

# Mobility Business Update

April 2021



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# VinFast : a state-of-the-art mobility solutions platform, created in record time

## PHASE 1

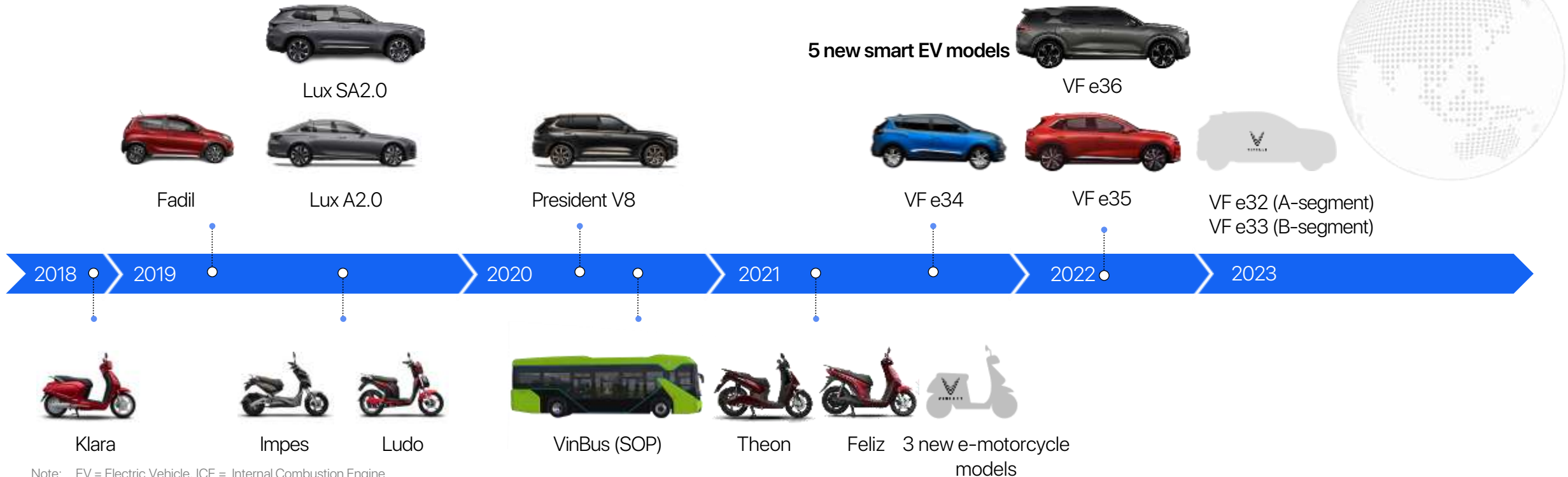
Foundation (2017–2019) >>> Establishment of Manufacturing & Commercial Infrastructure

## PHASE 2

Acceleration (2020–2021) >>> Smart Technology & Electrification

## PHASE 3

Go Global (2022+) >>> Global EV Rollout







# Proven go-to-market track record in capturing #1 market share in Vietnam across various segments

Execution is Vingroup's trademark



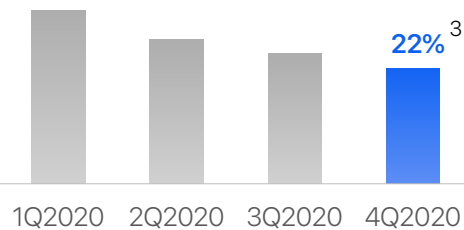
## E-Motorcycle



E-motorcycle segment



15 months to reach #1 position



E-Motorcycle



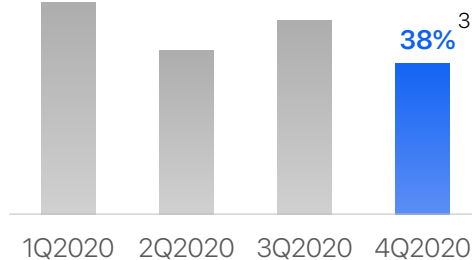
## A-segment



A-segment hatchbacks



18 months to reach #1 position



A-segment



ASEAN NCAP level 4



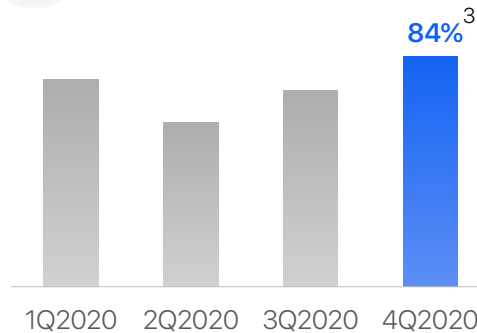
## E-segment Sedan



E-segment sedans<sup>1</sup>



18 months to reach #1 position



E-segment Sedans



ASEAN NCAP level 5



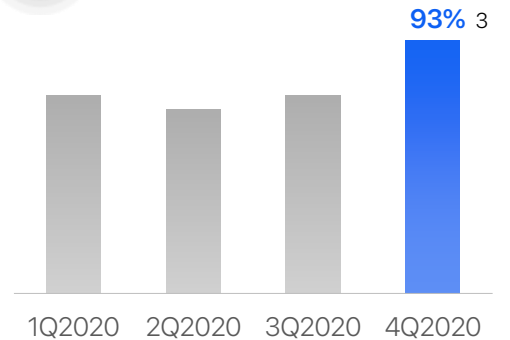
## E-segment SUV



E-segment SUVs<sup>2</sup>



18 months to reach #1 position



E-segment SUVs



ASEAN NCAP level 5

Source: Based on VAMA and Company information as of 31 December 2020.

Note: 1. E-segment sedans include VinFast Lux A, Mercedes E-Class, BMW Series-5, Volvo S90, Audi A6, Jaguar XF. 2. E-segment SUVs include VinFast Lux SA, Porsche Cayenne, Mercedes-Benz GLE, Volvo X90, Audi Q5, BMW X5, BMW X6, Range Rover Velar, Range Rover Sport, Land Rover Discovery, Lexus GX, Jaguar F-Pace, Volkswagen Touareg. 3. Quarterly market share as of 4Q2020



# Fast speed-to-market with established platforms for future models

- State-of-the-art Manufacturing Complex

12 MONTHS<sup>1</sup>

- 3 car models

18 MONTHS<sup>2</sup>

- Record time to gain #1 market share in Vietnam

15-18 MONTHS<sup>3</sup>

Collaborate with leading global engineering firms to develop a variety of platforms, allowing for quick roll out of new models



Flat organization structure with start-up mindset and innovation culture, allows for **quick decision-making** process and **strong execution** capabilities and paves the way for an international rollout from 2022





# VinFast – Fully charged



## Technology

- **2,000<sup>1</sup>** R&D / engineering staff across **3 R&D hubs**
- **Proprietary technology** across modules including smart infotainment, ADAS, powertrain and battery
- **Advanced** autonomous driving features
- **AI-powered** smart infotainment and connectivity



## Market access

- Achieved **#1** positions in Vietnam in **15 – 18** months with between 38-93% quarterly market share<sup>2</sup>
- Entering **US, Canada and Europe** by summer 2022 with teams & partners in place
- **Disruptive** business model to penetrate international markets
- **O2O** (online-to-offline and offline-to-online) sales & distribution strategy, support by unparalleled execution track record
- **Potential for better margin** thanks to battery leasing model and **more reliable costs** given experience

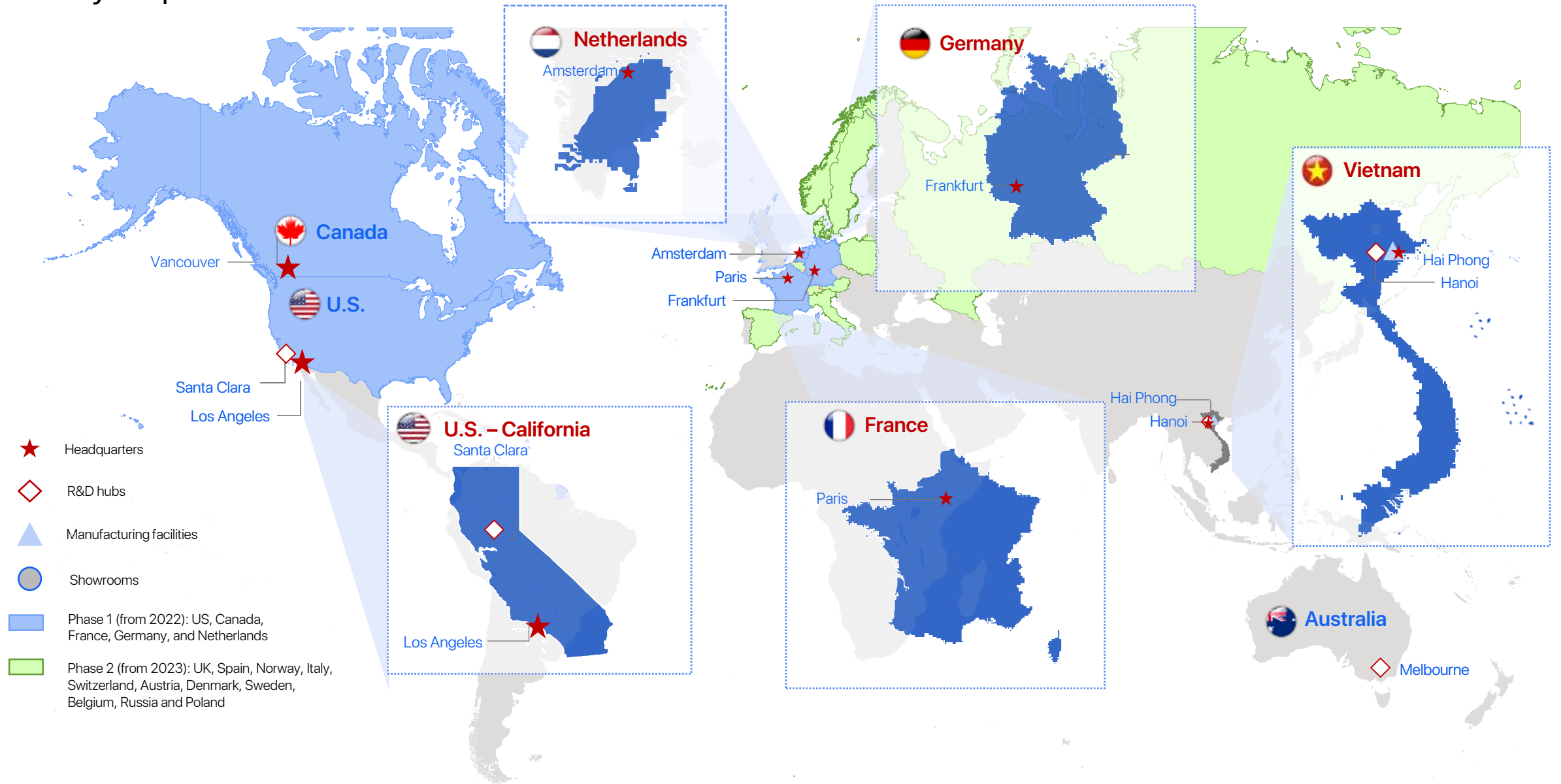


## Manufacturing

- **335ha** state-of the-art manufacturing facility constructed **in 12 months**
- Most ready compared to peers at the point of listing, having invested **\$4.4bn<sup>3</sup>** to date
- **250,000 cars/annum** production capacity
- **>90%** automated production
- Ability to quickly ramp up capacity to meet demand.



# Ready to penetrate international markets







## VF e35

**Advanced  
autonomous driving**

**Range**  
Up to 500km (310 miles)

**Safety<sup>1</sup>**  
5-star NHTSA /  
5-star EURO N-CAP

**Maximum power / torque**  
300kW / 640Nm (Premium)



Taking orders from Q3 2021 and hitting roads globally in summer 2022



## VF e36

**Advanced  
autonomous driving**

**Range**  
Up to 550km (340 miles)

**Safety<sup>1</sup>**  
5-star NHTSA /  
5-star EURO N-CAP

**Maximum power / torque**  
300kW / 640Nm

Note: Features of VF e35 and VF e36 are designed features targeted at launch. 1. Targeted safety levels





# VinFast – a unique brand

## Core values

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- **Quality products**

Through technology and personalization, we make best-in-class lifestyle products, built for performance and commended for their safety

- **Excellent Experience**

From purchase to the in-car experience and everything in between, we pride ourselves on the way we do service

- **Accessibility and Inclusivity**

We make it possible for more people to own the best cars in each segment through a unique customer-first approach to sales as well as our support policies and battery plan

## Brand Audience Opportunity: the Ascenders

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*VinFast is a smart mobility company that relentlessly innovates to create top-tier products and quality experiences for a broad audience.*

*Our customers are:*

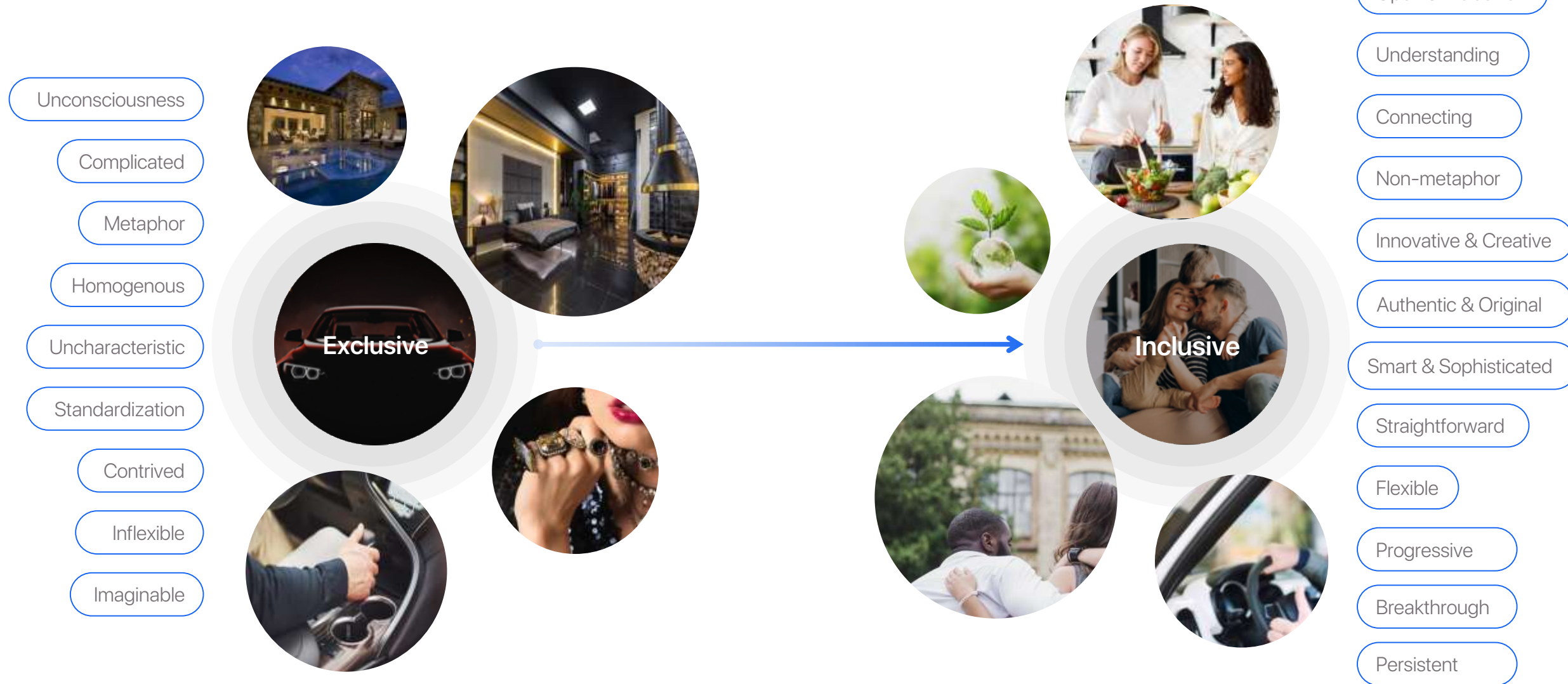
- **Forward-thinking**
- **Tech-lovers**
- **Eco-friendly**
- **Diverse and collaborative**
- **Tangible quality and comfort** over glitz and glam
- **Pragmatic and independent**





# Rewrite the rules

VinFast is a friendly, authentic, inclusive and customer-first brand, relentlessly innovating to deliver quality products and EV opportunities to a broader audience, making way for a more intelligent, more sustainable future.





# Extensive global marketing campaigns developed by leading marketing consulting firms

## Leading names in the Communications and Creative Industry

Engaged Top 1 creative agency by Gartner's Magic Quadrant to develop global marketing strategies



## Our Global Brand Playbook provides the foundation for the localized go-to-market plan at each market

①

Global branding strategy

②

Global integrated marketing campaigns

③

Global Communication guidelines

④

Centralized & harmonized sales strategies

⑤

Creative marketing platforms

## Harmonized global marketing timeline to connect massively with global audience

**Mega campaign 1: AWARENESS**  
Launching Vingroup & VinFast brand globally

**Objective:** Build awareness of global Vingroup and VinFast brand across all channels

**Tactics:** Earned media, brand association with innovation, progressive, tech, EV, validated by experts

**Mega campaign 2: TRUST**  
Introducing VinFast EV Family

**Objective:** Product-focused, deep-dive into vehicles' features and reviews

**Tactics:** Collect EV experts' review & build community to build user-generated content

**Mega campaign 3: BUY**  
Launching of Pre-order VF e35 and VF e36 globally

**Objective:** Generate pre-orders and raise customer engagement and interest

**Tactics:** Performance marketing for lead generation, AR/VR capabilities to accompany customers' decision making journey

- ✓ Coordinated and Well-planned Global Marketing initiatives with **3 mega-campaigns** running harmoniously and strategically from **April to December 2021**
- ✓ **Total Global Awareness and Brand Marketing initiatives** with additional focus marketing at each markets on trade/ promotion/ activations and targeted paid media, in order to increase pre-order volumes
- ✓ Well-planned, data-driven marketing campaigns validated by leading global agency focus groups to ensure the best cultural approach and budget efficiency



# Disruptive business model to take away market share from ICE producers

## ✓ Compelling economic proposal – a real ICE alternative

- Vehicle sale with battery leasing solution
- Lower retail price compared to ICE and other EV models
- Battery leasing costs equivalent to gas prices

## ✓ Advanced intelligent EV technology

## ✓ Superior customer service and aftersales

## ✓ Direct sales & dynamic O2O platform



Superior total cost of ownership compared with ICE and conventional EV

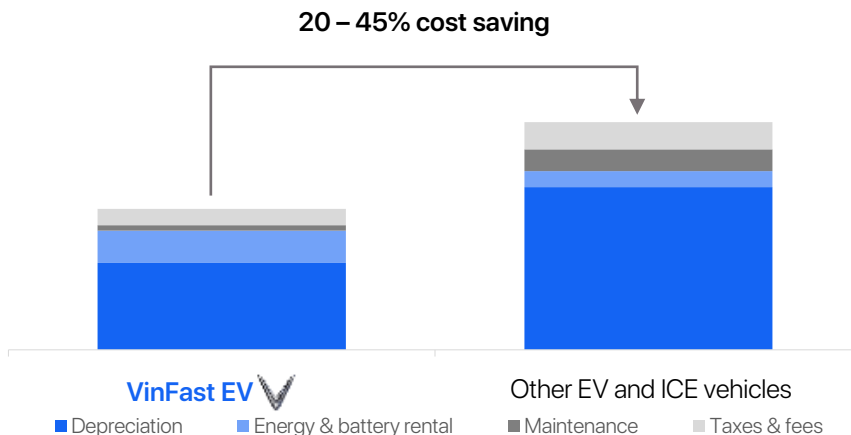


Immediately addresses key considerations in the switch from ICE to EV<sup>2</sup>

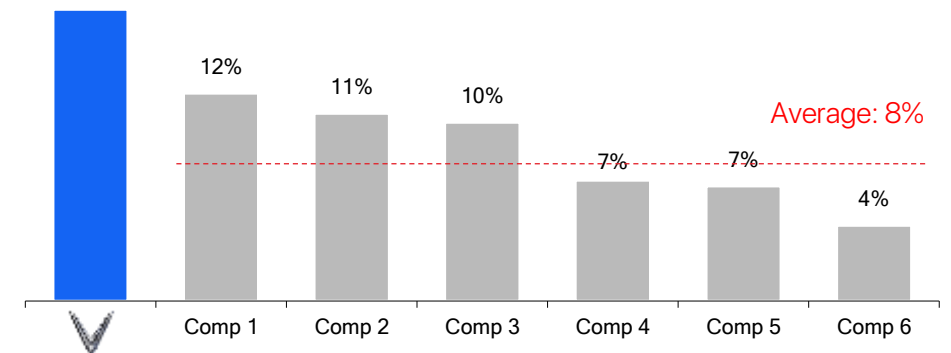


Hassle and worry-free with all battery-related expenses covered by a third-party

## Superior total cost of ownership<sup>1</sup>



## Targeting superior 2025E EBITDA margin vs. peers<sup>3</sup>



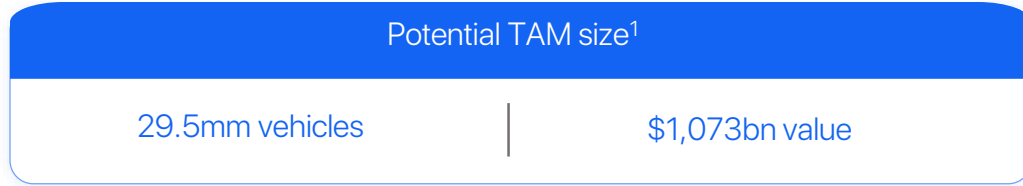
Note: 1. Based on 4-year total cost of ownership, benchmarking prepared for the US market, 2. According to a leading automotive consulting firm, 42% car owners in the US, and 55% in Canada said their biggest concerns are EV price being too high. 3. Reflect EV business, does not include ICE, e-motorcycle and e-bus business. 2025E EBITDA margin. Other EV companies include Faraday, Li Auto, Lucid, Nikola (2024E), NIO, Tesla, Xpeng and based on Factset as of Mar 3, 2021 and public filings.



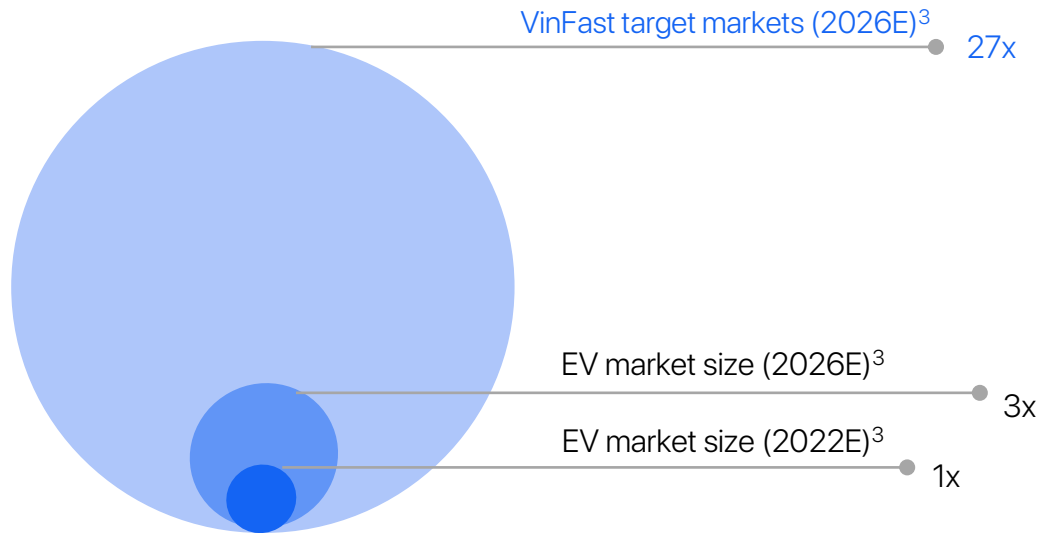


# Larger addressable markets with superior growth prospects

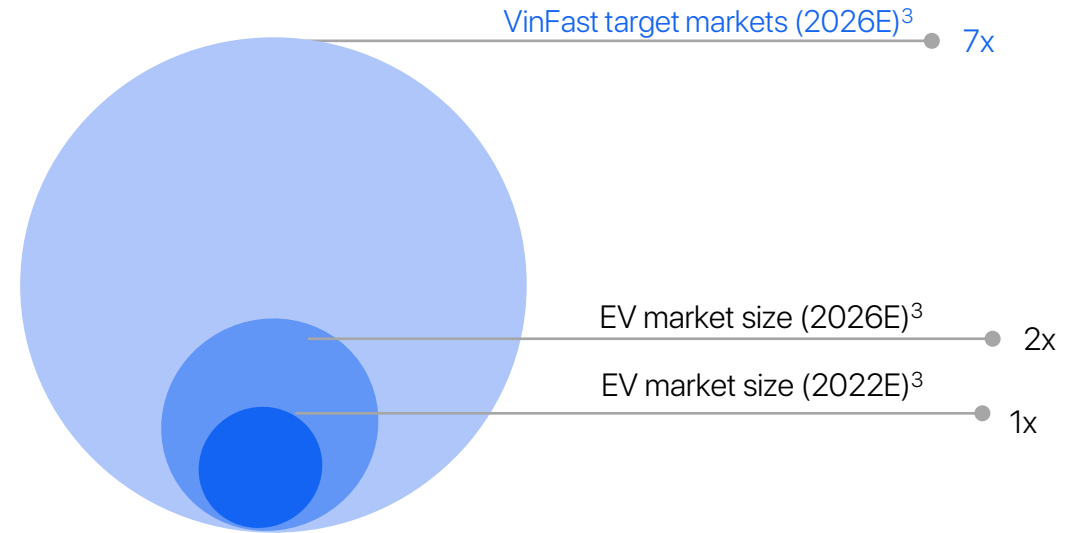
Positioned to penetrate both international EV and ICE segments with our product offering



## North America (US & Canada)



## Europe<sup>2</sup>



Source: Management analysis

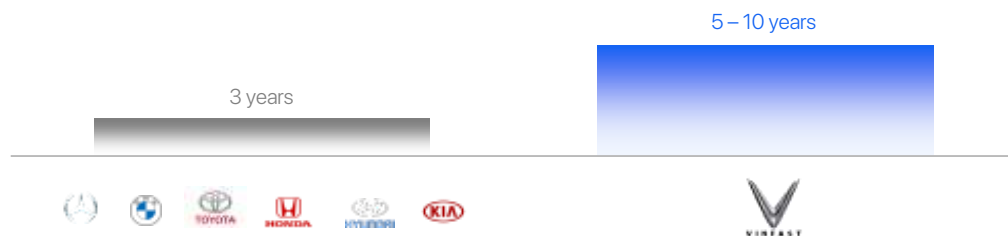
Note: 1. 2026E market size of VinFast's addressable segments in phase 1 and phase 2 countries; 2. Includes phase 1 and phase 2 countries; 3. Market size analysis based on vehicle segments C, D and E






# Best-in-class warranty policies and superior aftersales services

Attractive warranty with no-cost maintenance

Longest warranty in Vietnam



With plans to offer best-in-class for international markets<sup>1</sup>

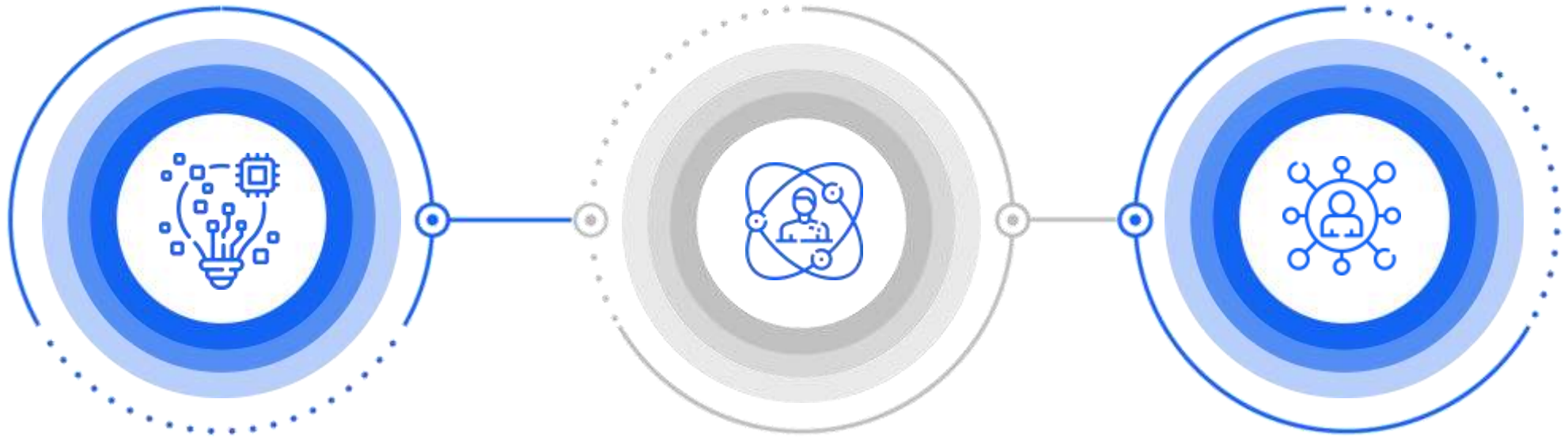
	Basic	10 years
	Powertrain	10 years
	Corrosion	10 years / unlimited

"Invisible service" that enhances user convenience





# User-centric approach to technology development



## Technology for **Life**

Designed specifically for user experience, and redefine user lifestyle

## **Personalized** experience

Powered by advanced artificial intelligence, machine learning and big data

## Connect your **personal lifestyle** to your car

Connected and seamless experience between the car and other daily environments



# VinFast Infotainment (VIF) – Distinct AI-powered smart infotainment experience

Best-in-class digital experience

## Convenience

- AI voice assistant
- Wireless Android Auto & Apple Carplay support
- Trip planner
- Smart navigation
- FOTA
- Auto-diagnostic
- Find my car
- Remote control
- Uninterrupted media

## Safety

- Emergency call
- Theft alert
- AI traffic warning
- Roadside assistant
- Valet mode

## Personalization

- Pattern learning for multimedia and climate control
- Smart home integration
- Lifestyle profile

Top priorities



Car screen (top) and rear-seat display (bottom)



Personalized background & chair settings





# Smart in-car operating system



## VVA<sup>1</sup> – AI Personal Voice Assistant

AI voice assistant enabling users to interact directly with the VinFast vehicle, all functions are voice activated



Natural conversational interface



Online and offline support



Cognitive adaptive assistant



## Connected Lifestyle

- Full lifestyle integration for optimal experience inside and outside of the car
- Mobile payments
- Smart home control features







# VinFast Auto Pilot (VAP) – Superior autonomous driving stack to transform driving experience

- New models<sup>1</sup> equipped with advanced autonomous driving features

- AI models continue to improve via machine learning from real world driving data
- Progressive software update via FOTA

Note: 1. VF e35 & VF e36

## Advanced Autonomous Driving Features



1

Highway  
pilot



2

Traffic jam  
pilot



3

Autonomous  
parking



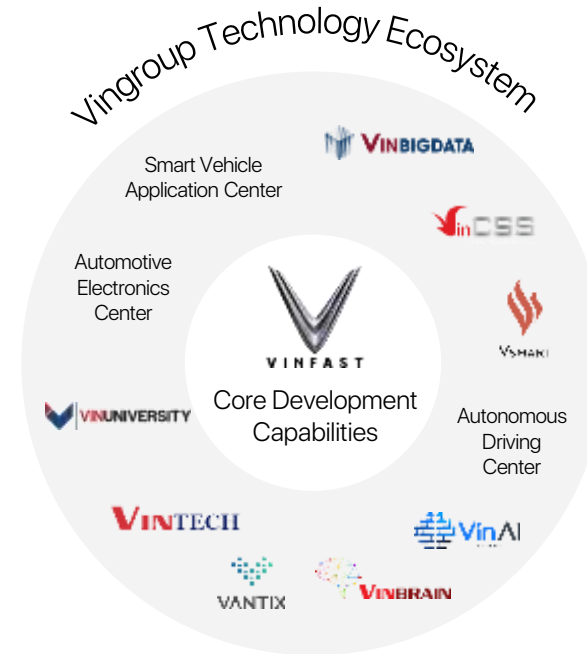
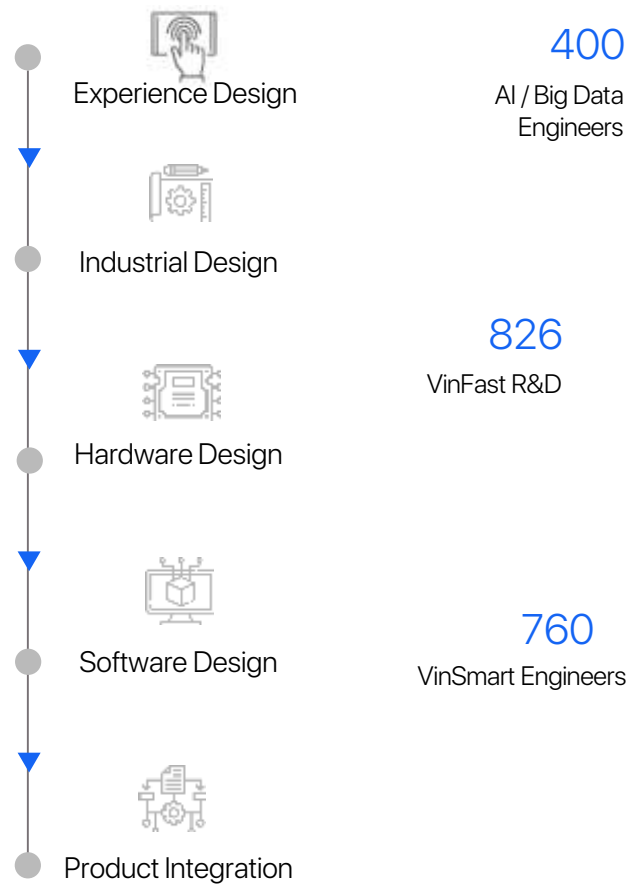
4

Summon  
mode



# Leading in-house product development capabilities powered by Vingroup's integrated technology platform

## Integrated In-house product development capability



Big Data

Cybersecurity

Artificial Intelligence

Consumer Electronics

Computer Vision

Smart City

## Our approach to R&D: Connect Intelligence Globally

Proprietary core technology development led by experienced R&D talents

Work with leading partners to provide excellent products

Investment / collaboration with start-ups to gain immediate access to cutting-edge technologies

Fully utilized the smart device research and manufacturing capability in the ecosystem





# World-class automated manufacturing facilities to meet fast growing smart EV demands

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

**250,000<sup>1</sup>**

Cars / annum

**12 months**

Construction time

**335 ha**

Total area

**500,000**

E-motorcycles /  
annum

Highly automated factory with right first time quality performance greater than 90%

**1,200**

Robots

**98%**

Automated  
body shop



**90%**

Automated  
engine shop



World-class, fully accredited manufacturing facility



- Relative to global EV peers, VinFast has **the largest production capacity**, both present and future
- **All new models can be manufactured from the existing manufacturing facility**, providing ample production upside
- After 250,000 cars, the factory can be scaled up to **facilitate higher production volume of up to 750,000 cars/annum**
- Sizeable land area of **700 ha**, capable of further manufacturing plant expansion

Note: 1. Capacity of 38 jobs per hour or up to 250,000 cars/annum.





# Integrated supplier park ecosystem driving operational efficiency, leveraging Vietnam as the most competitive manufacturing hubs globally

## Integrated supplier park system lowers sourcing and inventory costs

Phase 1

70

hectares

100%

occupied

Highest local content in Vietnam

Reaching economies of scale, driving manufacturing optimization and reducing costs



### Tenants



Lithium battery



Suspension, Gear box



Interior & Exterior Assembly



Seat



Interior Parts



Steering Column



Interior & Exterior  
Manufacturing



Battery, e-motor, mechanical, aluminum  
casting, interior, seat assembly

## Leveraging local partnerships to unlock cost savings for key components



- Strategic plan to **increase rate of localization** from c.33% to >60%, to further drive cost competitiveness
- Further **vertical integration** with manufacturing of electric motor and battery pack



Reduced supply chain  
and  
**order to delivery time**



**Less exposure** to  
obsolescence and  
volume related expenses



**Quicker response** to  
market demand and  
product changes

**Strong momentum of global manufacturers flocking to Vietnam, one of the most competitive manufacturing hubs globally**



intel.



LG Chem



# Entrepreneurial leadership with the culture of innovation



**Chairman**  
**Pham Nhat Vuong**

Personally behind Vingroup's push into Technology and Mobility



**Le Thi Thu Thuy**

Vice Chairwoman of Vingroup  
International Relations & Investment

LEHMAN BROTHERS



**Thai Thi Thanh Hai**

Vice Chairwoman of Vingroup  
CEO of VinFast

Deloitte.



**James B. Deluca**

Senior Advisor of Vingroup



**Kevin Damien Yardley**

Dy CEO, Vehicle  
Engineering, VinFast



**Nguyen Minh Viet, PhD**

Dy CEO,  
Smart Infotainment and  
Connection, VinFast

SAMSUNG



**Bui Hai Hung, PhD**

Dy CEO, Autopilot, VinFast  
cum Head of VinAI



Google DeepMind

Adobe



**Shaun Calvert**

Dy CEO, Manufacturing,  
VinFast



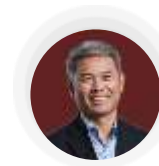
**Roy Flecknell**

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**Jeremy Snyder**

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**David Quang Lang**

Director of Strategy,  
VinFast



**David Mansfield**

Dy CEO, Finance &  
Investment, VinFast

J.P.Morgan  
CREDIT SUISSE



VF e35





## VF e35 exterior

### Modern Proportions

Big wheels, long wheelbase, short front overhang, sleek roofline

### Strong VinFast front and rear end identity

Signature lighting & all lines radiate from the V logo

**Highly detailed front end and lighting** for a luxurious impression

### "Dynamic Balance" styling theme:

All lines are in motion, but create a balanced composition







## VF e35 interior



Wide, symmetric instrument panel features a 15" touchscreen and a heads-up display



Interior soft trim is cut and sewn for a tailored craftsmanship



Spacious interior



Integrated AI Personal Voice Assistant allows for effortless communication with the car. The in-vehicle technology seamlessly connects with the driver's phone, and offers in-car infotainment and smart car features for a personalized experience<sup>1</sup>

Note: VF e 35 and VF e36 technology features are similar



VF e36







## VF e36 exterior

**Strong VinFast front and rear end identity** Signature lighting & all lines radiate from the V-logo

**Several optimize aerodynamics features,** enabling better EV range

A unique combination of masculine and sleek, on-road EV characters







## VF e36 interior



Spacious interior



The winning VinFast UI interface continues in the VF e36



Interior soft trim is cut and sewn with quilted leather, brushed aluminum, and open pore wood



Integrated AI Personal Voice Assistant allows for effortless communication with the car. The in-vehicle technology seamlessly connects with the driver's phone, and offers in-car infotainment and smart car features for a personalized experience<sup>1</sup>



## VF e34 interior



8" digital gauges and 12.3" touchscreen



Interior soft trim is cut and sewn for tailored craftsmanship



More leg room for the back-seats than most C-segment cars



Advanced in-car infotainment and smart car features for a personalized experience and helps make the drive safer





# Boundless Together

