MASAN GROUP

Masan Consumer
(HoSE: MCH)

2Q2026 Community Day
29 July 2026

Masan consumer

Resilient consumer demand held firm through a high-inflation, cost-volatile 1H2026

Stable underlying demand

Consumer environment

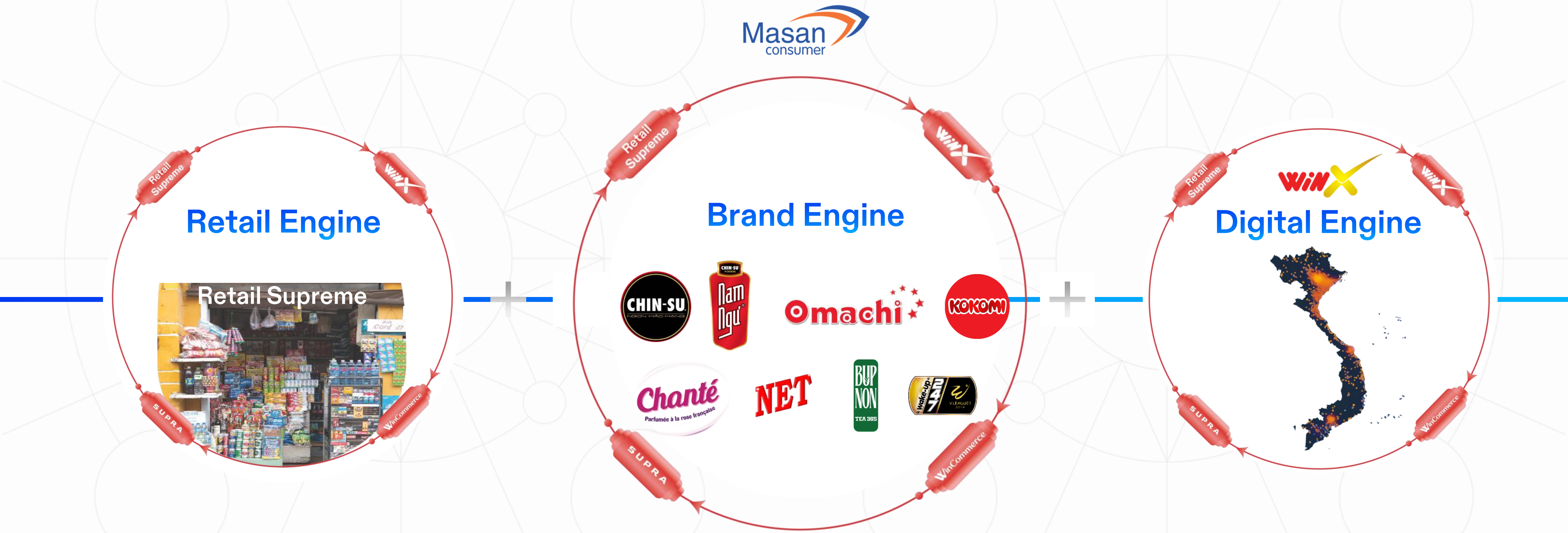
High inflation

Macro economic backdrop

Escalation in oil and gas related costs

Operating cost volatility

Masan Consumer's Consumer Operating System



Double-digit revenue growth, led by volume

14.2%
~10% Volume Growth
2Q Revenue Growth

12.8%
2Q EBITDA Growth

10.2%
2Q NPAT Pre-MI Growth

Strong, stable free cash flow funds a dividend cash record

2,000

Free Cash Flow
(billion VND)

50%

Dividend Ratio[1]
in FY2026F

~4%

Dividend yield
in FY2026F

Note: 1. 2026 AGM Approval

Growth was broad-based across every channel

10.6%	28.9%	29.7%	3.0x	24.0%
General Trade	Modern Trade	HORECA	E-commerce	Global Business

Retail Supreme has delivered measurable results before shifting strategic focus

	Before RS	1Q2026[1]	2Q2026[1]
Coverage (#ASO[2])	230K	430K ▲90% YoY	550K ▲95% YoY
Penetration (#ASO with 6+ categories & SKU/Order)	29K 4.7	33K ▲2.0x 5.5	43K ▲2.0x 5.8
Speed to Market (Time and penetration) **& Cost to Serve**[3] (% on revenue)	4 weeks - 50K 5.5%	2 weeks - 70K 5.2%	2 weeks - 70K 5.2%

Strategic focus on deep penetration

450K ASO Coverage × **44K** ASO AI-scored Visibility × **30K** High-traffic ASO 40% sales contribution = **↑ 7.0** Target SKU per Order

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

Every category grew in Q2 — a solid base to accelerate into 2H2026

2Q2026	Seasonings	Convenience Foods	Bottled Beverages	Home and Personal Care	Coffee
Revenue Growth (YoY change, contribution)	17.1% 32%	7.4% 29%	17.8% 18%	32.5% 8%	0.9% 6%
Gross Margin (%, YoY change)	54.2% ▲309 bps	39.7% ▲57 bps	48.6% ▲2 bps	31.8% ▼10.7%	35.7% ▲442 bps

Seasonings: Elevating Fish Sauce Value, Extending Into New Lines

Superior Product

Premiumization

CHIN-SU Granules and Cooking Solutions Portfolio

TAM[1]: USD 450M

Superior Brand Building

Reinforce Brand Equity

"60% Fish Sauce volume" message powers share of voice dominance

Driving social engagement and buzz around wedding occasions

Superior Distribution

Retail Supreme

From 220K ASO as of 2Q2026

300K

ASO
Nam Ngu

From 220K ASO as of 2Q2026

300K

ASO
CHIN-SU

2H2026 Indicative Results

CHIN-SU

12%+

YoY Revenue Growth

10%+

YoY Revenue Growth

Source: 1. Total Addressable Market of Granules and Other Seasonings in 2026, Frost and Sullivan

HPC: New Source of Growth Anchored by New Innovations and Retail Supreme

Superior Product

New Source of Growth

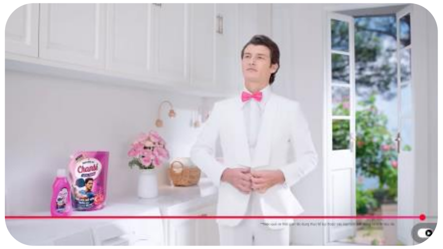
Expand Product Portfolio to capture convenience trend

**New products:
Advanced product formulas**

Superior Brand Building

Reinforce Brand Equity

New TVC to build awareness



Chanté: "Elegant"

NET: "Care"

Superior Distribution

Retail Supreme

From 70K ASO as of 2Q2026

100K
ASO
Chante Active

From 20K ASO as of 2Q2026

50K
ASO
NET Care

2H2026 Indicative Results

Chanté
Parfumée à la rose française

30%+
YoY Revenue Growth

NET

0%
YoY Revenue Growth

Convenience Foods: Omachi Leads Premiumization

Superior Product	Superior Brand Building	Superior Distribution	2H2026 Indicative Results

Superior Product

Premiumization
Build new occasion
TAM[2]: USD 17B

Reinforce spicy segment: New product launched

Superior Brand Building

Brand Equity: "Innovative"
Omachi Debut Annual Event

New TVC: refresh image to power demand creation

Superior Distribution

Retail Supreme

From 250K ASO as of 2Q2026

300K
ASO
Omachi

From 25K ASO as of 2Q2026

100K
ASO
Omachi Spicy

2H2026 Indicative Results

Omachi

20%+
Revenue Growth YoY

KOKOMI

5%+
YoY Revenue Growth

Source: Frost and Sullivan 1. Total Addressable Market of Out-of-home in 2026

Bottled Beverages: Recovery Powered by Relaunch And Innovations

Superior Product

Global Technology + Local Insights

Create and own new occasions in new formats[1]

Portfolio expansion: new variants and packaging[1]

Create and own Asian drinks with 2 innovations YTG[1]

Superior Brand Building

Personalization

New TVC targeting young consumers & Region-tailored strategy

Revamped brand positioning

Repositioned brand to capture the wellness megatrend

Superior Distribution

Retail Supreme

From 230K ASO in 2Q2026

300K

ASO (Off + On-Premise)

From 130K ASO in 2Q2026

200K

ASO (Off + On-Premise)

30K

ASO (Off + On-Premise)

2H2026 Indicative Results

15%+

Revenue Growth YoY

Launching time: 1. July 2026; 2. 4Q2026

2026 business plan progress tracking

	Revenue growth (YoY)	EBITDA growth (YoY)	NPAT Pre-MI growth (YoY)
Actual 2Q2026	14.2%	12.8%	10.2%
Indicative 2H2026	10%+	9%+	9%+
FY2026 Guidance	11% - 15%	9% - 14%	10% - 15%

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