

**FOR IMMEDIATE RELEASE**

**Strategic Growth Puzzle Solidified, 2020 Year of Relentless Execution**

**Ho Chi Minh City, 22 Jan 2020** – Masan Group Corporation (**HOSE: MSN**, “Masan” or the “Company”), today reported its management accounts for the financial year 2019 (“FY2019”):

- FY2019 consolidated net revenue declined by 2.2%, which does not reflect operating momentum:
  - Masan Consumer Holdings (“MCH”) posted 15.0% YoY topline growth in 4Q2019 and 20.0% against 3Q2019 driven by premiumization and beverage growth strategy.
  - MEATDeli brand achieved significant milestone; December 2019 net revenue of VND100 billion, run-rate equals ~60% of Vissan’s fresh meat revenue after one year of launch.
  - Tungsten prices recovering from bottom of USD180 to USD235-245 per MTU.
- Despite lower than forecasted consolidated net revenue, FY2019 Core NPATMI increased by 12.7% to VND3,907 billion and FY2019 Reported NPATMI grew by 13.0% to VND5,558 billion.
- Medium-term strategic puzzle completed with the merger of VinCommerce (“VCM”) and tender-offer launch for majority ownership of Net Detergent JSC.
- 2020 will be a year focused on operational execution to:
  - round-out MCH’s premium and beverage portfolio to drive double digit top and bottom line growth;
  - scale-up meat business to account for at least 20-25% of Masan MEATLife’s (“MML”) net revenue;
  - demonstrate clear path to profitability for VCM and digitalize the entire platform; and
  - deliver envisaged synergies on the end to end consumer platform: manufacturing to retail.

*“Not everyone agrees with the VCM merger, but this is a quantum leap for Masan. Distribution and product availability has always been important, but today winning consumers’ time and shopping experience has become fundamental. Combining VCM’s modern retail platform with Masan’s 300,000 general trade point of sales uniquely position us to build a modern, end to end shopping platform nationwide. Today we are focused on basic daily needs, but in the future we envision a one-stop consumer ecosystem. On top of that, we will build a power brand that reflects our end to end value proposition that consumers will trust and love. Many say retailing is different, but it all starts with putting the consumer at the center and providing breakthrough solutions, and this is what we are great at. 2020, we will ruthlessly execute to make our strategic puzzle clear to you. We are here not only for the long-term, but to create transformational value for Vietnam and Masaners.”* said Chairman and CEO Dr. Nguyen Dang Quang.

**Strategic Highlights of 2019**

- **Set foundation for integrated consumer platform:** Completed merger of MCH and VCM to create Vietnam’s largest consumer group. MSN is the majority shareholder (70%) of the combined entity, which shall hold 85.7% of MCH and 83.7% of VCM. VCM currently operates 134 supermarkets (Vinmart), 2,888 minimarkets (Vinmart+) and 14 high-tech vegetable and fruit farms (VinEco).

## ■ Why VCM:

- Largest modern trade footprint and ~25% market share.
- Dominant share and on path to profitability in Hanoi, which contributed 45% revenue of VCM in 2019.
- Unparalleled fresh portfolio which is key to drive traffic and modern retail penetration in the future.
- MEATDeli synergies with VCM's fresh proposition: MEATDeli currently has 60% market share in Vinmart and has successfully piloted in Vinmart+.
- Ahead of the game in terms of omni-channel strategy with access to 8.7 million customers via VinID super app.

## ■ VCM 2020 priorities:

- Continue to increase presence in Hanoi to consolidate market share, while selective store opening outside of Hanoi to enhance profitability.
- Develop winning model outside of Hanoi by localizing SKU portfolio to match consumer preferences and build brand proposition.
- Shutdown ~150-300 stores that have no path to breaking even or meeting traffic KPIs.
- Drive fresh contribution from 30% to 35% via VinEco and MEATDeli and own the "fresh + quality" equity.
- Tech enabled platform: real-time inventory management and efficient supply chain management.
- Demonstrate path to break-even at the EBITDA level: enhance gross margins to be on par with market, increase flow of goods through centralized distribution to reduce logistics costs, and optimize SG&A expenses where they do not impact medium-term growth.

## ■ Entry into Home and Personal Care: Launched a tender offer for up to 60% of domestic detergent company Net Detergent JSC (HOSE: NET).

- Estimated FY2019 financials: net revenue of VND1.0 - 1.2 trillion and NPAT margin of ~5%.
- Priority in 2020 will be to increase NET's product availability via Masan's retail and distribution network and start to develop winning product portfolio.

## **Summary of Operational Highlights (please see Key Operational Commentary for details):**

- **MML:** opened 624 cold chain point of sales in Hanoi and Ho Chi Minh in FY2019. MEATDeli, MML's chilled meat brand delivered nearly VND330 billion in sales as per management accounts and achieved VND100 billion in December, run-rate equals ~60% of Vissan's fresh meat sales after one year of launch. In 2020, MML will focus on scaling-up processed meat, a key top and bottom-line growth driver in the medium term.
- **MCH:** food premiumization coupled with growth in beverages and value added innovations on track.
  - Seasonings: premium fish sauce revenue contribution of 11% in FY2019 vs 10% in FY2018. Strong market share gain in granules with revenue reaching nearly VND400 billion after 1 year of launch.
  - Convenience Foods: premium portfolio now represents 50%+ of the category revenue and delivered strong growth of 25% in FY2019 vs FY2018.
  - Beverage: achieved 27% growth in FY2019 vs FY2018, backed by 32% growth in energy drinks and 15% growth in bottled water.

- Others: need to improve and assess coffee and beer portfolio as performance not on par with management's expectations.
- **MSR:** announced acquisition of H.C. Starck's tungsten unit, which will enable MSR to generate stronger and more consistent cash flows even in commodity pricing downturn, which occurred in FY2019.

### **Masan Group Consolidated Net Revenue Commentary**

- Masan Group's consolidated net revenue was down 2.2% for FY2019 to VND37,354 billion compared to VND38,188 billion in FY2018. Decline mainly driven by following factors:
  - **MSR:** net revenue declined by 31.4% from VND6,865 billion in FY2018 to VND4,706 billion in FY2019 due to 22% decline in tungsten prices and deferred copper sales; partially offset by higher fluorspar sales.
  - **MML:** delivered VND13,799 billion in FY2019 revenue, down 1.3% compared to VND13,977 in FY2018 as African Swine Fever negatively impacted pig feed sales during 2019 offset by strong growth in aqua and poultry feed. Meat business will contribute to growth in 2020.
  - **MCH:** FY2019 revenue grew by 8.6%<sup>1</sup> to VND18,845 billion in FY2019 vs FY2018. Innovations launched in 2019 gaining momentum, but did not contribute as planned, while beer and coffee underperformed against annual plan.

### **Masan Group Consolidated Profitability Commentary**

- Consolidated core net profit after tax post minority interest ("Core NPATMI")<sup>2</sup> was up 12.7% to VND3,907 billion in FY2019, compared to VND3,477 billion in FY2018.
- Consolidated reported net profit after tax post minority interest ("Reported NPATMI")<sup>3</sup> in FY2019 was VND5,557 billion, up 13.0% compared to VND4,916 billion in FY2018.
- Key profit drivers for FY2019:
  - **MML:** feed division delivered strong EBITDA growth driven by double digit aqua and poultry topline growth, improvement in gross margin to 16.4% in FY2019 compared to 15.0% for FY2018 driven by procurement strategy.
  - **MCH:** optimized promotion and marketing spend as revenue was behind full year expectations to deliver 89 bps increase in EBITDA margin from 24% in FY2018 to 25% in FY2019.
  - **MSR:** drag on core profitability but benefited from one-time income from international arbitration settlement case with Jacobs.
  - **MSN:** consolidated financial expenses savings of 28.8%.

### **Transaction Metrics and Details**

- **VCM:** On 31 December 2019, completed merger of MCH and VCM to create Vietnam's largest consumer group. MSN is the majority shareholder (70%) of the combined entity, which shall hold 85.7% of MCH and 83.7% of VCM. VCM currently operates 134 supermarkets (Vinmart), 2,888 minimarkets (Vinmart+) and 14 high-tech vegetable and fruit farms (VinEco). Masan will solely operate the combined business.

<sup>1</sup> If excluding the effect of changing the pricing policy from trade promotion to direct sales discount to consumers, MCH revenue would have grown by 10% vs last year.

<sup>2</sup> Core Profit excludes net one-time gains (non-core) of VND1,472 billion in 2Q2018 primarily from the "deemed disposal" of the Company's interest in Techcombank as a result of the bank's recent equity issuances at a price higher than the Company's carrying value and net results from other activities. Core Profit also excludes VND1,651 billion in net one off income at MSR in 3Q2019, due to settlement of international arbitration case between NPMC and Jacobs.

<sup>3</sup> Reported NPATMI includes net one-time gains as explained in Note 2.

- **NET:** In December 2019, a subsidiary of MCH launched a tender offer to buy up to 60% of local detergent company NET, at an implied valuation of USD46 million, or 19x P/E (2018).

### **FY2020 Management Financial Outlook**

The following forward-looking statements reflect Masan's expectations as of today and are subject to substantial uncertainty. Our results are inherently unpredictable and may be materially affected by many macro-economic factors such as, fluctuations in commodity prices and foreign exchange rates, changes in global and domestic economic conditions, world events and the rate of growth of consumer spending.

Below is the draft 2020 annual plan which will be finalized and communicated in advance of the annual shareholder meetings of the Company and its respective subsidiaries that are public companies as provided by law.

- **MCH:** FY2020 estimated net revenue expected to grow by 10-15%. Key drivers will be accelerating premiumization contribution in seasonings and convenience foods and strong double-digit growth in beverages and home and personal care.
- **VCM:** FY2020 estimated revenue is expected to reach VND45-48 trillion, with target EBITDA of (3)% to breakeven.
- **MML:** FY2020 estimated net revenue is expected to grow 20%+ as fresh meat is expected to contribute 20-25% of MML's consolidated net revenue. Feed business is expected to grow in high-single to low-double digits with upside if Vietnam's pig population replenishes at a higher rate.
- **MSR:** FY2020 estimated net revenue is expected in the range of VND5.5-6.0 trillion, excluding the expected consolidation of HC Starck upon the closing of the acquisition. Management expects tungsten to reach USD260 per MTU for FY2020 with no material movements of other mineral prices against FY2019.

### **Operational Commentary by Business Segments**

**MCH: Delivered 15.0% net revenue growth in 4Q2019 vs 4Q2018, driven by double-digit growth in seasonings, convenience foods and beverages**

- **FY2019 Highlights:**
  - FY2019 Net revenue: grew 8.6% to VND18,845 billion compared to VND17,346 billion in FY2018. Key drivers were mid-single digit growth in foods portfolio due to premiumization and new product launches, supported by double-digit growth in beverages portfolio, nearly 2x growth in processed meats offset by weakness in beer and coffee.
  - FY2019 EBITDA: was up 12.7% to VND4,695 billion due to higher sales and 89 basis points ("bps") improvement in EBITDA margins.
- **Revenue Drivers:**
  - **Seasonings** portfolio net revenue was up 14.4% in 4Q2019 vs 4Q2018, due to higher sales from fish sauce and granules. For FY2019, category revenue was up 4.2% due to growth in fish sauce portfolio and 4x growth in granule sales. Granules continues to emerge as a strong contributor to topline with nearly 4.4% contribution to total seasonings sales in 2019. Premium product launches like Nam Ngu Phu Quoc, Chin-su Man Ma and Chin-su Ca Com Mua Xuan will continue to support premium seasonings portfolio growth in 2020.
  - **Convenience foods** portfolio delivered 12.9% revenue growth in 4Q2019 vs 4Q2018, due to 32% growth in Omachi portfolio. Premium portfolio continued to drive topline

growth with 25.2% growth in FY2019, as the entire category grew 7.2%. Full-meal solutions portfolio was up ~80% compared to FY2018. Premium portfolio now accounts for over 50% of total convenience food sales, while full-meal solutions accounts for 9%.

- **Beverages:** Net revenue was up by 27.2% in FY2019 led by 32.5% growth in energy drinks and 15.2% growth in bottled water revenue. Energy drink segment continues to be powered by ~30% growth in WakeUp 247 brand and Compact now represents ~7% of MCH's energy drink portfolio. New energy brand "Ho Van" launched in beginning of 2020.
- **Processed Meats:** Delivered 96.1% growth in net revenue for FY2019. New product launches continue to drive growth with brands like Heo Cao Boi. Category expected to grow 2x in 2020 due to strong innovation portfolio, with new meat SKU's, localized flavors, supported by strategic social media campaigns.
- **Coffee:** 4Q2019 was a better quarter for the coffee business, but growth still remains a concern, as FY2019 revenues for the category were down 12.8%. Evaluating new coffee formats like roast and ground, and ready to drink products could be potential to turnaround category.
- **Beer:** Net revenue for FY2019 was down 7.7% compared to FY2018. New brand "Red Ruby" launched at the end of 2019 and management continues to track its market potential.
- **Profitability Drivers:**
  - **Gross Margins:** were 41.9%<sup>4</sup> in FY2019, compared to 43.7% in FY2018, due to lower margins from granules and convenience foods, offset by higher margins in energy drinks.
  - **EBITDA Margins:** were 24.9% in FY2019, up 89 bps vs FY2018, due to over 300 bps reduction in SG&A as % of sales. SG&A spending was partly reduced as an outcome of changing pricing policy from trade promotion to direct sales discount in the mainstream noodles portfolio.

**MML: Flat revenue in FY2019, better EBITDA margins in spite of significant ASF related headwinds, Branded meat expected to contribute 20-25% of MML sales in FY2020**

- **FY2019 Highlights:**
  - FY2019 Net revenue: was VND13,799 billion down 1.3% compared to VND13,977 billion in FY2018. Pig feed revenue was down 24.5%, but offset by growth of 13.4% in poultry feed and 17.8% in aqua feed. MEATDeli delivered VND220 billion net revenue in 4Q2019.
  - FY2019 EBITDA was up 25.6% to VND1,562 billion, due to 140 bps increase in gross margins (lower commodity prices) and 240 bps increase in EBITDA margins, as SG&A expenses were further rationalized.
- **Revenue Drivers:**
  - MEATDeli sales volumes have doubled in December 2019 compared to June 2019 sales volume. MEATDeli brand delivered VND102 billion net revenue in December 2019, or an annualized net revenue ("ARR") of VND1,200 billion. With the organic expansion of MEATDeli's distribution network in 2019 and significant synergies arising

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<sup>4</sup> If excluding the effect of changing the pricing policy from trade promotion to direct sales discount to consumers, MCH gross margin would be 42.6% in FY2019 compared to 43.7% in FY2018.

from VCM's 3,000+ modern retail points-of-sales, management expects MEATDeli FY2020 revenue to grow 3x compared to December 2019 ARR.

- Pig feed business was severely affected by ASF in FY2019, but other feed categories outperformed. Aqua and poultry feed volumes were up 18% and 13% respectively, but were offset by pig feed volume decline of 25%.
- **Operational updates:**
  - As of December 2019, MML has opened 624 successful cold chain point of sales in Ha Noi and Ho Chi Minh City compared to 260 at the end of 3Q2019. Management expects cold chain points of sales to reach over 2,000 by the end of December 2020, including VCM stores.
  - MML expanded its meat portfolio with launch of chilled processed meat innovations in 4Q2019. Processed meat will be a key growth driver not just for topline but in increasing operating margins as well.
- **Profitability drivers:**
  - **Gross Margins:** were 16.4% in FY2019, growth of 140 basis points compared to 15.0% in FY2018, due to lower commodity prices.
  - **EBITDA Margins:** were 11.3% in FY2019, up 240 basis points vs FY2018, due to higher gross margins and 30 bps reduction in SG&A expenses as % of revenue. Management will continue to rationalize spending to deliver sustainable double-digit operating margins, which are expected to expand further as contribution from branded meat portfolio increases.

#### **MSR: Pricing and copper inventory affected FY2019 revenue and profits**

- **Net revenue down 31%** – MSR posted net revenue of VND4,706 billion in FY2019, a 31% decrease compared to VND6,865 billion recorded in FY2018. Production volumes were down for Tungsten on lower production partially offset by higher third party purchases, down for Copper due to lower head grades partially offset by higher recovery, while Fluorspar volumes were broadly in line with FY2018. Bismuth production was impacted by an extended maintenance shutdown. Revenues was also impacted by lower realized prices for Tungsten and a build-up in Tungsten stocks due to soft market conditions as well as a build-up in Copper stocks as the company continues to seek solutions for local processing and seeks approval for export from relevant authorities. Partially offsetting this was an increase in Fluorspar revenues on the back of higher realized pricing.
- **EBITDA of VND1,881 billion** – EBITDA decreased by 44% for FY2019. This was primarily due to the impacts of lower Tungsten pricing and limited sales of copper. MSR's ongoing focus on cost control delivered approximately USD14 million in cash savings year on year, partially offsetting the Tungsten price impacts. EBITDA margins remained at a healthy 40% despite the significant drop in pricing for Tungsten products and limited sales of copper as compared to 49% for FY2018.

#### **TCB: Reported Profit Before Tax (“PBT”) grew by 20.4% to reach VND12,838 billion in FY2019 vs VND10,661 billion in FY2018.**

- Detailed information on TCB's full year financial results will be presented separately by the bank as part of its disclosure obligations as a listed company.

## 4Q2019 and FY2019 Consolidated Financial<sup>5</sup> Highlights

### Income Statement Highlights

VND Billion	4Q2019	4Q2018	Growth	FY2019	FY2018	Growth
<b>Net Revenue</b>	<b>10,976</b>	<b>11,558</b>	<b>(5.0)%</b>	<b>37,354</b>	<b>38,188</b>	<b>(2.2)%</b>
<i>Masan Consumer Holdings</i>	6,256	5,439	15.0%	18,845	17,346	8.6%
<i>Masan MEATLife</i>	3,695	3,942	(6.3)%	13,799	13,977	(1.3)%
<i>Masan Resources</i>	1,021	2,177	(53.1)%	4,706	6,865	(31.4)%
<b>Gross Profit</b>	<b>3,379</b>	<b>3,539</b>	<b>(4.5)%</b>	<b>10,941</b>	<b>11,881</b>	<b>(7.9)%</b>
<i>Masan Consumer Holdings</i>	2,754	2,314	19.0%	7,890	7,572	4.2%
<i>Masan MEATLife</i>	555	563	(1.4)%	2,266	2,097	8.0%
<i>Masan Resources</i>	59	648	(90.9)%	735	2,161	(66.0)%
<b>Gross Margin</b>	<b>30.8%</b>	<b>30.6%</b>		<b>29.3%</b>	<b>31.1%</b>	
<i>Masan Consumer Holdings</i>	44.0%	42.6%		41.9%	43.7%	
<i>Masan MEATLife</i>	15.0%	14.3%		16.4%	15.0%	
<i>Masan Resources</i>	5.8%	29.8%		15.6%	31.5%	
<b>SG&amp;A<sup>6</sup></b>	<b>(1,818)</b>	<b>(2,037)</b>	<b>(10.8)%</b>	<b>(6,098)</b>	<b>(6,330)</b>	<b>(3.7)%</b>
<i>Masan Consumer Holdings</i>	(1,193)	(1,475)	(19.1)%	(4,099)	(4,307)	(4.8)%
<i>Masan MEATLife</i>	(425)	(440)	(3.3)%	(1,478)	(1,542)	(4.2)%
<i>Masan Resources</i>	(89)	(42)	112.8%	(247)	(231)	6.7%
<b>SG&amp;A as % of Net Revenue</b>	<b>16.6%</b>	<b>17.6%</b>		<b>16.3%</b>	<b>16.6%</b>	
<i>Masan Consumer Holdings</i>	19.1%	27.1%		21.8%	24.8%	
<i>Masan MEATLife</i>	11.5%	11.2%		10.7%	11.0%	
<i>Masan Resources</i>	8.7%	1.9%		5.2%	3.4%	
<b>Share of Profit in Associates<sup>7</sup></b>	<b>650</b>	<b>484</b>	<b>34.2%</b>	<b>2,182</b>	<b>1,914</b>	<b>14.0%</b>
<b>D&amp;A</b>	<b>765</b>	<b>778</b>	<b>(1.6)%</b>	<b>3,052</b>	<b>3,016</b>	<b>1.2%</b>
<b>EBITDA</b>	<b>2,977</b>	<b>2,764</b>	<b>7.7%</b>	<b>10,077</b>	<b>10,482</b>	<b>(3.9)%</b>
<i>Masan Consumer Holdings</i>	1,782	1,064	67.5%	4,695	4,167	12.7%
<i>Masan MEATLife</i>	334	304	9.6%	1,562	1,244	25.6%
<i>Masan Resources</i>	309	970	(68.1)%	1,881	3,332	(43.5)%
<i>Techcombank Contribution</i>	650	484	34.3%	2,165	1,895	14.2%
<b>EBITDA Margin</b>	<b>27.1%</b>	<b>23.9%</b>		<b>27.0%</b>	<b>27.4%</b>	
<i>Masan Consumer Holdings</i>	28.5%	19.6%		24.9%	24.0%	
<i>Masan MEATLife</i>	9.0%	7.7%		11.3%	8.9%	
<i>Masan Resources</i>	30.3%	44.5%		40.0%	48.5%	
<b>Net Financial (Expense)/Income</b>	<b>(282)</b>	<b>(535)</b>		<b>(1,012)</b>	<b>(1,189)</b>	
<i>Financial Income<sup>8</sup></i>	238	143		1,188	1,902	
<i>Financial Expense</i>	(520)	(678)		(2,201)	(3,091)	
<b>Other Income/(Expenses)</b>	<b>92</b>	<b>(11)</b>		<b>1,092</b>	<b>(33)</b>	
<b>Corporate Income Tax</b>	<b>(273)</b>	<b>(154)</b>	<b>77.2%</b>	<b>(740)</b>	<b>(622)</b>	<b>19.0%</b>
NPAT Pre-MI	1,748	1,285	36.0%	6,365	5,622	13.2%
NPAT Post-MI	1,448	1,138	27.3%	5,558	4,916	13.0%
<b>Core NPAT<sup>9</sup> Pre-MI</b>	<b>1,748</b>	<b>1,297</b>	<b>36.0%</b>	<b>4,714</b>	<b>4,182</b>	<b>12.7%</b>
<b>Core NPAT<sup>9</sup> Post-MI</b>	<b>1,448</b>	<b>1,149</b>	<b>27.3%</b>	<b>3,907</b>	<b>3,477</b>	<b>12.4%</b>

<sup>5</sup> Financial numbers are based on management figures and in accordance to Vietnamese Accounting Standards.

<sup>6</sup> MSN's consolidated SG&A is higher than the total of SG&A expenses of its business segments due to holding company level expenses.

<sup>7</sup> Includes contribution from Techcombank.

<sup>8</sup> Includes net one-time gains (non-core) of VND1,472 billion in 2Q2018 primarily from the "deemed disposal" of the Company's interest in Techcombank as a result of the bank's recent equity issuances at a price higher than the Company's carrying value and net one-time gains from the settlement of arbitration case from Jacobs E&C Australia Pty Ltd.

<sup>9</sup> "Core" reflects adjustments mentioned in footnote 8 and adjusted for net results from other activities.

## **Balance Sheet-Related Highlights<sup>10</sup>**

<b>VND Billion</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>
<b>Cash and cash equivalents<sup>11</sup></b>	<b>8,154</b>	<b>4,962</b>	<b>7,585</b>
<b>Debt</b>	<b>34,796</b>	<b>21,995</b>	<b>30,016</b>
Short-term Debt	9,166	9,244	18,340
Long-term Debt	25,630	12,752	11,676
<b>Total Assets</b>	<b>63,529</b>	<b>64,579</b>	<b>97,297</b>
<b>Total Equity</b>	<b>20,225</b>	<b>34,080</b>	<b>51,888</b>
Total Equity Excluding MI	14,837	29,487	42,780
<b>Outstanding Number of Shares (million shares)</b>	<b>1,047</b>	<b>1,163</b>	<b>1,169</b>
Share Capital	1,157	1,163	1,169
Treasury shares	(110)	-	-

## **Key Financial Ratios<sup>12</sup>**

<b>VND Billion</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>
<b>Debt to EBITDA</b>	<b>3.7x</b>	<b>2.1x</b>	<b>2.5x</b>
<b>ROAA</b>	<b>5%</b>	<b>9%</b>	<b>9%</b>
<b>ROAE</b>	<b>21%</b>	<b>22%</b>	<b>18%</b>
<b>Core ROAE</b>	<b>15%</b>	<b>17%</b>	<b>13%</b>
<b>FFO<sup>13</sup> to Debt</b>	<b>10%</b>	<b>24%</b>	<b>21%</b>
<b>FCF<sup>14</sup></b>	<b>4,199</b>	<b>4,622</b>	<b>3,813</b>
<b>Cash Conversion Cycle</b>	<b>42</b>	<b>43</b>	<b>71</b>
Inventory days <sup>15</sup>	61	60	82
Receivable days <sup>16</sup>	8	10	6
Payable days <sup>15</sup>	27	27	17
<b>CAPEX</b>	<b>(2,111)</b>	<b>(2,638)</b>	<b>(4,163)</b>

<sup>10</sup> Balance Sheet includes VCM as a result of consolidation as of 31 December 2019.

<sup>11</sup> Cash and cash equivalent include short-term investments (primarily term deposits between 3 and 12 months) and receivables related to treasury activities and investments.

<sup>12</sup> Key Financial Ratios excludes the impact of VCM and contribution as of 31 December 2019.

<sup>13</sup> FFO: Trailing Twelve-Month ("TTM") Funds From Operations is calculated based on EBITDA, excluding contribution from TCB, and adjusted for net financial expense, excluding one-off gain from sale of TCB convertible bonds, and adjusted for corporate income tax paid within the reporting period.

<sup>14</sup> FCF: TTM Free Cash Flow is calculated from EBITDA, excluding contribution from TCB, and adjusted for changes in working capital, and corporate income tax paid within the reporting period and CAPEX.

<sup>15</sup> Inventory days is calculated based on inventory balances and divided by COGS.

<sup>16</sup> Receivable and Payable days are calculated based on balances excluding those that are not related to operating activities divided by Revenue or COGS.

## Key Subsidiary Business Information

### MCH

VND Billion	4Q Growth	FY Growth
<b>Net Revenue<sup>17</sup></b>	<b>15.0%</b>	<b>8.6%</b>
Seasonings	14.4%	4.2%
Convenience Foods <sup>18</sup>	12.9%	7.2%
Beverages (Non-alcoholic)	22.5%	27.2%
Others <sup>19</sup>	12.7%	3.9%
<b>Gross Profit</b>	<b>19.0%</b>	<b>4.2%</b>
<b>EBITDA</b>	<b>67.5%</b>	<b>12.7%</b>

### VCM

Key Highlights	FY2019	FY2018
Total Stores	3,022	1,806
VinMart	134	106
VinMart+	2,888	1,700
Net Revenue	27,681	17,360
EBITDA Margin	<b>(8.0)%</b>	<b>(11.4)%</b>

### MSR

Average Commodity Prices <sup>20</sup>	Unit	Avg. 4Q2019	Avg. 4Q2018	% change	31.12.19	31.12.18
APT European Low*	USD/mtu <sup>21</sup>	240	308	(22)%	234	270
Bismuth Low*	USD/lb	3.1	4.4	(30)%	2.6	3.4
Copper*	USD/t	6,021	6,514	(8)%	6,156	6,018
Fluorspar Acid Grade <sup>**22</sup>	USD/t	486	493	(1)%	425	565

Production Summary	Unit	FY2019	FY2018	Growth
Ore processed	kt	3,788	3,804	(0.4)%
APT / BTO / YTO / ST (contained)	t	6,073	6,155	(1.3)%
Copper in Copper Concentrate (Contained)	t	8,026	9,331	(13.9)%
Acid Grade Fluorspar	t	238,003	238,702	(0.3)%
Bismuth in Bismuth Cement (Contained)	t	917	2,639	(65.2)%

<sup>17</sup> These numbers are based on management figures.

<sup>18</sup> Includes instant noodle, full-meal solutions, instant congee and other convenience foods.

<sup>19</sup> Includes powder coffee, beer, processed meat, nutrition cereals and exports.

<sup>20</sup> Metals Bulletin.

<sup>21</sup> MTU mean metric ton unit (equivalent to 10 kilograms). To approximate tungsten sales for every 1 ton of contained tungsten, multiply the number by 100, the USD/MTU price and by the price realization percentage (which is subject to contracts and the nature of the end, tungsten chemical product).

<sup>22</sup> Industrial Minerals.

## MASAN GROUP CORPORATION

Masan Group Corporation (“Masan” or the “Company”) believes in doing well by doing good. The Company’s mission is to provide better products and services to the 90 million people of Vietnam, so that they can pay less for their daily basic needs. Masan aims to achieve this by driving productivity with technological innovations, trusted brands, and focusing on fewer but bigger opportunities that impact the most lives.

Masan Group’s member companies and associates are industry leaders in branded food and beverages, branded meat, modern retail, value-add chemical processing, and financial services, altogether representing segments of Vietnam’s economy that are experiencing the most transformational growth.

### CONTACTS:

#### *Investors/Analysts*

Tanveer Gill

T: +84 28 6256 3862

E: [tanveer@msn.masangroup.com](mailto:tanveer@msn.masangroup.com)

#### *Media*

Ngan Vo

T: +84 28 6256 3862

E: [nganvtk@msn.masangroup.com](mailto:nganvtk@msn.masangroup.com)

*This press release contains forward-looking statements regarding Masan’s expectations, intentions or strategies that may involve risks and uncertainties. These forward-looking statements, including Masan’s expectations, involve known and unknown risks, uncertainties and other factors, some of which are beyond Masan’s control, which may cause Masan’s actual results of operations, financial condition, performance or achievements to be materially different from those expressed or implied by the forward-looking statements. You should not rely upon forward-looking statements as predictions, future events or promises of future performance.*