	33%	33%	33%	GRI 2-9 Governance structure and composition
Independent Non-Executive Director	%	33%	17%	17%	GRI 2-9 Governance structure and composition
Non-Independent/ Non-Executive Director	%	33%	50%	50%	GRI 2-9 Governance structure and composition
Nationality					
Vietnamese	%	100%	100%	100%	GRI 2-9 Governance structure and composition
CEO-to-Employee Pay Ratio					
Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (Local Product and Local Service)	%	84%	86%	40%	204-1 Proportion of spending on local suppliers

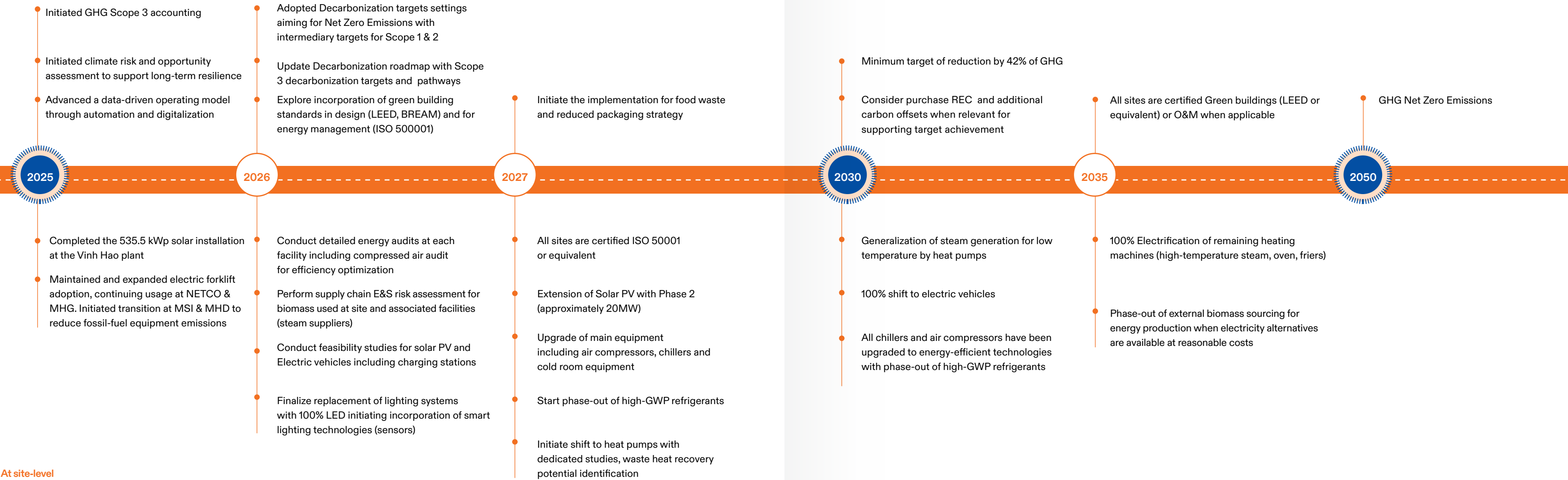
GOVERNANCE & ECONOMIC DATA					
Indicators	Unit	2025	2024	2023	GRI Index
Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.	%	100%	100%	100%	416-1 Assessment of the health and safety impacts of product and service categories
Incidents of non-compliance with regulations, concerning the health and safety impacts of products and services, resulting in a fine or penalty	Case	0	0	0	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services
Incidents of non-compliance with regulations, concerning the health and safety impacts of products and services, resulting in a warning	Case	0	0	0	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services
Incidents of non-compliance with voluntary codes, concerning the health and safety impacts of products and services	Case	0	0	0	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services
Percentage of significant product or service categories covered by and assessed for compliance with product and service information and labelling	%	100%	100%	100%	417-1 Requirements for product and service information and labeling
Incidents of non-compliance with regulations, concerning market communications, resulting in a fine or penalty	Case	0	0	0	417-3 Incidents of non-compliance concerning market communications
Incidents of non-compliance with regulations, concerning market communications, resulting in a warning	Case	0	0	0	417-3 Incidents of non-compliance concerning market communications
Incidents of non-compliance with voluntary codes, market communications	Case	0	0	0	417-3 Incidents of non-compliance concerning market communications

NR: Data is not ready for public disclosure

APPENDIX D

DECARBONIZATION ROADMAP

At BU-level





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