



MASAN MEATLIFE CORPORATION
(“Masan MEATLife”)
Annual Report 2022

Table of Contents

CEO's LETTER	4
2022 FINANCIAL RESULTS	5
Net Revenue (VND billion)	5
Gross Profit (VND billion) & Gross Profit Margin (%)	5
Net Profit After Tax Post-MI (VND billion) & Net Profit Margin (%)	6
Total Assets (VND billion).....	6
Cash Balance (VND billion)	7
Cash and Cash Equivalents (VND billion)	7
OUR STORY	8
Who We Are	8
From B2B to B2C - Taking consumers in the focus is the core value of Masan	9
STRONG BRANDS	10
Innovation – Masan Way	10
Distribution Network	11
Processing complex	12
Human Resource	12
MASAN MEATLIFE SUSTAINABILITY REPORT	15
Doing Well by Doing Good	15
Product development and innovation process	15
Novel innovations in product development	15
Responsible Purchasing	15
Occupational Safety	16
Social responsibility	16
Community Enhancement	16
Environmental sustainability	16
Sustainability in human resources	18
Awards.....	19
MANAGEMENT REPORT	21
Realization of Vietnam's meat potential	22

Performance Highlights	23
Discussion of audit results	24
Net Revenue	24
Gross profit and Gross profit margin	24
Financial revenue	24
Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA)	24
Net profit after taxes allocated to Shareholders of the Company	24
Cash Balance	25
Fixed Assets	25
Total assets	25
Borrowings	25
Equity	25
Plan in 2023	25
ABOUT US	26
History and organizational structure of Masan MEATLIFE Corporation	26
History	26
Corporate Governance	28
Corporate Structure	28
Board of Directors	29
Board of Management	29
Audit Committee	29
BOARD OF DIRECTORS' RESPONSIBILITIES AND AUTHORITY	29
BOARD MEETINGS	31
ACTIVITIES OF THE BOARD OF DIRECTORS	31
BOARD OF MANAGEMENT	31
Strategic management of the whole of Masan MEATLife's business activities	31
AUDIT COMMITTEE	32
Shares Information	33
Shareholdings Structure as of 31 December 2021	33
Change of the charter capital	33
Corporate structure	34
(On 31 December 2022)	34

Subsidiaries & Affiliates	35
3F VIET Joint Stock Company (3F VIET)	35
3F VIET FOOD COMPANY LIMITED	35
MML Farm Nghe An Company Limited (MML Farm Nghe An)	35
MEATDeli HN Company Limited (MEATDeli HN)	35
MEATDeli Sai Gon Company Limited (MEATDeli Sai Gon)	36
GLOSSARY OF TERMS	37
CONTACTS	38

CEO's LETTER

Dear shareholders and Masan MEATLife community,

On behalf of the Board of Directors, I am pleased to report on our 2022 business performance, which has demonstrated our strong determination to achieve our long-term vision of serving millions of Vietnamese families with fresh, safe, traceable meat products at affordable prices.

Masan MEATLife officially went into operation in 2019, however, since the establishment and operation of its predecessor companies, Masan MEATLife has been operating for more than 12 years. In 2022, we witnessed a pivotal transformation of Masan MEATLife as we successfully transitioned our diversified business strategy into a consumer-focused fast-moving consumer goods ("FMCG") company. Masan MEATLife is committed to exploring and allocating all resources on developing the branded animal protein sector in Vietnam by restructuring our sales channels, identifying target markets, researching, and developing new products that meet the increasing demands of consumers.

In 2022, Masan MEATLife, with two main business platforms of pork and chicken, has implemented breakthrough business strategies to achieve the financial targets set by the company. In addition to MEATDeli clean pork - chicken products and 3F fresh chicken which have been well-known and chosen by many consumers, Masan MEATLife has also expanded into the potential traditional chicken market by launching La Chanh Delicious Chicken product, which has outstanding advantages: being selected from delicious chicken breeds, raised with the best procedures, fed cereals and selected in reasonable stages such as cockerel, pullet stage for sale to ensure the best quality of meat. Also this year, Masan MEATLife carried out a comprehensive cooperation project from operational management to sales and distribution channels development with Masan Jinju Joint Stock Company - a joint venture with Jinju Ham Company of South Korea - to expand and further penetrate the potential processed meat market, launching innovative products such as sausages, skin sausage-roll, etc. catering to the increasing demand of supplementary nutrition and convenience. This move demonstrates a high level of focus and a change in strategic direction, balancing the mix between fresh meat and processed meat products portfolio to drive revenue growth and create higher economic value.

On a comparable basis, after excluding net sales of the feed segment, which Masan MEATLife transferred in the fourth quarter of 2021, the company's consolidated net revenue of 2022 grew by 6.7% over the previous year. If we exclude the abnormal revenue growth in 2021 due to the impact of the Covid-19 pandemic, the company's 2022 net revenue increased by 14.5% compared to the previous year. Such growth is mainly attributable to the shift in our product portfolio mix, focusing on value-added processed meat products while narrowing the price gap between MEATDeli's chilled meat and meat at the traditional market from 40% at the beginning of 2022 down to just 20% from May 2022. This strategy helps to expand the number of customers who can have access to branded, traceable meat products at reasonable prices, thereby, the sales volume of chilled meat products in the second half of 2022 increased by 30% compared to the first half of this year.

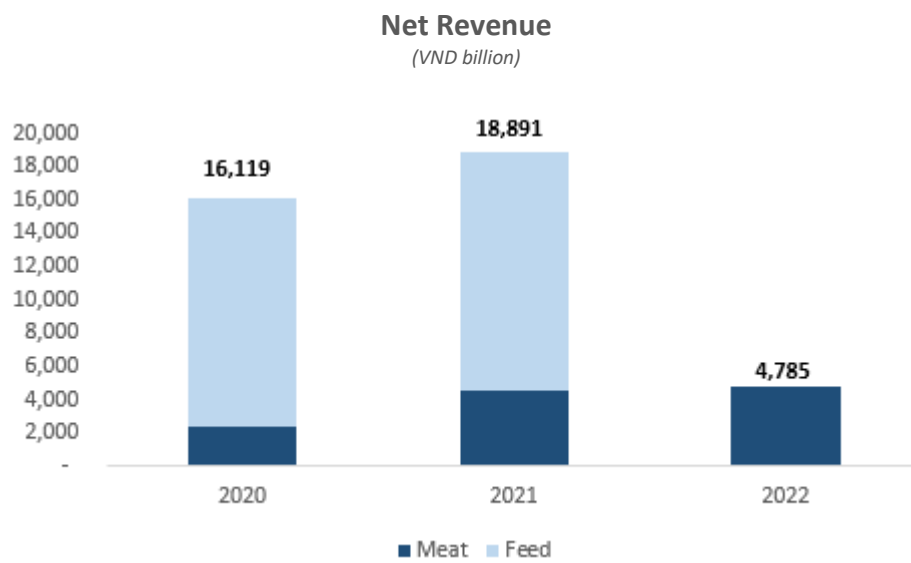
With the increasing production capacity while ensuring the supply chain and stores coverage, we are getting closer to our goal of serving nearly 100 million consumers nationwide with safe, fresh, delicious, nutritious, affordable meat products. The solid foundation of 2022 will enable us to move forward into 2023 and the following years with an immensely strong belief and confidence in outstanding growth revolving around that core goal.

Best regards,

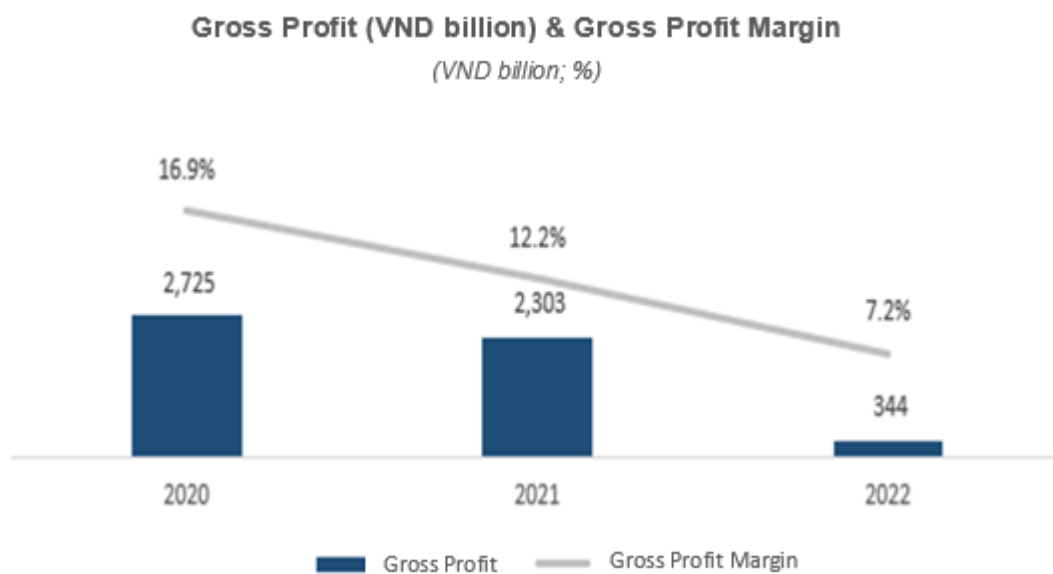
Nguyen Quoc Trung
Chief Executive Officer of Masan MEATLife

2022 FINANCIAL RESULTS

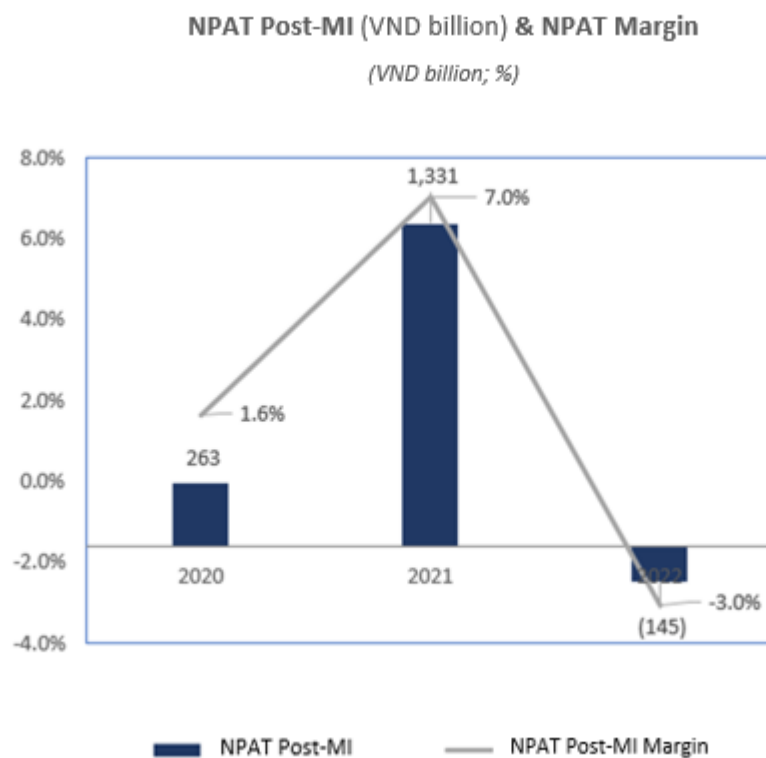
Net Revenue (VND billion)



Gross Profit (VND billion) & Gross Profit Margin (%)



Net Profit After Tax Post-MI (VND billion) & Net Profit Margin (%)

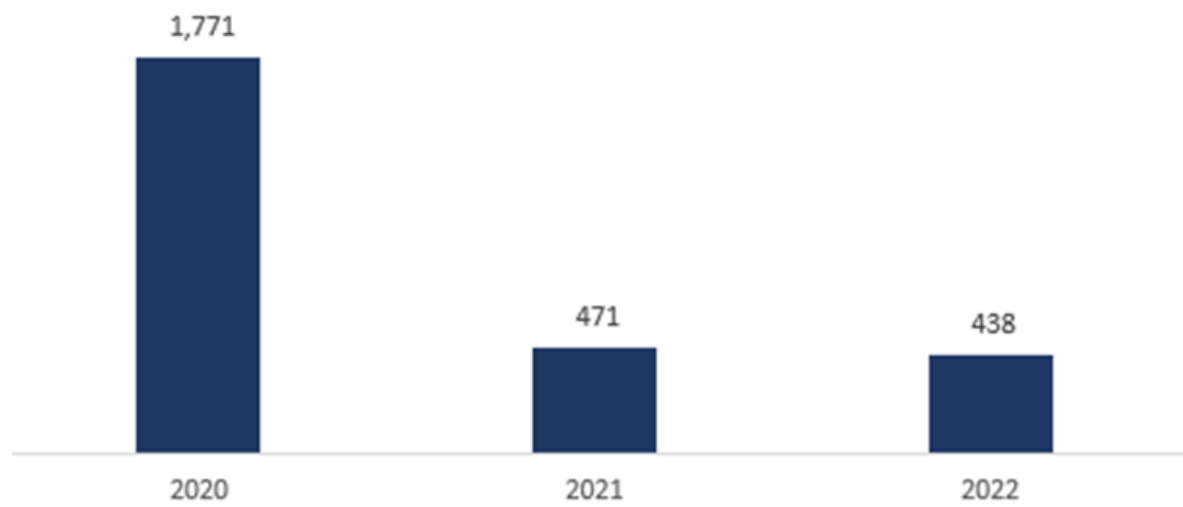


Total Assets (VND billion)



Cash Balance¹ (VND billion)

Cash and Cash Equivalents (VND billion)



¹ Includes short-term financial investments.

OUR STORY

Who We Are

Masan MEATLife Corporation (“Masan MEATLife”, “MML”, and “the Company”) is one of Vietnam's largest companies in the branded meat sector, focused on improving productivity in Vietnam’s animal protein industry with best-in-class operations, innovations, nationwide availability, and a superior supply chains through partnering with market leaders across the value chain.

Starting as a leading animal feed company in Vietnam, Masan MEATLife has successfully transformed into a consumer branded meat business. Masan MEATLife is the first company in Vietnam to successfully launch the chilled pork and chicken brand “MEATDeli” with the processing technology that meets European standards. With the goal of serving millions of Vietnamese families, Masan MEATLife is constantly innovating its diverse product portfolio, launching a wide range of pork, chicken, and processed meat products, catering to all of the basic needs of consumers. Our ultimate goal is to provide Vietnamese consumers with traceable, high quality and affordable meat products in a large market valued above USD15 billion.

2022 is the year of successful business transformation and restructuring. To date, Masan MEATLife has completed the integration of the chicken platform into the overall business strategy of the animal protein industry in Vietnam through the development of clean chicken branded MEATDeli, 3F fresh chicken and expanded into the traditional native chicken market through the launch of *LaChanh Delicious Chicken*.

Focusing on building and developing the processed meat segment, Masan MEATLife has comprehensively cooperated with Masan Jinju Joint Stock Company (“Masan Jinju”) to expand the business of processed meat products with high economic value, driving revenue and profit growth.

With a wide range of products of pork and chicken, Masan MEATLife’s products are present at nearly 4000 locations of sale in Hanoi, Ho Chi Minh City and surrounding areas with a customer base of up to millions of people. Products are distributed at supermarkets Winmart, Winmart+, Co.opmart, Co.opXtra, BigC, other supermarket systems, MEATDeli stores and food agents.

We have converted into a business platform of fast - moving consumer goods (FMCG), focusing on branded meat products

We have successfully restructured the product portfolio mix, focusing on value-added processed meat products

Our mission is ambitious but also very simple : " Providing delicious, safe and affordable meat products for each and every meal of Vietnamese consumers".

We aim to reach 10% of the market share of pork and chicken in the market valued USD15 billion.

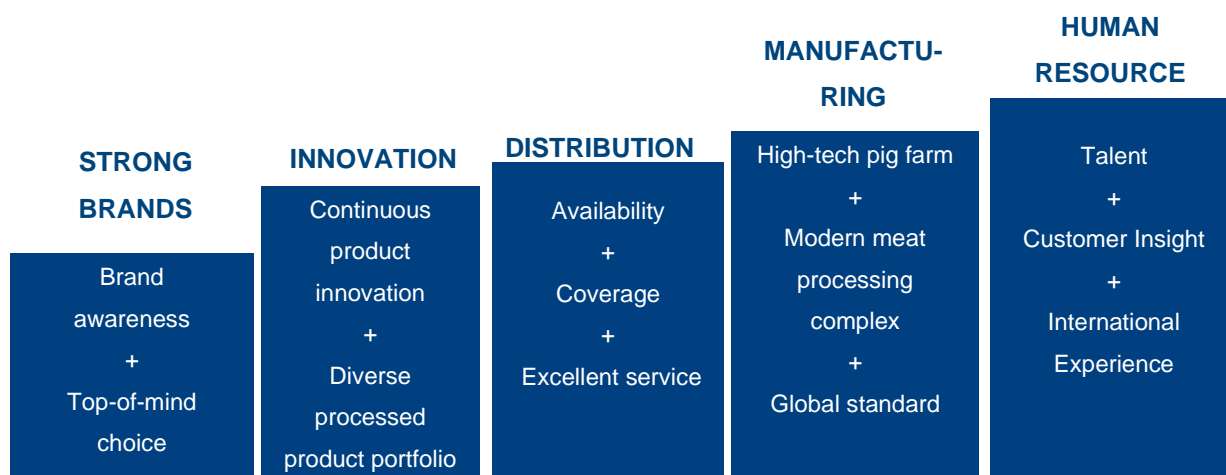
From B2B to B2C - Taking consumers in the focus is the core value of Masan

Since our establishment, our mission has been to ultimately improve the lives of consumers by providing them with clean, safe and affordable meat products every day and everywhere. We focus on developing the value chain of Vietnam animal protein industry, believing that controlling breeding, feed supply and establishing nutrition programs and ensuring the healthy growth of cattle and poultry will offer the best quality and control the production costs that allow us to provide affordable meat products. Since the launch of MEATDeli chilled meat brand, revenue from our meat segment has grown nearly 8 times, from VND 330 billion in the first year (2019) to VND 2.5 trillion in 2022. This growth has been driven by our ability to build brands, deliver innovative products with consumer trust, and distribute such products nationwide. Combined with the business experience of our leading global partners in animal feed and farming, we can ensure a long-term and reliable supply to further grow our meat business, and realize our potential to become a branded FMCG platform.

Platform for Growth

Masan MEATLife owns a unique business model to unlock the potential of the animal protein value chain in Vietnam. Currently, Masan MEATLife's meat business platform includes pork and chicken businesses that provide *fresh meat products* including **MEATDeli clean meat, MEATDeli Fresh Chicken, 3F Fresh Chicken, La Chanh Delicious Chicken**, and *processed meat* such as Banana leaf pork roll, pork roll, green chili skin roll, and fried rolls and especially the "Oak Smoked Sausage", a product that was introduced by our cooperation with Masan Jinju. This allows us to be the first and the leading integrated meat player, focusing on improving productivity improvement across the entire value chain from both our in-house capabilities and our strategic partner.

Towards this end, we have invested heavily in the operating platform including strong brands, innovation, distribution systems, best-in-class production facilities, and, most importantly, people.



STRONG BRANDS

We have successfully applied the branding model in the fast-moving consumer goods business for the meat value chain, the first in the industry.

At the end of 2018, we launched the "MEATDeli" chilled meat brand – a range of delicious, safe, and traceable meat products - to consumers. In 2019 and 2020, shortly after its launch, MEATDeli product - Masan MEATLife's European chilled meat technology - was excellently ranked in the Top 10 most trusted brands and products in Vietnam according to the Vietnam Economic Times. In 2020, Masan MEATLife was honored by Forbes Vietnam as one of the Top 50 Most Valuable Brands in Vietnam. In 2022, Masan MEATLife with the MEATDeli brand achieved several prestigious brand titles and awards, such as the National Brand Award, awarded by the Ministry of Industry and Trade, certificates of merit for excellent achievements in building and developing Vietnamese agricultural brands (2021-2022) awarded by the General Association of Agriculture and Rural Development of Vietnam, and the certificates of "Vietnamese agricultural gold brand 2022" were awarded for MEATDeli clean meat products. Masan MEATLife was also ranked as one of the top four leading brands in the F&B industry in Vietnam, with a brand value of over USD 100 million estimated by Forbes.

Innovation – Masan Way

The commitment to innovation is reflected in both planning and doing things differently. The year 2022 marked a big turning point when Masan MEATLife completed its strategic transformation into a fast-moving consumer goods (FMCG) business platform. Knowing the power of consolidation and courageously setting new goals for each business segment, Masan MEATLife has successfully transformed and separated its feed manufacturing, farming, and meat processing into independent business entities. Each entity has its own unique strengths, enabling it to work with strategic partners to maximize its potential and experience, and to realize the strategy **Consumer of Things – Meeting diverse needs**.

In 2022, Masan MEATLife has successfully transformed its product portfolio mix, focusing on promoting new product development, providing consumers with a diversified mix of fresh and convenient products, catering to the general trend of modern society. Through strategic cooperation with Masan Jinju, we are developing and launching new processed meat products under the Ngu Bao brand, catering to the general trend of convenient, nutritious, and delicious “ready-to-eat” products, thereby driving revenue and economic value. We accelerated the development of various product lines to serve a wide range of customers across segments. These include premium pork, processed meat (such as spring rolls, rolls, and Skin rolls). In addition, we entered the traditional native chicken market with the very convenient La Chanh Delicious Chicken product. The product box comes with fresh lemon leaves and organs, which is extremely convenient for consumers, especially working housewives who want to ensure that their families get the nutrition they need with each meal.

Distribution Network

Masan MEATLife products are available at over 4,000 sale locations, including supermarkets such as Winmart, Winmart+, WinLife, CoopMart, CoopXtra, BigC, etc. and other supermarket chains, MEATDeli stores, and food agents. With regard to our livestock farms, not only do we try to make our products more widely available through our widespread distribution network, but we also try drive revenue and grow our market share by becoming a comprehensive partner to farmers, including offering technical support and the possibility to become a supplier to MEATDeli, subject to meeting strict quality standards. As the sector continues to consolidate, larger farms will require more sophisticated solutions and we believe that working with our strategic partners will provide us a significant competitive advantage.

Farm facilities

Masan MEATLife currently operates a system of pig and chicken farms as well as slaughterhouses and processing complexes across the country.

MML Farm Nghe An is a high-tech pig farm located in Nghe An province. The farm is designed to ensure efficient management and quality assurance throughout the entire pig production process. As part of the integrated 3F chain, the farm is specifically managed to prevent disease and improve pig health and food safety. The standard of this pig farming process is equivalent to the international pig farm management standard and complies with the GLOBAL G.A.P standard. The farm covers an area of more than 220 hectares and is isolated away from residential areas, which ensures strict biosecurity conditions to minimize risks from diseases such as foot and mouth disease (FMD) and African swine fever (ASF). We have also built a wastewater treatment system adhering to international standards to improve biosecurity and environmental protection. The farm in Nghe An has a capacity of 230,000 live hogs per year. Pigs are raised in an automatic breeding system for feeding, drinking, and climate regulation; no banned substances or antibiotic residues are used. More importantly, this farm is also a replicable model for other farms to follow and become live hog suppliers for MML’s meat value chain, meeting high input standards.

The poultry farm system of 3F VIET Joint Stock Company (“3F VIET”) plays a crucial role in the animal protein value chain of Masan MEATLife. 3F VIET is one of the first Vietnamese companies to deploy the 3F model to realize the “farm-to-fork” concept, making 3F VIET a great starting point for MML’s entry into poultry market worth USD 5 billion. With an annual capacity of 21 million heads, the chicken farm systems are designed to be self-contained, including grandparents and parent breeding chicken farms, hatcheries, and commercial broiler farms. To ensure the live birds supply and the demand of high-quality 1-day-old chicks, the breeding process at the farm is strictly controlled to eliminate microorganisms that can negatively impact human health (Salmonella), using vaccines as an alternative to antibiotics from parent flocks. The farm uses the individual selection index combined with the application of BLUP software in the selection of pure lines to gradually create localized colored, biodiversity-rich chicken breeds that can be sold directly to farmers. Livestock farms and hatcheries are equipped with advanced equipment and strict control procedures, ensuring high biosecurity, and adhering to GLOBAL G.A.P, VIET G.A.P standards, certificates of disease safety, etc. This allows the farms to achieve high productivity, supplying traceable, safe and disease-free chickens for the health of Vietnamese consumers.

Processing complex

In December 2018 and October 2020, we established two meat processing complexes in Ha Nam and Long An, each with a capacity of 1.4 million heads / year, equivalent to 140,000 tons / year. The two projects have a total investment of over 3,000 billion VND and cover an area of 10 hectares each. Up to now, both meat processing complexes in Ha Nam and Long An are producing processed meat products such as rolls, sausages, with a total output of 30,000 tons / year. These processing complexes employ modern technology and equipment imported from Europe, installed and supervised by experienced international experts. The slaughter method used is CO2 gas, which is considered to be the most humane method. The meat is then rapidly processed and chilled to prevent bacterial growth. The chilled meat is stored for 24 hours at a temperature of 0 - 4 degrees Celsius to enhance flavor and texture, while preserving nutrition and meeting food hygiene and safety standards. The meat is then sliced, packaged, and transported at this temperature to customers at the POS to ensure freshness and cleanliness. This process complies with the national standard TCVN 12429-1:2018 for chilled meat and strictly adheres to the BRC standard - a global standard for food safety. MEATDeli chilled pork has a shelf life of 2-9 days, depending on the product and packaging type.

At the end of 2022, we have implemented a strategic cooperation with Masan Jinju to expand our product line, diversify our product portfolio mix, and focus on the fully processed meat segment to further drive the growth and profitability profile of MML. Masan Jinju is a joint venture with Jinju Ham Company of South Korea. Their factory produces processed meat products such as instant pellets made from meat, animal protein (fish, shrimp, crab, and squid), rolls, meat bags, animal protein (fish, shrimp, crab, and squid) retort bags. The factory is located at Tan Dong Hiep A Industrial Park, Tan Dong Hiep Ward, Di An city, Binh Duong province, Vietnam. It covers an area of 19,535m² and has a production scale of 27,000 tons per year.

Human Resource

Transform into a lean organization

As we transitioned our diversified business strategy into a consumer-focused fast-moving consumer goods company, we take pride in our efforts to streamline our operations. Our transformations have had powerful, positive effects, such as:

- To define the key distribution channels with respective organizational structures.
- To create a complementary organizational structure for the Commercial division, focusing on analyzing market potential, customer demand, product market fit and deriving customer insights.
- At farms and manufacturing facilities: centralizing support and overhead functions such as Finance, Human Resources, Purchasing, Technology Information, etc. This allows the Production division to focus more on production expertise and optimize the operational efficiency throughout MML. As a result, the Company has experienced clearer decision-making and shorter, more specialized, and effective processes and procedures.

The organizational transformation has contributed to improving the leadership team's capacity to direct and coordinate resources, as well as focus on production and business strategies. Additionally, expanding functional gaps from a specific Farm/Factory to a region, or even a whole country, has increased career opportunities for employees.

Human Resource Training and Development

To establish a foundation for human resource training and development, we have transformed the human resource management model to achieve closer management and talent development. This achievement was made by transitioning from traditional human resource management to a human resources business partnership (HRBP). The goal is to create more efficient plans for human resources and better align them with the strategic goals of the organization in both business and production operations.

At Masan MEATLife, we prioritize training in the following aspects:

- As required by law, the organization prioritizes training activities focused on technical expertise recommended by Authorities (government or certification bodies). These activities include labor safety, fire protection and prevention, and other types of professional technical certifications.
- As required by professional standards, the organization continuously improves the professional skills of its staff by providing training courses at the Farm and Factory. Additionally, the organization will provide training courses to improve engineering and technology skills in production operations.
- On-boarding program: The organization provides a 60-day onboarding program for newcomers. This program includes a combination of (hybrid) multimedia tutorials that cover face-to-face (offline) and online training materials (online) as well as distance learning (virtual). During the 60-day program, the Human Resources department shall be a "Buddy" to help newcomers integrate into the organization's culture and working environment more quickly.



- Soft skills: In 2023, we plan to implement training courses focused on soft skills. We will do this after the team has gradually become accustomed to specialized knowledge training. We believe that this orderly development strategy will optimize time and ensure that employees receive knowledge in the most effective way possible.

Safe and appreciative workplace

The constantly changing socio-economic and business markets present many challenges for the Company, which may reduce the capacity of the organization and its employees. Despite these challenges, the Company has made amazing progress thanks to the guidance and efforts of the Board of Directors, management team, and all employees. There are individuals and departments that have made excellent contributions throughout the journey with efforts that not everyone can match. This gives us more confidence for the next steps of this challenging journey. We believe that the greater the challenge, the greater the reward, and that “the sweet fruit is always at the end of each stage”.

In 2022, Masan MEATLife employees have the opportunity to participate in many meaningful activities. These include activities that embody the common culture of the Group, as well as those that bear the Company’s own spirit. “Break all limits” with a warrior spirit – “Dare to battle, dare to win” is the slogan for the year 2022 which is repeatedly declared. This clear slogan and philosophy will unify employees towards a common goal and help them move towards final victory. Together, we have recorded a truly cohesive and unforgettable journey in the past year. Hence, each employee can be proud of being a part of the organization.



MASAN MEATLIFE SUSTAINABILITY REPORT

Doing Well by Doing Good

Masan MEATLife was established with the mission of providing consumers with traceable quality meat products at reasonable prices, and constantly innovating and improving products to enhance added value.

With that mission, what we are doing is not only a job, but also a purpose: improving the material and spiritual life of millions of Vietnamese. Our purpose is not only reflected in our business objective but also in our belief in sustainability, which takes into account our overall impact on the environment, our communities and the larger society. We aim to serve consumers with true ideals and make meaningful contributions to Vietnam's socio-economic development, not just about financial concerns. To that end, we need to rely on a strategy for sustainable development.

Product development and innovation process

Novel innovations in product development

Please refer to "Innovation – Masan Way" in the "Our Story" section.

To address the needs of young consumers in modern society for convenient and supplementary nutrition, the shift of product portfolio mix and development of many "ready-to-eat" processed meat products contribute to the sustainable development of the animal protein industry, building a closed chain that utilizes production by-products, reducing production waste and improving processing formulations.

In addition to innovative fast-moving processed meat products, we promote sustainable development by creating value based on a closed loop economic foundation. By adding value to the raw materials of the production chain, we increase efficiency not only for the value chain from farms to food processing plants, but also drive the development of sustainable agricultural sector. We also generate business value by using a closed loop production process. Specifically, we utilize livestock waste, reducing environmental waste, creating high-quality organic products for the agricultural industry, such as amino acid-rich solutions from poultry/cattle blood during slaughter, and biosafety products for crops and perennials. Additionally, organic ingredients from livestock waste also help naturally improving the soil quality. We combine this with local organic agricultural raw materials to improve the soil environment for agriculture. This approach provides many economic and environmental benefits.

Responsible Purchasing

The majority of raw materials used in the manufacturing of our products are well-known companies' outputs. For raw materials with fluctuated prices, we regularly monitor the market and choose the right time to open bids so as to come to a deal at a good price. We usually apply take-or-pay contracts with fixed prices over a long-time horizon from suppliers.

To ensure the traceability of raw materials, we require foreign suppliers to meet the following requirements: no infectious diseases (African swine fever, PRRS, swine asthma), no antibiotic residues, no banned substances, etc. Our farms are granted Viet GAP, Global G.A.P certificates. Suppliers with long-term quality are considered "reputable suppliers" and will be retained in the "supplier list" to continue supplying goods to the Company. Our materials are closely monitored in terms of quantity as well as quality. Masan MEATLife's products are strictly controlled in quality by an experienced QC - QA team.

The main ingredients in Masan MEATLife 's finished products include commercial pork and chicken. In November 2021, Masan MEATLife transferred the animal feed business and entered into a strategic partnership with De Heus Co., Ltd ("De Heus Vietnam", a subsidiary of Royal De Heus Group from the Netherlands). Accordingly, De Heus Vietnam takes over the animal feed business and invests in the animal protein supply chain in Vietnam. This strategic partnership is expected to increase productivity, quality and sustainability of the 3F integrated supply chain model. Specifically, De Heus Vietnam will supply up to 70% of the feed demand for Masan MEATLife's farms and at least 2.8 million pigs for Masan MEATLife's chilled and processed meat products in the next 5 years. With this partnership agreement, Masan MEATLife has completed its transformation into a business providing branded meat products.

MEATDeli HN and MEATDeli SG processing complex have been officially granted BRC certification - Global Standard for Food Safety. This is a valid international certificate to help control and minimize the risk of poisoning in the food industry and is considered a passport for food exporters. BRC audit criteria and certification process are strictly controlled and consistent around the world.

The chicken processing complex in Binh Duong was granted the Certificate of Hazard Analysis and Critical Control Points (HACCP) system in 2022. This is a tool for assessing hazards and establishing control systems focused on prevention and is also the ultimate support platform for final product evaluation before reaching consumers.

Occupational Safety

We are committed to the well-being of our employees. We are responsible for providing a safe working environment for all employees by equipping appropriate personal protective equipment for each job position and continuously improving the working environment. Masan MEATLife regularly organizes training sessions with external experts and internally experienced employees. We have also carried out safety trainings in order to promote positive safety habits, not only to be applied at work but also for daily activities.

MEATDeli meat processing complexes in Ha Nam & Long An have applied and operated the ISO 45001:2018 system on Occupational Safety and Health.

Every year at the MML Farm Nghe An farm system, training on fire protection and prevention, fire drills, food safety and hygiene, occupational safety and health, chemical safety training, first aid training are conducted in order to improve quality and health care for all employees.

Social responsibility

Community Enhancement

In 2022, our self-operated livestock farm (MML Farm Nghe An) in Ha Son commune, Quy Hop district, Nghe An province spent nearly VND 700 million on local social security activities, demonstrating solidarity between the business and locals. We organized activities such as giving Tet holiday treats, purchasing school equipment, constructing houses, and donating funds to local festivals and many other community development and charity activities.

Environmental sustainability

Masan MEATLife is always deeply aware of developing the economy accompanied by protecting a sustainable environment. Therefore, right from the preparation of project, Masan MEATLife always implements environmental protection to ensure that the production complexes fully meet the environmental standards as prescribed by law. Masan MEATLife meat processing complexes are applying the treated wastewater standard of Class A quality for industrial wastewater according to QCVN 40:2011 BTNMT, and applying and operating the environmental ISO 14001 system, which has been assessed in 2020 and received a certificate in 2021.

In addition, the green coverage in the premises of each complex reaches 24% -31%, higher than the local requirements when compared to the total area of the whole complex.

Sustainable energy safety

At MEATDeli HN we use environmentally safe modern technologies such as:

1. The wastewater treatment system using the AAO - AO - O technology meets the national standard for wastewater treatment of Class A. Treated sludge is qualified for normal waste type that is safe for the environment.
2. About the steam utility service system: DO oil boiler is used to increase system efficiency. The emission standards reach Class A according to national standards.
3. The production machinery and equipment system is imported from G7 EU meeting health safety standards and high efficiency, saving energy with inverter high technologies. LED technology is applied to lighting systems to save power and give the highest lighting efficiency.

At MEATDeli SG, we optimize the use of environmental-friendly materials and focus on waste treatment to protect the environment:

1. Clean & renewable energy: We use fuel for boiler from biogas including mainly rice husk with available, abundant raw materials from the local agricultural industry.
2. The factory's wastewater treatment system has a deodorizing tower installed at the balance tank, treating odors from the input water stage, ensuring a fresh atmosphere without affecting the surrounding area.
3. Quarterly, the Company conducts periodic environmental monitoring and the indicators are within the acceptable limits.

In early 2019, MML Farm Nghe An (formally known as MNS Farm Nghe An) was granted the GLOBAL G.A.P. Certification for its completion of internationally recognized set of farm standards dedicated to Good Agricultural Practices. The high-tech pig farm in MML Farm Nghe An is considered to be Vietnam's most environmentally friendly, able to produce biogas from its operations and generate enough electricity to be self-sufficient. The high-tech pig farm in MML Farm Nghe An is also equipped with a modern wastewater treatment system to ensure sustainable operation of the farm in compliance with national environmental standards. In particular, MML Farm Nghe An has invested in two wastewater treatment systems with a capacity of treating up to 4,000 m³ of livestock wastewater per day, while generating biogas used for power generation to serve farm production activities. The Company has conducted periodic sampling for environmental monitoring, which shows that the analyzed wastewater achieved column B under technical regulation QCVN 62-MT:2016/BTNMT. No waste from the farm is discharged into the environment. 100% of treated wastewater is reused by the farm for barn cleaning, surface soaking and plant watering, thereby minimizing the consumption of increasingly scarce groundwater. In 2021, the Company invested in an additional wastewater treatment system for the above mentioned system, aiming to Class A treated wastewater.

From 2020, after merging with a new member - 3F VIET, the Company has a closed chain from the grandparent, parent chicken farms to the poultry slaughterhouse. All farms have an environmental impact assessment and comply with regulations throughout the project operation. Particularly, 3F VIET egg incubation factory is invested with the most modern machinery in Vietnam to optimize the use of materials such as electricity, water, etc. The factory is equipped with a wastewater treatment system to treat all wastewater from production and the staff and employees' daily activities, ensuring that the output achieved Class B according to QCVN 62-MT/BTNMT. The factory complies with photometric

regulations to ensure that the wastewater always meets the allowable standards. Particularly, the poultry slaughtering and processing factory in Binh Duong is equipped with a wastewater treatment system capable of 600 m³/day to treat all of the factory's wastewater to achieve Class A output of QCVN 40-2011/BTNMT standard on industrial wastewater, which is the strictest standard today.

Sustainability in human resources

Qualification	Number	Percentage
Postgraduate	17	0.80%
University graduate	578	27.06%
College graduate	182	8.52%
Intermediate college graduate	121	5.66%
High school graduate	320	14.98%
Secondary school graduate	794	37.17%
Others	124	5.81%
Total	2,136	100.00%

Note: Majority of employees having qualification from intermediate college or lower are working at the factories, warehouses, or sale promotion locations, or being drivers or janitors.

As of December 2022, Masan MEATLife has a total of 2,136 employees, of which more than 42% of employees have intermediate, college or higher education. We are proud to be one of the best dynamic workplaces in Vietnam, where everyone has a better chance than they were yesterday. This can be attributed to the Company's ongoing empowerment to motivate their development by pursuing personal goals, autonomy at work and in projects assigned to them.

We always uphold the human factor, provide them with decent jobs and stable incomes, and care about their cultural, spiritual, and sport life. The Company has built spacious and clean dormitories and installed air conditioners, wifi connection; built sports fields (soccer, volleyball, badminton, table tennis) and entertainment areas. Since then, each person tries their best to dedicate themselves in labor and be attached to the Company for a long time, to contribute to improving the brand value and corporate culture.

Our ideal is to improve the material and spiritual life of Vietnamese people. First of all, we start with implementing this ideal well for each employee. Our responsibility is to bring stable income and maintain jobs for existing employees. Since then, each employee tries their best to dedicate themselves in labor and be attached to the company for a long time, to contribute to improving the brand value and corporate culture. We have been delivering long-term training plans to prepare our good and skilled employees for future leader's roles through regular and continuous training programs.

We always encourage employees to look at the problem differently, thereby recognizing their capabilities and facilitating to maximize human resource development. By carefully screening and placing faith in the dynamic young generation, the Company's employees are given the opportunity to experience and handle challenges. They work with confidence, independence and responsibility, always keep an entrepreneurial spirit, a willingness to sacrifice, and are not afraid to be judged when they come up with new ideas. We understand that the growth comes from the physical, mental and emotional well-being and stability of all employees across all functions to inspire their engagement, devotion and sense of belonging.

We focus on providing training for our employees to improve their professional skills and knowledge on a monthly and annual basis across different departments at factories. Annually, we plan and organize short and long-term courses/training courses to improve professional qualifications and skills to improve labor efficiency and nurture the next management generations such as: Training courses in chemical safety, occupational safety and health, first aid, fire prevention and fighting.

We appreciate ensuring the benefits and rewarding employees fairly and proportionally with actual competence and their contribution and also creativity to the development of the Company. It is certain that our key talents are also shareholders, who work with all their dedication and promote an entrepreneurial spirit and long-term vision.

In addition, as part of our fringe benefit program, we buy an extra package of health and accident insurance for all employees in addition to insurance regulated by Law. We also comply with the Labor Code by providing standard working hours, break hours and annual leave as regulated.

Awards

The “National Brand 2022” awarded by the Ministry of Industry and Trade. This is a prestigious award to recognize and honor enterprises with high quality products and goods, high scientific and technological content and prestige in the market.



Masan MEATLife Joint Stock Company was honored to be awarded a certificate of merit by the General Association of Agriculture and Rural Development of Vietnam for its outstanding achievements in building and developing Vietnam's agricultural brand (2021-2022) and certified “Vietnamese agricultural gold brand 2022” for MEATDeli fresh meat products.



MANAGEMENT REPORT

Focus resources on building branded meat products

Masan's journey is the consumers' journey. As consumer demand for safer and healthier products grows, Masan MEATLife aims to be the pioneer in providing branded, affordable, traceable, fresh, delicious, and safe meat products. Since 2015, Masan MEATLife has been on a journey to build a fully integrated value chain from animal feed to branded meat.

The year of 2022 has been a remarkable milestone in Masan MEATLife's journey when it successfully transformed to a branded meat business model by specialization and cooperation with strategic partners. The strategic partnership between Masan MEATLife and De Heus Vietnam, which has 100 years of experience in the field of animal nutrition and animal husbandry, is considered a promising combination that can accelerate the modernization of the animal protein value chain, and is expected to drive the productivity improvement, quality and sustainability of the 3F integrated supply chain model. In particular, De Heus Vietnam will supply up to 70% of the feed demand of MML's farms and at least 2.8 million live porkers over the next 5 years. The cooperation agreement between the two parties will ensure high-quality, standardized pig inputs for Masan MEATLife at stable prices to serve consumers with safe, delicious meat products at affordable prices.

The financial results for 2022 show that, on a comparable basis after excluding net sales of the feed segment since Masan MEATLife transferred this business in the fourth quarter of 2021, the Company's 2022 consolidated net revenue grew by 6.7% year-on-year. If we continue to exclude abnormal revenue growth in 2021 due to the impact of the Covid-19 pandemic, the Company's 2022 net revenue has grown by 14.5% compared to the previous year. This growth is mainly attributable to the price reduction of chilled meat products to expand the customer base and build consumer mindshare. After implementing the price reduction strategy from May 2022, the volume of chilled meat sold in the second half of 2022 increased by 30% compared to the first half of 2022.

Following the successful expansion into the poultry market by acquiring 51% stake of 3F VIET Joint Stock Company in November 2020, Masan MEATLife has focused on developing the MEATDeli chicken brand, 3F fresh chicken and launching the product La Chanh Delicious Chicken. The traditional native chicken are naturally raised with best practice and released from the farm at the right age. La Chanh

Delicious Chicken is confident with the excellent meat quality, the eye-catching golden skin, the juicy chicken thighs, which will definitely satisfy the taste of consumers. With modern chilled meat technology, La Chanh Delicious Chicken adheres to the 4 NO standard (no antibiotic residues, no weight gainers, no preservatives, no diseases), becoming a delicious and nutritious dish for Vietnamese consumers. La Chanh Delicious Chicken product also includes chicken organs and fresh lemon leaves, providing convenience and delicacy.

Masan MEATLife aims to build and develop an integrated ecosystem that provide convenience to consumers by a unique combination with WinCommerce – the Vietnam leading modern retailers. We aim to serve nearly 100 million consumers nationwide with safe, fresh, nutritious, and affordable meat products.

As of December 2022, MEATDeli clean meat products are distributed at nearly 4000 sales locations at Winmart, Winmart+, CoopMart, CoopXtra, BigC, etc. supermarket systems, MEATDeli stores and food agents.

Realization of Vietnam's meat potential

The pork and chicken meat market valued at more than USD15 billion, is the largest segment in the F&B industry. With a population of nearly 100 million people along with a continuously improving average income, the Vietnam meat market is still very underdeveloped with a lot of inefficiencies, while the demand for clean and traceable meat products is increasing rapidly. This is an unstandardized and fragmented market as more than 90% of meat products on the market are unbranded. Meanwhile, there is a growing concern among consumers about meat origins and hygienic. This provides Masan MEATLife with a huge growth potential and an opportunity to set a new standard of high quality, safe and fresh chilled meat with affordable prices for Vietnamese consumers.

In 2022, we have officially entered the processed meat industry and shift the product portfolio mix towards branded processed meat products. According to Frost & Sullivan, processed meat accounts for 25% of total pork consumption in China, and continues to grow twice as fast as fresh meat. We consider that this trend will follow in Vietnam and we will be the market leader in providing innovative, delicious, safe and affordable products to consumers. To realize this ambition, we have a strategic cooperation with Masan Jinju to focus on developing processed meat products with high economic value and catering to the needs of modern society. A wide range of ready-to-eat meat products were introduced to the market for the first time in the past year, such as spring rolls, sausages, pork floss, dried chicken, skin rolls, etc., which were well received by consumers. This demonstrates the trust and acceptance of consumers, enabling MML to be more confident on the journey to realize the potential of the Vietnam meat market.

The global meat value chain is opening up with many opportunities but also many challenges. With the free trade agreements coming into effect in the near future, foreign competitors will be likely to enter the Vietnamese market, and the competition will likely become very fierce. However, there are opportunities for local companies like Masan MEATLife to transform the market as the demand for fresh meat / chilled meat is always higher than that of imported frozen meat.

The meat value chain in Vietnam has huge growth potential, but it will require companies to develop the market and lead the change. From 2023 onwards, Masan MEATLife intends to focus on expanding its product portfolio with the launch of more value-added processed meat products from pork and chicken. Processed meat will be a key factor of growth, not only in revenue but also in operating profit margin. We believe that Masan MEATLife will be the leader in this industry and set a high standard operating model to lead the transformation of the meat market in Vietnam.

Performance Highlights

Indicator	31 December 2022	31 December 2021
<u>Liquidity ratios</u>		
Current ratio	1.3x	1.7 x
Quick ratio	1.1x	1.5 x
<u>Capital structure</u>		
Total Debt/Total Assets	0.4x	0.4 x
Inventory Turnover	6.9x	11.8 x
Inventory Days	53	31
<u>Profitability ratio</u>		
ROE	-2.7%	23.9%
ROA	-1.9%	8.4%
Net Sales/Total Assets	35.8%	159.1%
EBIT Margin	-9.5%	3.4%
EBITDA Margin	-0.8%	9.7%
Net Margin	-4.9%	6.6%

Discussion of audit results

Net Revenue

On a comparable basis, excluding net revenue from the feed segment which was transferred in the 4th quarter of 2021, in 2022, the Company's consolidated net revenue grew by 6.7% compared to the previous year. If we exclude the abnormal revenue growth in 2021 due to the impact of the Covid-19 pandemic, in 2022, the Company's net revenue grows by 14.5% compared to the previous year. This growth is mainly attributable to the Company's increasingly competitive price of chilled meat through its strategy to narrow the price gap between chilled meat price and the traditional market warm meat price from 40% at the beginning of 2022 to only 20% in May 2022. As a result, the volume of chilled meat sold in the second half of 2022 increased by 30% compared to the first half of the year. Besides, Masan MEATLife has also participated in the price discount program exclusively for "WIN Membership Program" applied at ~3,400 Winmart+ stores, driving meat sales up 30%-60% in the pilot phase and shows strong growth potential in the coming time.

Gross profit and Gross profit margin

The Company's gross profit in 2022 was VND 344 billion, lower than VND 2,303 billion in 2021. Gross profit margin in 2022 was 7.2%, lower than 12.2% in 2021, mainly attributable to the deconsolidation of the feed segment and the decrease / increase in gross margin of the integrated pork and chicken segments, respectively.

- Integrated pork segment achieved a gross profit margin of 9.6% in 2022, lower than 18.5% in 2021 (if excluding gross profit margin growth due to the impact of the Covid-19 pandemic in 2021, gross profit margin in 2021 will be at 14.2%). This decrease in gross profit margin is mainly due to the price reduction strategy of chilled meat products.
- The integrated chicken segment achieved a gross profit margin of 4.6% in 2022, higher than the level (13.5%) in 2021, primarily due to improved efficiency of live birds farming, optimized slaughtering costs and increased proportion of retail chicken sales to consumers. This is an inevitable result of the synergies realization once the 3FV chicken segment is more deeply integrated into Masan's resources and ecosystem.

Financial revenue

Financial revenue in 2022 decreased by 58.4% to VND 633 billion compared to VND 1,521 billion in 2021, primarily attributable to the recognition of one-off income from the deconsolidation of the feed segment.

Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA)

Margin of EBITDA in 2022 reached (0.8%) compared to 9.7% in 2021, primarily attributable to the deconsolidation of the feed segment.

Net profit after taxes allocated to Shareholders of the Company

In 2022, Masan MEATLife achieved net profit after tax attributable to the company's shareholders of VND (145 billion), down 111% compared to VND 1,331 billion in 2021, with net profit margin after tax attributable to the company's shareholder in 2022 reduced to (3.0%) from 7.0% in 2021, primarily attributable to the deconsolidation of the feed segment.

Cash Balance

Masan MEATLife maintained its cash balance and cash equivalents (including short-term financial investments) at VND 438 billion as of 31 December 2022 compared to VND 471 billion as of 31 December 2021, a decrease by 7%.

Fixed Assets

As of 31 December 2022, fixed assets increased to VND 5,370 billion compared to VND 4,208 billion as of 31 December 2021, primarily attributable to the increase of long-term asset investment for business activities (in the chilled chicken and processed meat segment).

Total assets

Masan MEATLife's total assets as of 31 December 2022 were VND 13,346 billion, increased by 12% from VND 11,871 billion as of 31 December 2021.

Borrowings

As of 31 December 2022, short-term and long-term borrowings increased by 9% to VND 5,387 billion from VND 4,936 billion as of 31 December 2021.

Equity

Equity decreased by 2% to VND 5,623 billion on 31 December 2022 from VND 5,751 billion on 31 December 2021.

Plan in 2023

In 2023, Masan MEATLife would like to grow revenue in the range of VND 8,500 billion - VND 9,000 billion, up 77% - 88% compared to VND 4,785 billion in 2022, primarily attributable to the expansion of the product portfolio of chilled pork and chicken. Besides, Masan MEATLife continues to selectively expand and improve sales efficiency at all sales locations in the existing supermarket system and traditional channels. By integrating with Masan's ecosystem and cooperating with Wincommerce in the "WIN Membership Program" at Winmart supermarkets and Winmart+ stores, Masan MEATLife plans to participate in the discount promotion program of up to 20% throughout 2023 for MEATDeli chilled pork and chilled chicken products, closing the price gap between chilled meat with warm meat sold at traditional markets, encourage customers trials and build consumers mind share. This will contribute to the conversion of customers from traditional to modern trade channels and increase consumers' accessibility to chilled meat products.

Profit is expected to further improve thanks to the growth of processed meat segment, optimizing production costs from increased slaughter capacity and implementing initiatives to reduce operating costs.

ABOUT US

History and organizational structure of Masan MEATLIFE Corporation

History

Masan MEATLife Corporation (Masan MEATLife) (formerly known as “Masan Nutri-Science Corporation”) was incorporated on October 7, 2011. Today, Masan MEATLife, a subsidiary of Masan Group Corporation (“Masan Group”), is Vietnam’s largest fully-integrated (“Feed – Farm – Food” business model) branded meat platform, focused on driving productivity in Vietnam’s animal protein industry and ultimately directly serving consumers with traceable, quality and affordable meat products in a USD 15 billion opportunity.

In 2021, Masan MEATLife sold 1.35 million tons of animal feed through a distribution network with more than 2,500 dealers and 13 factories nationwide. By implementing an FMCG approach to the feed business, Masan MEATLife has successfully developed the umbrella brand “Bio-zeem” and quickly captured a significant market share in the pig feed industry.

With a strong cash flow from animal feed business, Masan MEATLife has developed an integrated 3F model (Feed - Farm - Food) with the commissioning of its high-tech pig farm in Nghe An and its meat processing complex in Ha Nam. In Quarter 4, 2018, Masan MEATLife successfully launched MEATDeli meat product – the first chilled meat product ever introduced in Vietnam. With this milestone, Masan MEATLife officially completed the integrated 3F value chain, a key factor that ensures quality control of our consumer products from end to end and enables us to become a branded meat company.

In October and November 2020, Masan MEATLife achieved two strategic milestones in our journey to bring fresh, delicious, and nutritious meat to nearly 100 million Vietnamese consumers: (i) inaugurated MEATDeli Saigon Processing Complex worth VND1,800 billion in Long An; and (ii) expanded operations into the poultry market by investing VND613 billion to own 51% of 3F VIET JSC - a national leading poultry meat production platform.

In November 2021, Masan MEATLife transferred the animal feed business and entered into a strategic partnership with De Heus Co., Ltd (“De Heus Vietnam”, a subsidiary of Royal De Heus Group from the Netherlands). Accordingly, De Heus Vietnam will take over the animal feed business and invest in the animal protein supply chain in Vietnam. This strategic partnership is expected to increase productivity, quality and sustainability of the 3F (Feed-Farm-Food) integrated supply chain model. Specifically, De Heus Vietnam will supply up to 70% of the feed demand for Masan MEATLife’s farms and at least 2.8 million pigs for Masan MEATLife’s chilled and processed meat products in the next 5 years. With this partnership agreement, Masan MEATLife has completed its transformation into a branded meat supplier.

Noble milestones in the process of establishment and development of Masan MEATLife:

- In October 2011, Masan MEATLife was incorporated under the name Hoa Kim Ngan Company Limited;
- In November 2012, Hoa Kim Ngan Company Limited changed its name into Sam Kim Company Limited;
- In July 2014, Sam Kim Company Limited acquired 70% stake in Agro Nutrition International Joint Stock Company (ANCO);
- In late 2014, Sam Kim Company Limited acquired Shika Company Limited, a company with a 40% stake in Vietnamese – French Cattle Feed Joint Stock Company (Proconco);

- In January and February 2015, through a subsidiary, Sam Kim Company Limited acquired an additional 13.06% stake in Proconco;
- In April 2015, Masan Group acquired Sam Kim Company Limited, the controlling shareholder of Proconco and ANCO. The acquired company was subsequently renamed Masan Nutri-Science Company Limited (Masan Nutri-Science). The acquisition of Masan Nutri-Science immediately made Masan Group one of the largest animal feed players in Vietnam. Masan Nutri-Science aims to transform Vietnam's animal protein industry and ultimately reach consumers with fresh and delicious branded meat products;
- In March 2016, Masan Nutri-Science was converted into a joint stock company and was renamed as Masan Nutri-Science Corporation; ANCO acquired a 14% stake in Vissan Joint Stock Company (Vissan);
- In May 2016, Masan Nutri-Science increased its direct ownership in ANCO from 70% to 99.99%;
- In June 2016, ANCO increased its stake in Vissan to 24.94%;
- In June 2016, Masan Nutri-Farm Company Limited (Nghe An) was established;
- In November 2016, Masan Nutri-Farm Company Limited (Nghe An) broke ground the high-tech pig farm in Nghe An;
- In April 2017, global investment firm KKR entered a definitive agreement to invest USD150 million to purchase a 7.5% stake in Masan Nutri-Science;
- In August 2017, MNS Meat Processing Company Limited was established;
- In February 2018, Masan Nutri-Science held a groundbreaking ceremony of its meat processing complex in Ha Nam with the aim of providing fresh chilled meat products to consumers;
- In December 2018, Masan Nutri-Science inaugurated its meat processing complex in Ha Nam and successfully launched its fresh chilled meat product branded as "MEATDeli";
- In January 2019, MNS Farm Nghe An Company Limited was certified by GLOBALG.A.P. for adhering to international standards for good agricultural practices;
- In March 2019, MNS Meat Sai Gon Company Limited was established;
- In May 2019, Proconco was re-granted the GLOBALG.A.P. CFM certificate;
- In August 2019, Masan Nutri-Science was renamed as Masan MEATLife Corporation and increased its charter capital to VND 3,243 billion;
- In September 2019, MNS Meat Ha Nam Company Limited was granted the BRC certification – the global standards for food safety;
- In November 2019, MEATDeli was named in the Top 10 Most Trusted Brands in Vietnam in 2019 by consumer polls;
- In December 2019, shares of Masan MEATLife Corporation were listed on the stock market of unlisted public companies under Decision No. 804/QĐ-SGDHN issued by the Hanoi Stock Exchange;

- In January 2020, MNS Feed Nghe An Company Limited was re-granted the GLOBALG.A.P. CFM certificate;
- In February 2020, MNS Farm Nghe An Company Limited was re-granted the GLOBALG.A.P. Certification and Con Co Binh Dinh Company Limited was re-granted the GLOBALG.A.P. CFM certificate;
- In September 2020, Masan MEATLife was named among the World's Top Feed Companies 2019 by Feed Strategy Magazine;
- In October 2020, Masan MEATLife inaugurated of the VND1,800 billion MEATDeli Sai Gon Meat Processing Complex in Long An;
- In October 2020, MNS Feed Nghe An Company Limited was re-granted the HACCP certificate;
- In November 2020, Masan MEATLife completed the acquisition of 51% capital in 3F VIET Joint Stock Company, entering the poultry meat market;
- In November 2020, Proconco and MNS Feed Nghe An Company Limited were re-granted the GLOBALG.A.P. CFM certificate;
- In December 2020, Masan MEATLife was named in the Top 50 Vietnamese Leading Brands in 2020 by Forbes Vietnam, MEATDeli was named in the Top 10 Most Trusted Brands in Vietnam in two consecutive years 2019 and 2020 by consumers voting, and Proconco was named in the Top 3 Most Prestigious Animal Feed Companies in Vietnam in 2020 by Vietnam Report;
- In December 2020, Proconco, Con Co Binh Dinh Company Limited, MNS Feed Thai Nguyen Company Limited, MNS Feed Tien Giang Company Limited and MNS Feed Hau Giang Company Limited were re-granted the HACCP certificate;
- In January 2021, Masan MEATLife was named in the Top 50 Largest Private Enterprises in Vietnam in 2020 – VNR500 by Vietnam Report, and VietnamNet Online Newspaper;
- In January 2021, MNS Farm Nghe An Company Limited was re-granted the GLOBAL G.A.P. certificate;
- In November 2021, Masan MEATLife transferred the animal feed segment and entered into a strategic partnership with De Heus Co., Ltd (“De Heus Vietnam”, a subsidiary of Royal De Heus Group from the Netherlands) in organizing the supply sources of animal feed and pigs for Masan MEATLife's chilled and processed meat processing complexes in the next 5 years;
- In December 2021, Masan MEATLife completed the transfer of 20,180,026 shares of Vissan Joint Stock Company from Agro Nutrition International Joint Stock Company (ANCO).

Corporate Governance

Corporate Structure

Approval	General Meeting of Shareholders	
Validation	Board of Directors	Audit Committee

Masan MEATLife Strategic Management

Board of Management

- Chief Executive Officer
- Chief Financial Officer

Board of Directors

The Board of Directors is elected by shareholders to oversee the activities of Masan MEATLife. Members of the Board of Directors meet regularly to discuss the strategic decisions raised by the Management Board. Details on the responsibilities of the Board are presented in the Board of Directors section.

Board of Management

The Board of Management's primary responsibilities include strategic management, resource allocation at the senior management level, financial accounting and controls, capital management, corporate governance, and internal control.

Audit Committee

The Audit Committee is a specialized committee under the Board of Directors, which is responsible for directing and overseeing a number of specific areas of governance including the establishment, implementation, and assurance of internal audits.

BOARD OF DIRECTORS' RESPONSIBILITIES AND AUTHORITY

The activities of the Board of Directors are organized by the Chairman of the Board of Directors.

Members of the Board of Directors include:

- **Mr. Danny Le, Chairman of the Board of Directors**

Mr. Danny Le played a critical role in the transformation of Masan MEATLife from a pure feed manufacturer into a branded meat platform. He is responsible for the strategic direction of Masan MEATLife.

Prior to joining Masan Group, Mr. Danny Le advised financial institutions at Morgan Stanley, New York, working with multinational clients to execute M&A, capital markets and privatization transactions. Mr. Danny Le is currently Chief Executive Officer of Masan Group, the Chairman of the Board of Directors of Masan High-Tech Materials Corporation, Masan Consumer Corporation, Masan Blue Corporation, Blue Tek Vietnam Joint Stock Company; a member of the Board of Directors of The CrownX Corporation; a member of the Board of Members of The Sherpa Company Limited, a member of the Board of Directors of Mobicast Joint Stock Company and a member of the Board of Members of Nui Phao Mining Company Limited.

Mr. Danny Le has a Bachelor's degree from Bowdoin College, USA.

- **Mr. Nguyen Quoc Trung, Member**

Mr. Nguyen Quoc Trung is the Chief Executive Officer of Masan MEATLife, as of 26 November 2021. He played a crucial role in the successful merger and transformation of two meat business platforms, pork and poultry, which helped Masan MEATLife become the largest meat business company in Vietnam. Prior to joining Masan MEATLife, Mr. Nguyen Quoc Trung served as the Chief Executive Officer of Japfa Comfeed Long An Company Limited, Japfa Comfeed Binh Thuan Company Limited, and Japfa-Hypor Genetics Company Limited Since

2014, he has been a founding shareholder, Chairman of the Board of Directors, and Chief Executive Officer of 3F Vietnam Joint Stock Company.

Mr. Nguyen Quoc Trung has a Master's degree in Business Administration from the Solvay Brussels School of Economics and Management in Belgium.

▪ **Mr. Tran Phuong Bac, Member**

Mr. Tran Phuong Bac was elected to the Board of Directors of Masan MEATLife in the 2018 Annual General Meeting of Shareholders. Mr. Tran Phuong Bac is the General Counsel of Masan Group, in charge of all legal & compliance matters of the Group and its subsidiaries, including Masan MEATLife.

Prior to joining Masan Group, Mr. Tran Phuong Bac was a practicing lawyer at a prestigious law firm and worked for leading foreign financial and consumer goods companies in Vietnam. Prior to that, he was a Commercial Law lecturer at Ho Chi Minh City University of Law. Mr. Tran Phuong Bac is currently a member of the Board of Directors of Masan Blue Joint Stock Company, WCM Development and Trading Services Joint Stock Company, WinCommerce General Trading Service Joint Stock Company, Quang Ninh Mineral Joint Stock Company, Cholimex Food Joint Stock Company, a member of the Board of Members of The Sherpa Company Limited, a member of the Board of Directors of The CrownX Joint Stock Company, and Chairman of the Board of Directors of Supra Joint Stock Company.

Mr. Tran Phuong Bac is a lawyer registered with the HCMC Bar, he holds a Bachelor of Laws (LLB) from Ho Chi Minh City University of Law and a Master of Comparative Laws (LLM) from Groningen University (the Netherlands).

▪ **Mr. Huynh Viet Thang, Member**

Mr. Huynh Viet Thang was elected to the Board of Directors of Masan MEATLife in the 2021 Annual Meeting of Shareholders. Currently, he is the Chief Financial Officer of Masan Consumer Joint Stock Company and MasanConsumerHoldings Company Limited.

Before joining Masan Group, he had worked at Unilever and Coca-Cola Vietnam.

The Chairman plays an important leadership role and is involved in:

- Chairing meetings of the Board and providing effective leadership;
- Maintaining dialogue with the Management Board and providing appropriate strategic input; and
- Monitoring the performance of the Board of Directors and the Board of Management.

As of 31 December 2022, details of the Masan MEATLife's stock ownership of members of the Board of Directors are as follows:

Board of Directors	Position	Number of shares	Ratio(%)
Mr. Danny Le	Chairman	0	0
Mr. Nguyen Quoc Trung	Member	0	0
Mr. Tran Phuong Bac	Member	0	0
Mr. Huynh Viet Thang	Member	0	0

BOARD MEETINGS

The Board regularly meets to discuss the direction, strategy and progress of the business. Typically, the topics at the Board meetings include:

- Reports on major projects and current business issues of Masan MEATLife and its subsidiaries;
- Reports on financial performance and corporate governance;
- Specific business projects, plans; and
- Minutes from the previous meeting and outstanding issues.

ACTIVITIES OF THE BOARD OF DIRECTORS

In 2022, the Board of Directors was mainly involved with the discussion and approval of the following items:

- Approving the capital contribution to subsidiaries;
- Approving the Masan MEATLife's lending to subsidiaries and guaranteeing subsidiaries to mobilize capital at banks for production and business purposes;
- Approving the issuance of new shares under the employee stock option plan (ESOP);
- Approving the increase of charter capital of Masan MEATLife;
- Approving internal restructuring and integration of the pork and poultry business platforms in order to optimize human resources and improve business efficiency;
- Approving the appointment of a Chief Financial Officer.
- Deciding business development plans and annual budgets for each of its subsidiaries; and
- Other activities.

BOARD OF MANAGEMENT

The Board of Management is responsible for implementing Masan MEATLife's business development plan and reporting business performance. The Chief Executive Officer chairs the Management Board.

Currently, the Board of Management consists of 2 members who are in charge of all activities of Masan MEATLife, specifically:

Strategic management of the whole of Masan MEATLife's business activities

- **Mr. Nguyen Quoc Trung – Chief Executive Officer**

Mr. Nguyen Quoc Trung was appointed by the Board of Directors to act as a Chief Executive Officer from November 2021. Mr. Nguyen Quoc Trung is currently the Chairman of the Board of Directors, the Chief Executive Officer of 3F VIET Joint Stock Company and the Director of 3F VIET Food Company Limited.

Mr. Nguyen Quoc Trung holds a Master of Business Administration (MBA) from Solvay Brussels School, University Libre de Bruxelles (ULB), Belgium.

- **Ms. Nguyen Thi Hong Diem - Chief Financial Officer**

Prior to joining Masan Group, Ms. Nguyen Thi Hong Diem had more than 20 years of experience in accounting practice at Unilever & Royal Friesland Campina. In the past 8 years, she has held different roles in the local company, regional roles in the international environment (Malaysia, Myanmar, Singapore) with significant contributions to bring profits to the whole corporation. Ms. Diem holds a bachelor's degree from the University of Economics Ho Chi Minh City and is a member of the Association of Chartered Certified Accountants (ACCA). As of 31 December 2021, details of the Masan MEATLife's stock ownership of members of the Board of Management are as follows:

Board of Management	Position		Number of shares	Ratio (%)
Mr. Nguyen Quoc Trung	Chief Officer	Executive	0	0
Ms. Nguyen Thi Hong Diem	Chief Officer	Financial	0	0

AUDIT COMMITTEE

Audit Committee is established by the Board of Directors.

The Audit Committee is composed of the following members:

- **Mr. Huynh Viet Thang - Chairman of the Audit Committee**
- **Mr. Tran Phuong Bac – Member of the Audit Committee**

As of 31 December 2021, details of the Masan MEATLife's stock ownership of members of the Audit Committee are as follows:

Audit Committee	Position		Number of shares	Ratio (%)
Mr. Huynh Viet Thang	Chairman		0	0
Mr. Tran Phuong Bac	Member		0	0

ACTIVITIES OF THE AUDIT COMMITTEE

The Supervisory Board oversees activities of the Board of Directors and the Board of Management in compliance with the Charter of Masan MEATLife and Vietnam law. Particularly, the Audit Committee participates in regular and irregular meetings of the Board of Directors and the General Meeting of Shareholders.

Shares Information

As of 31 December 2022, Masan MEATLife's charter capital is VND 3,271,329,400,000; and is divided into 327,132,940 common shares.

Number of treasury shares: 0 share.

Number of outstanding voting shares: 327,132,940 shares, of which the number of shares restricted from transfer is 144,493, the number of shares freely transferable is 326,988,447 shares.

Shareholdings Structure as of 31 December 2021

On the basis of percent ownership:

- Major shareholders are as follows:

No.	Shareholder	Number of shares	Ratio (%)
1	Masan Group Corporation	257,248,169	78.64
2	Masan Horizon Corporation	52,955,559	16.19
Total		310,203,728,00	94.83

On the basis of institutional and individual shareholders: As of 31/12/2022, Masan MEATLife has 607 shareholders, of which 596 individual shareholders holding 10,618,687 shares corresponding to 3.25%; and 11 institutional shareholders holding 316,514,253 shares corresponding to 96.75%.

On the basis of domestic and foreign shareholders: As of 31/12/2022, Masan MEATLife has 571 domestic shareholders holding 319,571,446 shares corresponding to 97.69%; and 36 foreign shareholders holding 7,561,494 shares corresponding to 2.31%.

Change of the charter capital

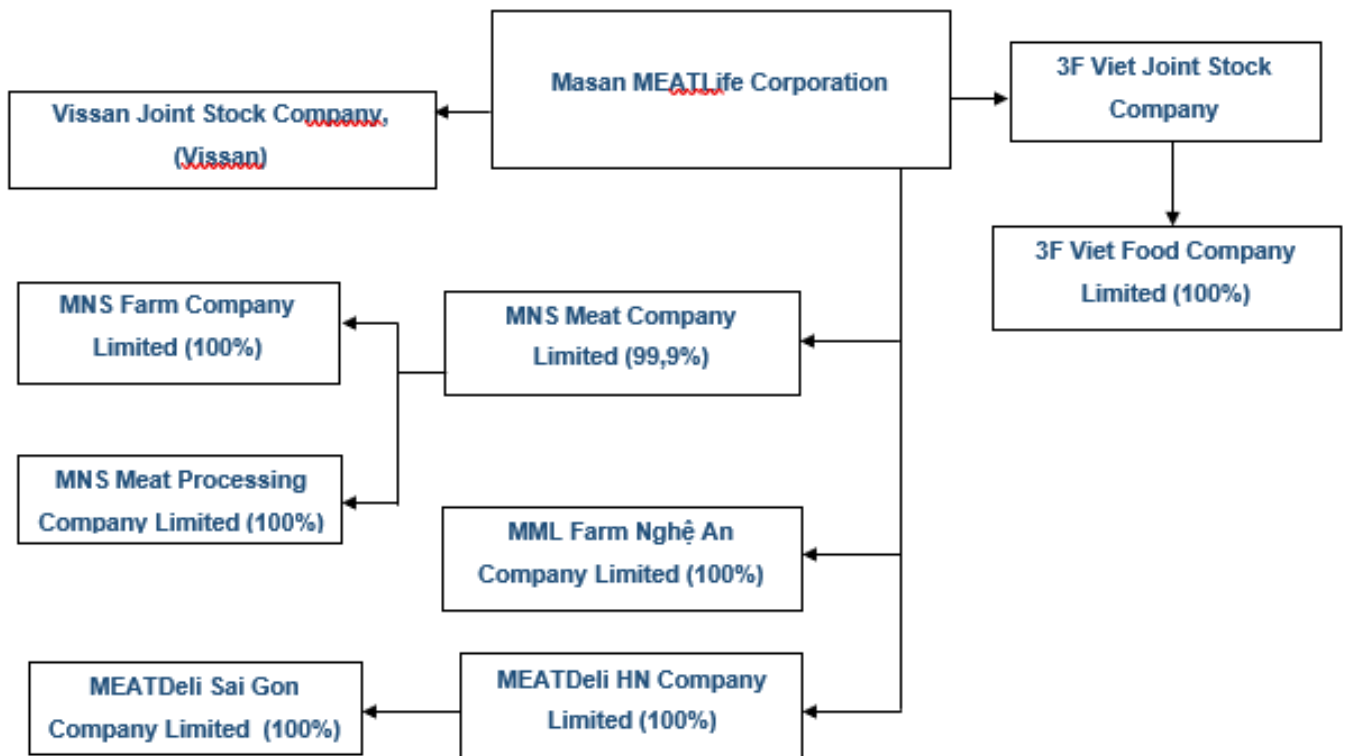
In 2022, Masan MEATLife increased its charter capital from VND 3,269,884,470,000 to VND 3,271,329,400,000. The increase of charter capital is from the issuance of new shares under the employee stock option plan (ESOP).

In 2022, Masan MEATLife did not have any treasury shares.

Corporate structure

(On 31 December 2022)

As of 31 December 2022, Masan MEATLife has 09 subsidiaries and affiliates.



(*) For ease of reference, companies in the chart are presented with respective ownership ratio in parentheses.

Subsidiaries & Affiliates

3F VIET Joint Stock Company (3F VIET)

3F VIET was established on August 8, 2014. It is one of the first Vietnamese companies to implement the “Feed – Farm – Food” model to realize the “farm-to-fork” concept”.

3F VIET mission is to create unique nutritional values from animal protein to improve the quality of life for the community”. Therefore, the main activity of 3F VIET Joint Stock Company is to focus on building and operating large-scale high-tech poultry farms. 3F VIET platform spans across the value chain, from breeders, hatcheries, meat farms to large-scale food processing and packaging facilities. All adhere to strict environmental standards in food hygiene and safety. In addition, the company constantly researches and improves the quality of breeders that creates a significant competitive advantage.

3F VIET FOOD COMPANY LIMITED

3F VIET FOOD was established in the context that everyday Vietnamese consumers are concerned about food safety and food origin. We understood the consumer concerns and decided to take the first step on a journey of thousands of miles, which is to serve the unmet demand of safe and branded animal protein for millions of Vietnamese families. The first product line launched with the brand 3F FRESH CHICKEN is the result of tireless effort of a dedicated team. Positioning as not a pure manufacturer, 3F VIET FOOD always values customers as families and friends. We always wonder how to provide our loved ones the meals with the best quality in terms of nutrition and safety. Stemming from that concern, 3F VIET FOOD has heavily invested in technology and processes, from strict input control to production, finished products, storage, people, and technical infrastructure. Our difficulties, challenges and efforts today will turn into happiness when we see your reassuring smiles in every meal with 3F FRESH CHICKEN. It is a priceless reward that accompanies us in the journey **“STANDARD FROM QUALITY - TRUE FROM HEART”**.

MML Farm Nghe An Company Limited (MML Farm Nghe An)

MML Farm Nghe An includes 2 high-tech pig farms of Masan MEATLife and was built in Con Son hamlet, Ha Son commune, Quy Hop district, Nghe An province. With nearly 220 hectares of land for the project, the farm is the largest pig farm in the province. MML Farm Nghe An has a capacity of 230,000 pigs per year. MML Farm Nghe An has implemented an internationally recognized set of farm standards dedicated to good agricultural practices and was granted the GLOBALG.A.P. certificate for the first time on 15 January 2019 and re-granted for the following times since.

MEATDeli HN Company Limited (MEATDeli HN)

MEATDeli HN (formerly known as "Ha Nam MNS Meat Company Limited) is a 10-hectare meat processing complex in Ha Nam province with modern technology and equipment imported from Europe. The complex has a capacity of 1.4 million porkers/year, equivalent to 140,000 tons/year. MEATDeli HN is capable of meeting the increasing demand of Vietnamese people for fresh, safe and traceable meat products. After registering for amendment of investment projects in 2021, the complex currently has the following production scale: (i) Pig slaughtering capacity is 1.4 million porkers/year, equivalent to 140,000 tons/year, chicken slaughtering capacity is 52,000,000 heads/year, equivalent to 130,000 tons/year, in which the seasoned products (carcasses, thighs, wings, breasts, legs, heads, necks, organs) total 26,000 tons/year; (ii) Production and processing capacity of meat products is 105,000 tons of products/year, including: Braised meat with eggs (5,000 tons/year), Meatball (5,000 tons/year), pork roll (8,500 tons/year), Pork floss (6,500 tons/year), sausages of all kinds (15,000 tons/year), and other pork products (15,000 tons/year), production capacity of processed meat products package/box instant meat pellets, animal protein (fish, shrimp, crab, squid), meat bag, animal protein (fish, shrimp, crab, squid) retort bag, instant snacks from animal protein (50,000 tons/year); (iii) Biological production (from blood and slaughter by-products) is 2,000 tons/year, natural pig intestines are 200 tons/year, retort products (porridge) are 10,000 tons/year.

MEATDeli Sai Gon Company Limited (MEATDeli Sai Gon)

Commenced in May 2019, the Meat Processing Complex project in Long An invested by MEATDeli Sai Gon is built on an area of 20 hectares. It is designed to process 1.4 million porkers per year, with a total investment of VND 1,800 billion.

Similar to the slaughter and meat processing line in Ha Nam, MEATDeli Sai Gon processing line is supplied by Marel – the world's leading company in meat processing equipment from the Netherlands, including an automation system with 3 robots. The plant operation adheres to BRC – the world's leading food safety standards. It is HACCP certified and is directly operated, supervised, and tested by experienced EU experts. MEATDeli chilled meat meets the National Standard (TCVN 12429:2018) on Chilled Meat proposed by the Ministry of Agriculture and Rural Development and issued by the Ministry of Science and Technology. MEATDeli adopts “three-tier” quality control according to the guidance of the Ministry of Agriculture and Rural Development and the Department of Food Safety – Ministry of Health, to ensure safety as our products reach consumers.

In phase 1, the complex aims to supply 140,000 tons of chilled meat per year; and processed meat such as ham, sausage, pork floss, and others at 15,000 tons per year. In phase 2, the complex will expand the processed meat output to 25,000 tons per year, and introduce new products such as: blood powder, blood plasma, collagen, bone and meat powder, etc. at a capacity of 14,000 tons per year.

GLOSSARY OF TERMS

3F	Feed – Farm – Food, farm-to-fork
3F VIET	3F VIET Joint Stock Company
ANCO	Argo Nutrition International Joint Stock Company
ASF	African swine flu
CEO	Chief Executive Officer
FCR	Feed Conversion Ratio
FMCG	Fast-moving Consumer Goods
M&A	Mergers and Acquisitions
Masan Group/Group	Masan Group Corporation
MASAN MEATLIFE/Company	
Masan MEATLife	Masan MEATLife Corporation
MML Farm Nghe An	MML Farm Nghệ An Co., Ltd
MEATDeli HN	Meat Processing Complex in Ha Nam
MEATDeli SG/MEATDeli Sai Gon	Meat Processing Complex in Long An
MNC	Multinational Company
Proconco	Vietnamese – French Cattle Feed Joint Stock Company
R&D	Research and Development
BDH	The Board of Directors
YoY	Year over Year
USD	U.S. Dollar
VISSAN	Vissan Joint Stock Company
VND	Vietnamese Dong

CONTACTS



Masan MEATLife Corporation

Enterprise Registration Certificate No.: 0311224517 (1st issuance dated October 7, 2011, 20th amendment dated December 9, 2022)

Address: 10th Floor, Central Plaza, 17 Le Duan, Ben Nghe Ward, District 1
Ho Chi Minh City, Vietnam

Tel: (84) 28 6256 3862

Fax: (84) 28 3827 4115

Website: www.masanmeatlife.com.vn

Tax Code: 0311224517

Security Code: MML