

**FOR IMMEDIATE RELEASE**

**Retail-Led Consumer Bet Makes Significant Strides:  
Revenue Doubles in 1Q2020 with Retail Platform Showing Path to Breakeven**

**Ho Chi Minh City, 29 Apr 2020** – Masan Group Corporation (**HOSE: MSN**, “Masan” or the “Company”), today reported its management accounts for the first quarter of financial year 2020 (“1Q2020”).

**Key Highlights**

- VinCommerce (“VCM”) delivered revenue growth of 40.3% in 1Q2020. Profitability significantly improved, posting 1Q2020 EBITDA margin of (5.1)% versus (9.1)% and (10.7)% in 1Q2019 and 4Q2019, respectively, and tracking management’s full year EBITDA margin target of (3)% to breakeven.
- Masan Consumer Holdings (“MCH”) posted 22.4% topline growth and EBITDA growth of 5.3%. Profitability grew less than topline as company invested significantly in 1Q2020 on innovation and strategic marketing campaigns to maintain similar growth rate for the remainder of the year.
- Masan MEATLife’s (“MML”) integrated meat business continued scaling up to deliver VND453 billion in net revenue in 1Q2020, a growth of ~85% compared to 4Q2019. Integrated meat business (feed, farm, and meat) achieved breakeven EBITDA in 1Q2020. Management to focus on developing a productive and sustainable supply chain to deliver sustainable profits as volume scales up over the next 18 months.
- With MML’s meat business and VINECO, VCM’s fresh vegetables and fruit production arm, management is focused on building the leading safe and fresh produce platform in Vietnam.
- Masan Resources (“MSR”) was impacted by the shutdown of the global economy due to COVID-19. Net revenue declined 10.4% but MSR expects earnings and cash generation uplift from 2Q2020 onwards due to realization of current copper inventory and synergies from impending closure of the acquisition of H.C. Starck’s global tungsten business.
- Management expects MSN’s consolidated net profit after tax post minority interest (“NPAT Post-MI”) to accelerate in 2H2020 with VCM’s profitability forecasted to further improve and as MCH realizes return on strategic investments made in 1Q2020.

*“To be frank, I did not expect the transformation of VinCommerce to happen this soon. We have cut EBITDA losses by half and still delivered strong topline growth. Many will say that this is a short-term boost from COVID-19, but to me this is the start of a structural shift to modern trade. I believe COVID-19 has accelerated the modernization of Vietnam’s grocery sector and the rate of change will be unimaginable. Our transformation will also accelerate as we operate nationwide and are also committed to work with the general trade retailers to help them modernize. I would like to thank the VinCommerce team for their entrepreneurial spirit and transformational work,”* said Chairman Dr. Nguyen Dang Quang.

**Consolidated Financial Performance Commentary**

- Net revenue for 1Q2020 on a consolidated basis increased by 116.1% to VND17,632 billion versus VND8,160 billion in 1Q2019, primarily driven by high double-digit growth at Masan Consumer Holdings and consolidation of VinCommerce. On a like-for-like basis, which assumes consolidation of VCM’s 1Q2019 net revenue, 1Q2020 net revenue grew by 22.8%.
  - MCH posted 22.4% net revenue growth in 1Q2020 driven by 59.7% growth in convenience foods and 3x growth in processed meat. MCH’s premiumization and urbanization strategy also gained momentum with 75% growth in sales in the modern trade channel (“MT”).

- VCM posted 40.3% topline growth in 1Q2020 versus 1Q2019 and 17.0% topline growth versus 4Q2019. Growth was driven by:
  - Strong double-digit same store sales growth (“SSSG”) in Hanoi, Tier 1 and Tier 2 cities;
  - Ramp-up of 27 VinMart supermarkets (“VM”) and 1,192 VinMart+ (“VMP”) minimarkets opened in 2019; and
  - Strong sales growth offset by slower pace of store expansion in 1Q2020, consistent with Masan’s efforts to optimize VCM’s distribution footprint.
- Masan MEATLife’s meat business continued scaling up with VND453 billion in net revenue in 1Q2020, a growth of nearly 85% compared to 4Q2019. However, MML’s consolidated net revenue grew 6.4% in 1Q2020 as pig feed is still impacted by smaller pig population.
- Masan Resources experienced a 10.4% decline in net revenue as mineral prices remained at low levels due to the COVID-19 pandemic. However, MSR expects to realize value from its copper inventory in 2Q2020 onwards which will lead to top-line growth and higher cash flow generation.
- Cash earnings or cash NPAT Post-MI, which excludes goodwill amortization from VCM acquisition, (required under Vietnamese Accounting Standards (“VAS”) but not under International Financial Reporting Standards (“IFRS”)) **was positive at VND65 billion in 1Q2020**. Management believes this financial measurement is more appropriate as earnings contribution from VCM is expected to occur within the next 12-18 months.
- Reported NPAT Post-MI as per management accounts and VAS was negative VND78 billion, driven by the following factors:
  - **Impact from VCM merger:** additional goodwill amortization of VND143 billion from the acquisition of VCM and an increase in minority interest leakage due to the dilution of MSN’s effective ownership in MCH (resulting from the merger of VCM and MCH). However, while VCM dragged on MSN’s overall bottom-line results, the EBITDA margin of VCM in 1Q2020 improved significantly from (9.1)% in 1Q2019 to (5.1)%, supported by higher gross margin and lower SG&A expenses. This improvement in profitability tracks MSN’s goal of achieving a break-even EBITDA for VCM in 2020.
  - **MSR’s drop in earnings due to COVID-19’s impact on global commodity prices:** MSR’s 1Q2020 bottom-line results were adversely impacted by lower commodity prices and the delay in copper exports which is expected to occur in 2Q2020.
  - **Cost of ramping up MML’s branded meat business:** the significant expansion of MML’s consumer meat business under the MEATDeli brand has required an increased investment to achieve operational scale and greater national brand awareness. This investment resulted in an NPAT Post-MI loss of VND31 billion for MML in 1Q2020. MML’s feed business remained profitable, enabling the company to invest and transform itself into a branded consumer business. The meat business’ margin profile was also adversely impacted by live hog prices jumping to ~VND90,000 per kilogram in 1Q2020. Management expects live hog prices to normalize and decline in the medium-term but are developing plans to lower MML’s live hog input costs to enhance profit margins.
  - **MCH and Techcombank (“TCB”) countered bottom-line headwinds with solid earnings growth:** MSN’s earnings have been supported by growth at MCH and TCB. MCH’s NPAT Post-MI grew 4.1%, not matching its topline growth due to higher investments in marketing investments to support growth in the upcoming quarters. TCB’s profit before tax reached VND3,121 billion in 1Q2020 versus VND2,600 billion in 1Q2019.
- **Like-for-Like EBITDA Comparison:** MSN’s 1Q2020 EBITDA was down 19.1% to VND1,908 billion, mainly due to consolidation of VCM’s negative EBITDA of VND446 billion. However, on a

like-for-like basis, MSN's consolidated EBITDA increased by 6.7% when taking into account VCM's historical results.

### **Coronavirus Outbreak Impact in 1Q2020**

- COVID-19 has adversely impacted MSR and made TCB's profitability growth targets more challenging to achieve.
  - TCB is focused on maintaining a conservative balance sheet and maintaining ample liquidity to offset the COVID-19 impact. This fundamental approach positions TCB to navigate the short-term cycle and positions it for higher growth post the COVID-19 impact.
- MCH, VCM and MML have either benefited or have not been materially impacted as consumers continue to purchase basic essentials and are increasingly switching to modern trade outlets. In 1Q2020, MSN saw net revenue increase in both its retail and consumer businesses.
- Vietnam has started to re-open its economy and ease up on social distancing measures. Management is still monitoring the potential impact of COVID-19 on each of its business lines and will provide a more detailed view in 2Q2020.

### **FY2020 Outlook**

The following forward-looking statements reflect Masan's expectations as of today and are subject to substantial uncertainty. The COVID-19 pandemic has made forecasting extremely challenging. However, after one quarter of operations, Masan has some indicative views on its FY2020 financial estimates. Masan expects double-digit growth in consolidated net revenue for FY2020, with profitability to catch up in the second half of the year. As a majority of MSN's businesses are focused on basic needs and consumer staples, the Company does not expect to be materially impacted by COVID-19.

The following forecasts of MSN's 2020 annual plan is a draft estimate which will be further elaborated and communicated in advance of the annual shareholder meetings of the Company and its respective subsidiaries, expected to take place in June 2020, tentatively.

- MCH: forecasted to deliver 15%+ revenue growth and double-digit profit growth
  - **Seasoning:** continued focus on premiumization and margin improvement in granules to be on par with overall seasonings portfolio.
  - **Convenience Foods and Processed Meat:** focus on premiumization of existing portfolio coupled with making the transition into a full-meal solution provider. Management expects consumers to increasingly switch to ready-to-eat packaged products compared to dining out post COVID-19.
  - **Beverages:** round out energy drinks portfolio and gain market share with breakthrough innovations and products.
  - **Home and Personal Care ("HPC"):** successfully integrate NET Detergent Joint Stock Company ("NETCO"), and leverage MCH's points of sale to increase availability of NETCO's brands and products nationwide as a first step. Second step will be to penetrate other attractive sub-categories within the HPC category which will most likely occur in 2H2020.
- VCM: FY2020 EBITDA margin of (3)% to breakeven
  - **Cost Rationalization:**
    - Benchmark trading terms with suppliers to be on par with best in market and focus on reducing non-trade costs, particularly with regards to consumables, employee productivity, more favorable rental terms, optimized logistics activities.
    - Redesign logistics platform to deliver operational efficiencies.
    - Rationalize retail footprint by closing locations that don't have a clear path to profitability.

- **Assortment Refresh:** develop a core portfolio of products to be made available at all locations, supplemented with a regional and seasonal portfolio. VCM will shift focus from being supply driven to consumer driven.
- **Digital Transformation:** digitalize the entire platform to understand what is happening in real time and eliminate manual processes to reduce operational errors and inefficiencies.
- **MML:** meat revenue to grow and represent 20% of MML's net revenue. Margins are expected to improve through both the development of a processed meat portfolio and a sustainable supply chain model to manage and benefit from movements in input prices and short-term disruptions.
  - MEATDeli products to be made available at 2,000+ points of sale: mix of increasing availability of VMP, agent network and MEATDeli store expansion.
  - Feed business is expected to grow moderately, with potential upside if pig replenishment accelerates to match domestic consumption demand. There is currently a supply deficit.
- **MSR:** focus on pending integration of H.C. Starck's ("HCS") global tungsten business to become a global value-added midstream processor, which will reduce volatility in earnings as an integrated model is more resistant to commodity price cycles. Overall, MSR's performance will be subject to the recovery of the global economy post COVID-19 as this will dictate commodity prices and customer demand for MSR' midstream and higher value-added products.

## Operational Commentary by Business Segments

**MCH: 22.4% net revenue growth in 1Q2020 versus 1Q2019, driven by double-digit growth in convenience foods and processed meat, and single digit growth in beverages, offset by seasonings performance**

### ■ 1Q2020 Highlights:

- 1Q2020 net revenue grew by 22.4% to VND4,625 billion versus 1Q2019. Convenience foods grew 59.7% and processed meat grew 3x due to higher demand as consumers ate more at home during COVID-19. Innovations in these segments also spurred growth in 1Q2020 and will be key to sustaining grow rates over the next few quarters.
- Premiumization and value-added portfolio gained further momentum: premium fish sauce contribution increased from 12% in 1Q2019 to 14% in 1Q2020. Premium convenience food contribution increased from 48% in 1Q2019 to 53% in 1Q2020.
- MT and urbanization strategy accelerating: 75% growth in sales from MT and 20% growth in GT.
- Launch of various innovations at the beginning of the year across categories such as seasonings (Chin-su Ca Com Mua Xuan - super premium), convenience foods (Pho Chin-su) and energy drinks (Ho Van) are expected to be key growth drivers in 2020.

### ■ Revenue Drivers:

- **Convenience foods:** category delivered 59.7% growth in net revenue, driven by a 70% growth within the premium segment. The mainstream segment grew by 50% in 1Q2020 versus 1Q2019. Full meal solutions (included in the premium portfolio) saw revenue increasing by 144% versus 1Q2019 and now accounts for 12% of total category revenue versus 8% in 1Q2019.
- **Processed Meat:** delivered nearly 3x revenue growth in 1Q2020 compared to same period last year. Growth drivers included existing “Heo Cao Boi” and relaunch of premium sausage “Ponnie”. Management expects to unlock further synergies and innovations with its convenience foods platform.
- **Seasonings:** category dragged down by mainstream portfolio, but premium portfolio continues to gain momentum.
  - Mainstream fish sauce products, which account for 60% of seasoning’s revenue declined by 11% as on-premise channel (“HORECA”), a key end-consumer group, experienced lesser consumption due to lower customer traffic.
  - Premium fish sauce, which accounts for 10% of seasoning’s revenue, grew by 3%, increasing its contribution to total fish sauce sales from 12% in 1Q2019 to 14% in 1Q2020. Premium products are primarily purchased by end-consumers, as opposed to restaurants and other out-of-home channels.
  - Granules, a new growth driver of the seasoning category, continued to grow and saw net revenues of VND143 billion in 1Q2020 versus VND64 billion in 1Q2019 and VND125 billion in 4Q2019.
  - Mainstream products in soy and chili sauce portfolio also experienced slight decline in revenue growth due to weakening HORECA consumption during COVID-19.
- **Beverages:** net revenue for the entire category was up 6.5% driven by 15% growth in energy drinks. “Ho Van”, a new energy drink brand launched in January 2020 achieved early success due to a well-received marketing campaign. However, the beverage category was negatively impacted by COVID-19. If Vietnam’s society and economy open as a result of having COVID-19 under control, management expects the beverage category to grow at levels experienced in 2019.

- **Home Personal Care:** Masan has entered into the home and personal care (“HPC”) segment by acquiring 52% of Net Detergent Joint Stock Company (“NETCO”) in February 2020 through a public tender offer. NETCO contributed VND151 billion to MCH’s revenue in 1Q2020.
- **Coffee:** overall category revenue declined in mid-single digits. However, “Wake-Up” brand posted a 19% growth.
- **Beer:** net revenue nearly flat in 1Q2020 compared to 1Q2019.
- **Profitability Drivers:**
  - **Gross Margin:** 40.4% in 1Q2020 compared to 42.1% in 1Q2019 due to revenue-mix: larger contribution of sales from convenience foods and processed meat, which have lower margins versus seasoning and beverages.
  - **EBITDA Margin:** 22.3% EBITDA margin in 1Q2020, lower compared to 1Q2019 due to lower gross margin and higher investments in marketing to support new product launches. Overall, 1Q2020 EBITDA was up 5.3% to VND1,032 billion compared to VND980 billion in 1Q2019.

**VCM: Retail revenue increased 40.3% versus 1Q2019 and 17.0% versus 4Q2019, as EBITDA margin increased 5% versus 4Q2019**

- **1Q2020 Highlights:**
  - 1Q2020 revenue grew by 40.3% to VND8,709 billion compared to VND6,206 billion in 1Q2019. Growth mainly driven by i) double-digit same store sales growth in Hanoi, Tier 1 and Tier 2 cities and ii) ramp-up of 27 VinMart (“VM”) and 1,192 VinMart+ (“VMP”) stores that were opened in 2019.
  - EBITDA margin improved by 5% compared to 4Q2019 due to increase in employees productivity at the store level, gross margin improvement, and increased revenue per square meter. With cost saving initiatives started in end of 1Q2020 and early 2Q2020, VCM expects further margin improvement going forward.
- **VinMart supermarkets (“VM”) Performance Summary**
  - **Network Rationalization:** Closed two locations and in process of opening two locations. VCM is focused on finding the right value proposition, assortment and design as per its new store opening scorecard.
  - **Retail Revenue:** increased 27% compared to 1Q2019, as Hanoi saw 13% same store sales growth (“SSSG”). VM stores located within Vincom Retail (“VRE”) saw reduction in operating hours due to VRE centers being closed down.
  - **Gross Margin:** improved due to better front-margin as portion of wholesale revenues was reduced and higher back-margin.
  - **Profitability:** store EBITDA margin increased as a result of better gross margin and higher revenue. Saving initiatives launched to address logistics costs, shrinkage and store operations were at pilot stage in 1Q2020 and VCM expects these initiatives to show results in 2H2020.
- **VinMart+ minimarkets (“VMP”) Performance Summary**
  - **Network Rationalization:** only 26 new locations opened while 48 closed down in 1Q2020. Rationale same as VM’s situation.
  - **Retail Revenue:** increased 20% compared to 4Q2019 and 90% compared to 1Q2019, as Hanoi delivered stellar performance while Tier 1 cities also delivered 12% SSSG. Management working on improved operating model to win in HCMC which is expected to be finalized and implemented by 3Q2020.
  - **Gross Margin:** improved on the back of better trading terms and wastage control.

**MML: 6.4% growth in net revenue with higher contribution from meat business. MML achieved better EBITDA margins and launched processed meat products**

■ **1Q2020 Highlights:**

- 1Q2020 revenue grew by 6.4% to VND3,397 billion to VND3,192 billion in 1Q2019 with the meat business emerging as the biggest growth driver. Integrated meat business delivered VND453 billion in revenue.
- Pig feed revenue was down 27.7% as pig population in Vietnam has not reached pre-African Swine Fever (“ASF”) levels. Overall feed revenue was supported by growth of 13.2% in poultry feed and 7.4% in aqua feed.

■ **Revenue Drivers:**

- **Meat Segment:** higher end consumer acceptance (“B2C”) of chilled packaged meat under the MEATDeli brand, expansion of distribution network, and launch of processed meat products drive meat performance.
  - B2C business posted 15% revenue CAGR/month for the last 4 months due to healthy consumer demand and distribution expansion.
  - Business-to-business (“B2B”) segment was negatively impacted by lower HORECA demand but management believes a turnaround can occur later in the year as Vietnam’s economy normalizes post COVID-19.
  - New processed meat brand “Bep Viet” launched in 1Q2020.
  - 1,100 points of sale operational at end of 1Q2020, almost double compared to 600 as of December 2019 due to agent network expansion and entry into VinMart+.
  - MML continues to monitor live hog supply and prices as the increase in live hog prices has adversely impacted the margins of its meat business.
- **Feed Segment:** steady EBITDA margin with lean operating model.
  - Pig feed revenue declined in 1Q2020 as farmers have still not replenished their pig herds to post-ASF levels.
  - Poultry feed revenue increased as poultry/egg consumption increased amid high pork prices. Farmers have switched to poultry farming temporarily due to lower working capital requirements and lower risk of disease compared to pig farming.
  - Aqua feed revenue increased due to healthy catfish export demand, continuing momentum witnessed in 2019. However, with COVID-19 related risk on import and export activities, MML expects aqua feed demand to decline in 2Q2020. MML is exploring ways to work with catfish suppliers to drive domestic consumption.

■ **Profitability Drivers:**

- **Gross Margin:** 16.6% in 1Q2020, growth of 70 basis points compared to 15.9% in 1Q2019 due to lower commodity prices and active cost management.
- **EBITDA Margin:** feed profitability continues to be maintained with EBITDA margin at 12% due to favorable raw material prices and lean operating platform. MML expects to maintain feed EBITDA margins at these levels for FY2020, while MML consolidated EBITDA margin is expected to improve due to sustainable feed margin and higher utilization rates of its meat processing facility. Overall, MML EBITDA margin was 10.7% in 1Q2020, up 80 basis points versus 1Q2019. 1Q2020 EBITDA was up 15.1% to VND363 billion, compared to VND316 billion in 1Q2019.

**MSR: COVID-19 weighing heavily on short term tungsten outlook**

- **Net Revenue Down 10.4%:** MSR posted net revenue of VND1,065 billion in 1Q2020, a 10.4% decrease compared to VND1,188 billion recorded in 1Q2019. Production volumes for APT products

were lower by 17% due to build-up of tungsten concentrate stocks and due to lower realized prices as well as a continuing build-up of copper stocks. Fluorspar revenues were down on the back of lower volume sold but partially offset by a higher realized prices.

- **EBITDA of VND466 billion:** EBITDA decreased by 28% for 1Q2020, primarily due to the impact of lower net revenues. Tungsten unit costs were higher as compared to last year on lower production. Copper costs were lower on higher throughput while fluorspar costs were also lower on the back of higher throughput and feed grade. EBITDA margin was at 44% as compared to 54% for 1Q2019, mainly as a result of lower selling prices.
- **H.C. Starck Acquisition:** In 3Q2019, MSR announced an agreement to acquire H.C. Starck's global tungsten business, in line with MSR's strategy to move further downstream and become a high-tech global advanced materials platform. German government approvals have been received and approvals are progressing in Vietnam. This acquisition provides MSR with a global competitive edge, enabling it to generate stronger, more consistent cash flows across commodity price cycles and expand its addressable market 3.5x from US\$1.3 billion to US\$4.6 billion in the tungsten market. In the current market scenario, closure of the deal will provide MSR with additional flexibility in sales streams for its existing products and the ability to achieve improved margins as an integrated, value-add downstream processing business. Completion of the acquisition is currently expected in 2Q2020.
- **Copper Update:** As reported in 2019, management expected a resolution to realize value on copper by 1Q2020. This will most likely be realized starting in 2Q2020. The export of copper stocks even at current pricing levels will have a significant positive impact on cash-flows for the remainder of this year.

**TCB: Reported Profit Before Tax grew by 20.0% to reach VND3,121 billion in 1Q2020 versus VND2,600 billion in 1Q2019.**

- 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.

## 1Q2020 Consolidated Financial<sup>1</sup> Highlights

### Income Statement Highlights

VND Billion	1Q2020	1Q2019	Growth
<b>Net Revenue</b>	<b>17,632</b>	<b>8,160</b>	<b>116.1%</b>
<i>Masan Consumer Holdings</i>	4,625	3,780	22.4%
<i>VinCommerce</i>	8,709	6,206	40.3%
<i>Masan MEATLife</i>	3,397	3,192	6.4%
<i>Masan Resources</i>	1,065	1,188	(10.4)%
<b>Gross Profit</b>	<b>3,962</b>	<b>2,463</b>	<b>60.8%</b>
<i>Masan Consumer Holdings</i>	1,868	1,590	17.5%
<i>VinCommerce</i>	1,384	929	49.0%
<i>Masan MEATLife</i>	563	506	11.1%
<i>Masan Resources</i>	153	354	(56.9)%
<b>Gross Margin</b>	<b>22.5%</b>	<b>30.2%</b>	
<i>Masan Consumer Holdings</i>	40.4%	42.1%	
<i>VinCommerce</i>	15.9%	14.7%	
<i>Masan MEATLife</i>	16.6%	15.9%	
<i>Masan Resources</i>	14.3%	29.8%	
<b>SG&amp;A<sup>2</sup></b>	<b>(3,908)</b>	<b>(1,303)</b>	<b>199.9%</b>
<i>Masan Consumer Holdings</i>	(1,072)	(833)	28.7%
<i>VinCommerce</i>	(2,233)	(1,825)	22.3%
<i>Masan MEATLife</i>	(412)	(380)	8.4%
<i>Masan Resources</i>	(39)	(47)	(17.0)%
<b>SG&amp;A as % of Net Revenue</b>	<b>22.2%</b>	<b>16.0%</b>	
<i>Masan Consumer Holdings</i>	23.2%	22.0%	
<i>VinCommerce</i>	25.6%	28.9%	
<i>Masan MEATLife</i>	12.1%	11.9%	
<i>Masan Resources</i>	3.7%	4.0%	
<b>Share of Profit in Associates<sup>3</sup></b>	<b>527</b>	<b>447</b>	<b>18.0%</b>
<b>D&amp;A</b>	<b>1,327</b>	<b>751</b>	<b>76.7%</b>
<b>EBITDA</b>	<b>1,908</b>	<b>2,357</b>	<b>(19.1)%</b>
<i>Masan Consumer Holdings</i>	1,032	980	5.3%
<i>VinCommerce</i>	(446)	(570)	21.6%
<i>Masan MEATLife</i>	363	316	15.0%
<i>Masan Resources</i>	466	645	(27.8)%
<i>Techcombank Contribution</i>	527	447	18.0%
<b>EBITDA Margin</b>	<b>10.8%</b>	<b>28.9%</b>	
<i>Masan Consumer Holdings</i>	22.3%	25.9%	
<i>VinCommerce</i>	(5.1)%	(9.1)%	
<i>Masan MEATLife</i>	10.7%	9.9%	
<i>Masan Resources</i>	43.8%	54.3%	
<b>Net Financial (Expense)/Income</b>	<b>(666)</b>	<b>(457)</b>	
<i>Financial Income</i>	117	72	
<i>Financial Expense</i>	(783)	(529)	
<b>Other Income/(Expenses)</b>	<b>25</b>	<b>(9)</b>	
<b>Corporate Income Tax</b>	<b>(156)</b>	<b>(141)</b>	<b>13.5%</b>
NPAT Pre-MI	(216)	1,000	
NPAT Post-MI	(78)	865	
<b>Cash NPAT Post-MI<sup>4</sup></b>	<b>65</b>	<b>865</b>	<b>(92.5)%</b>

<sup>1</sup> Financial numbers are based on management figures and in accordance to Vietnamese Accounting Standards.

1Q2019 numbers for VCM are shown for comparison and take into account VCM's current business activities only.

<sup>2</sup> MSN's consolidated SG&A is higher than total of subsidiaries' SG&A expenses due to holding company expenses.

<sup>3</sup> Includes contribution from Techcombank.

<sup>4</sup> Cash NPAT Post-MI excludes goodwill amortization as a result of VCM acquisition.

## **Balance Sheet Highlights<sup>5</sup>**

<b>VND Billion</b>	<b>1Q2020</b>	<b>FY2019</b>	<b>FY2018</b>
<b>Cash and cash equivalents<sup>6</sup></b>	<b>5,733</b>	<b>7,585</b>	<b>4,962</b>
<b>Debt</b>	<b>39,277</b>	<b>30,016</b>	<b>21,995</b>
Short-term Debt	22,145	18,340	9,244
Long-term Debt	17,131	11,676	12,752
<b>Total Assets</b>	<b>105,076</b>	<b>97,297</b>	<b>64,579</b>
<b>Total Equity</b>	<b>51,566</b>	<b>51,888</b>	<b>34,080</b>
Total Equity Excluding MI	42,393	42,780	29,487
<b>Outstanding Number of Shares (million shares)</b>	<b>1,169</b>	<b>1,169</b>	<b>1,163</b>
Share Capital	1,169	1,169	1,163
Treasury shares	-	-	-

## **Key Financial Ratios<sup>7</sup>**

<b>VND Billion</b>	<b>1Q2020</b>	<b>FY2019</b>	<b>FY2018</b>
<b>Debt to EBITDA</b>	<b>4.1x</b>	<b>3.0x</b>	<b>2.1x</b>
<b>ROAA</b>	<b>5%</b>	<b>8%</b>	<b>9%</b>
<b>ROAE</b>	<b>11%</b>	<b>15%</b>	<b>22%</b>
<b>Core ROAE</b>	<b>7%</b>	<b>11%</b>	<b>17%</b>
<b>FFO<sup>8</sup> to Debt</b>	<b>14%</b>	<b>19%</b>	<b>24%</b>
<b>FCF<sup>9</sup></b>	<b>4,239</b>	<b>2,166</b>	<b>4,622</b>
<b>Cash Conversion Cycle</b>	<b>58</b>	<b>66</b>	<b>43</b>
Inventory days <sup>10</sup>	103	133	60
Receivable days <sup>11</sup>	11	11	10
Payable days	56	78	27
<b>CAPEX</b>	<b>(955)</b>	<b>(4,163)</b>	<b>(2,638)</b>

<sup>5</sup> Balance Sheet includes VCM for 1Q2020 and FY2019 as a result of VCM consolidation as of 31 December 2019.

<sup>6</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>7</sup> Key Financial Ratios include the impact of VCM consolidation from 31 December 2019 onwards.

<sup>8</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>9</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>10</sup> Inventory days is calculated based on inventory balances and divided by COGS.

<sup>11</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 Information

### MCH

VND Billion	1Q Growth
<b>Net Revenue<sup>12</sup></b>	<b>22.4%</b>
Seasonings	(4.5)%
Convenience Foods <sup>13</sup>	59.7%
Processed Meat	208.9%
Beverages (Non-alcoholic)	6.5%
Others <sup>14</sup>	37.8%
<b>Gross Profit</b>	<b>17.5%</b>
<b>EBITDA</b>	<b>5.3%</b>

### VCM

Key Highlights	1Q2020	FY2019	1Q2019	FY2018
Total Stores	2,998	3,022	1,842	1,806
VinMart	132	134	108	106
VinMart+	2,866	2,888	1,734	1,700

### MSR

Average Commodity Prices <sup>15</sup>	Unit	Avg. 1Q2020	Avg. 1Q2019	% change	31.03.20	31.03.19
APT European Low	USD/mtu <sup>16</sup>	238	265	(10)%	240	271
Bismuth Low	USD/lb	2.5	3.5	(29)%	2.5	3.3
Copper	USD/t	5,636	6,215	(9)%	4,797	6,485
Fluorspar Acid Grade <sup>17</sup>	USD/t	429	524	(18)%	445	483

Production Summary	Unit	1Q2020	1Q2019	Growth
Ore processed	kt	994	899	10.6%
APT / BTO / YTO / ST (contained)	t	1,262	1,519	(16.9)%
Copper in Copper Concentrate (Contained)	t	2,184	1,979	10.3%
Acid Grade Fluorspar	t	62,194	53,197	16.9%
Bismuth in Bismuth Cement (Contained)	t	-	558	-

<sup>12</sup> These numbers are based on management figures.

<sup>13</sup> Includes instant noodle, full-meal solutions, instant congee and other convenience foods.

<sup>14</sup> Includes powder coffee, beer, nutrition cereals, home personal care and exports.

<sup>15</sup> Metals Bulletin.

<sup>16</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>17</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.

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