

VINGROUP

Corporate Presentation

March 2022

Important Notice

IMPORTANT: The information contained herein is preliminary and subject to change without notice, its accuracy is not guaranteed, has not been independently verified and may not contain all material information concerning Vingroup Joint Stock Company (the “Company”) and its subsidiaries (the “Group”). You should not rely upon it or use it to form the basis for any investment decision or commitment whatsoever.

None of the Company, its shareholders, or any of their respective affiliates, directors, officers, employees, agents, advisers or any other person makes any representation or warranty (express or implied) or accepts any responsibility or liability for the accuracy or completeness of this presentation or any or all of the information in this presentation or otherwise made available. It is not the intention to provide, and you may not rely on these materials as providing, a complete or comprehensive analysis of the financial or trading position or prospects of the Group. No part of this presentation shall form the basis of or be relied upon in connection with any contract or commitment whatsoever. Further, nothing in this presentation should be construed as constituting legal, business, tax or financial advice. You should conduct such independent investigations and analysis of the Group as you deem necessary or appropriate in order to make an independent determination of the suitability, merits and consequences of investment in the Company.

This presentation contains “forward-looking statements”. These forward-looking statements involve known and unknown risks and uncertainties, many of which are beyond the Company’s control and all of which are based on management’s current beliefs and expectations about future events. Forward-looking statements are sometimes identified by the use of forward-looking terminology such as “believe”, “expects”, “may”, “will”, “could”, “should”, “shall”, “risk”, “intends”, “estimates”, “aims”, “targets”, “plans”, “predicts”, “continues”, “assumes”, “positioned” or “anticipates” or the negative thereof, other variations thereon or comparable terminology. These forward-looking statements include all matters that are not historical facts. Forward-looking statements are not guarantees of future performance. These forward-looking statements speak only as at the date of this presentation, and none of the company, its shareholders, or any of their respective affiliates, directors, officers, employees, agents, advisers or any other person undertakes to update or revise any forward-looking statements as a result of new information or to reflect future events or circumstances.



Table of Contents

1

About Vingroup

2

Key Competitive Advantages

3

COVID-19 Update

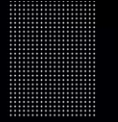
4

2022 Outlook & Key Initiatives

5

Financial Highlights

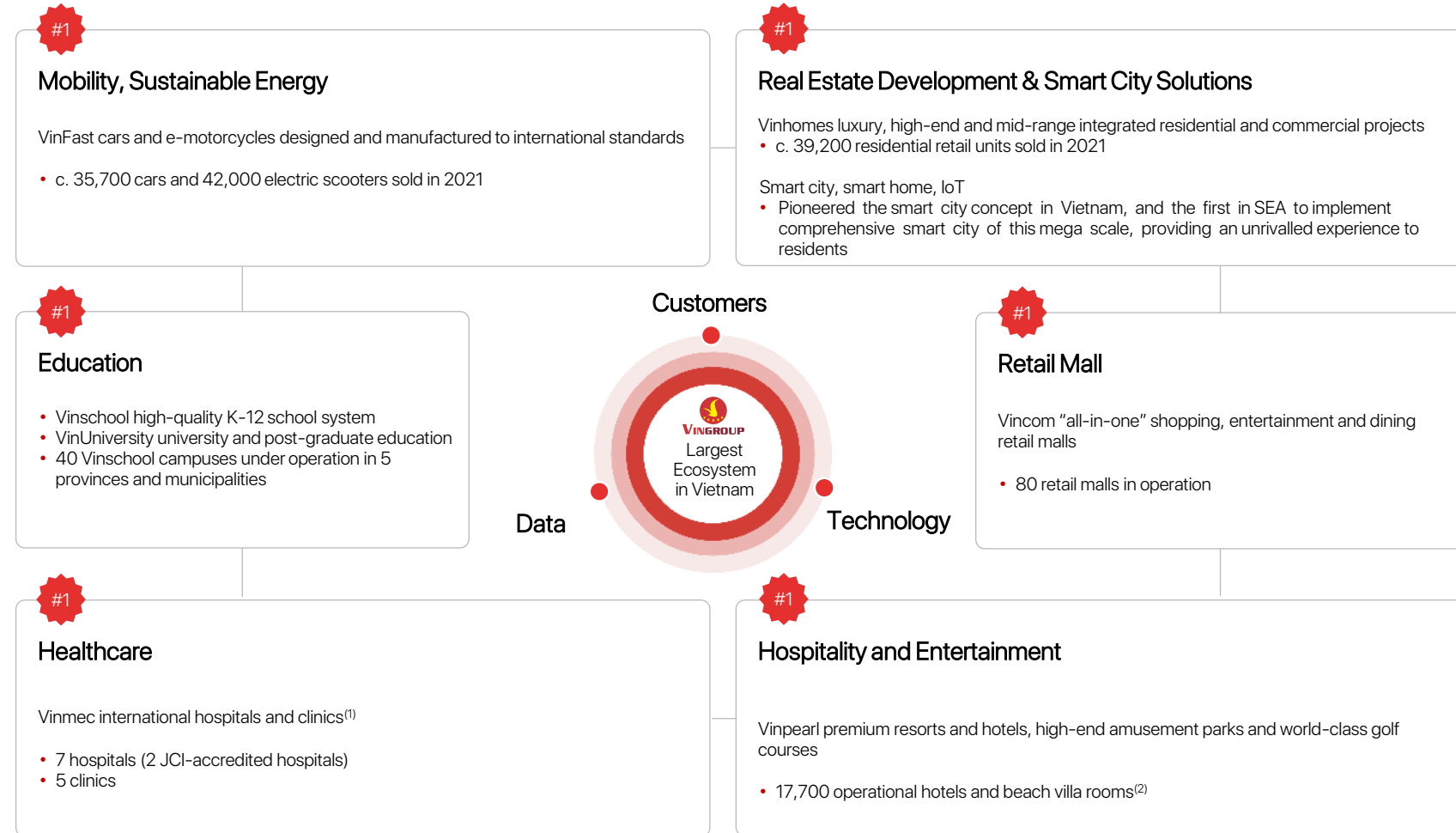
About Vingroup



Unique and Dominant, Comprehensive Live-Work-Play Ecosystem

Vingroup businesses are categorized into three pillars:

- Industrials & Technology
- Real Estate & Services
- Social Enterprises



The Largest Conglomerate in Vietnam, Asia's Next Tiger Economy

1.5%⁽¹⁾

of nominal GDP
contributed by consolidated revenue of
Vingroup companies in 2021

Nationwide operations

in 62/63 provinces and municipalities

11.9%⁽³⁾

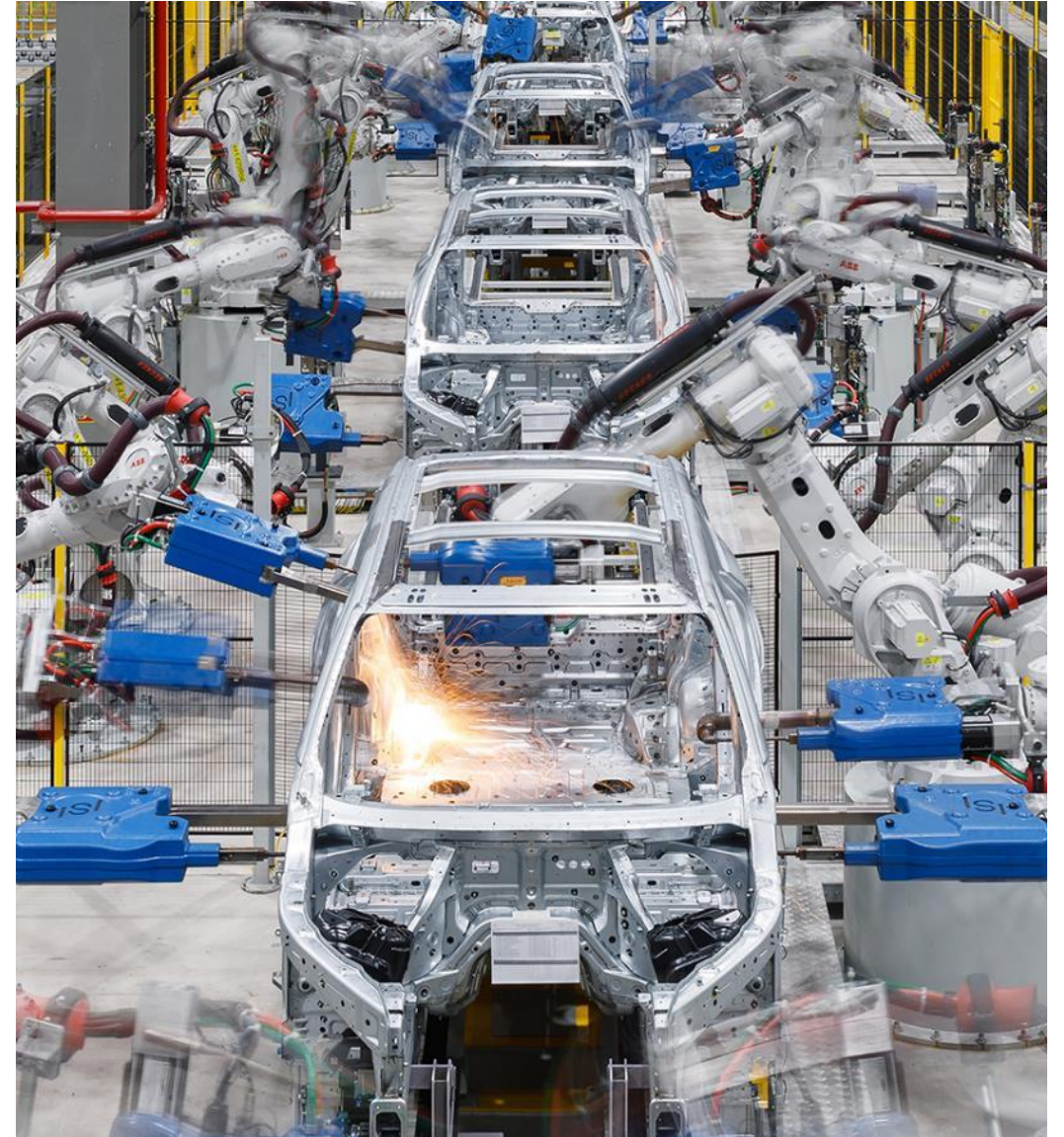
of VN Index⁽⁴⁾

41,500 employees⁽⁴⁾

Largest private Vietnamese corporate employer

US\$32.3bn⁽³⁾

combined market cap

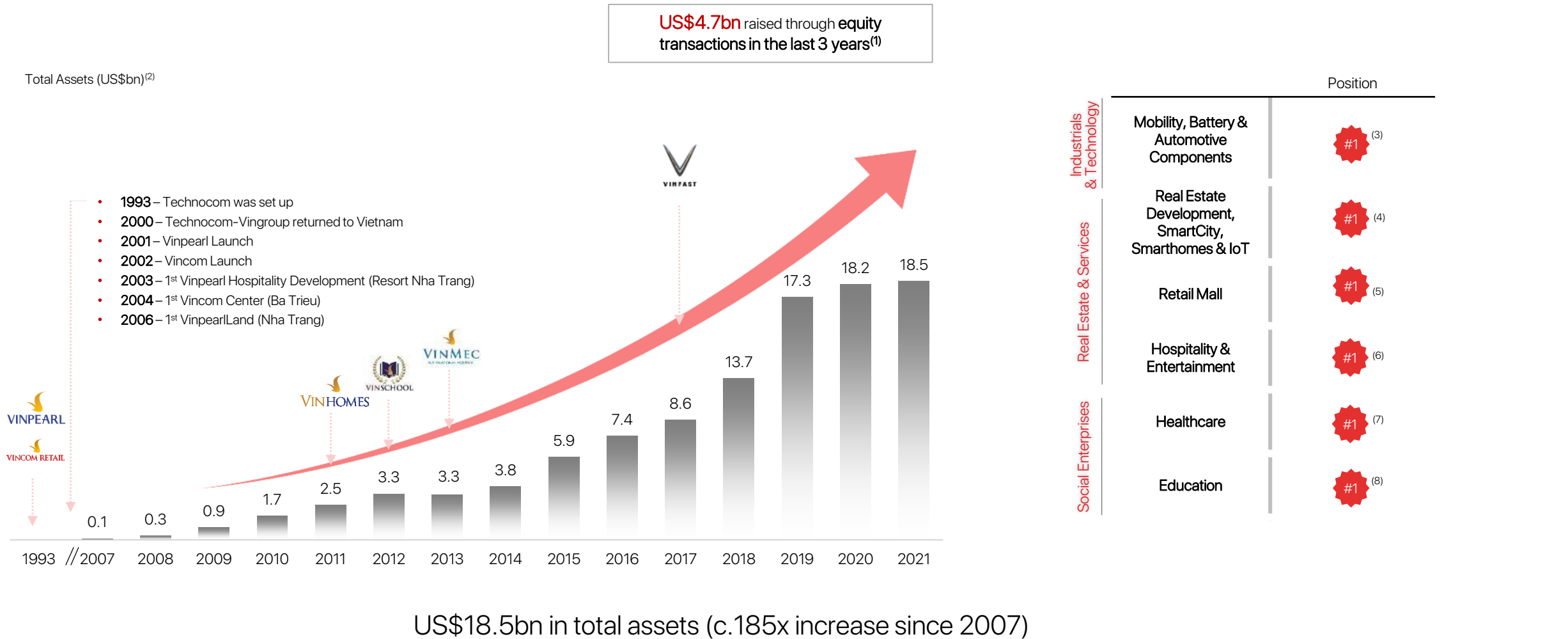


VinFast factory, Dinh Vu, Hai Phong, Vietnam

Source: HOSE Website as at 18 Feb 2022, Company Information, Bloomberg, Vietnam Profit 500. USDVND exchange rate of 22,815. (1) Contributed by consolidated revenue from Vingroup companies in 2021; (2) Included Vingroup (VIC), Vinhomes (VHM) and Vincom Retail (VRE);

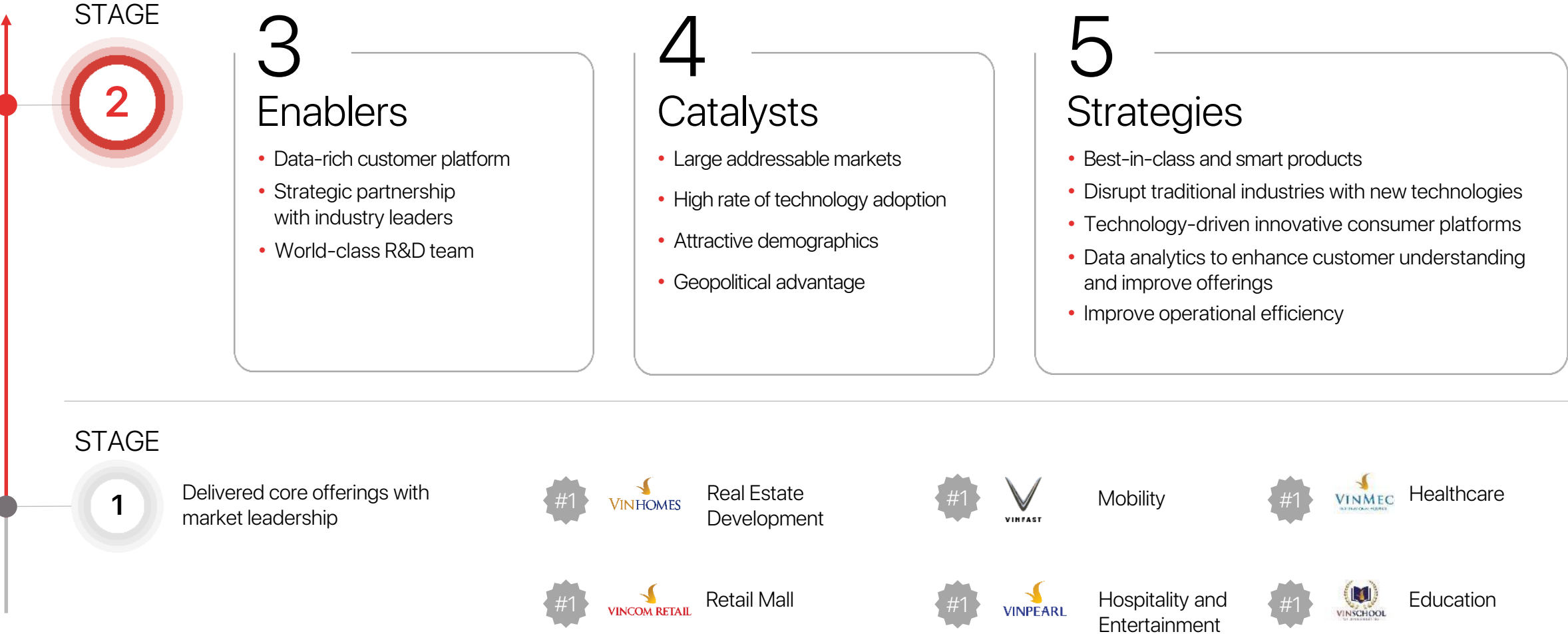
(3) Market Capitalization of VN Index (US\$271.3bn) (4) As at 31 Dec 2021

Track Record of Developing New Businesses Into Market Leaders

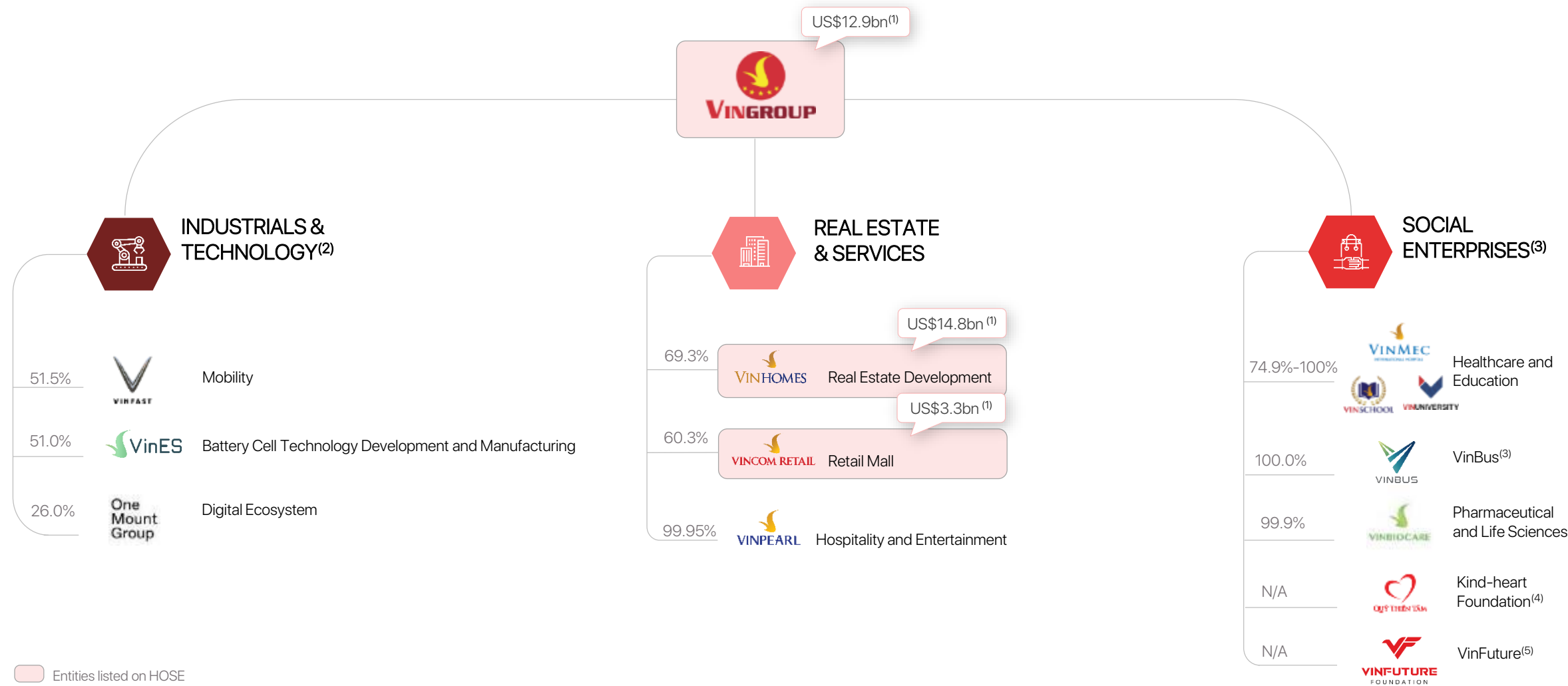


Source: Financial information as at 31 Dec 2021, unless otherwise stated (1) Including equity-linked transactions (2) Total assets from 2007 to 2013 based on VAS financials. USD/VND exchange rate of 23,160. Numbers for FY2014-2021 are pro-forma, excluding retail and agriculture segments as we divested these in 2019 (3) Based on market share in the respective segments of A, D-sedan and D-SUV, according to VAMA and company information in 4Q2021. (4) Based on cumulative units sold in 2016 – 2021 across all segments in the residential markets of HCMC and Hanoi, only includes retail sales, according to CBRE, as at 31 Dec 2021. (5) Based on Vincom's combined retail GFA in Hanoi and HCMC, and GFA of all multi-tenant shopping malls in Hanoi and HCMC as at June 2019. (6) Based on number of rooms in 5-star hotels and resorts in the cities that Vinpearl's brands are present by Vietnamtourism.gov.vn, data collected in July 2019. (7) Vinmec hospitals were ranked among Top 1 or Top 2 on quality indicators that are set and assessed annually by the Ministry of Health. (8) Based on total number of kindergarten to high school students in selected private and international schools in Hanoi and HCMC in June 2019.

Riding on an Exciting Digital Journey to Transform Experience on Unprecedented Scale

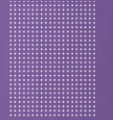


Corporate Structure



Note: All shareholding percentages presented are based on Vingroup’s effective interest as at 31 Dec 2021. (1) Indicates market capitalization of the listed entity as at 28 Feb 2022. USDVND exchange rate of 22,815 (2) Other companies under Vingroup’s Industrial and Technology segment include VinAI, VinBigData, Vantix, VinBrain, VinHMS and VinCSS, in which Vingroup holds effective interests of 64.75-100%. (3) VinBus operates entirely under a non-profit model, in order to contribute to building a civilized and modern public transport, reducing air and noise pollution for Vietnam’s major cities (4) Kind-heart Foundation is a charity fund which has been sponsored by Vingroup and its founders and senior management. From 2022, 90% sponsorship will be contributed by Vingroup founders and senior management (5) VinFuture was founded by the Chairman and his family to further the mission of creating positive change in the lives of people through science and technology.

Key Competitive Advantages



- 1 Favourable Macro-Economics in Vietnam and Across All Consumer Industries
- 2 Unparalleled Execution Capabilities in New Business Sectors
- 3 Dominant Integrated Real Estate Developer, Owner and Operator
- 4 Largest Ecosystem in Vietnam with Market Leadership Across Multiple Businesses
- 5 Proven Track Record of Developing Vietnamese Brands of Scale
- 6 Prudent Financial Policies and Strong Financial Position

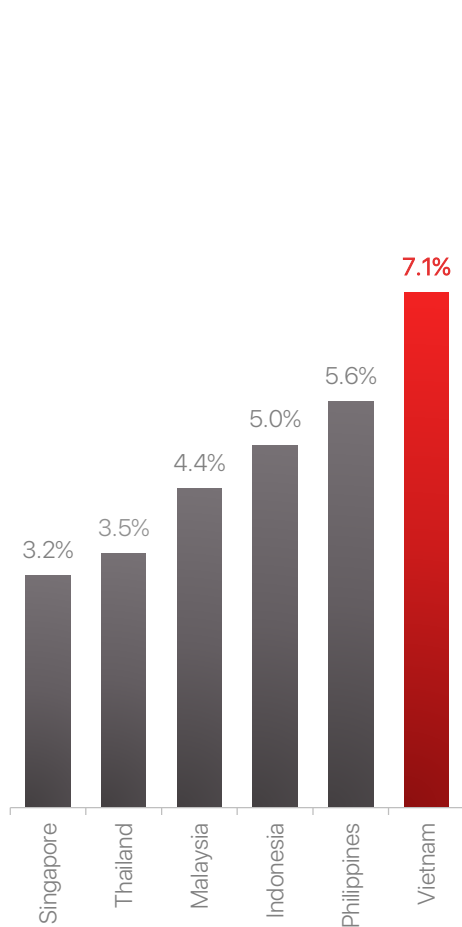
1. Favorable Macro-Economics in Vietnam and Across All Consumer Industries



Strong Macro Tailwinds

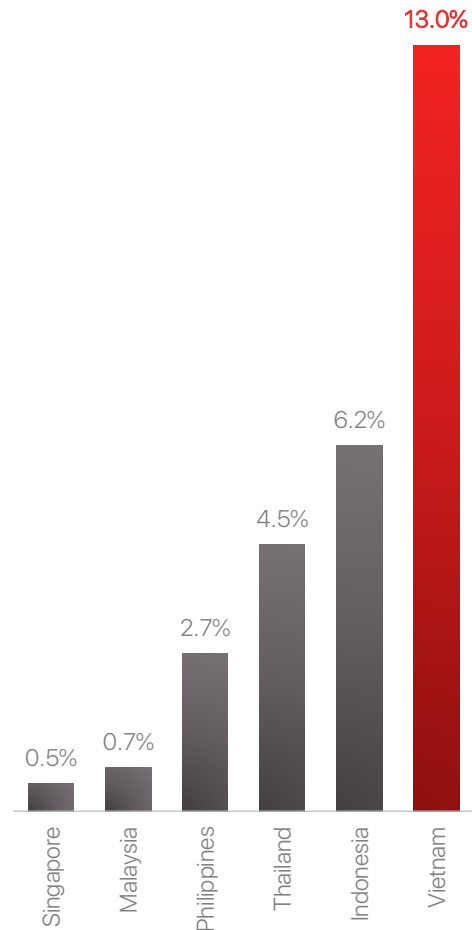
Fastest Growing Economy in Southeast Asia

Real GDP growth 2022E -2024E CAGR (%)



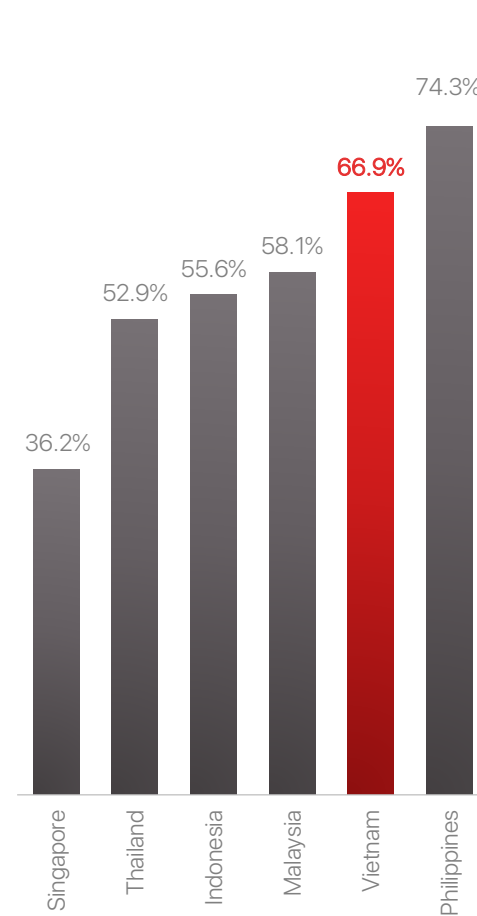
Fastest Growing Middle-Income Segment in SEA

Middle income population⁽¹⁾ growth 2021A-2026E CAGR (%)



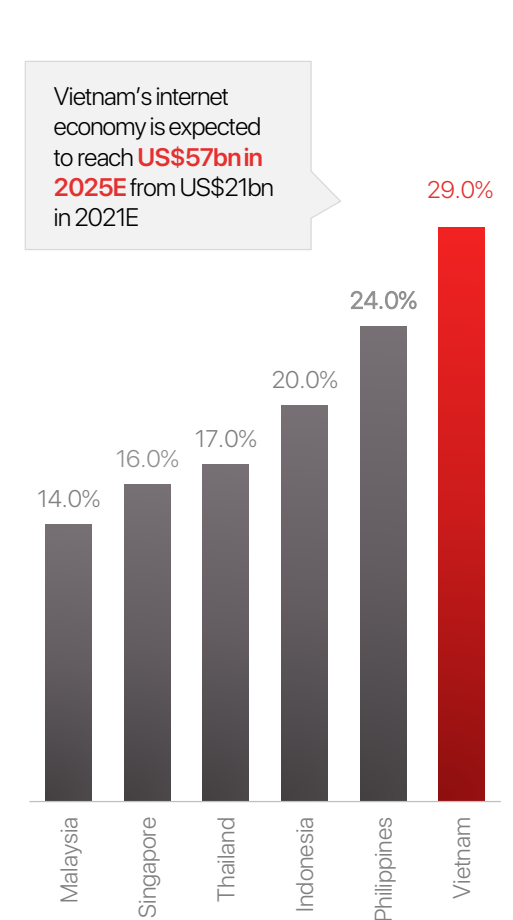
One of the Highest Private Consumption in Southeast Asia

Private consumption as % of GDP in 2021



Strongest Internet Economy Growth in SEA

Internet economy GMV growth CAGR 2021-2025E (%)



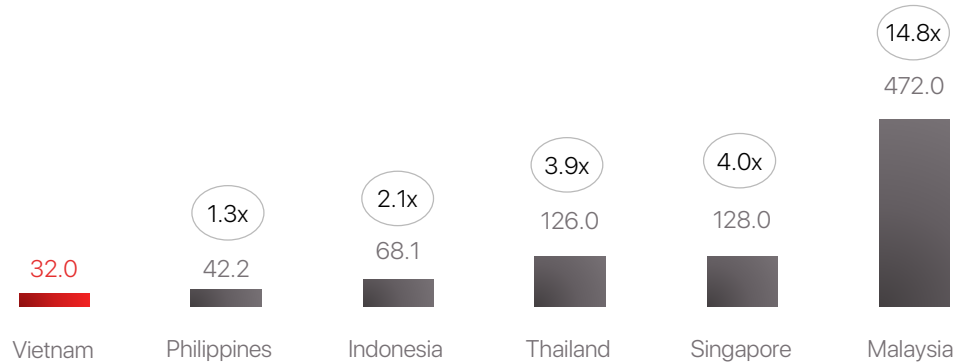
Vietnam's internet economy is expected to reach **US\$57bn in 2025E** from US\$21bn in 2021E

1

Robust Growth Expected for Car Ownership in Vietnam and EVs Globally

1. Significantly Low Car Penetration

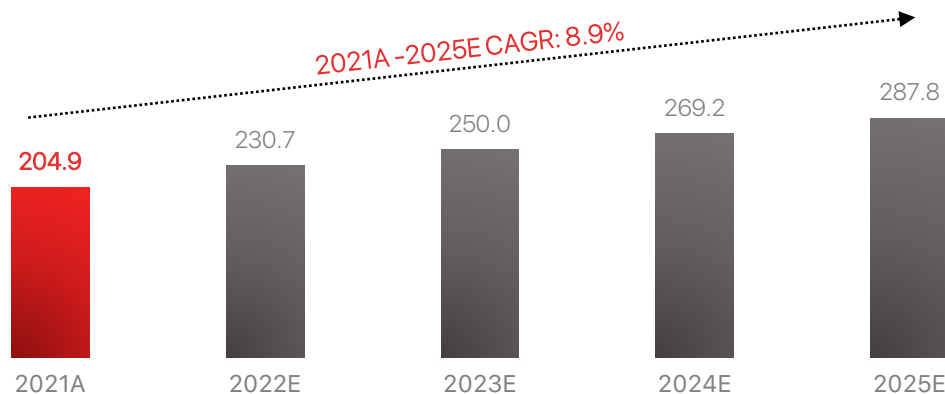
2021 car ownership per 1,000 people



Number of times the car ownership in Vietnam

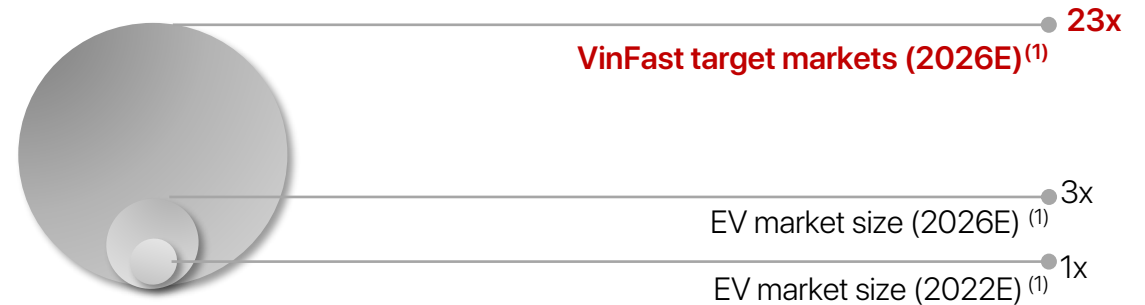
2. Leading To Substantial Growth In The Passenger Car Market

Vietnamese car market projection ('000 units/year)

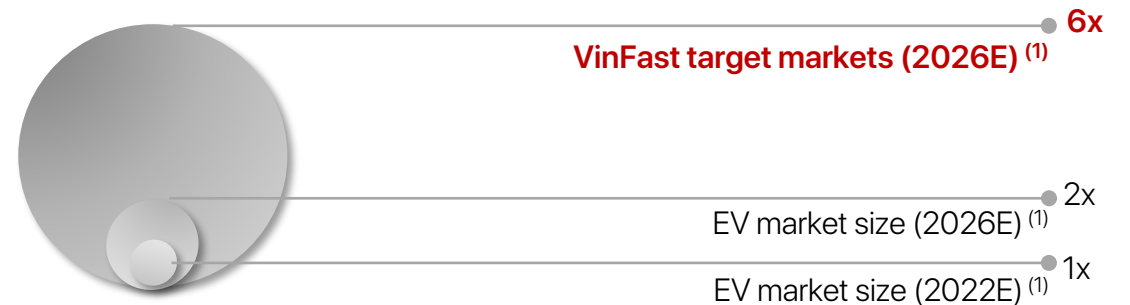


3. VinFast EVs positioned to penetrate both international EV and ICE segments with our product offering

North America (US & Canada)



Europe²



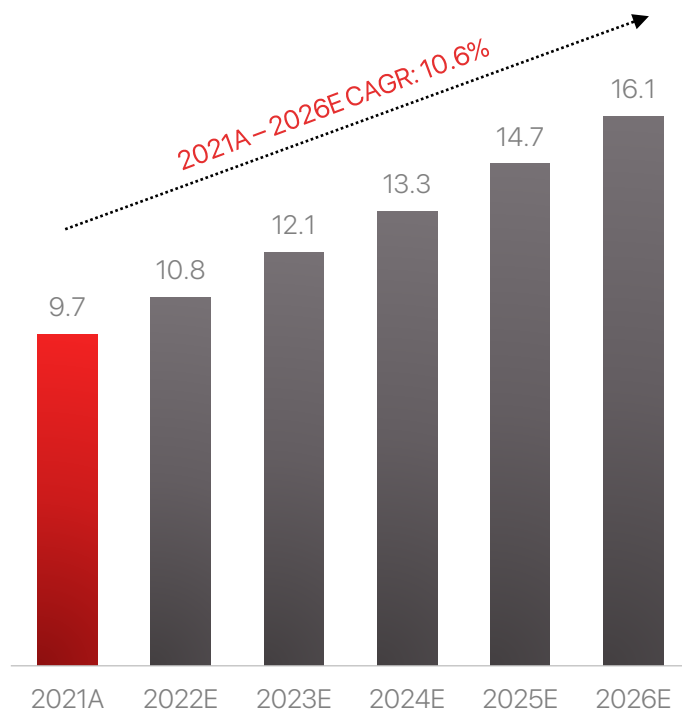
Potential
TAM size⁽²⁾

29.5mm vehicles
\$1,073bn value

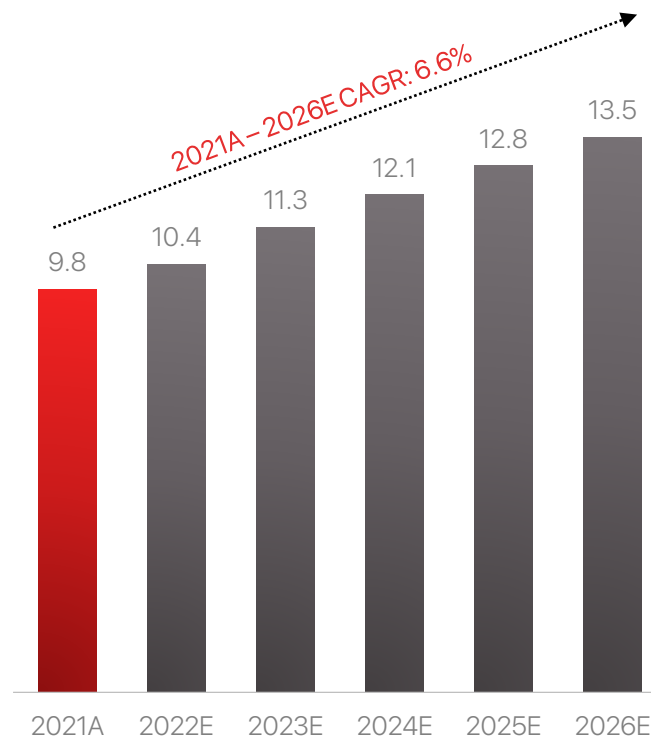
1

Consumer Spending to Grow Across Vingroup's Key Consumer Segments

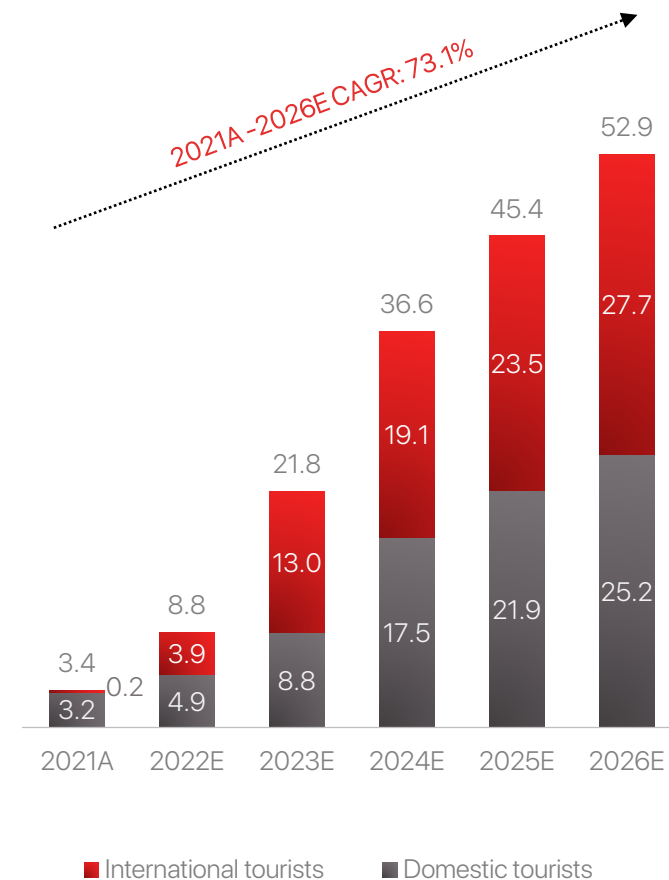
Healthcare – Increasing Household Healthcare Expenditure From Aging Population And Rising Disposable Income
Household Healthcare Expenditure (US\$bn)



Education – Increasing Household Education Spending As More Families Can Afford Quality Education
Household Education Expenditure (US\$bn)



Tourism – Domestic And International Tourist Arrivals Increasing At A Rapid Pace
Arrivals (mm)



1

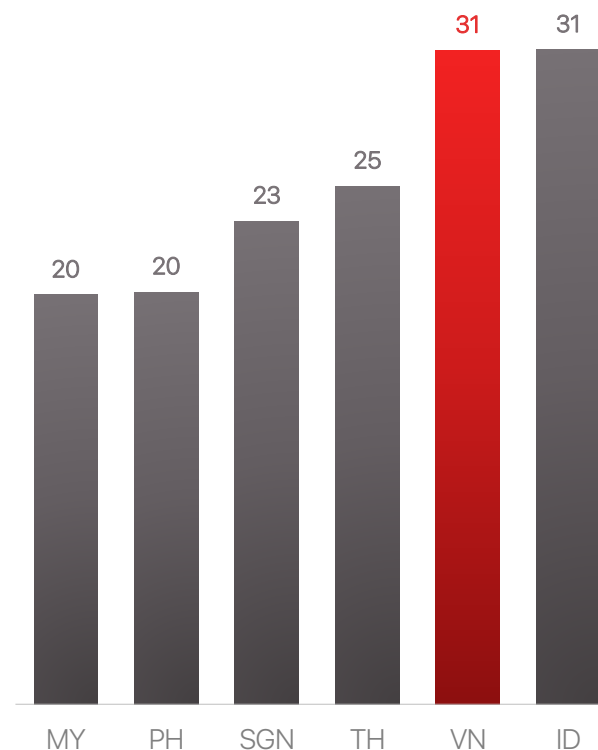
Experiencing Favorable Geopolitical Shifts

- Beneficiary of global supply chain disruption due to geopolitical shifts
- Supportive government policies and robust infrastructure investment
- Strategic geographical advantage supports global distribution
- Competitive advantages in land supply, labor costs and human capital

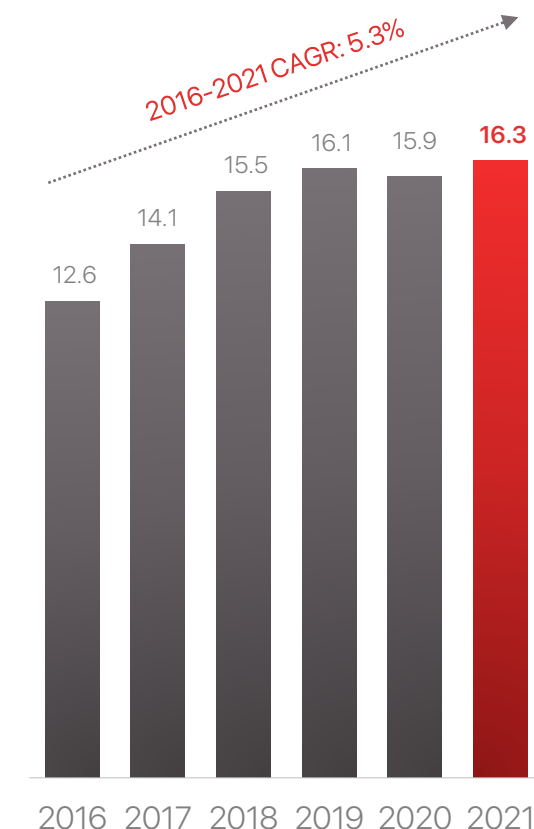
Increasing migration and expansion of global leaders into Vietnam



Substantial total investment as % of GDP
(2021 Actual)



Stable FDI flow
Registered FDI (US\$ bn)



2. Unparalleled Execution Capabilities In New Business Sectors



2

The 1st OEM in the World to Completely Cease ICE Productions by the End of 2022 and Transform to EV-Only Company

PHASE 1

Foundation (2017 – 2019)

Establishment of Manufacturing & Commercial Infrastructure



PHASE 2

Acceleration (2020 – 2021)

Domestic market
Smart tech and Electrification









PHASE 3

Go Global (2022+)

Global EV Rollout



TIMELINE		2018	2019	2020	2021	2022	2023+
EV PORTFOLIO	EV				 VF e34	 VF 8 (D-segment)  VF 9 (E-segment)  VF 5 (A-segment)	 VF 6 (B-segment)  VF 7 (C-segment)  Future sedan model  Other future models/derivatives
	E-motorcycles	 Klara	 Impes  Ludo		 Theon  Feliz  Klara-A2  Tempest	 New e-motorcycle models	 New e-motorcycle models
	E-Bus				 VinBus		 U.S./EU e-buses
ICE PORTFOLIO			 Fadil  Lux A2.0  Lux SA2.0	 President V8			<div>Cessation of ICE production to become pure EV manufacturer by the end of 2022</div>

Proven Track Record in Capturing #1 Market Share in Vietnam Across All Present Segments

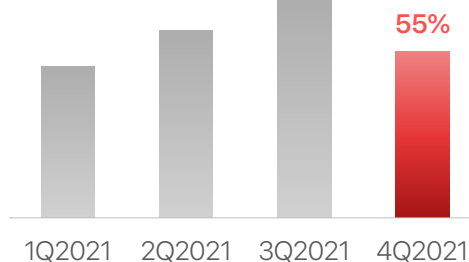
✓ Fadil – Vietnam's best-selling model in 2021



18 months to reach
#1 position



#1 A-segment hatchbacks



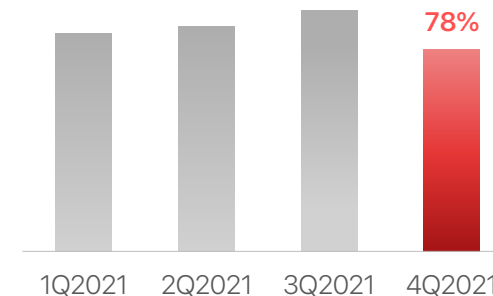
✓ Lux A2.0 – Car of the year by Car Awards 2021



18 months to reach
#1 position



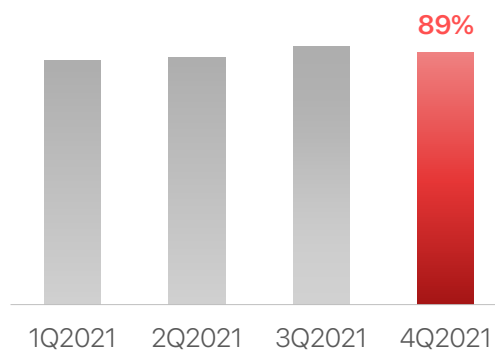
#1 in premium mid-size sedans



18 months to reach
#1 position



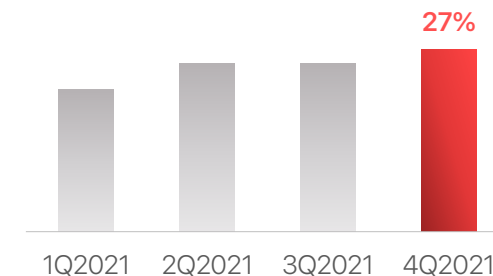
#1 in premium mid-size
SUVs



15 months to reach
#1 position



#1 E-motorcycle segment



World-Class Automated Manufacturing Facilities to Meet Fast Growing Smart EVs Demand

The most modern factory in Vietnam and the newest, biggest automated manufacturing facility in ASEAN

300,000

cars / annum⁽¹⁾

12 months

construction time

335 hectares

total area

World-class, fully accredited manufacturing facility



1,200

robots

98%

Automated
body shop



90%

Automated
engine shop



Established supply chain and partnerships with industry leaders, built up extensive distribution network for both automobiles and e-motorcycles in record time (launched 3 ICE car models after 18 months)

Lithium ion battery

LG Chem

Electrification

EDAG

SIEMENS

LG Chem

BOSCH

FEV

SAMSUNG
SAMSUNG SDI

Automobiles / E-Motorcycles

DÜRR

pininfarina

MAGNA

QIC AHK

AVL

MAGNA STEYR

BOSCH

SIEMENS

KTM

thyssenkrupp

ZF

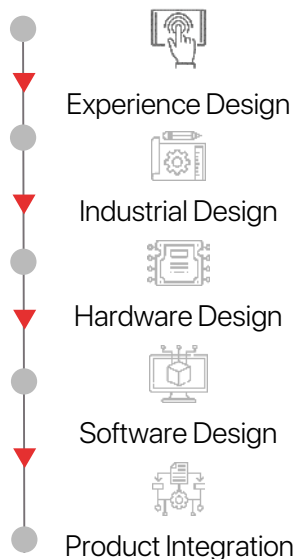
SCHULER

ABB

Strategic Partnerships With Industry Leaders Complement In-House R&D Capabilities

VinFast in-house capability ...

Integrated development capability



Advanced research institutes

ADAS/ AD Research Institute

Smart Service Institute

Vehicle Dev. Institute

...leveraging Vingroup technology ecosystem

Fully utilized the smart device research and manufacturing capability in the ecosystem with c.1,700 R&D engineers⁽¹⁾

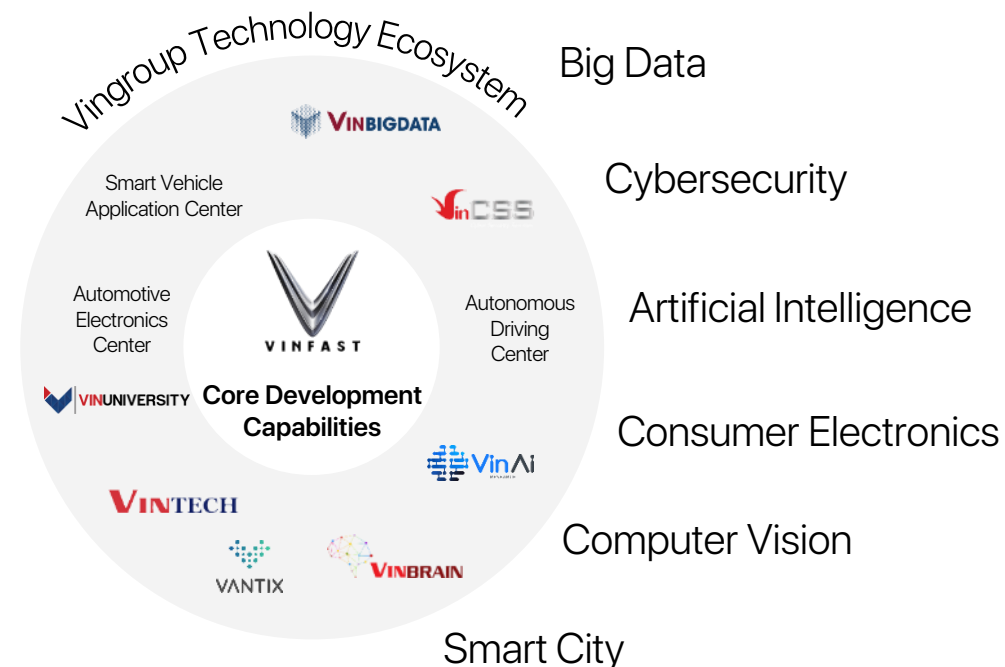
Electrification



Automobiles / Motorcycles



Industrial Technology



3. Dominant Integrated Real Estate Developer, Owner and Operator



Vinhomes Ocean Park (Hanoi)

Dominant Integrated Real Estate Developer, Owner and Operator

- Unrivalled nation-wide land bank to support Vingroup's growth and sustainability

RESIDENTIAL, OFFICE AND INDUSTRIAL

TOTAL LANDBANK

168 mn
sqm of site area



RESIDENTIAL & OFFICES

130mn
sqm of site area

INDUSTRIAL REAL ESTATE

38 mn
sqm of site area

RETAIL MALLS

80
Malls under operation



~1.7mm
sqm of Retail GFA

43 out of 63
Cities and provinces covered
in Vietnam

HOSPITALITY AND ENTERTAINMENT

17,700
Total rooms in hotels and beach
villas⁽⁵⁾



17
Key tourist destinations across
Vietnam

46
Projects under operation⁽¹⁾

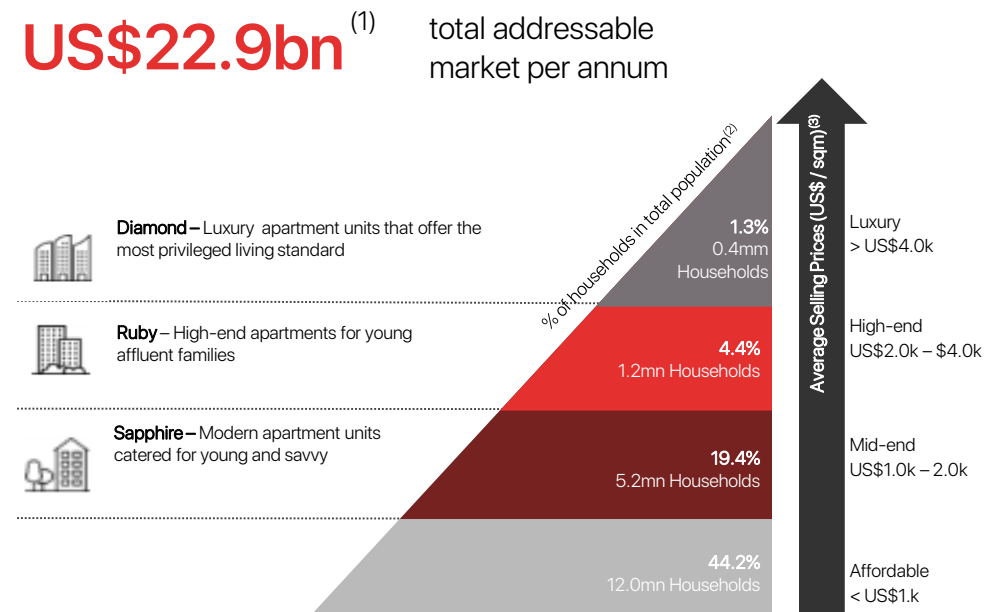
Well-diversified coverage of real estate segments across Vietnam

Vinhomes – The Leading Residential Platform

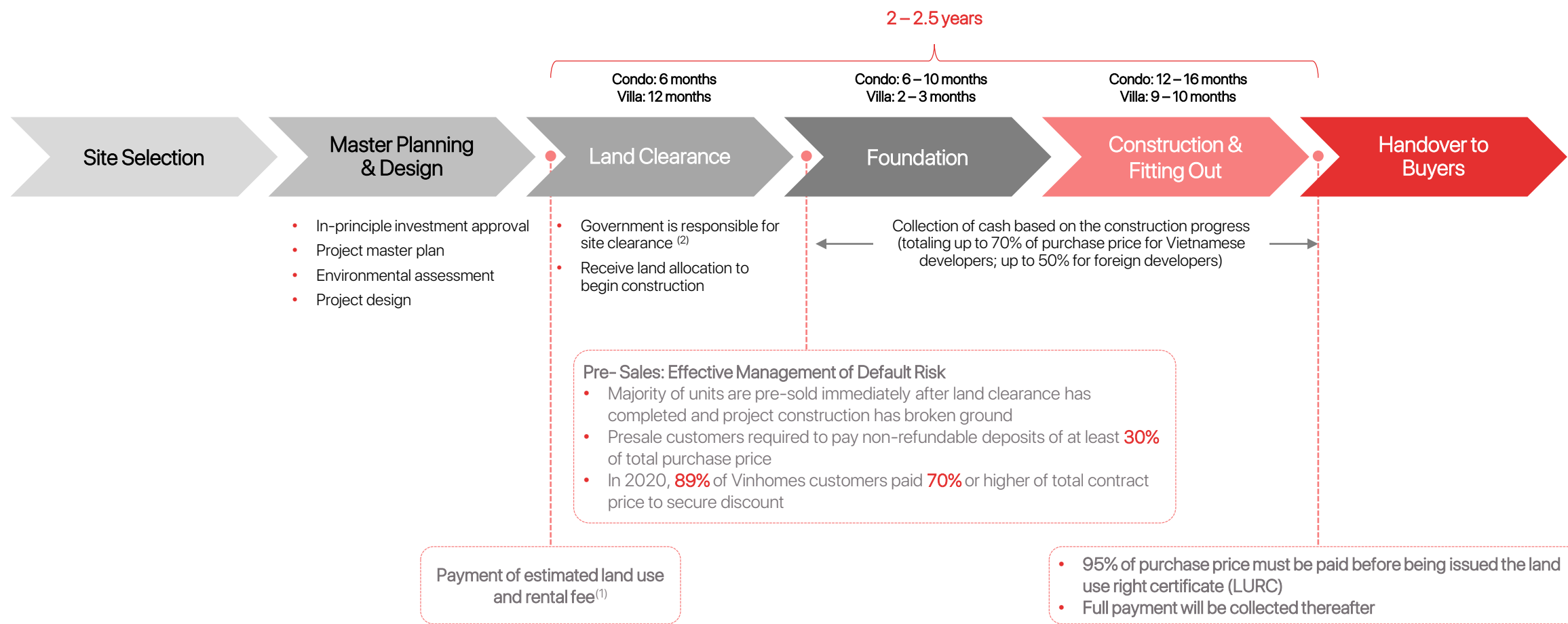
Unparalleled Execution Capabilities

Land Acquisition	<ul style="list-style-type: none"> Ability to secure the best land banks in Vietnam
Master Planning and Design	<ul style="list-style-type: none"> Master planning capabilities and integrated developments
Land Clearance	<ul style="list-style-type: none"> Accelerated land clearance process (9-12 months)
Infrastructure and Ecosystem	<ul style="list-style-type: none"> Vingroup ecosystem of retail malls, schools, hospitals, etc.
Sales and Marketing	<ul style="list-style-type: none"> High take up rates during presales with high % of upfront payments
Quality Control	<ul style="list-style-type: none"> In-house construction management, ability to control costs, quality and speed
Property Management	<ul style="list-style-type: none"> Strong after sales service and management of facilities

Diversified Product Offerings



Property Development Model and Payment Schedule Built on Favorable Regulatory Framework for an Efficient Self-Funding Business Model



Source: Company Information, CBRE

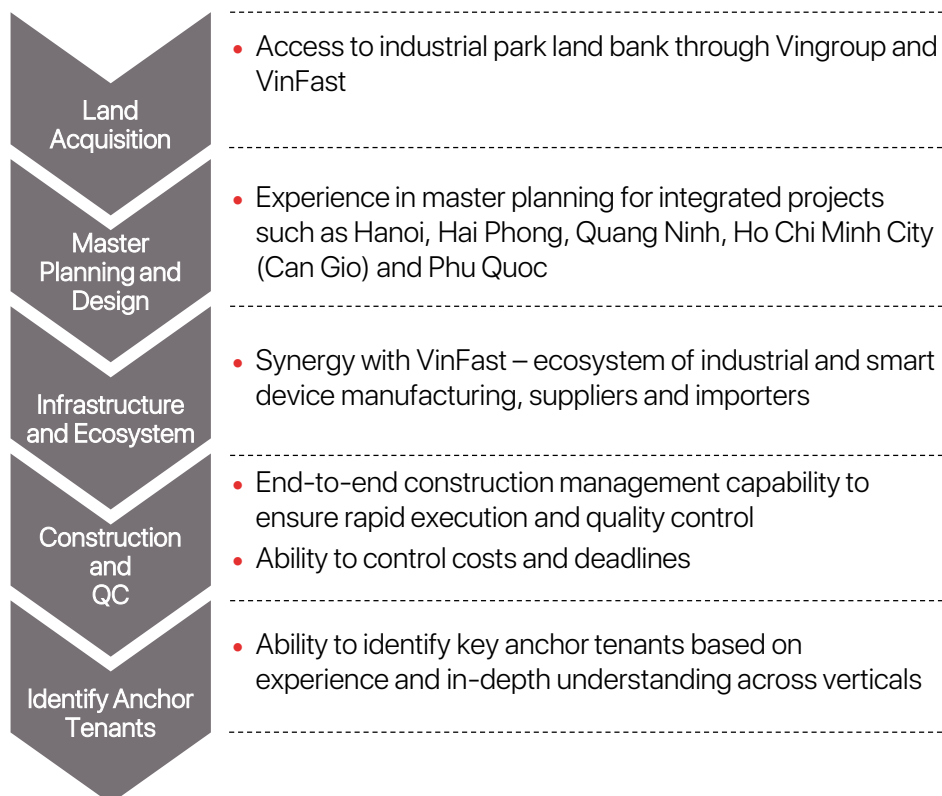
(1) In order to expedite the land clearance process, Vingroup typically pays estimated land use and rental fees in advance, and the Government uses such advanced payments for land owners resettlement compensations

(2) While the Government is in charge of site clearance, Vingroup takes an active and coordinated role in terms of identifying land right holders, education and, in some cases, purchasing land rights

Expansion into Industrial Real Estate to Capitalize on the Attractive Sector Tailwinds

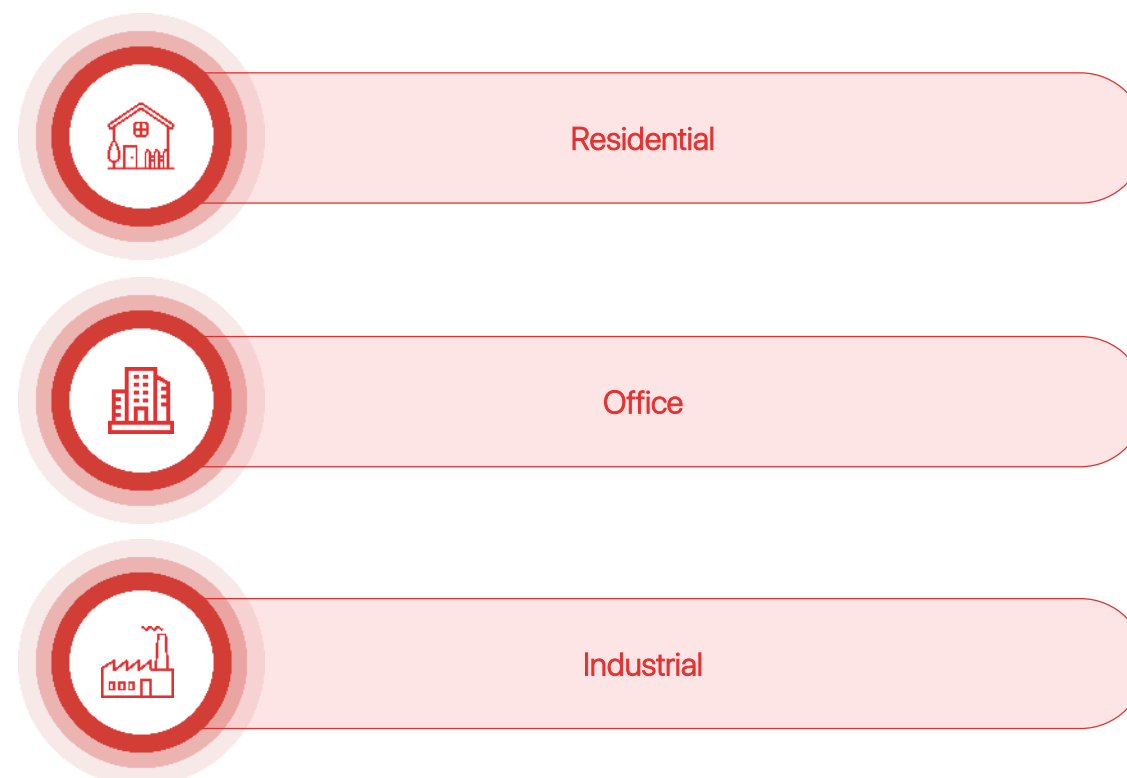
Leveraging Vinhomes' Expertise in Sourcing/ Acquiring Land as well as Real Estate Development

Vinhomes' Superior Industrial Real Estate End-to-end Value Chain



Additional Pillar of Vinhomes' Medium Term Strategy to Diversify and Increase Recurring Revenue and Provide More Avenues for Capital Recycling

Diversification Across the 3 Segments



Vincom Retail – The Largest & Fastest Growing Retail Properties Developer & Operator in Vietnam

Outstanding Indicators



43

provinces/cities

80

malls under operation

~1.7

million m² retail GFA

310,000

average daily visitors⁽¹⁾

7,000+

car parking slots



Northern Vietnam (except Hanoi) – 19

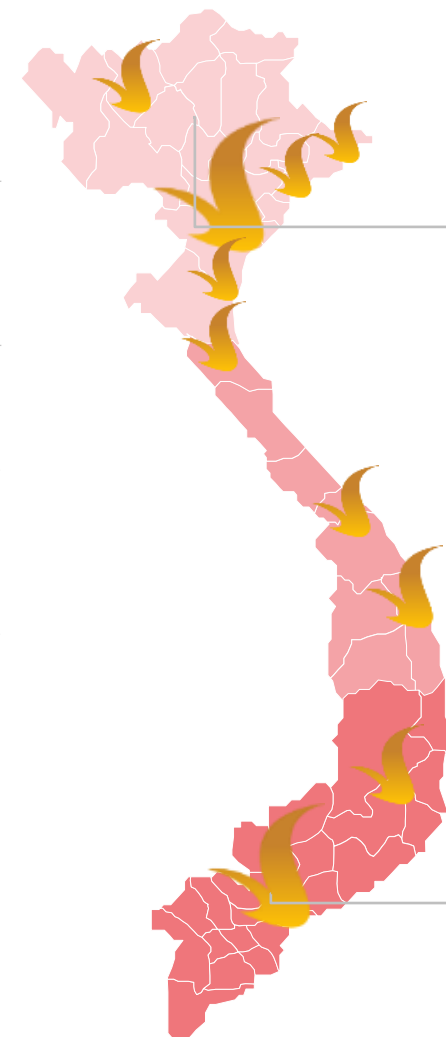
- 16 Vincom Plazas
- 3 Vincom+

Central Vietnam – 20

- 13 Vincom Plazas
- 7 Vincom+

Southern Vietnam (except HCMC) – 17

- 15 Vincom Plazas
- 2 Vincom+



Hanoi – 11

- 5 Vincom Centers
- 3 Vincom Mega Malls
- 3 Vincom Plazas

HCMC – 13

- 2 Vincom Center
- 1 Vincom Mega Mall
- 7 Vincom Plazas
- 3 Vincom+

Vinpearl – The Leading Integrated Hospitality and Entertainment Platform

Premium Hospitality Portfolio at Vietnam's Most Coveted Locations

TOTAL: 46 PROJECTS⁽¹⁾



DA NANG & QUANG NAM

Rooms	2,625
Facilities	5
Brands present	Vinpearl Luxury Vinpearl Resorts Vinpearl Condotel



NHA TRANG

Rooms	6,387
Facilities	8
Brands present	Vinpearl Luxury Vinpearl Resorts Vinpearl Discovery Vinpearl Condotel



PHU QUOC

Rooms	5,534
Facilities	7
Brands present	Vinpearl Resorts Vinpearl Discovery VinOasis VinHolidays



PHU QUOC

(*) Meliá Vinpearl

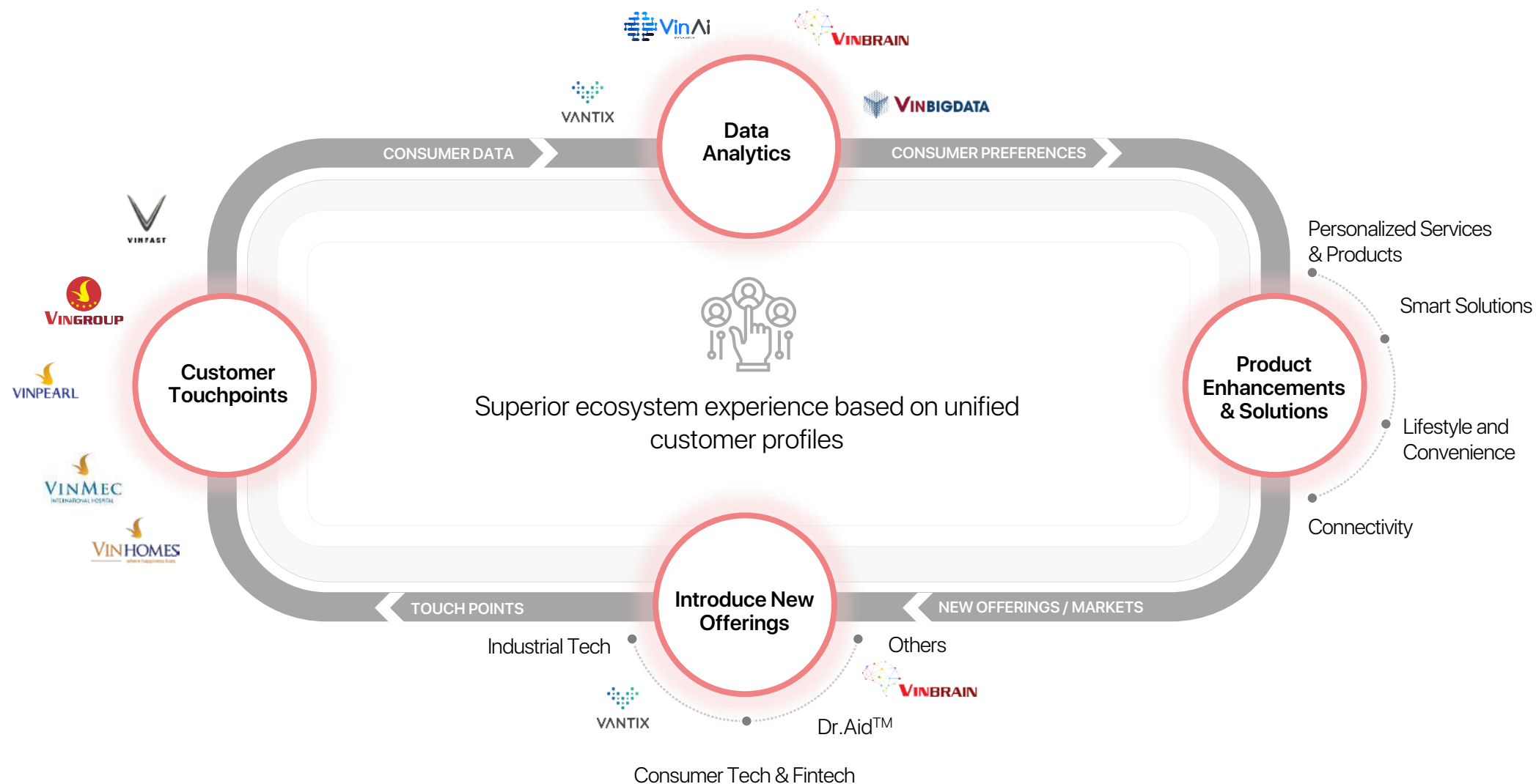
Integrated Lodging and Entertainment Portfolio of 5+ Star Brands

	Affluent/ Silver Hair	Business Travelers	Family	Group of Families/Friends/ Mass
5+ Stars				
5 Stars			 	
3 Stars		 		
Others				

4. Largest Ecosystem in Vietnam With Market Leadership Across Multiple Businesses



Leveraging Data Analytics for Deep Behavioral Understanding and Continual Improvement of Platform Offerings



5. Proven Track Record of Developing Vietnamese Brands of Scale



Proven Track Record of Developing Vietnamese Brands of Scale

Most Loved and Respected Brands



Vietnam Report 2020

- Top 10 largest enterprises in Vietnam

ASEAN NCAP 2020

- Excellent award for new manufacturer safety commitment

World Travel Awards 2019

- Asia's Leading Family & Beach Resort – Vinpearl Resort & Spa Phu Quoc
- World's Leading Riverfront Hotel – Vinpearl Luxury Landmark 81

Brand Finance 2019

- Vietnam's Top 50 Most Valuable Brands

AUTOBEST 2018

- "A Star is Born" Award

Best Designs



International Property Awards

- The Most Intelligent District – IBcon Digie Awards (2021) – Techno Park Tower, Vinhomes Ocean Park
- Best Retail Development – Asia Pacific (2019) – Vincom Center Landmark 81
- Best International Retail Development (2019) – Vincom Center Landmark 81
- World's Best Property (2018) – Vinhomes Riverside

Asia Pacific Property Awards

- Mixed Use Development and Sustainable Residential Development (2021) – Vinhomes Smart City
- Best Mixed-Used Development (2019) – Vinhomes Ocean Park
- Vietnam's Best High-Rise Building (2017) – Vinhomes Metropolis
- Vietnam's Best Architectural Building (2017) – Landmark 81

Contribution to a Sustainable Economy



Forbes

- Global 2000 (2019-2020)
- Asia's 200 Best Over A Billion (2019)

Forbes Vietnam

- Top 50 Listed Companies (2019)
- Top 40 Most Valuable Brands in Vietnam (2018)

Nikkei Asia 300 (2015 – 2019)

- Top 300 largest and fastest growing businesses in Asia

Global Banking & Finance Review

- Best Corporate Governance Company Vietnam 2020
- Best Investor Relations Company Vietnam 2021

Most Successful Transactions



The Asset AAA

- Best Vietnam Transaction (2020)
- Best Vietnam IPO (2018), Best M&A (2018), Best Syndicated Loan (2018), Best Issuer – Corporate (Southeast Asia – 2018)
- Best Equity Linked Deal in Vietnam (2021)

Finance Asia

- Best Frontier Market Transaction (2020)
- IPO of the Year (2018), Best Vietnam Deal (2018), Private Equity Deal (2017)
- Finance Asia (2021) Best Real Estate Deal

Superior Brand Equity Fosters Consumer Trust and Lower Customer Acquisition Costs

Vin-brands being a household name across sectors...



...serves as a launch pad for new products to gain immediate recognition and access to a large customer base

Close to **5.1 million** subscribers and members on YouTube and Facebook fan groups respectively

Pre-order volume

 YouTube



Mê Xe
214,000
subscribers



Tipcar TV
323,000
subscribers



Xế Cưng
312,000
subscribers



Autodaily.vn
648,000
subscribers

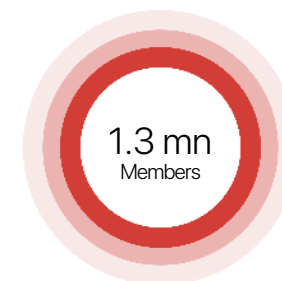
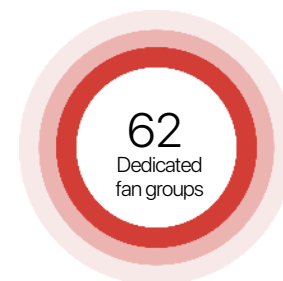


Autobikes Vietnam
249,000
subscribers



XE HAY
2.1mn
subscribers

FACEBOOK



4,000

VF e34 pre-orders within 12 hours

25,000

VF e34 pre-orders within 3 months

24,000

VF 8 & VF 9 pre-orders within 48 hours

6. Prudent Financial Policies And Strong Financial Position



Prudent Financial Policies and Strong Financial Position

Liquidity management

- Minimum cash balance of US\$700m or above to avoid liquidity risk
- Only Vietnamese issuer with access to multiple sources of capital, including domestic and international banks, domestic bond market, as well as international private and public capital markets
- As at 31 December 2021, Vingroup has secured short-term bank credit line of USD 1.3bn, providing ample liquidity support

Staggered debt maturity

- Well-staggered debt maturity profile with preference towards longer dated tenors
- Balanced mix of USD and VND denominated borrowings

Risk management

- Regular risk management reviews and discussion with senior management before major refinancing exercise or new product launch
- Established a prudent investment mechanism, taking into consideration of compatibility with corporate strategy, investment return, business synergy, with approval from the Board and Investment Committee

Prudent and flexible dividend policy

- Prudent and flexible dividend policy subject to Vingroup's growth plans, investment requirements and relevant financial covenants
- Vingroup has not paid cash dividend since 2015. We do not expect to pay significant cash dividends in the near term given our growth and investment plans

Global Reputation and Good Execution Helped Attract Top-Tier International Investors



Visionary Management with Proven Track Record

Board of Directors



Mr. Pham Nhat Vuong
Chairman of the Board of Directors

- Holds a Bachelors Degree in Geological Economic Engineering, graduated from Moscow Geology University in Russia
- Long track record as an entrepreneur both in and out of Vietnam, founded Technocom Limited Company in Ukraine, which was sold to Nestle S.A. in 2010
- Established Vinpearl in 2001 and Vincom in 2002
- Founder and largest single shareholder in Vingroup
- Recognized as Vietnam's first billionaire by Forbes Magazine (2012), and retained the position as the billionaire with the highest network in Vietnam since then

Ms. Pham Thuy Hang
Vice Chairwoman of the Board

Mr. Adil Ahmad⁽¹⁾
Independent Board Member

Ms. Pham Thu Huong
Vice Chairwoman of the Board

Mr. Michael Chin Jeawuk⁽²⁾
Independent Board Member

Mr. Nguyen Viet Quang
Vice Chairman of the Board cum CEO

Mr. Ronaldo Dy-Liacco Ibasco⁽³⁾
Independent Board Member

Ms. Nguyen Dieu Linh
Vice Chairwoman of the Board

Mr. Park Woncheol⁽⁴⁾
Board Member

Senior Management



Ms. Thai Thi Thanh Hai

- Vingroup Vice Chairwoman
- 27+ yrs experience
- 7+ yrs with Vingroup



Ms. Le Thi Thu Thuy

- Vingroup Vice Chairwoman
- 25+ yrs experience
- 13+ yrs with Vingroup



Ms. Le Mai Lan

- Vingroup Vice Chairwoman
- 24+ yrs experience
- 8+ yrs with Vingroup



Mr. Le Khac Hiep

- Vingroup Vice Chairman
- 28+ yrs experience
- 16+ yrs with Vingroup



Mr. Nguyen Viet Quang

- CEO
- 25+ yrs experience
- 11+ yrs with Vingroup



Ms. Mai Huong Noi

- Dy CEO
- 30+ yrs experience
- 15+ yrs with Vingroup



Mr. Pham Van Khuong

- Dy CEO
- 38+ yrs experience
- 19+ yrs with Vingroup



Ms. Duong Thi Hoan

- Dy CEO
- 22+ yrs experience
- 14+ yrs with Vingroup















Ms. Anne Pham

- CIO
- 16+ yrs experience
- 8+ yrs with Vingroup

Management has an average of 27+ years of experience

Committed to International Corporate Standards

1. Seasoned Management Teams for Every Business Segment

 <p>VINFAST Ms. Le Thi Thu Thuy CEO</p> <ul style="list-style-type: none"> • 25+ yrs experience • 13+ yrs with Vingroup 	 <p>VINHOMES Mr. Pham Thieu Hoa CEO</p> <ul style="list-style-type: none"> • 34+ yrs experience • 18+ yrs with Vingroup 	 <p>VINUNIVERSITY Ms. Le Mai Lan President</p> <ul style="list-style-type: none"> • 24+ yrs experience • 7+ yrs with Vingroup 	 <p>VINBIGDATA Dr. Vu Ha Van CEO</p> <ul style="list-style-type: none"> • Percy F. Smith Chair of Mathematics at Yale University • 3+ yrs with Vingroup
 <p>VINFAST Mr. Shaun Calvert Dy CEO, Manufacturing</p> <ul style="list-style-type: none"> • 30+ yrs experience 	 <p>VINPEARL Ms. Nguyen Mai Hoa CEO</p> <ul style="list-style-type: none"> • 30 yrs experience • 15 yrs with Vingroup 	 <p>VINSCHOOL Ms. Phan Ha Thuy CEO</p> <ul style="list-style-type: none"> • 28+ yrs experience • 7+ yrs with Vingroup 	 <p>VinAi Dr. Bui Hai Hung CEO</p> <ul style="list-style-type: none"> • Previous: Scientist at Google Deepmind, Stanford Research Institute • 3+ years with Vingroup
 <p>VINFAST Mr. Hong Bae, PhD Dy CEO, in charge of technology</p> <ul style="list-style-type: none"> • 16+ yrs experience 	 <p>VINCOM RETAIL Ms. Tran Mai Hoa CEO</p> <ul style="list-style-type: none"> • 27+ yrs experience • 7+ yrs with Vingroup 	 <p>VINMEC Ms. Le Thuy Anh CEO</p> <ul style="list-style-type: none"> • 24+ yrs experience • 10+ yrs with Vingroup 	 <p>VANTIX Dr. Nguyen Quang Huy CEO</p> <ul style="list-style-type: none"> • Previous: Principal Architect, Software Engineer at Microsoft (US) • 3+ yrs with Vingroup

2. Significant Representation from Independent Directors



3 of 9 directors are independent

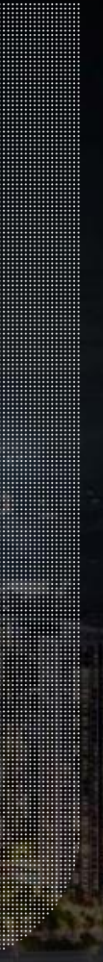
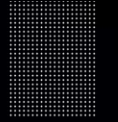


3 of 9 directors are independent



2 of 6 directors are independent

COVID-19 Update

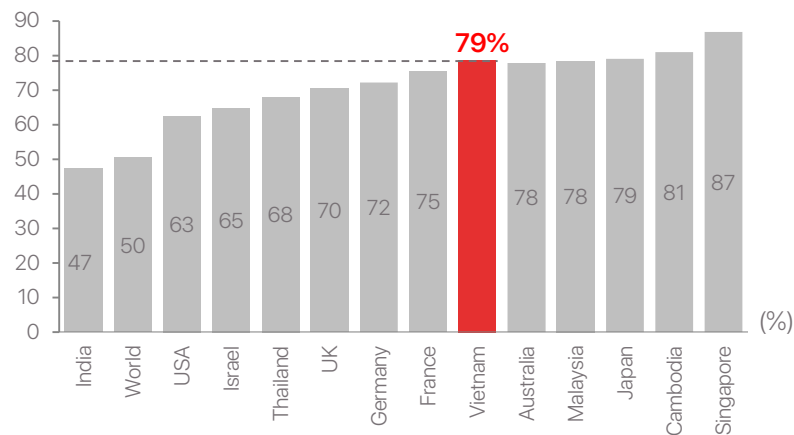


High Vaccination Rates Allowed Vietnam to Open up the Economy and Create Optimism for Higher GDP Growth in 2022

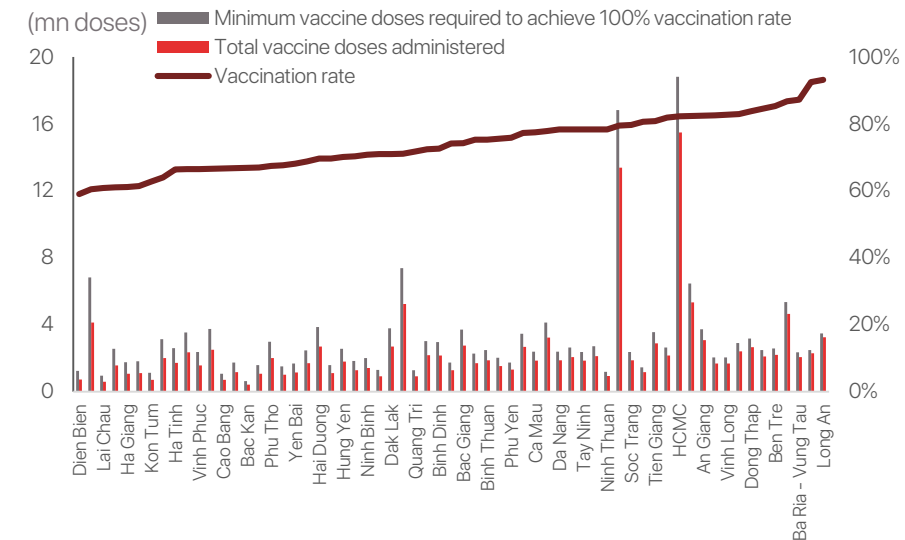
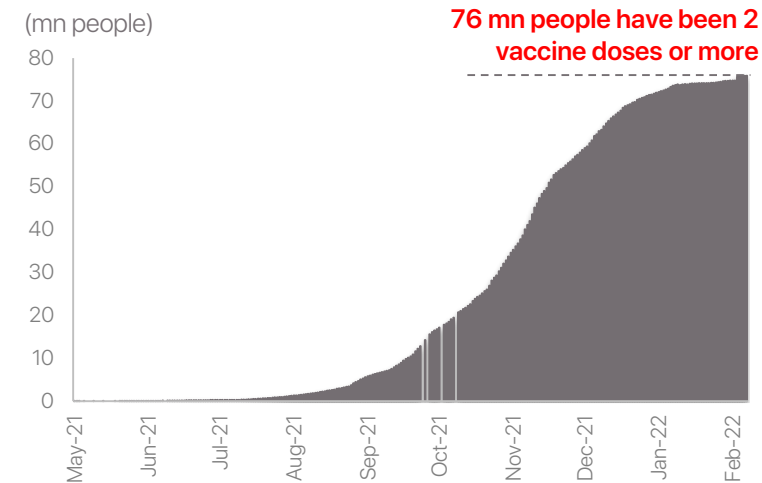
Vietnam's transition from "zero Covid" to "co-existing safely with the virus"

Vietnam has one of the highest the highest COVID-19 immunization coverage

(vaccination rate)⁽¹⁾













Hence, business activities in major cities re-opened since Sep – Oct, and recovery expected to be sustained

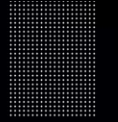


- 97% adult above 18 years-old and 91% children in the age of 12 – 17 have been administered 2 doses of vaccine
- Vietnam received more than 213 million doses and administered over 192 million
- International commercial flights have been resumed since January 2022, allowing flight frequency restoration to pre-pandemic levels in mid-February
- Travel restrictions to be lifted from mid-March
- International tourism to fully re-open

Businesses Were Able to Save Cost on Operational Activities during COVID Thanks to Quick Initiatives and Are Nimble Adapting to the New Normal

Impact from COVID				
 <ul style="list-style-type: none"> Extended #1 market share across all segments. Sales grew by 27% in electric motorcycles and 20% in passenger vehicles despite showroom closure during social distancing and the roll out of new showrooms was delayed 	 <ul style="list-style-type: none"> Moderate impact to retail sales. No impact on delivery of completed products. Positive impact on bulk sales 	 <ul style="list-style-type: none"> Material impact in 4Q21 as only necessity stores remained open during lockdown 100% of 80 malls resumed full operation since November 	 <ul style="list-style-type: none"> Material impact 31/34 hotels/resorts, 3/6 amusement parks and all golf courses stayed opened from December to serve long stay and quarantine customers 	 <ul style="list-style-type: none"> Moderate impact as facilities closed due to mandatory social distancing
Saved VND 1.2 trln in 2021 thanks to deep cost optimization ⁽¹⁾				
 <ul style="list-style-type: none"> Adopted O2O (online-to-offline) sales method to ensure customers' safety such as online consultation, test drive at home, and home delivery Saved VND 181bn on operational expenses 	 <ul style="list-style-type: none"> Vinhomes Resident App to support after-sales services Online strategy became an effective supporting tool for sales and management Saved VND 181bn on operational expenses 	 <ul style="list-style-type: none"> Reduced VND 51bn in 2021, mainly thanks to reducing energy consumption, personnel and marketing cost 	 <ul style="list-style-type: none"> Focus on cost optimization Saved VND 568bn on operational expenses 	 <p>Thanks to the roll out of technology application to operate efficiently during social distancing:</p> <ul style="list-style-type: none"> Vinmec: saved VND 104bn Vinschool: saved VND 80bn

2022 Outlook & Key Initiatives



2022 – 2023 Outlook

01 Industrials and Technology



- 2022 is a watershed year for VinFast as it transitions from ICE towards EV
- Profitability to come from higher volumes, completion of showroom expansion in international markets, better brand recognition and the launch of new models

02 Real estate and Services



- Retail sales improved since 4Q21 signaled positive outlook on upcoming projects (Dream City, Wonder Park, Co Loa). These projects are comprised of higher low-rise units proportion, which can be sold quickly in the circumstance of supply shortage. Shorter construction time versus high-rise units will allow profit to be recognized quicker as we can hand these over to buyers



- Occupancy rate and rent may increase again thanks to the retail market recovering gradually after the social distancing period
- Lower hand over amount of units in 2020 and 2021 resulted in revenue decreased. However, rental revenue is expected to increase as lower rental support package would be needed



- Business operations to improve sharply thanks to increased revenue due to freedom to travel, increased vaccine coverage; vaccines passport
- Thanks to the optimization in the past 2 years, operating costs is expected to remain lower than pre-Covid levels

03 Social enterprises



- Recovery to before pre-Covid levels as hospitals are expected to return to normal operations
- Revenue enhancing initiatives such as launching new products and independent clinics, and continued cost-saving measures will accelerate the turn around



- Profitability to sustain with diversified income streams once students return to school



Key Initiatives for 2022

01 Industrials and Technology



- E-motorcycles: upgrade current models' battery capacity and efficiency
- EV: Roll out 3 EV models across Vietnam, the U.S., and Europe. Prepare charging infrastructure for EV transition in Vietnam, to be installing 150,000 charging ports
- Open new showroom in domestic and international markets. Focus on O2O sales strategy and cost optimization

02 Real estate and Services



- Launch mega projects to take advantage of real estate market recovery
- Continued rolling out online events to boost sales. Carry out more green initiatives
- Upgrade smart city functions, create better living environment for residents



- Launch Vincom Mega Mall Smart City, 2 Vincom Plazas in Bac Lieu and My Tho and renovate Vincom malls infrastructure
- Continue to cultivate relationship with chain and anchor tenants for long-term development
- Focus to differentiate customer experience at Vincom malls via modern technology and excellent services



- Develop safe travel programs for domestic market, including self-quarantine package for returnees/experts coming to live and work in Vietnam
- Continue welcoming guests from Covid passport program to adapt to the new normal
- Promote marketing activities and open new charter routes for key markets

03 Social enterprises



- Repositioning brand position, moving from '5-star service' to "top-notch expertise"
- Focusing on 5 key points: human resources, achievements, technology, international certificate and holistic healthcare model
- Increase competitive advantage and customer experience with (i) diversified product lines (ii) development of telehealth service offering

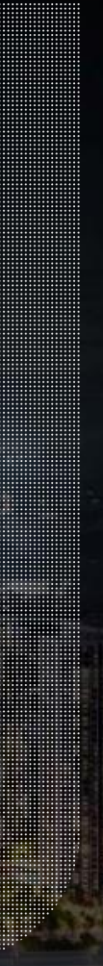
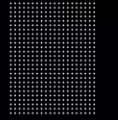


- VinUni to promote international partnership, improve service quality by upgrading operational system, building brand awareness and talent programs



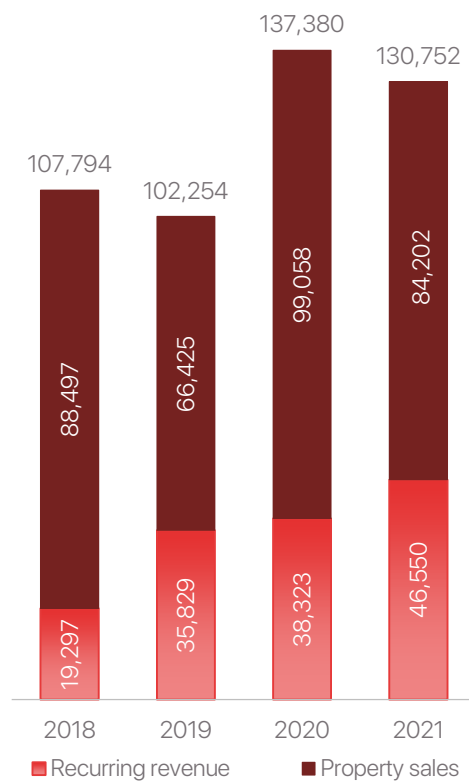
- VinSchool to open new kindergartens, inter-level schools, boarding school. Continuing to promote more inter-level schools become members of the Council of International School

Financial Highlights

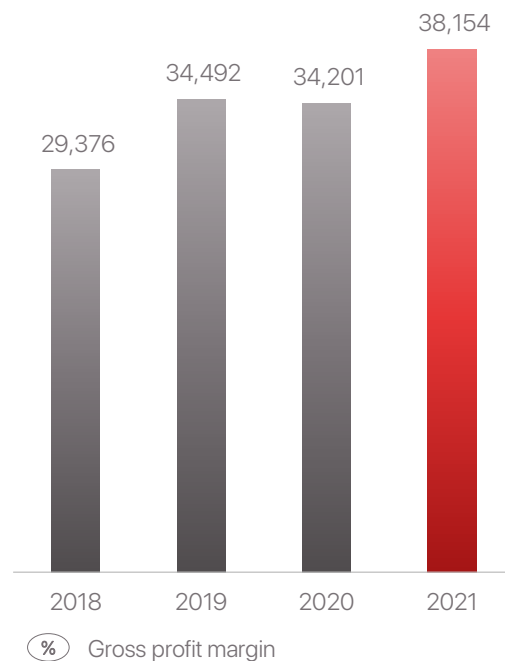


Income Statement Highlights

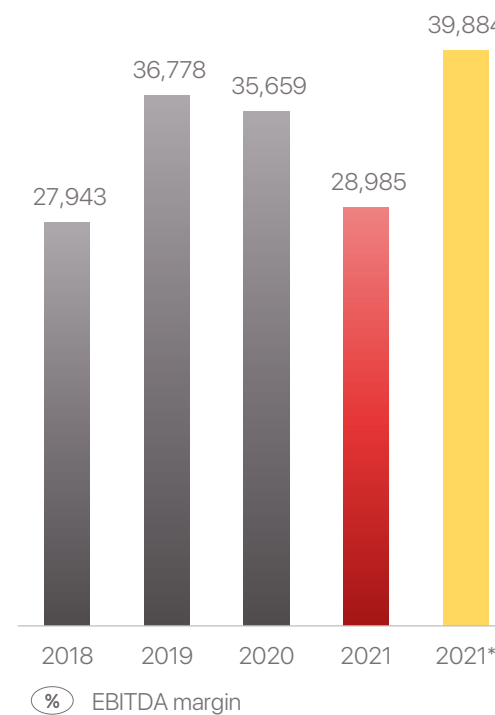
Revenue⁽¹⁾ (VNDbn)



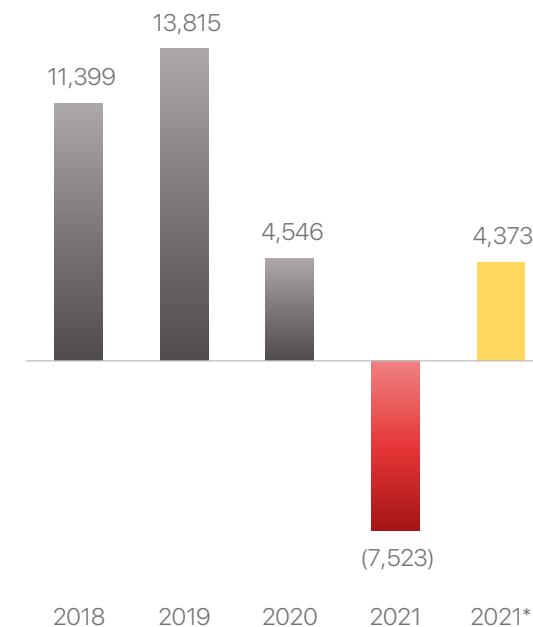
Gross Profit⁽¹⁾ (VNDbn)



EBITDA^{(1) (2) (3)} (VNDbn)

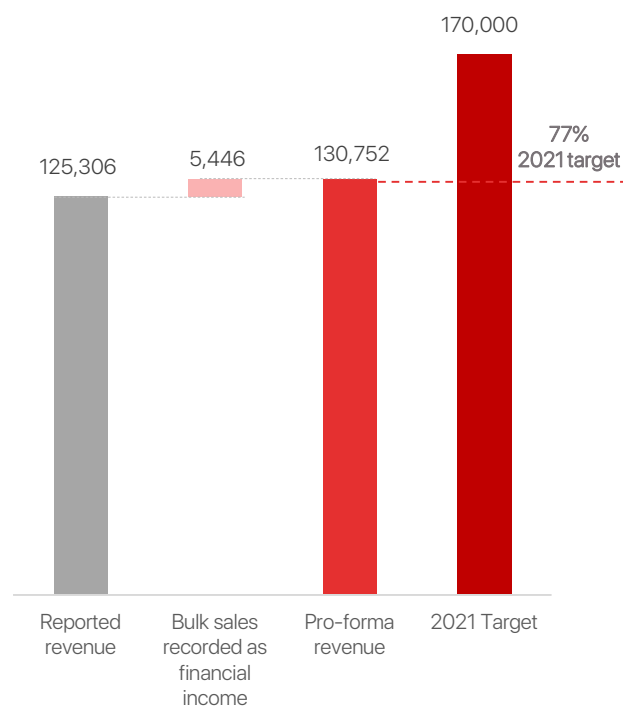


Profit After Tax^{(1) (3)} (VNDbn)

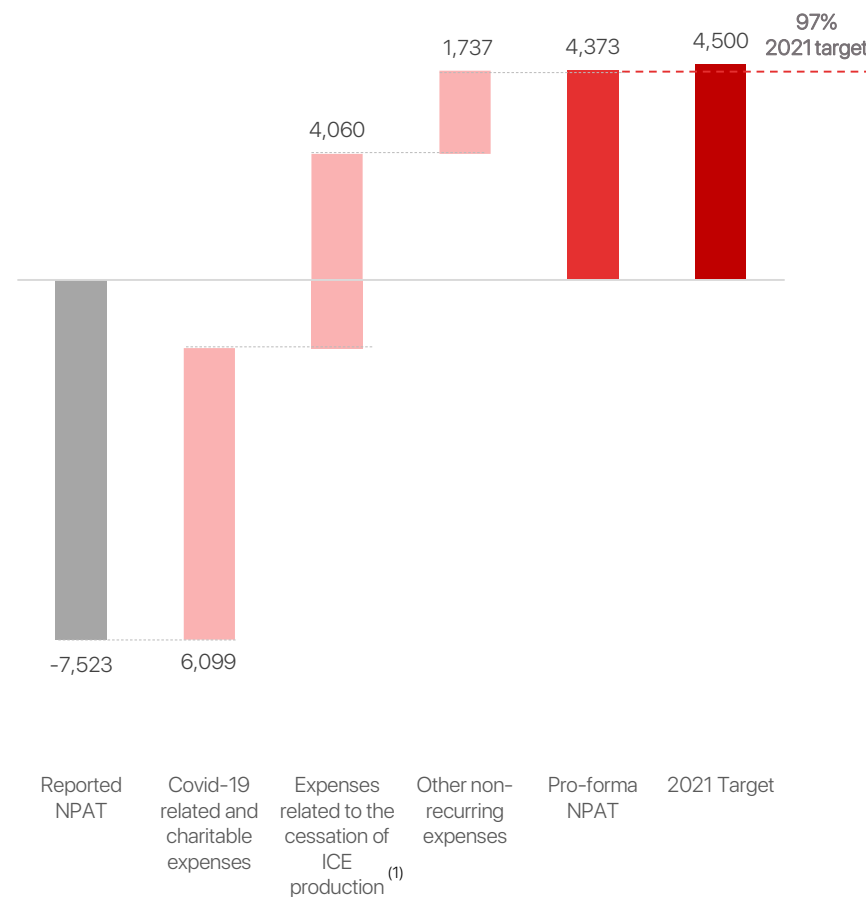


FY2021 Underlying Business Performance

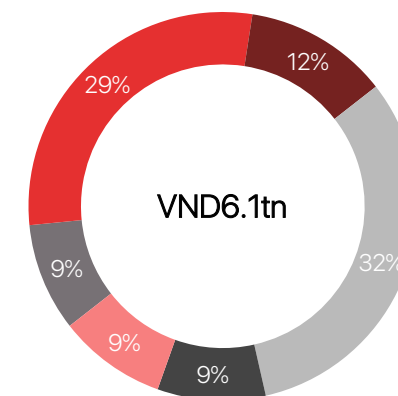
Revenue (VND bn)



NPAT (VND bn)



Breakdown of Covid-related and Charitable Expenses (%)



- Financial aid
- Covid medicines
- Medical equipment and others
- Test kit
- Ventilator
- Other charitable expenses

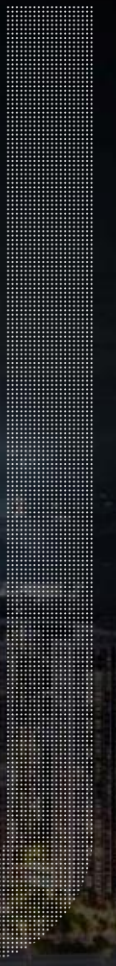
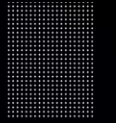
From 2022, 90% of charitable events will be contributed by Vingroup founders and senior management

Leverage, Coverage and Other Ratios

	FY2021	FY2020	Change
Leverage ratios			
Net debt ⁽¹⁾⁽²⁾ / EBITDA	3.4x	2.5x	0.9x
Net debt ⁽¹⁾⁽²⁾ / Operating EBITDA ⁽³⁾	2.3x	2.2x	0.1x
Net debt ⁽¹⁾⁽²⁾ / (Total assets – cash & ST investments ⁽²⁾)	24.8%	23.5%	1.3 pts
Coverage ratios			
Recurring revenue / Interest expense ⁽³⁾	4.4x	3.4x	1.0x
Operating EBITDA / Interest expense ⁽³⁾	4.1x	3.7x	0.4x
Others			
Debt maturity (years)	3.49	3.56	(0.07)
Debt maturity (years) (Excl. Vinhomes' debt)	3.81	4.03	(0.22)
Average borrowing cost ⁽⁴⁾	7.4%	8.1%	(0.7 pts)

Source: Audited VAS Consolidated Financial Statements for 2018 – 2020, VAS Consolidated Financial Statements for 4Q21 (1) Net debt is equal to total debt, less cash and cash equivalents and short-term investments (2) Short-term investment excludes share option (3) On a LTM basis for recurring revenue, operating EBITDA and interest expense, calculated using pro-forma figures, excluding retail and agriculture segments. Operating EBITDA is calculated from consolidated profit before tax adjusted for interest expense and depreciation and amortization, and excludes (a) FX gain/loss, (b) charity contributions and Covid support, (c) committed profit share for villa management contracts and (d) terminated businesses including retail and agriculture segments. (4) Inclusive of hedging expenses

Appendix



Company Information

Vingroup Joint Stock Company (“**Vingroup**” or “**the Group**”)’s market capitalization: USD12.9 billion as at February 28, 2022.

Vingroup today bases its strategy on the principles of sustainability and professional management to operate in three major business segments:

- **Industrials & Technology**

- **VinFast**, the first and largest domestic comprehensive automobile-maker and electric scooter producer in Vietnam
- **VinES**, battery cell technology development and manufacturing
- **VinAI**, **VinBigData**, **Vantix**, **VinBrain**, Data science, AI research and technology development
- **VinHMS**, business management platform; **VinCSS**, cyber security service

- **Real Estate and Services**

- Residential **Vinhomes** premium apartments, villas and shophouses, mid-end real estate with integrated facilities, Happy Town – affordable housing
- Retail Leasing **Vincom** quality shopping malls
- Hospitality-focused **Vinpearl** hotels, resorts and beach villas, and **VinWonders** amusement parks and conservation parks

- **Social Enterprises**

- **VinBioCare**, pharmaceutical and life sciences
- **VinBus**, public passenger transport under the non-profit model
- Healthcare service provider, **Vinmec** (including hospitals and clinics)
- Quality education provider **Vinschool** featuring the K-12 education system and **VinUni** non-profit private university

Vingroup was listed on the HOSE on 07 September 2007. More information on the Group can be found at www.vingroup.net.

OFFICES

HANOI HEADQUARTERS

Number 7, Bang Lang 1, Vinhomes Riverside
Long Bien District
Hanoi, Vietnam

HO CHI MINH CITY BRANCH

Vincom Dong Khoi – 4th Floor
72 Le Thanh Ton, District 1
Ho Chi Minh City, Vietnam

CONTACTS

Investor Relations Department

Address: Vingroup Hanoi Office (Headquarters)

Email: ir@vingroup.net

Tel: +84 (24) 3974 9999 (Ext. 9462)

Fax: +84 (24) 3974 8888