

VINGROUP

Corporate Presentation

January 2022

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Table of contents

1

Vingroup

2

Key competitive advantages

3

Covid-19 update

4

ESG initiatives in 2021

5

Performance update – 3Q2021

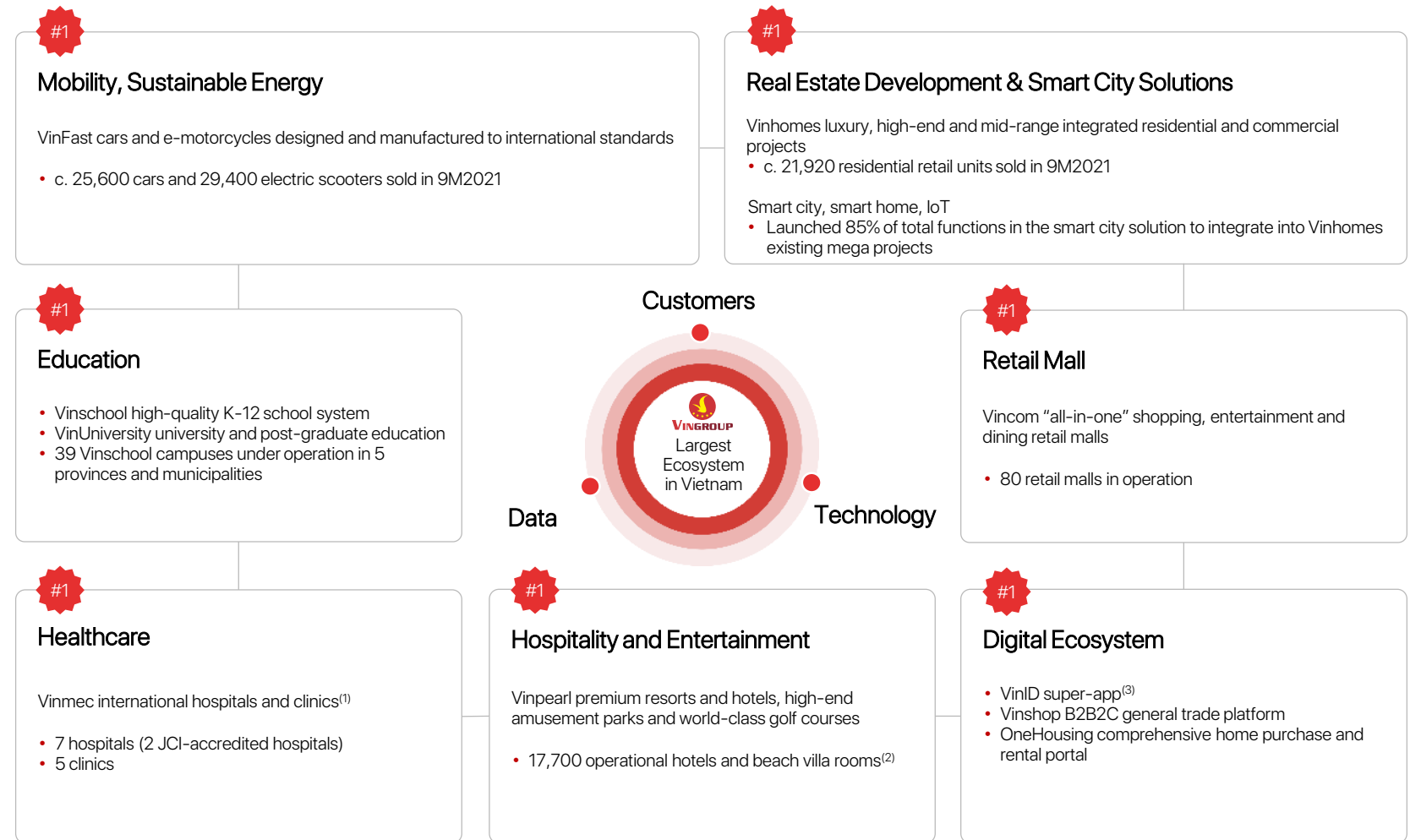
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Financial highlights

Vingroup



Unique and dominant, comprehensive live-work-play ecosystem



The largest conglomerate in Vietnam, Asia's next tiger economy

2.2%⁽¹⁾

of nominal GDP
contributed by consolidated revenue of
Vingroup companies in 2020

Most profitable⁽²⁾

amongst privately owned enterprises

12.9%⁽³⁾

of VN Index⁽⁴⁾

Nationwide operations

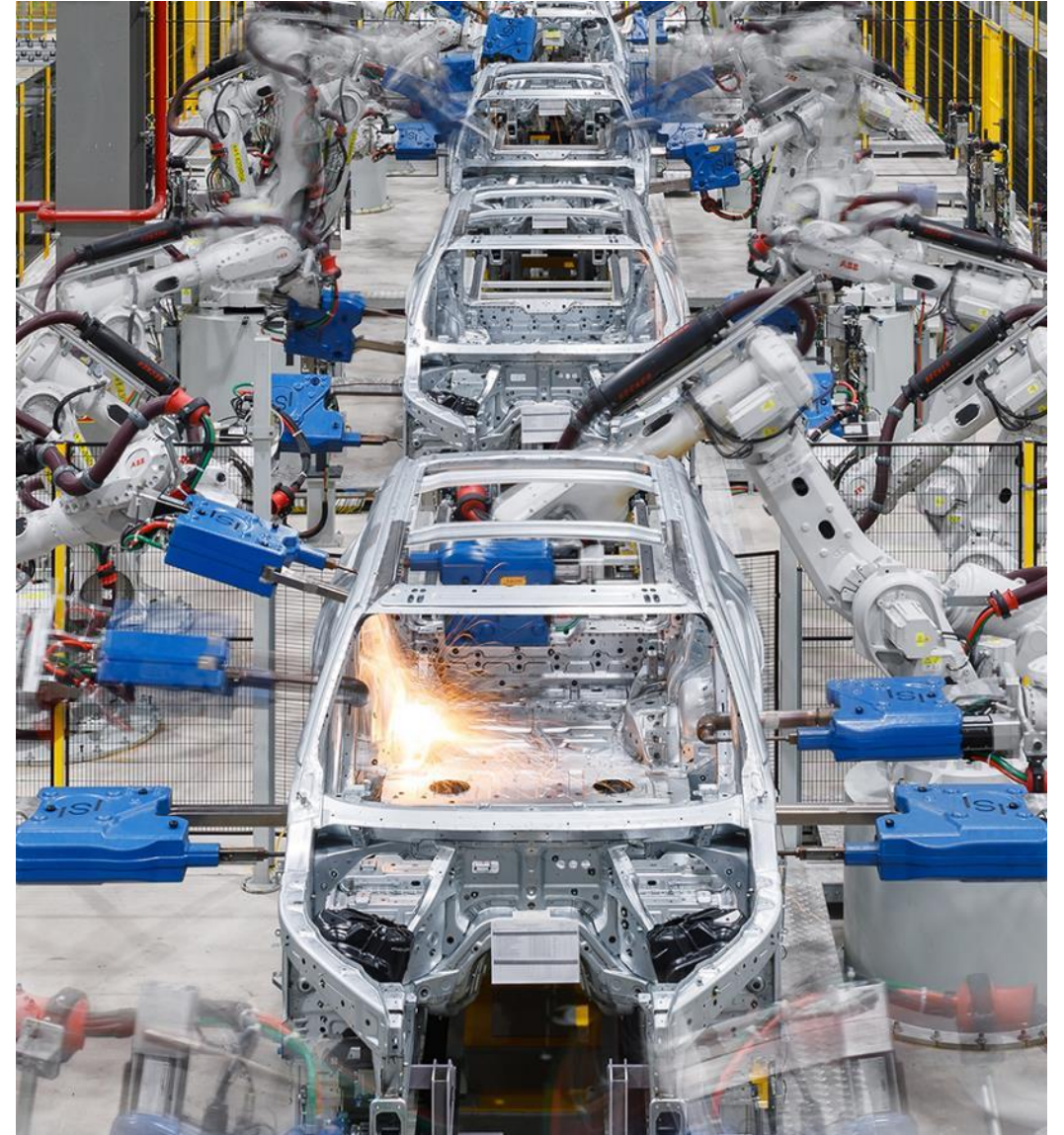
in all 63 provinces and municipalities

US\$34.3bn⁽³⁾

combined market cap

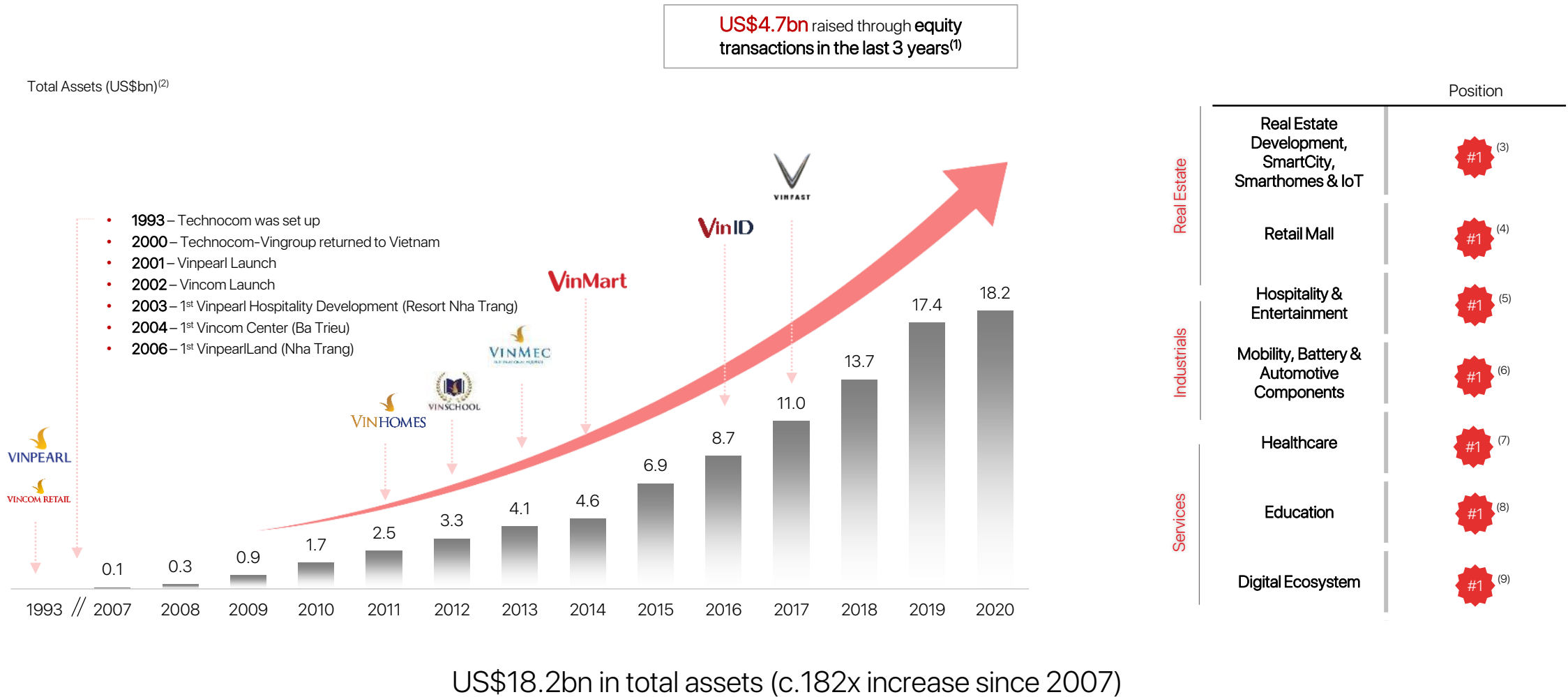
41,700 employees⁽⁵⁾

Largest private Vietnamese corporate employer



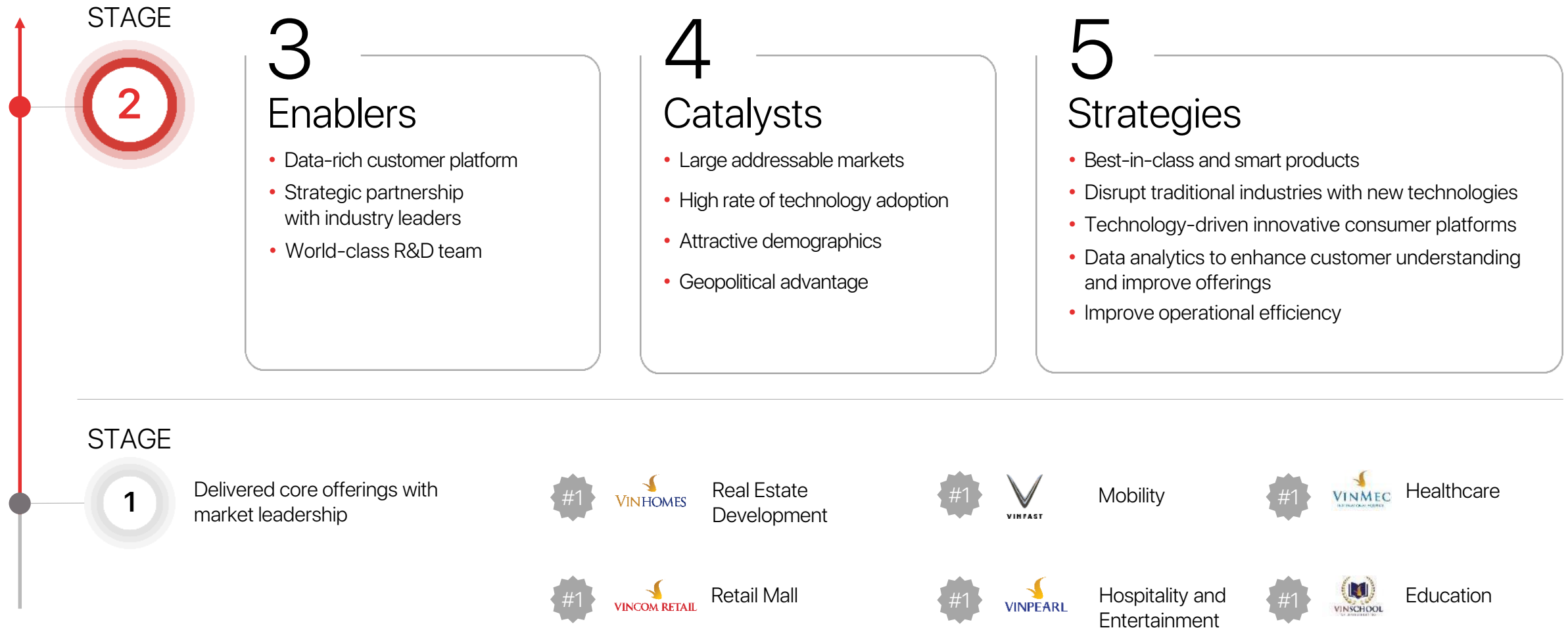
VinFast factory, Dinh Vu, Hai Phong, Vietnam

Track record of developing new businesses into market leaders

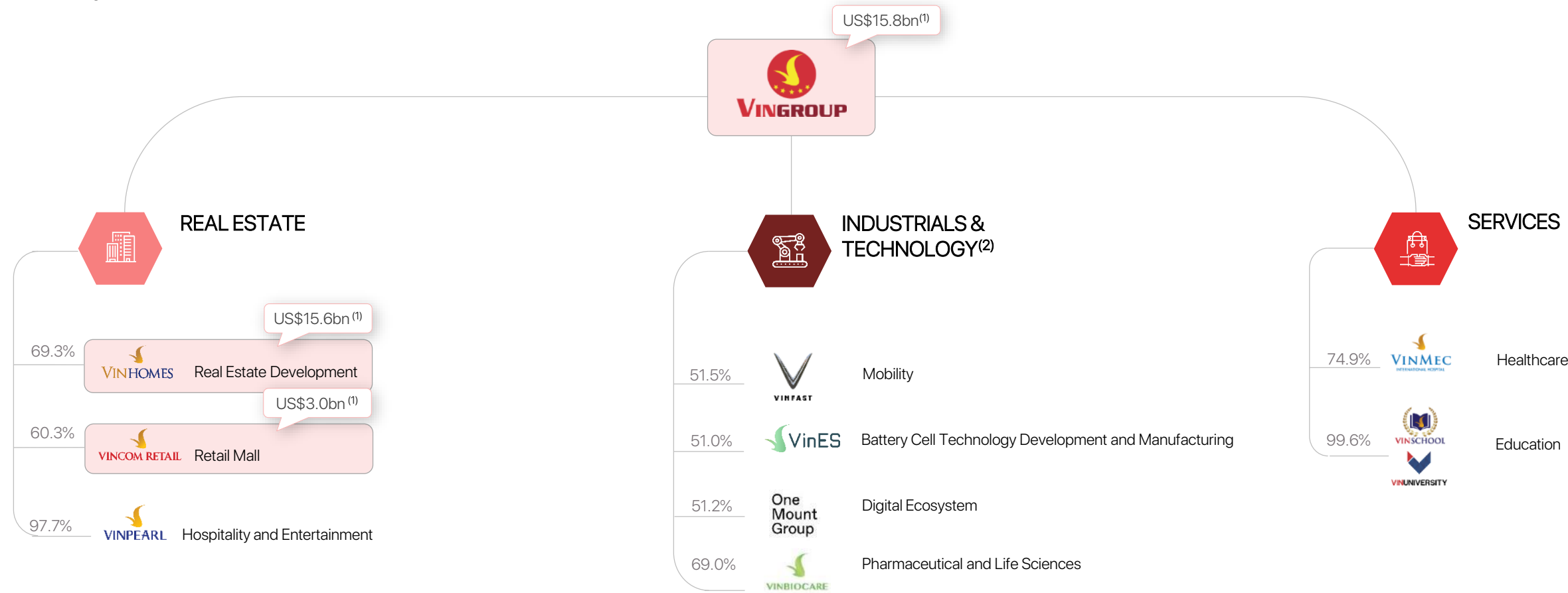


Source: Financial information as at 31 Dec 2020, unless otherwise stated (1) Including equity-linked transactions (2) Total assets from 2007 to 2020 based on VAS financials. USD/VND exchange rate of 23,160. (3) Based on cumulative units sold in 2016 – 9M2021 across all segments in the residential markets of HCMC and Hanoi, only includes retail sales, according to CBRE, as at 30 Sep 2021. (4) 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. (5) 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. (6) Based on market share in the respective segments of A, D-sedan and D-SUV, according to VAMA and company information in 3Q2021. (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. (9) VinID is the largest loyalty platforms in Vietnam.

Riding on an exciting digital journey to transform experience on unprecedented scale



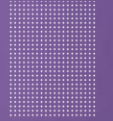
Corporate structure



Entities listed on HOSE

Note: All shareholding percentages presented are based on Vingroup's effective interest as at 30 Sep 2021. (1) Indicates market capitalization of the listed entity as at 31 Dec 2021. US\$VND exchange rate of 22,960 (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 80-100%.

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

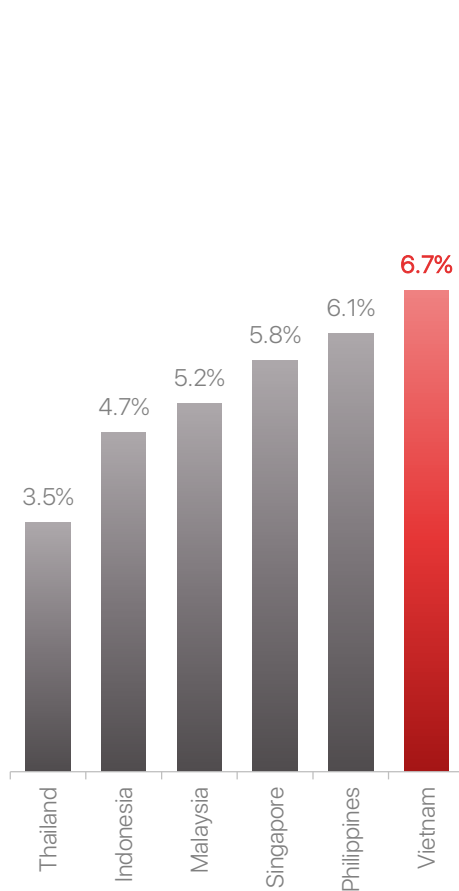
1. Favorable macro-economics in Vietnam and across all consumer industries



Strong macro tailwinds

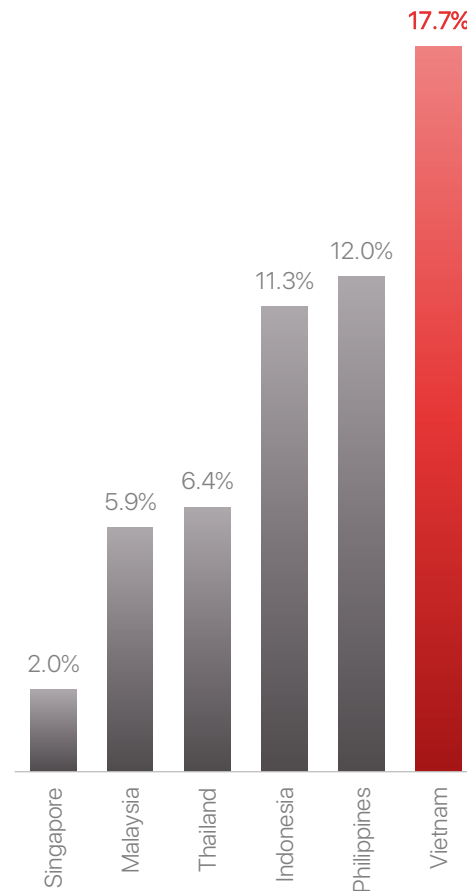
Fastest Growing Economy in Southeast Asia

Real GDP growth 2020A -2022E CAGR (%)



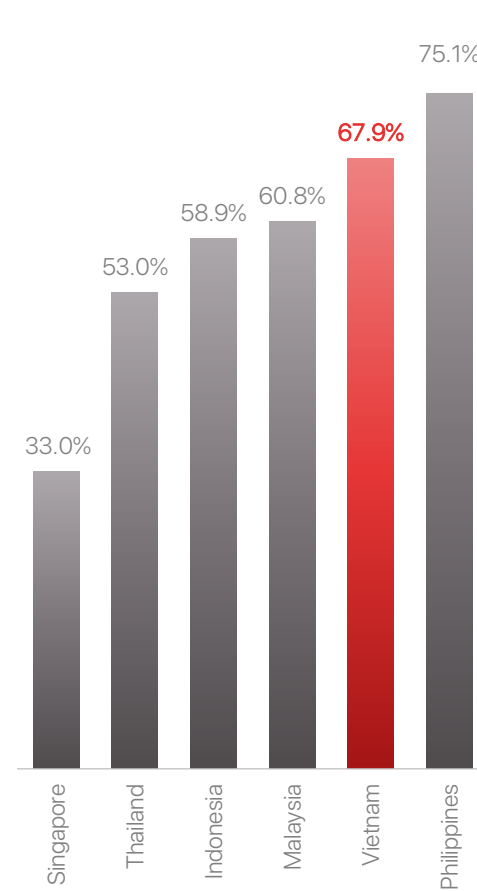
Fastest Growing Middle-Income Segment in SEA

Middle income population⁽¹⁾ growth 2020A-2025E CAGR (%)



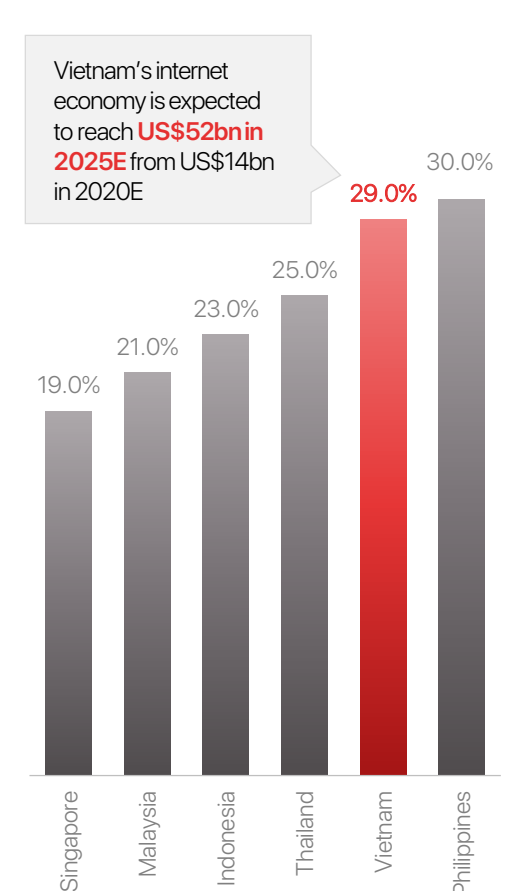
One of the Highest Private Consumption in Southeast Asia

Private consumption as % of GDP in 2020



One Of The Strongest Internet Economy Growth in SEA

Internet economy GMV growth CAGR 2020-25E (%)

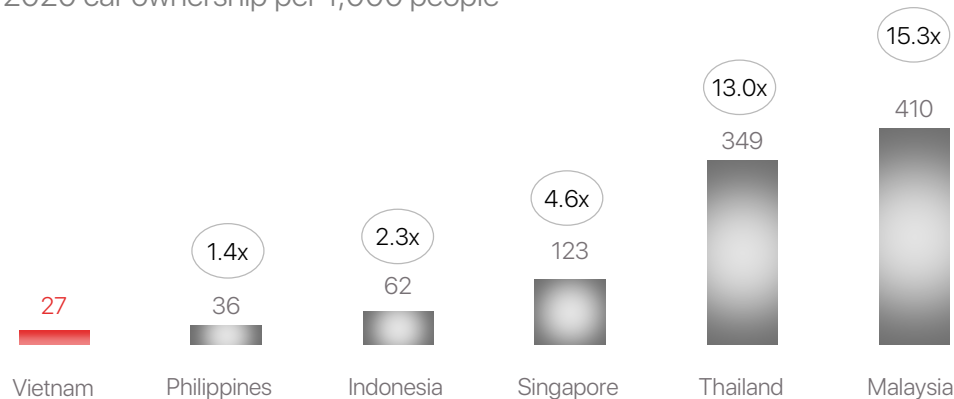


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Robust growth expected for ICE in Vietnam and EVs globally

1. Significantly Low Car Penetration

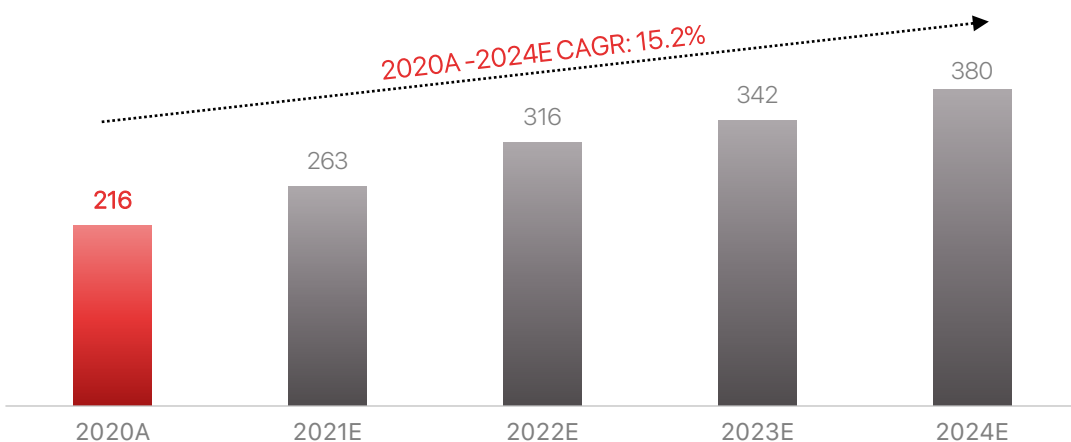
2020 car ownership per 1,000 people



Number of times the car ownership in Vietnam

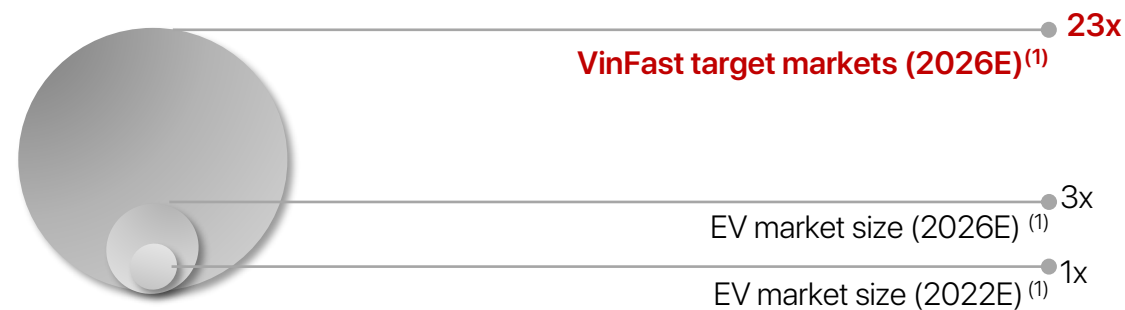
2. Leading To Substantial Growth In The Passenger Car Market

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



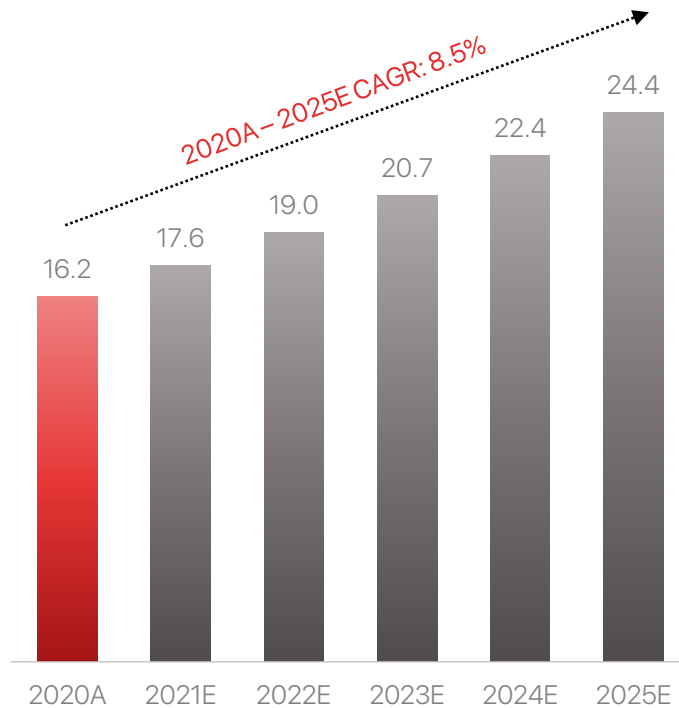
Potential
TAM size⁽²⁾

29.5mm vehicles
\$1,073bn value

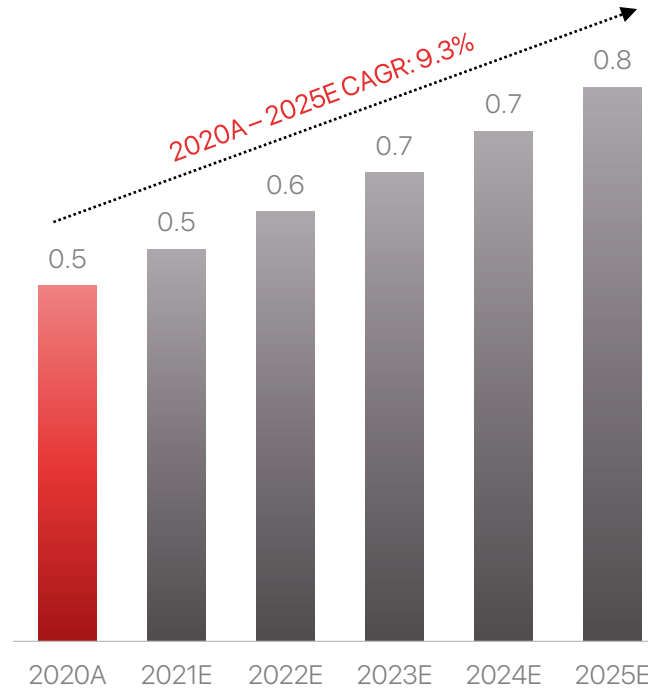
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Consumer spending to grow across Vingroup's key consumer segments

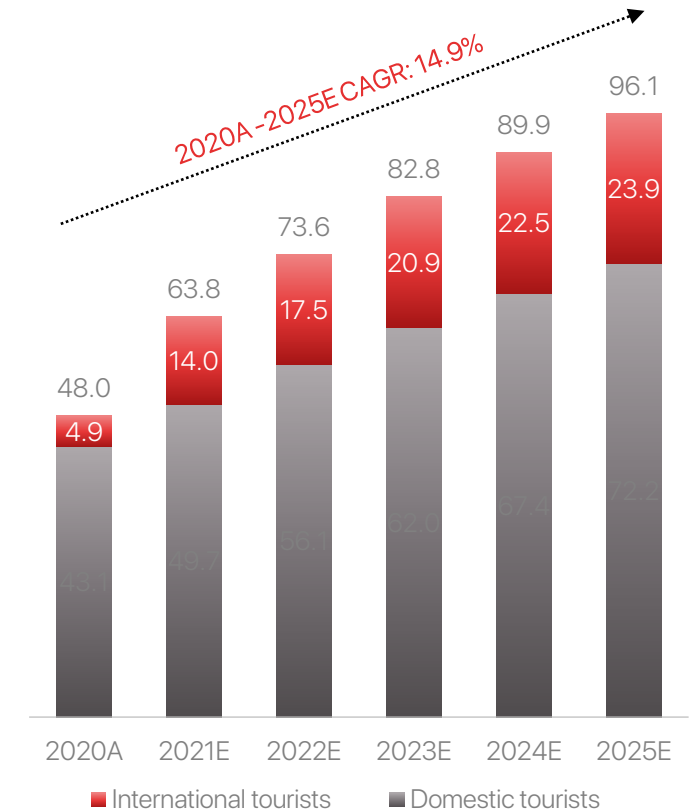
Healthcare – Increasing Household Healthcare Expenditure From Aging Population And Rising Disposable Income
Household Healthcare Expenditure (US\$bn)



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

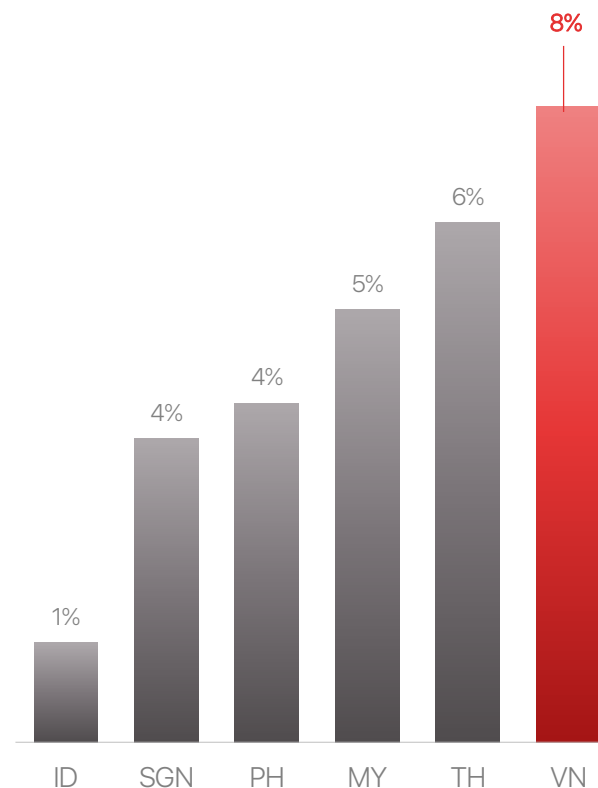
Experiencing favorable geopolitical shifts

- 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

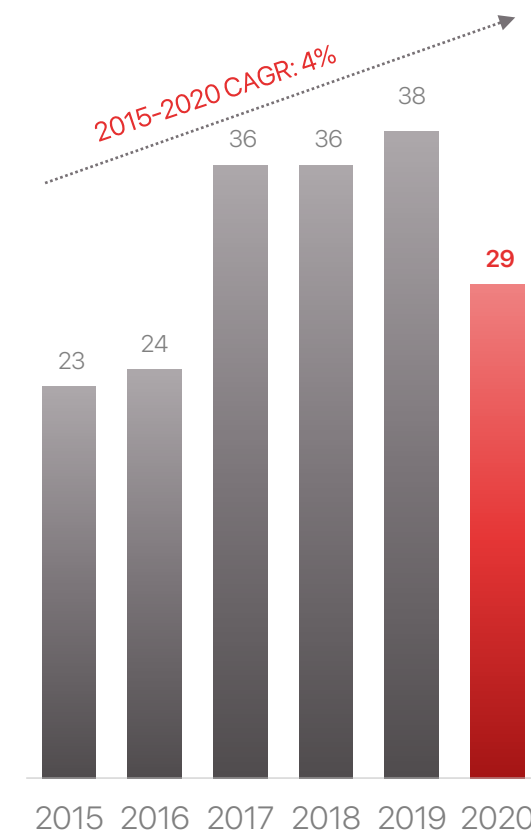
Increasing migration and expansion of global leaders into Vietnam



Highest level of public investment as % of GDP
(2020 Actual)



Stable FDI flow
Registered FDI (US\$ bn)



2. Unparalleled execution capabilities in new business sectors



Vietnam's leading manufacturer of premium automobile launching EVs in global market



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 7 (C-segment)  VF 6 (B-segment)  Other future models/derivatives  Future sedan model
	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			 Facil  Lux A2.0  Lux SA2.0	 President V8			

Proven track record in capturing #1 market share in Vietnam across all present segments

✓ VinFast e-motorcycles are currently the best-selling models in Vietnam with more than 80,000 e-scooters on the road

✓ Fadil – BEST selling car across ALL segments in Feb, May – Sep '21

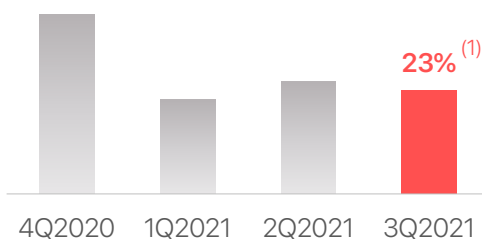
E-Motorcycle



E-motorcycle segment



15 months to reach #1 position



E-Motorcycle

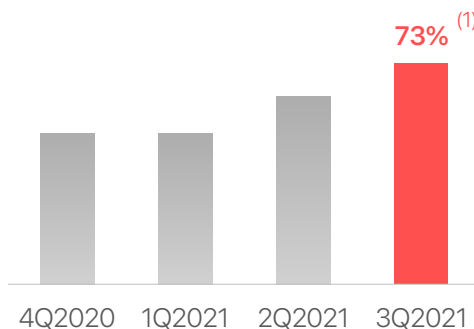
A-segment Hatchback



A-segment hatchbacks



18 months to reach #1 position



A-segment Hatchbacks

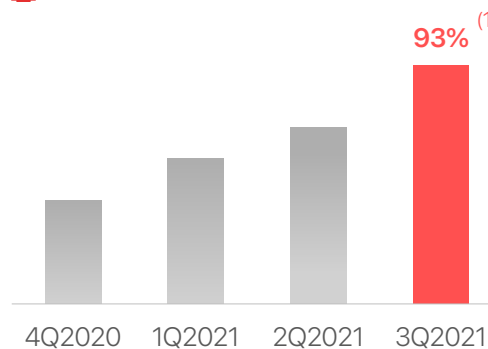
E-segment Sedan



Sedan: #1 in premium mid-size sedans



18 months to reach #1 position



E-segment Sedans

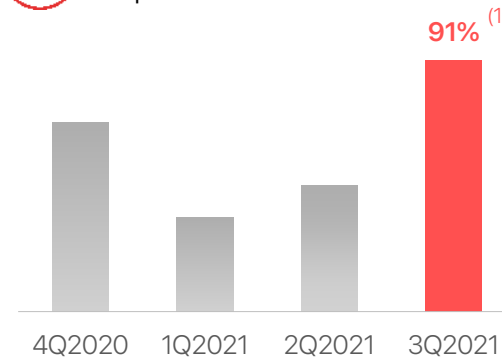
E-segment SUV



SUV: #1 in premium mid-size SUVs



18 months to reach #1 position



E-segment SUVs

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⁽¹⁾

cars / annum

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

GIC AHK

AVL

MAGNA STEYR

BOSCH

SIEMENS

KTM

thyssenkrupp

ZF

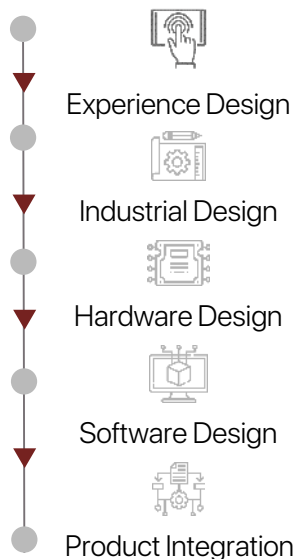
SCHULER

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.1,800 R&D engineers⁽¹⁾

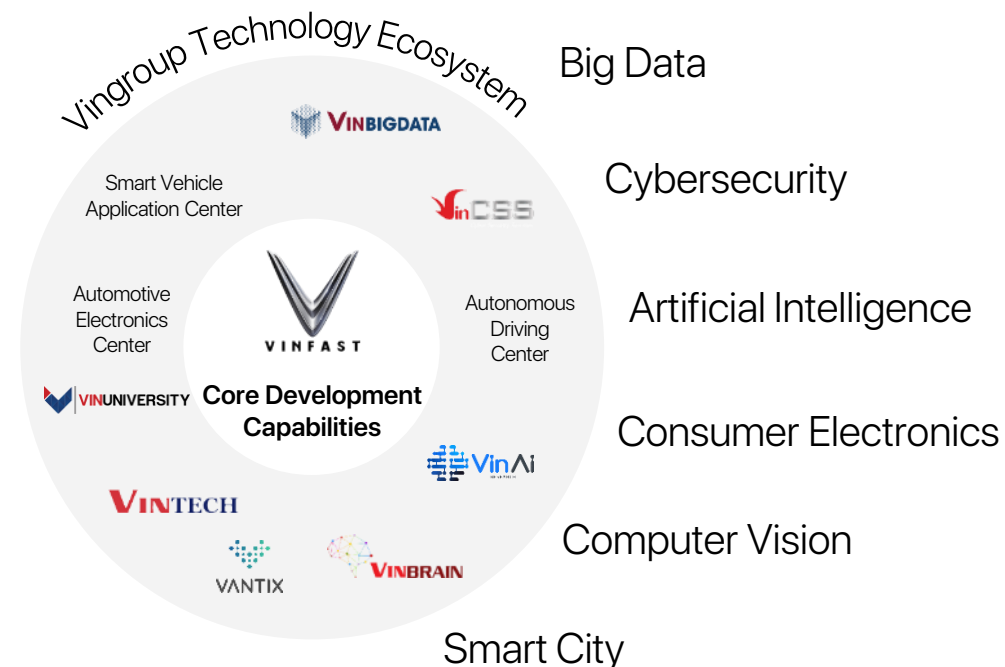
Electrification



Automobiles / Motorcycles



Industrial Technology







3. Dominant integrated real estate developer, owner and operator



Dominant integrated real estate developer, owner and operator

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

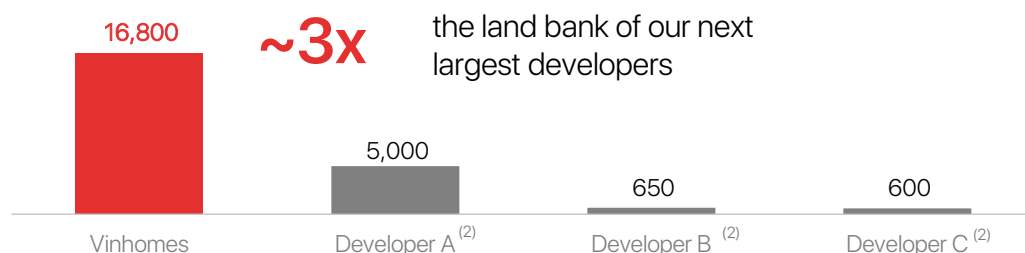
RESIDENTIAL, OFFICE AND INDUSTRIAL			RETAIL MALLS	HOSPITALITY AND ENTERTAINMENT
	RESIDENTIAL			
	168mn sqm of residential GFA landbank	US\$22.9bn Addressable market ⁽¹⁾	US\$1.9bn Unbilled bookings ⁽²⁾	80 Malls under operation
				17,700 Total rooms in hotels and beach villas ⁽⁵⁾
	OFFICE FOR LEASE			
	270,000 sqm of office NLA ⁽³⁾ in operation	5.2mm sqm of office NLA ⁽³⁾ by the end of 2035	~1.7mm sqm of Retail GFA	17 Key tourist destinations across Vietnam
	INDUSTRIAL REAL ESTATE			
	12mm sqm of NSA ⁽⁴⁾ in pipeline for sale	8.4mm sqm of NLA ⁽³⁾ in pipeline for lease	43 out of 63 Cities and provinces covered in Vietnam	47 Projects under operation ⁽⁵⁾

Well-diversified coverage of real estate segments across Vietnam

Vinhomes – the leading residential platform

Largest Land Bank Delivers Sustainable Growth

Land bank⁽¹⁾ (ha)

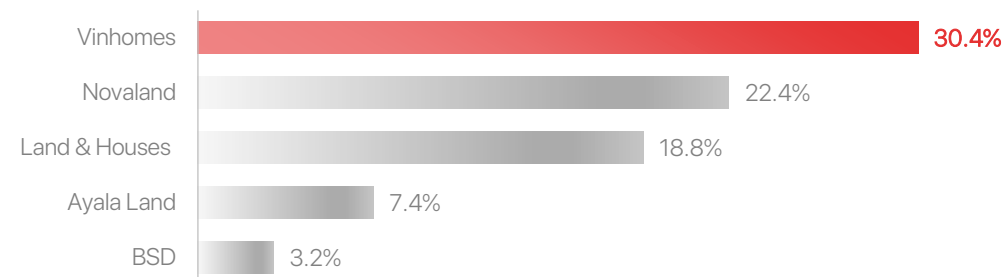


Unparalleled Execution Capabilities

Land Acquisition	• Ability to secure the best land banks in Vietnam
Master Planning and Design	• Master planning capabilities and integrated developments
Land Clearance	• Accelerated land clearance process (9-12 months)
Infrastructure and Ecosystem	• Vingroup ecosystem of retail malls, schools, hospitals, etc.
Sales and Marketing	• High take up rates during presales with high % of upfront payments
Quality Control	• In-house construction management, ability to control costs, quality and speed
Property Management	• Strong after sales service and management of facilities

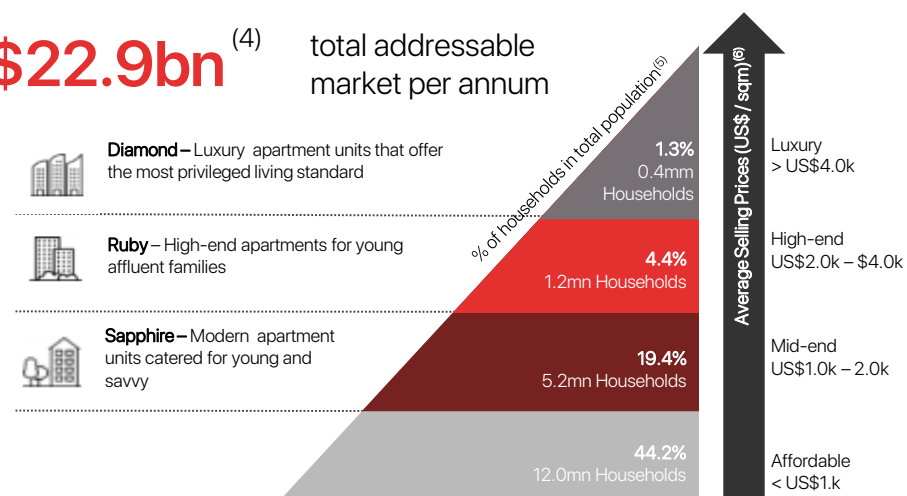
Superior Returns

Return-on-Equity⁽³⁾ (%)



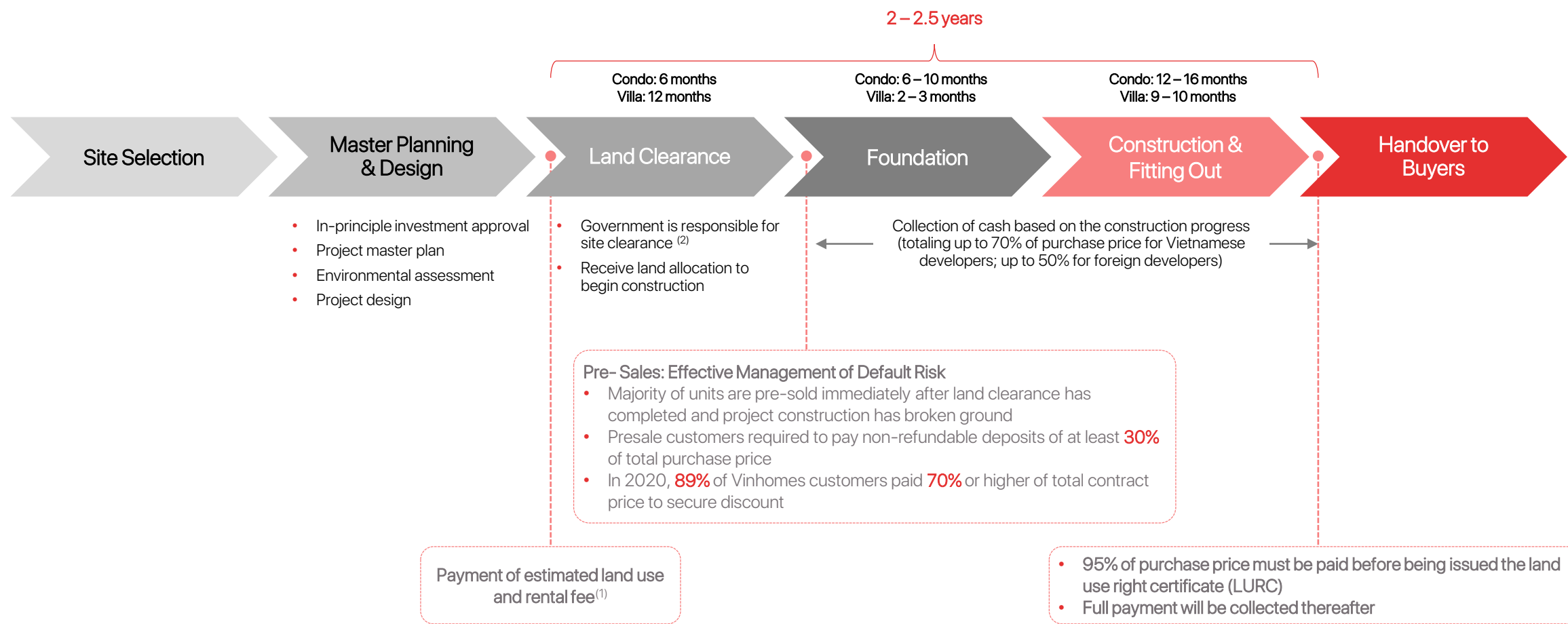
Diversified Product Offerings

US\$22.9bn⁽⁴⁾ total addressable market per annum



Source: Company information (1) as at 30 Sep 2021. Including apartments, office-tels, shop-houses, shop office, villa, commercial for sale, beach villa and condo-tel. Excludes completed projects. Not including GFA from Vinhomes Hoc Mon and Industrial land bank. (2) Land bank of next largest listed residential developers based on latest available public filings (3) Refers to net profit after minority interests divided by shareholder's equity in 2020. (4) For condominium market only; based on CBRE condominium demand model and annual condominium demand of c.186,000 units in 2022F at an assumed price of US\$127,000 per unit. (5) JLL report as at March 2018. Percentages shown exclude 30.8% of households within the segment of household below affordable. Segments include households within the respective income ranges: Luxury (more than US\$85k), Premium (US\$55k – US\$85k), Mid-end (US\$25k – US\$55k), Affordable (US\$10k – US\$25k) and Below Affordable (below US\$10k). (6) Based on net saleable area.

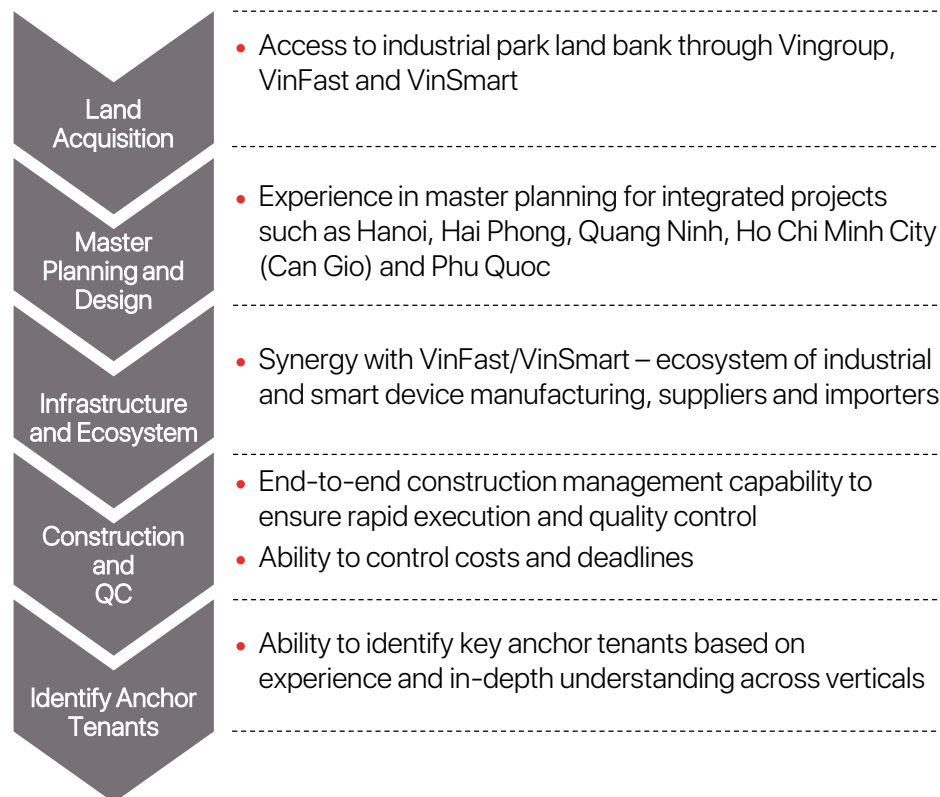
Property development model and payment schedule built on favorable regulatory framework for an efficient self-funding business model



Expansion into industrial real estate to capitalize on the attractive sector tailwinds

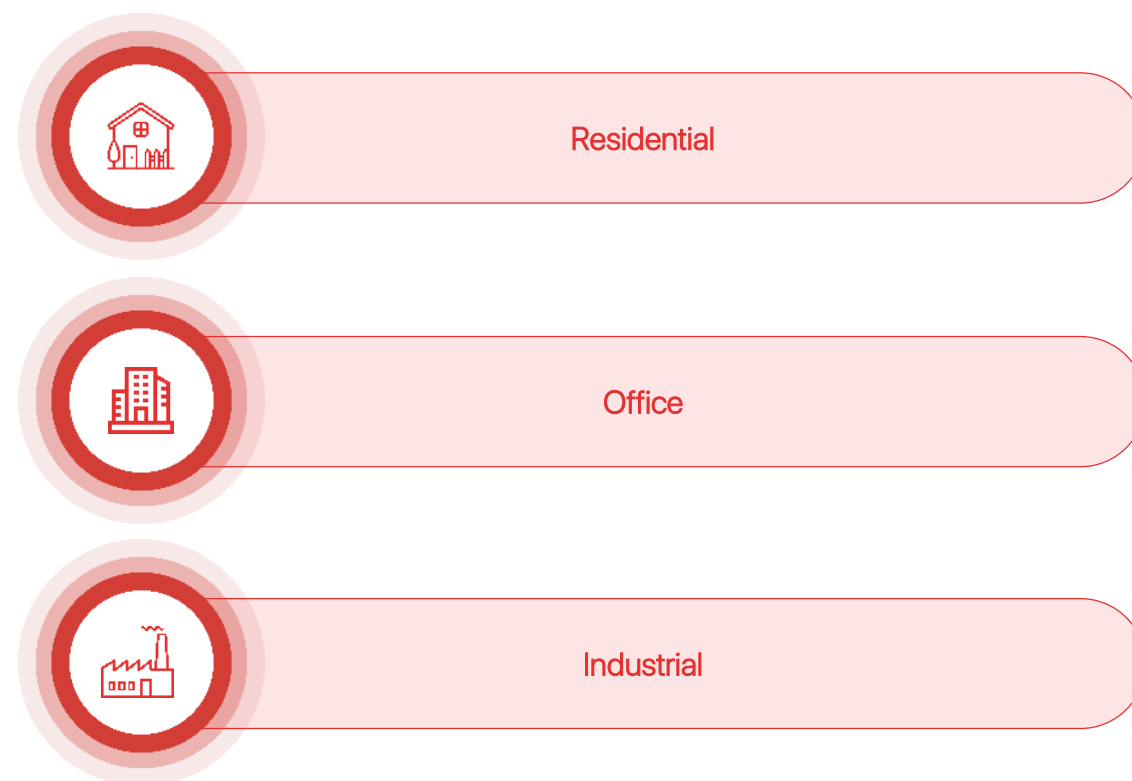
Leveraging Vinhomes' Expertise in Sourcing/ Acquiring Land as well as Real Estate Development

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 VN

Outstanding Indicators



43

provinces/cities

80

malls under operation

~1.7

million m² retail GFA

170,000

average daily visitors

7,000+

car parking slots



Northern Vietnam (except Hanoi) – 19

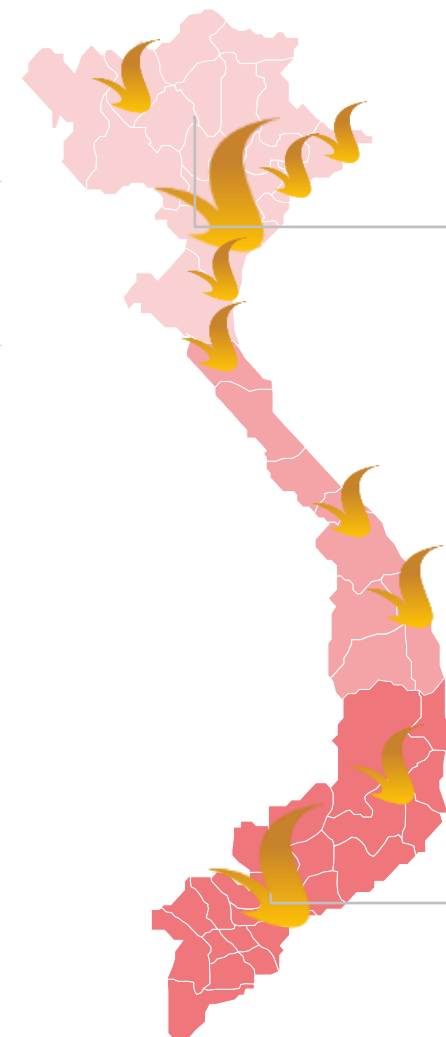
- 16 Vincom Plazas
- 3 Vincom+

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: 47 PROJECTS^(*)



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



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

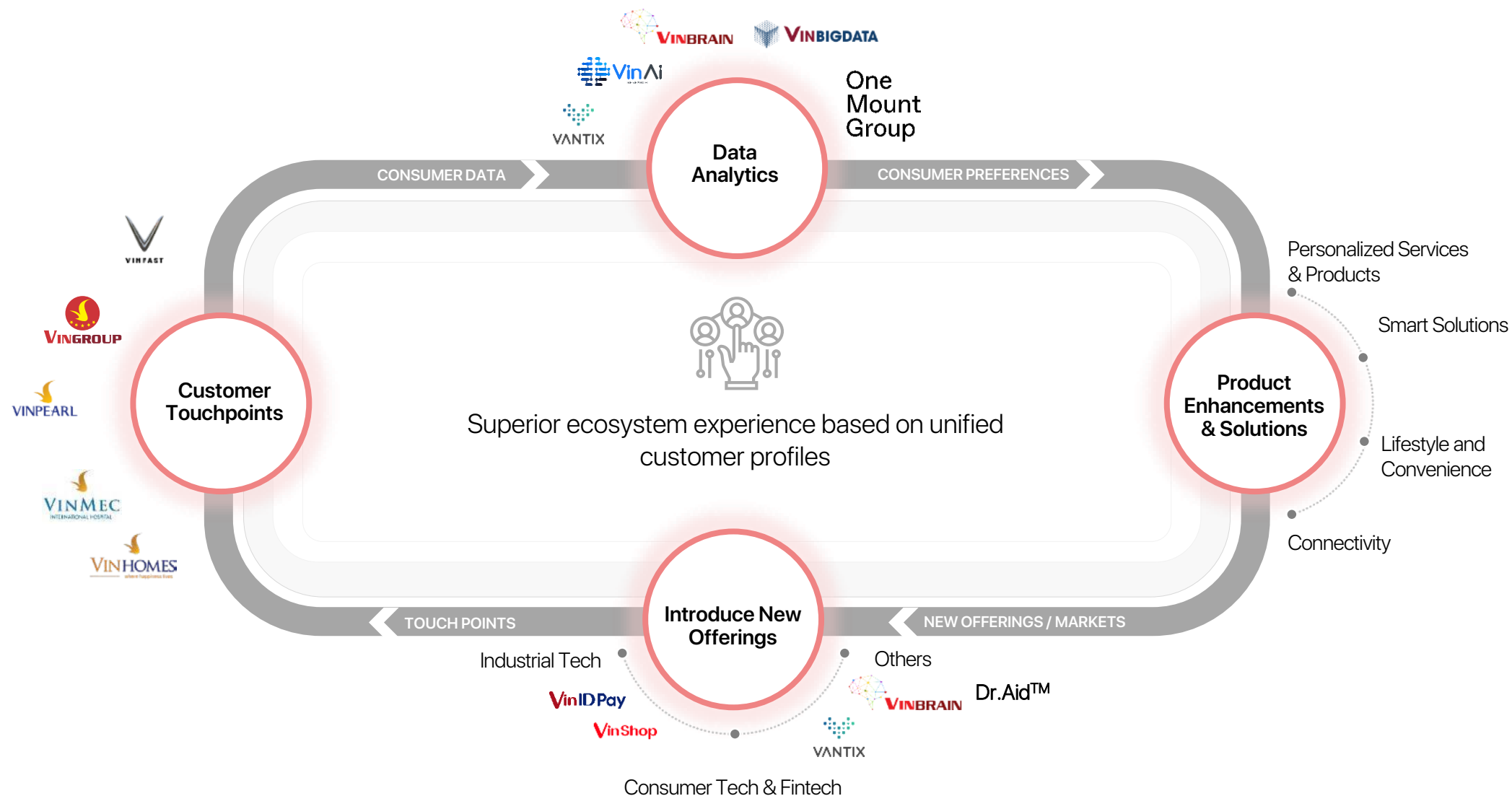


Largest ecosystem in Vietnam with market leadership across multiple businesses

- The only company in Vietnam with extensive presence across the consumer ecosystem
- Leadership position across multiple consumer sectors demonstrate ability to start new business and develop them into industry champions
- Leveraging unique database unmatched by any competitor to create sustainable "moat"
- Today, applying superior data analytics capabilities to enhance customer experience and cross-selling opportunities

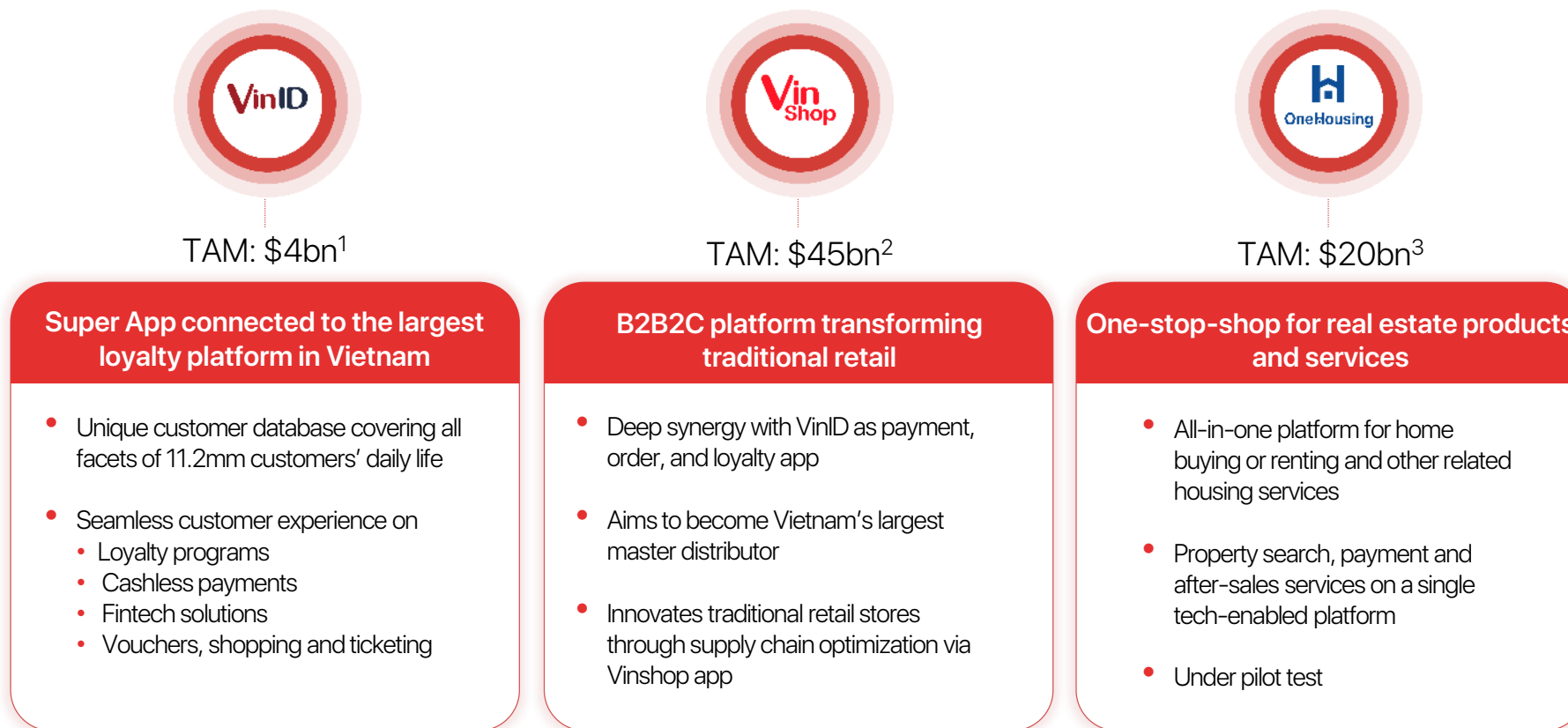


Leveraging data analytics for deep behavioral understanding and continual improvement of platform offerings



One Mount Group is creating Vietnam's largest digital ecosystem

One Mount's integrated ecosystem across multiple platforms is developing an expansive and fast growing O2O network starting with three main economic sectors: Retail, Real Estate and Financial Services.



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)

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...

 Vingroup  Top 2 local brand Nielsen 2020	 Vinhomes– Vincom Retail  Top 10 Brand Forbes Vietnam 2020	 VinFast  “A Star is Born” Award Auto Best 2018	 Vinpearl  Top 10 Five-star Hotels Vietnam Tourism Awards 2018
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...serves as a launch pad for new products to gain immediate recognition and access to a large customer base

Close to **4.7 million** subscribers and members on YouTube and Facebook fan groups respectively


Pre-order volume


 YouTube

 Mê Xe
166K subscribers
615 videos
SUBSCRIBE

 Tipcar TV
289K subscribers
416 videos
SUBSCRIBE

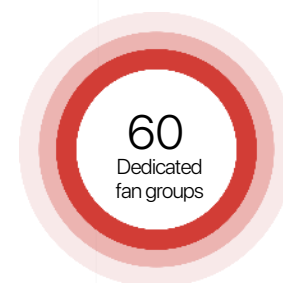
 Xế Cưng
302K subscribers
872 videos
SUBSCRIBE

 Autodaily.vn
628K subscribers
1.7K videos
SUBSCRIBE

 AutoBikes Vietnam
235K subscribers
1.2K videos
SUBSCRIBE

 XE HAY
2.08M subscribers
2.2K videos
SUBSCRIBE

FACEBOOK



5,200
ICE cars within 10 days

4,000
VF e34 pre-orders within 12 hours

25,000
VF e34 pre-orders within 3 months

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 September 30, 2021, Vingroup has secured short-term bank credit line of US\$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

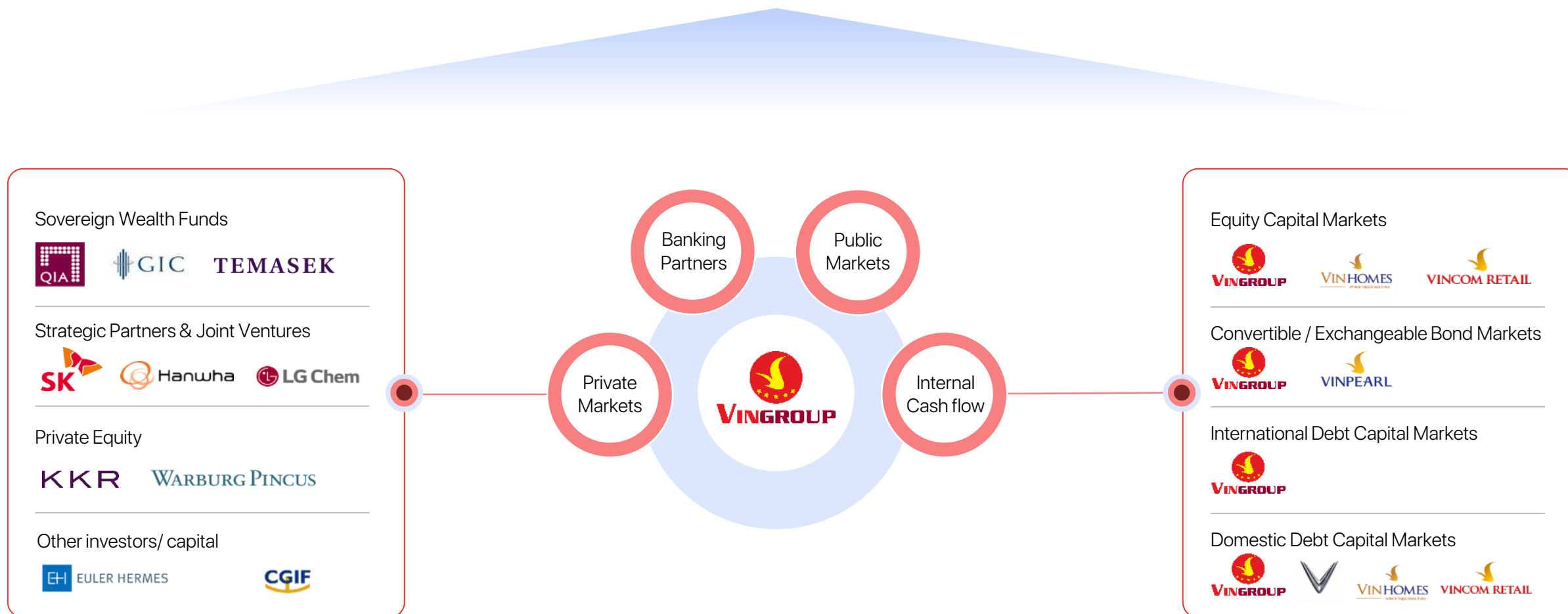
Risk management

- 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

Mr. Adil Ahmad⁽¹⁾
Independent Member

Ms. Pham Thu Huong
Vice Chairwoman

Mr. Michael Chin Jeawuk⁽²⁾
Independent Member

Mr. Nguyen Viet Quang
Vice Chairman cum CEO

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

Ms. Nguyen Dieu Linh
Vice Chairwoman

Mr. Park Woncheol⁽⁴⁾
Member

Senior Management



Ms. Thai Thi Thanh Hai

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



Ms. Le Thi Thu Thuy

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



Ms. Le Mai Lan

- Vice Chairwoman
- 24+ yrs experience
- 7+ 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

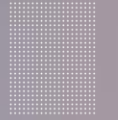


3 of 9 directors are independent



2 of 6 directors are independent

Covid-19 Update



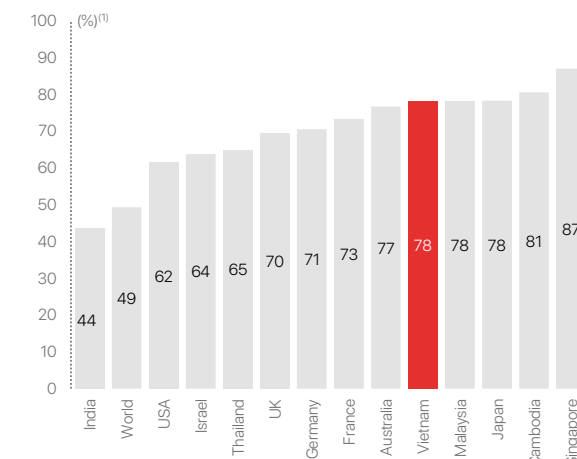
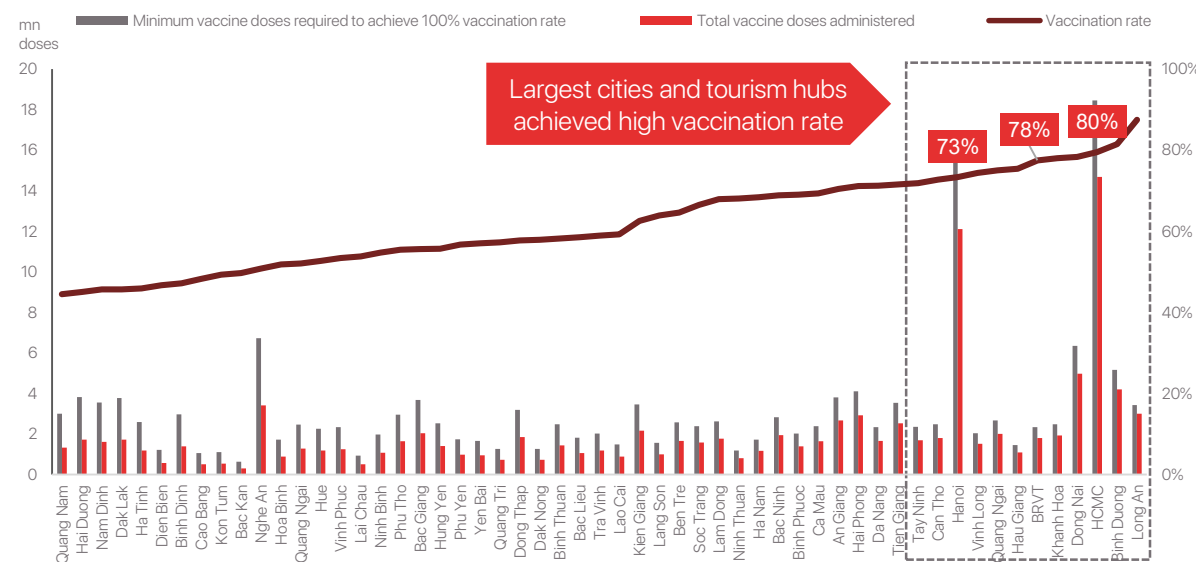
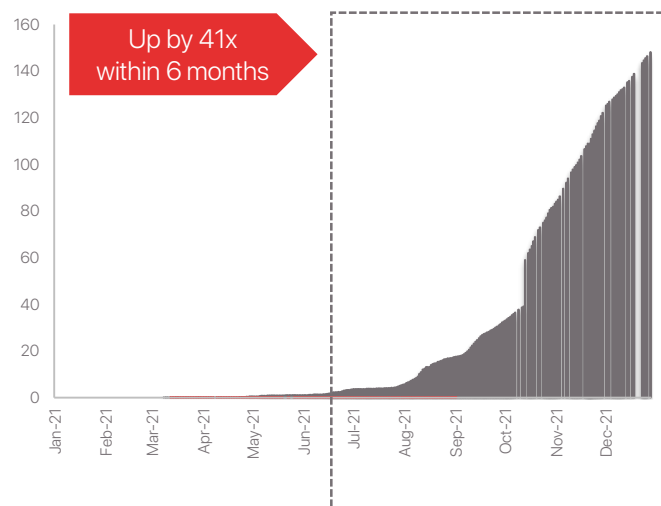
Acceleration of vaccination rate underpinning the “new normal”

Speed up vaccination plan

The Govt. accelerated its vaccination roll-out...

...with high vaccination rate achieved in 2 largest cities, and take-up rate expected to catch up with the world average

(mn doses)



Vaccination Rate Reached 78%⁽³⁾ by Year-end 2021, Higher than Initial Target, Paving Way for Re-opening and Avoidance of Wide-spread Lockdown

- Covid-19 new cases were over 1.7 million⁽¹⁾ in November, of which more than 78% have recovered. 20 Omicron cases was recorded, all imported cases
- Vietnam received more than 192 million doses⁽¹⁾ and ramping up vaccination quickly with more than 153.5 million⁽²⁾ have been administered
- Social distancing restrictions have been eased. Most of business activities with capacity restrictions and health safeguards were allowed to resume
- 12.8 million doses for 12 – 17 year-old children and 4.8 million booster doses have been administered
- First charter flight welcome fully vaccinated international tourists

Businesses are nimbly adapting to the new normal

Business impact



- Minor negative growth QoQ due to widespread lockdown in 3Q which delayed showroom roll out
- Strong YoY growth and robust market share expansion thanks to flexible and proactive management



- Moderate impact to retail sales. No impact on bulk sales and delivery of completed products



- Material impact in 3Q21 as only necessity stores remained open during lockdown
- 80/80 malls resumed full operation since October



- Material impact,
- 28/34 hotels/ resorts, 3/6 VinWonder facilities and 1/4 golf course stayed open by September to serve long stay or quarantine customers

Initiatives adopted to tackle COVID

All Businesses

- Strict compliance with "5K" requirements; regular testing for front line employees



- Adopted new sales method to ensure customers' safety such as online consultation, test drive at home, and home delivery



- Vinhomes resident app to support after-sales services
- Online strategy became an effective supporting tool for sales and management



- Safety measures: temperature checks and medical declaration points at mall entrance;
- Promoted touchless payment and take-away platform
- Provided rent waiver to support tenants



- Cost optimization and staff training in anticipation of 2022 recovery

ESG Initiatives in 2021

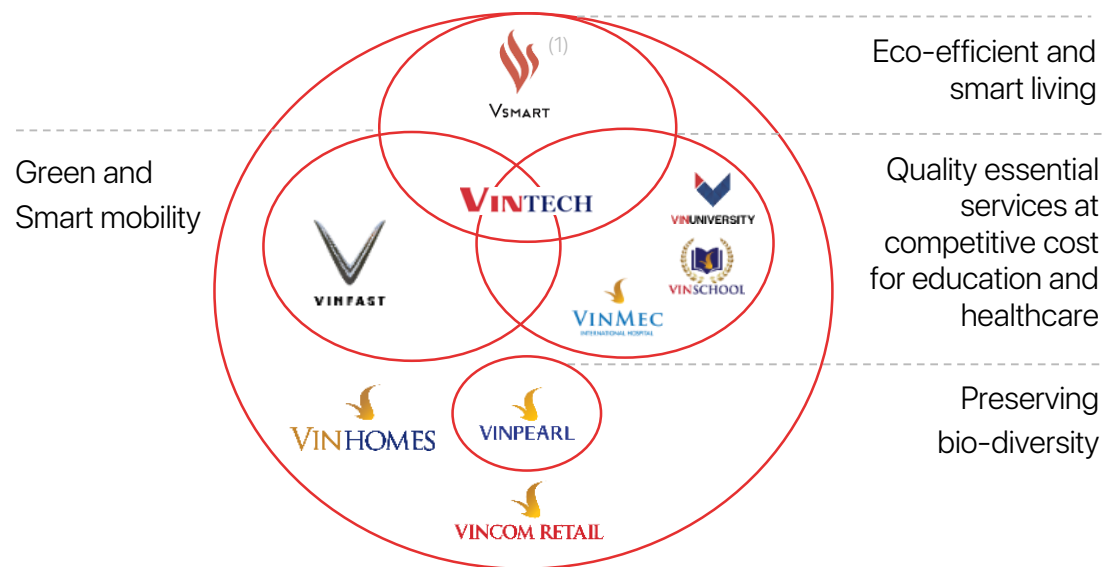


ESG initiatives in 2021

Established a sustainability corporate culture, principles of conduct to guide member companies and each of its employees, and Sustainable Finance Framework to guide fund-raising activities and reporting

Throughout the Group:

- Green buildings
- Energy-efficient and sustainable waste management



Click to learn more about:

- [Vingroup Sustainable Finance Framework](#)
- [Vingroup Sustainable Finance Framework Second-Party Opinion by Sustainalytics](#)

The fight against Covid

- Organized community Covid testing and participated in testing drives
- Provided Covid treatment at Vinmec Central Park International Hospital in HCMC
- Organized online seminars, remote consultations to advise the community on Covid and vaccines



- Established VinBioCare (VBC), a pharmaceutical and life sciences company to produce Covid vaccines and test-kits for Vietnam, and other advanced vaccines and medications for Vietnam and SEA
- VBC signed exclusive technology transfer agreement with Arcturus Therapeutics to produce mRNA anti-Covid vaccines
- VBC manufacturing facility is expected to ship the first batches of vaccines from 2022

- Donated 1.7 million vials of Remdesivir and over 4 million Molnupiravir tablets for Covid treatment to the Ministry of Health



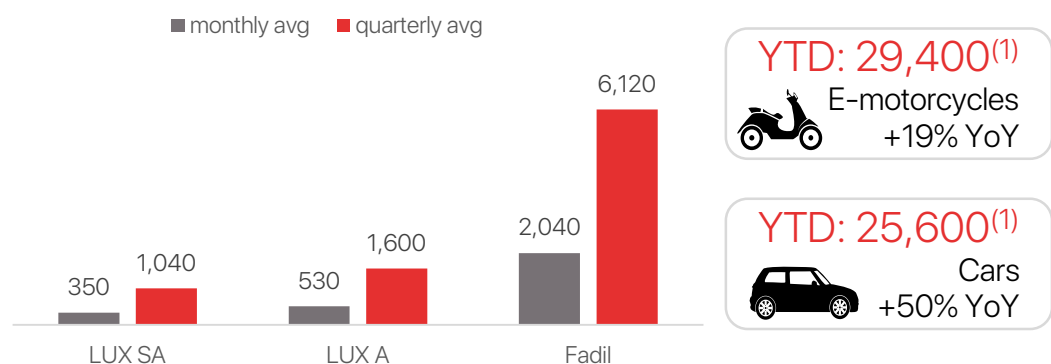
Performance Update – 3Q2021



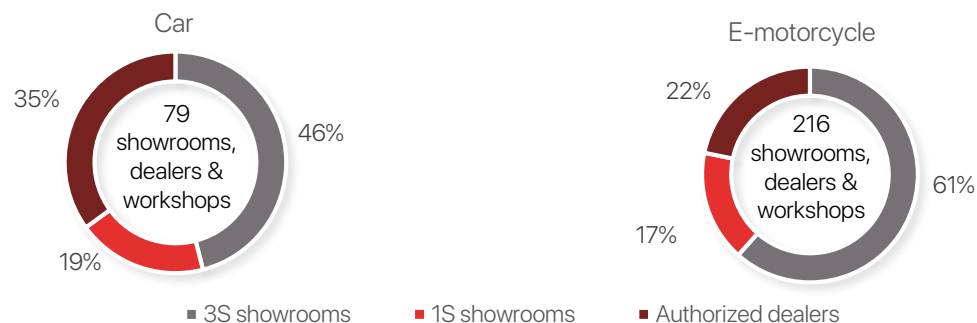
VinFast operational highlights

Performance Highlights

- 01 In 3Q2021, VinFast sold closed to 9,600⁽¹⁾ cars, bringing the quarterly average sales across 3 key models achieved record high YTD2021



- 03 Extensive showroom network



- 02 VinBus completed digitalization to start operation in 4Q2021

- Started in Vinpearl Phu Quoc in late October
- Ready for commercial launch in 4Q2021

Application	Function
Advanced Pricing Transportation System	Trip management, bus location real-time update, management of basic parameters
VinBus-in-VinID	Display bus travel schedules
Automatic Fare Collection	Multiple payment electronic ticket system (cash, Napas card, VinBus card, e-wallet)



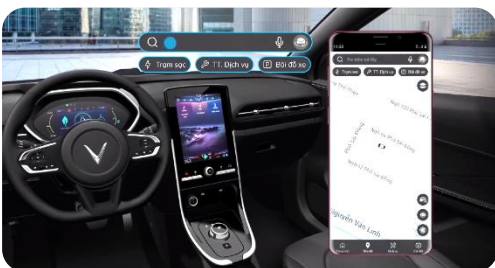
VinFast transformation with new VF e34 launch and charging network roll-out

01 VF e34 was launched in mid October, equipped with advanced technologies

- Click to learn more about ViVi – VinFast's virtual assistant



- Click to learn more about VinFast mobile application for remote control



- Click to learn more about VinFast charging station network



02 Charging station network with superfast charge technology available

- More than **10,000** charging ports has been rolled out YTD 2021 across **62/63** provinces and cities in Vietnam

11kW



- Available at apartment buildings, overnight parking
- Can charge up to 70% from 10% in 2 hours and 10 minutes

30kW



- Available at rest stops on national highways
- Can charge up to 70% from 10% in 1 hour

60kW



- Available at gas stations, rest stops on national highways
- Can charge up to 70% from 10% in 30 minutes

250kW



- Available on national highways, shopping centers, gas stations, large urban areas
- Provide 180km travel distance after 18 minutes of charging

VinFast' blueprint for go-to-market success: hybrid marketing strategy that combines engaging digital marketing and data-driven traditional marketing



New-age
experiential
marketing
approach

Product launch >> Customer events >> Test drive events >> Roadshow >> Store openings >> Influencer marketing



Advertising
and coverage
across a
diverse range
of media
channels and
outlets

Television



Radio



National Print



Local media



Podcasts



Online



Social Media Platforms & Paid Media



VF e35, VF e36's successful launch at the Los Angeles Automotive Show global premier

01 Unveiled 2 new electric vehicle models

VF 8

- Advanced ADAS⁽¹⁾ features
- Range up to 500km (310 miles)
- Maximum power / torque 300kW / 640Nm (Premium)
- Safety⁽²⁾ 5-star NHTSA / 5-star EURO NCAP



VF 9

- Advanced ADAS⁽¹⁾ features
- Range up to 550km (340 miles)
- Maximum power / torque 300kW / 640Nm
- Safety⁽²⁾ 5-star NHTSA / 5-star EURO NCAP

03 Established the US headquarters in Los Angeles

- Located at "Silicon Beach", the heart of the transportation innovation capital of the world,
- Committed to accelerate the decarbonization of transportation systems and packed with tech firms in Los Angeles



VinFast Headquarters in Playa Vista

02 Impressive media coverage result thanks to unique marketing strategy. VinFast adopted of a hybrid marketing strategy that combines the best of both traditional advertising and new-age experiential approach

Media result after LAAS

International media



c.1,900

Stories, articles reports on **CNN, Bloomberg, Reuters, Financial Times, Car & Driver, Automotive News, Motor Authority, Carscoops, Car Expert, Electrek, Autocar** and shared on **Twitter, YouTube, LinkedIn, Instagram, Facebook**, by accounts of prestigious reporters, journalists, KOLs, business leaders



Domestic media

3,750

Articles and social media posts



One Mount Group continues to solidify platform

VinID reaffirmed its position as the largest loyalty platform



#1

online grocery app in Vietnam⁽¹⁾



11.2mn

users
(+6.9% YoY) (+3.9% YTD)

VinShop has rapidly captured and modernized traditional retail markets



Growing network of verified shops nation-wide



58,100
retailers



+40% YTD
growth in
retailers



14/63
cities and
provinces

Supply chain optimization in focus



Built dashboard
system based on
actual data



Monitor the
KPIs/logistics
operation



Identify cost
optimization
opportunities

Achievements



>95%
Truck utilization
rate



+10%
Warehouse staff
productivity



+370% growth
in GMV⁽²⁾ compared
to YE2020

Vinhomes implemented connected smart city solutions

Functions



Launched

85%

>>

4Q2021 target

100%



In 3Q2021, VinSmart integrated highly advanced self-developed comprehensive smart city solutions into Vinhomes existing mega projects – TechnoPark Tower at Vinhomes Ocean Park

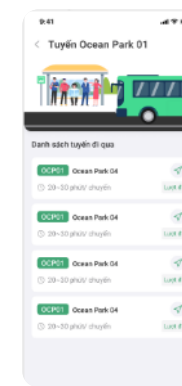
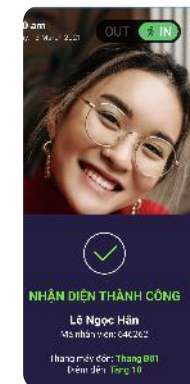
Security

- Smart traffic
- Smart fire alarm system
- Smart camera
- Smart access control
- Air quality monitoring



Community

- Resident App
- AI camera facial recognition
- Cashless payment via App



Home Smart Devices

- Smart home

Transportation & Management

- Electric public buses
- Smart intercom
- Smart parking
- Smart city hub
- Smart staff management
- Central command center



Vinhomes operational updates

New launches at Vinhomes Ocean Park and Vinhomes Smart City were well received amidst social distancing thanks to online events



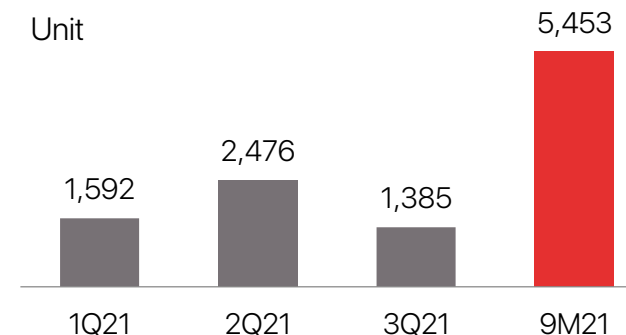
- Online launching event of The Pavillion – Vinhomes Ocean Park attracted c. 620,000 views on various platforms
- Online launching event of The Miami – Vinhomes Smart City received strong take-up rate

Innovative platforms with more attractive policies and features

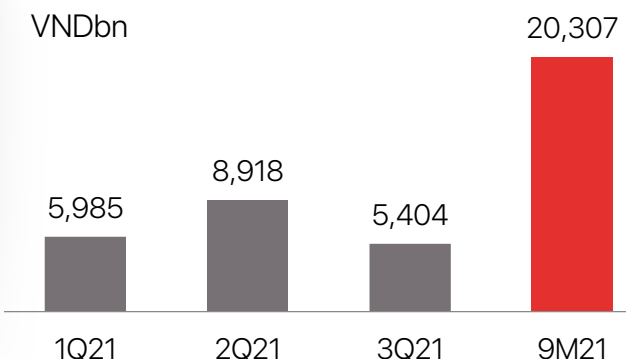
- Promotion for buyers via Vinhomes Online
- Free listing for home-owners on Vinhomes leasing platform
- Vinhomes Sales Agent App upgraded with new features (reserve sport facilities, pay utility bills, register face ID)
 - **4x** increase in number of users since 2Q21
 - **7x** increase in utility bills payment



Retail units pre-sold and deposits secured reached close to **2,000 units quarterly⁽¹⁾**



Retail contracted value reached nearly **VND 7 tn quarterly⁽¹⁾**

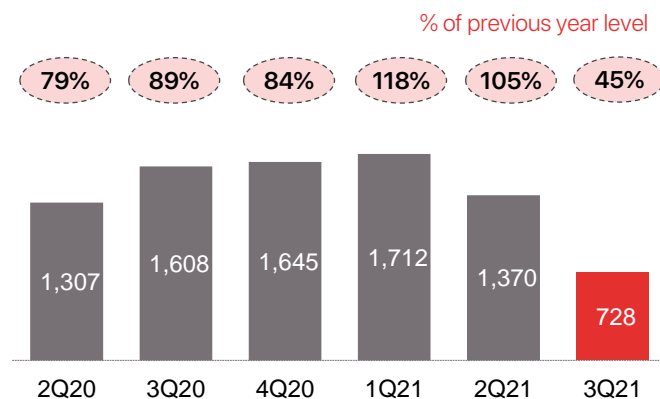


Vincom Retail operational updates

Vincom Retail implemented tenant support package, resulting lower net revenue, NOI and EBITDA YoY

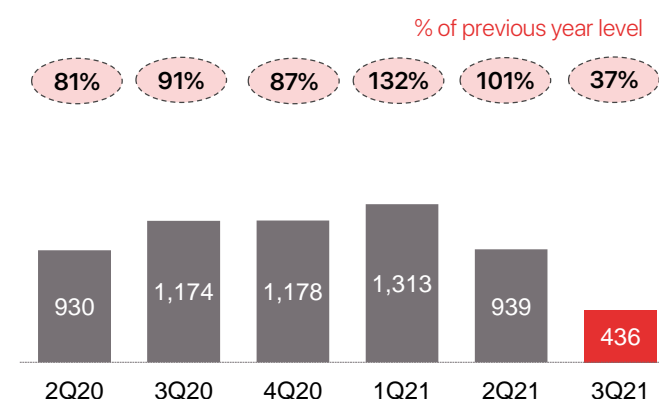
Leasing revenue⁽¹⁾

VND bn



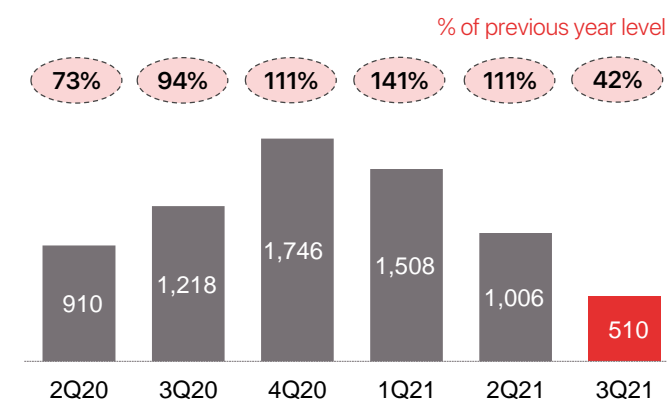
Leasing NOI⁽¹⁾

VND bn



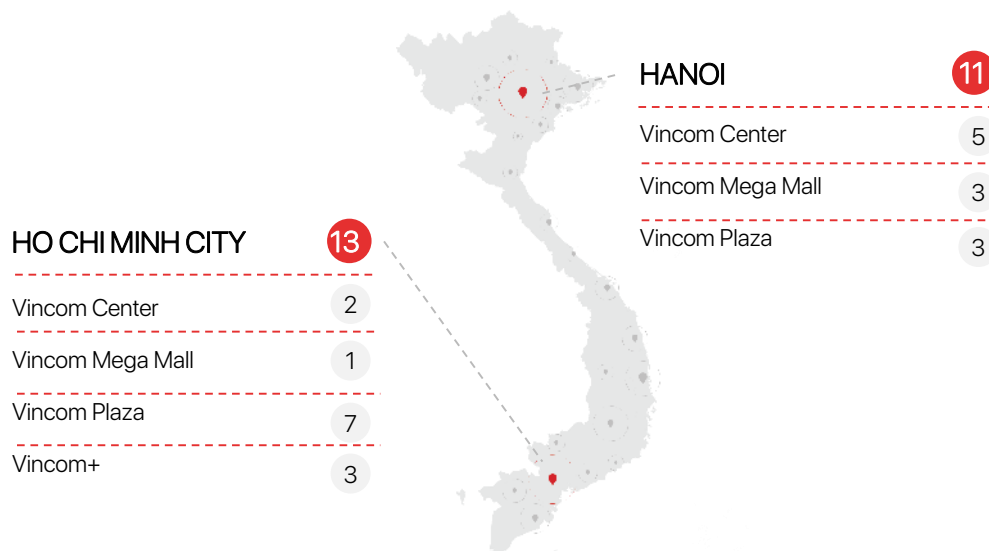
EBITDA⁽¹⁾

VND bn

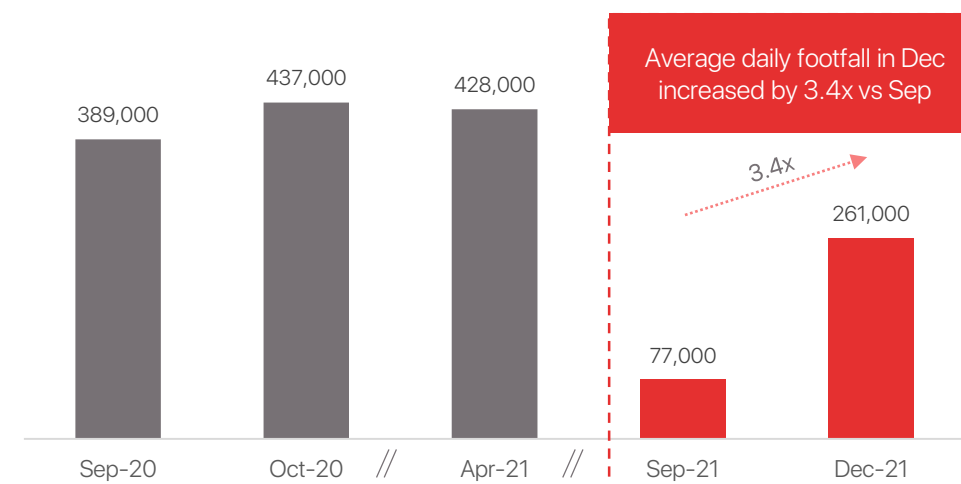


Vietnam's retail market posts huge potential with most malls resuming operations. Footfall data shows sign of recovery

80/80 malls back in operation – approx. 1.3/1.7mn m² in GFA



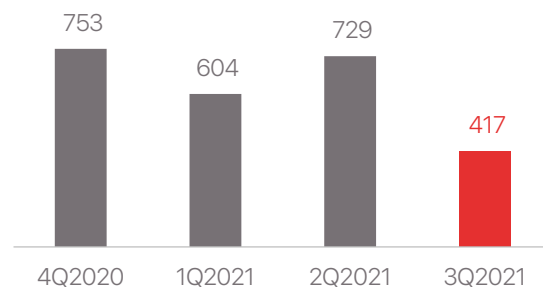
Customers flock to malls after lockdown⁽²⁾



Vinpearl operational updates

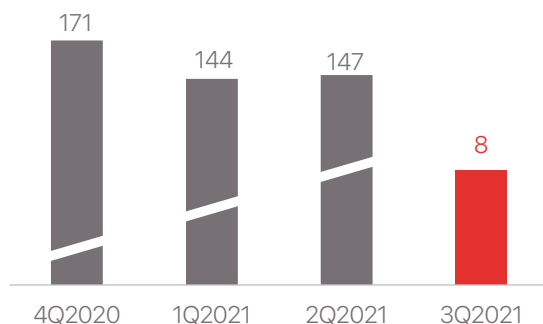
Hospitality

Revenue (VNDbn)⁽¹⁾

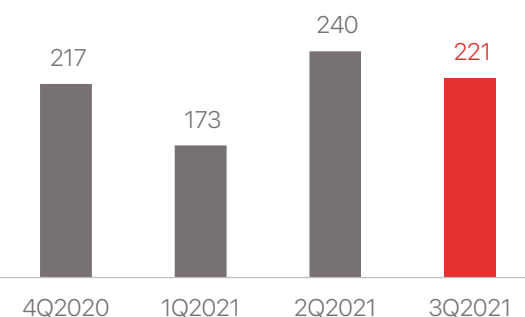


VinWonders

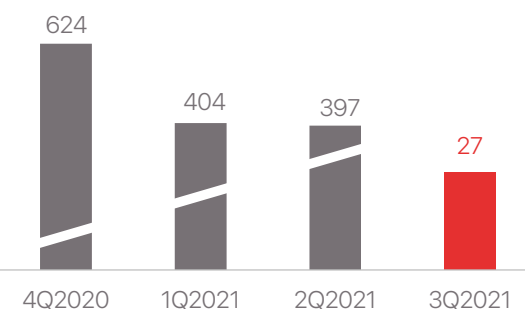
Revenue (VNDbn)



Quarterly Room Nights Sold ('000)



Number of guests ('000)



Operation



- 28/34 hotels/ resorts stayed open by September⁽²⁾
- Focused on long stay customer and utilized most of the facilities as quarantine hotel

Upgraded system



- Added more features for digital platform: Vinpearl.com and VinpearlTravel.vn
- **3x** increase in the number of bookings through online channels, compared to YE2020

Positive hospitality market outlook attributable to Gov't initiatives



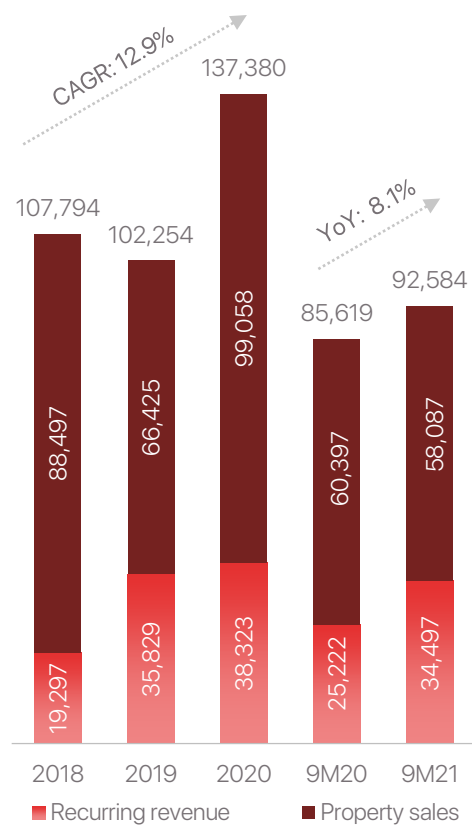
- Vietnam accepts vaccine passports from **72** countries, territories
- Vaccination rates ramped up to more than **80%** in major cities and tourism hubs such as Hanoi, HCMC, Quang Ninh, etc.⁽³⁾
- Allowed hundreds of Vietnamese from the U.S., France and Japan to return to Vietnam in September

Financial Highlights

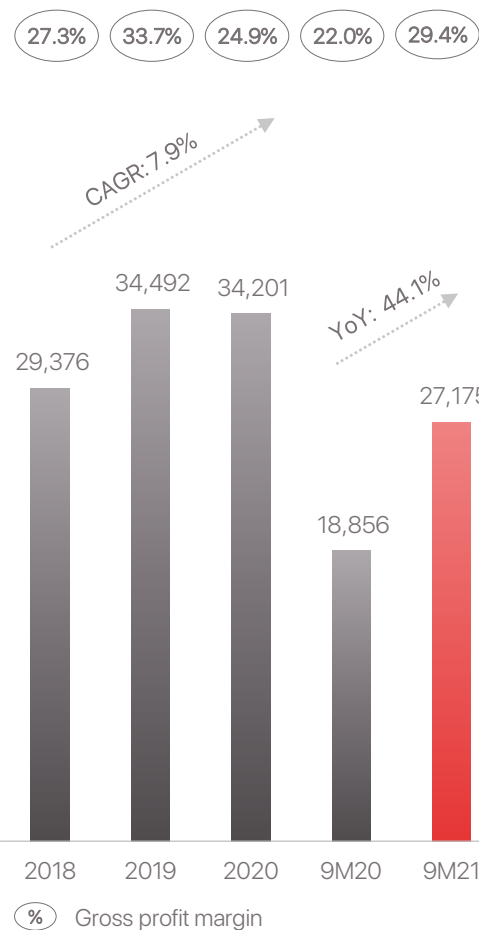


Income statement highlights

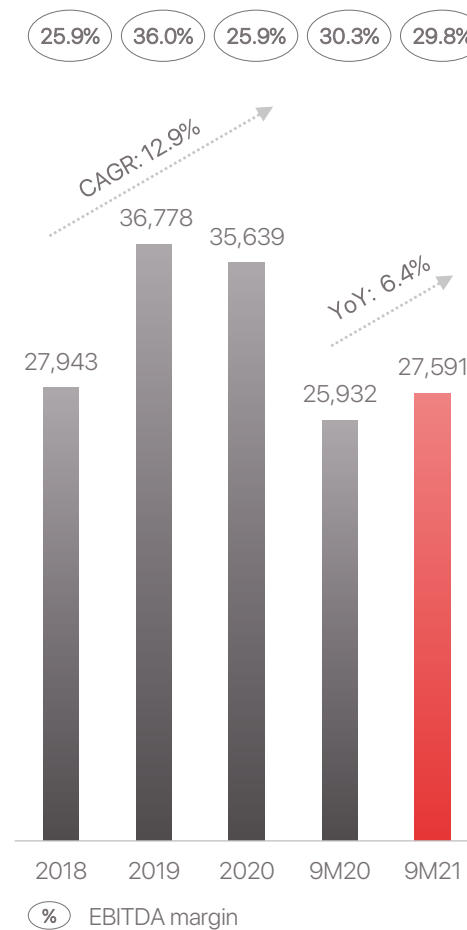
Revenue⁽¹⁾
(VNDbn)



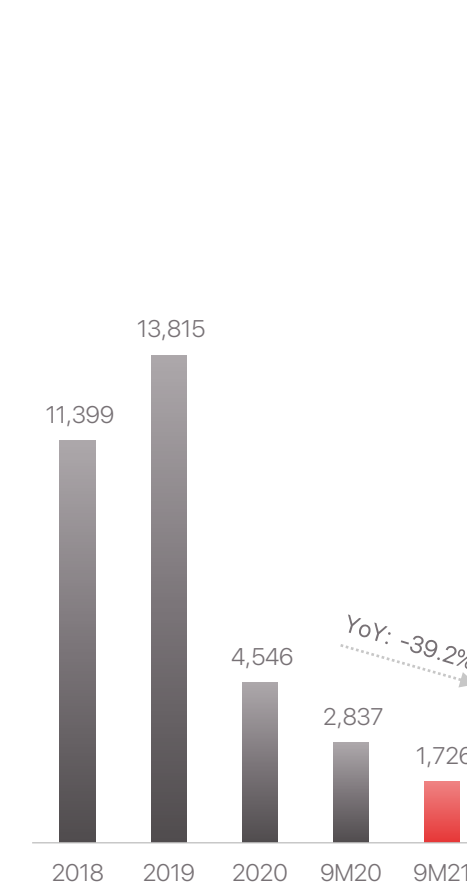
Gross Profit⁽¹⁾
(VNDbn)



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

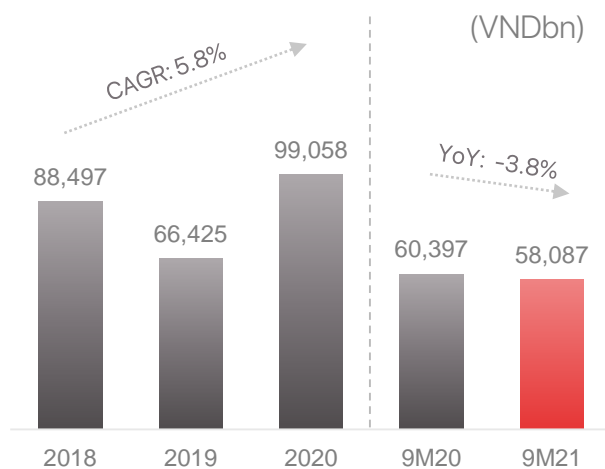


Profit After Tax⁽¹⁾
(VNDbn)

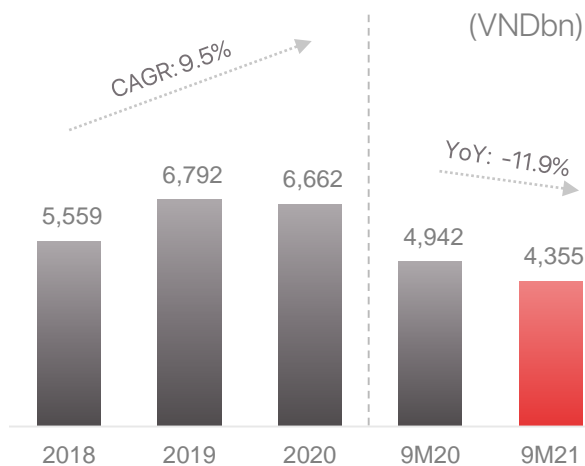


Revenue performance – VAS

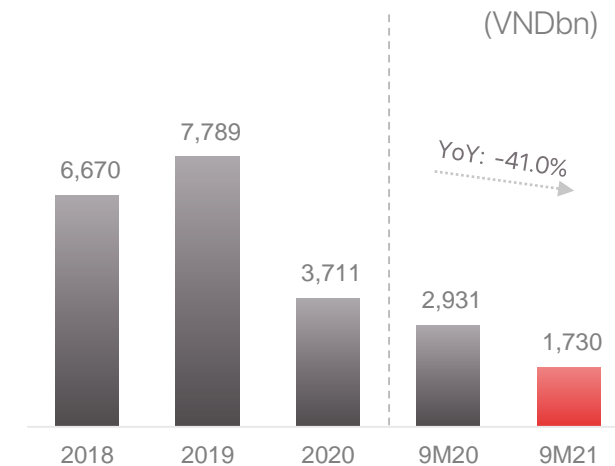
Property sale⁽¹⁾



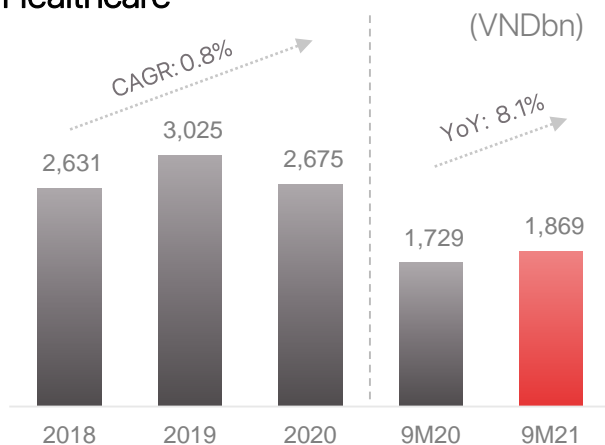
Leasing



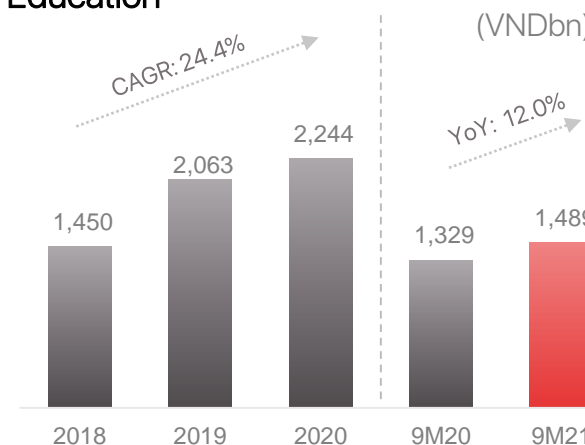
Hospitality & Entertainment Services⁽²⁾



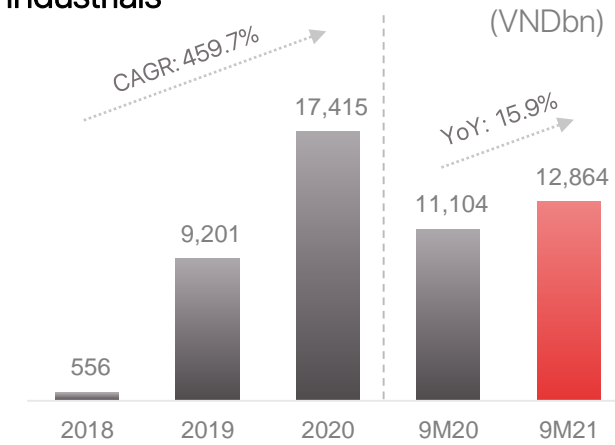
Healthcare



Education

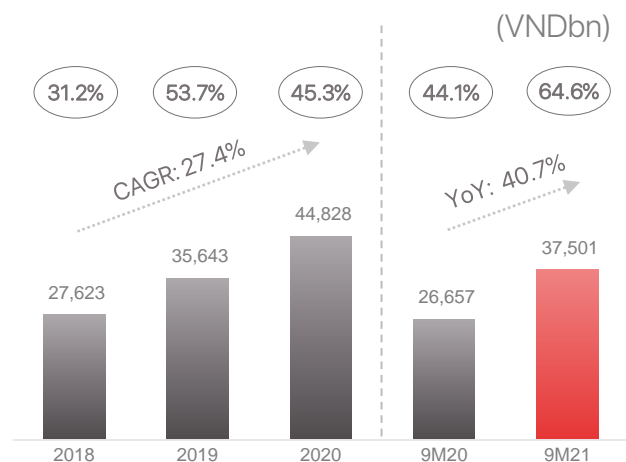


Industrials

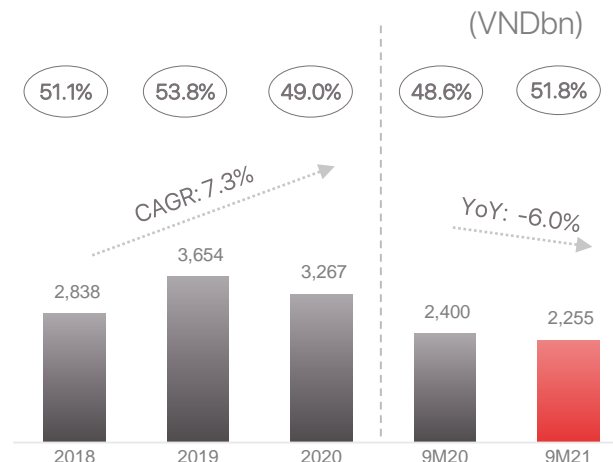


Gross profit and margin – VAS

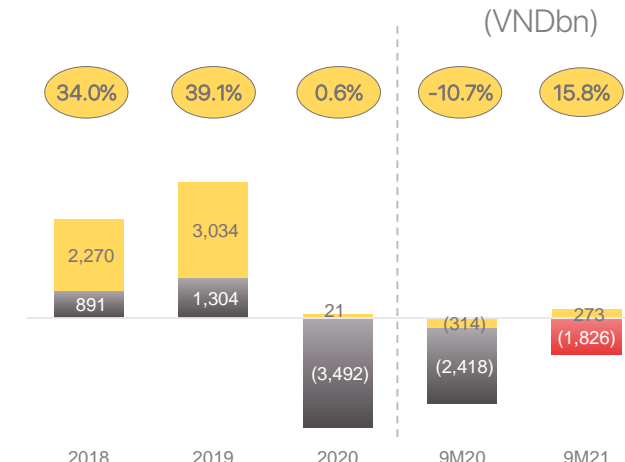
Property sale⁽¹⁾



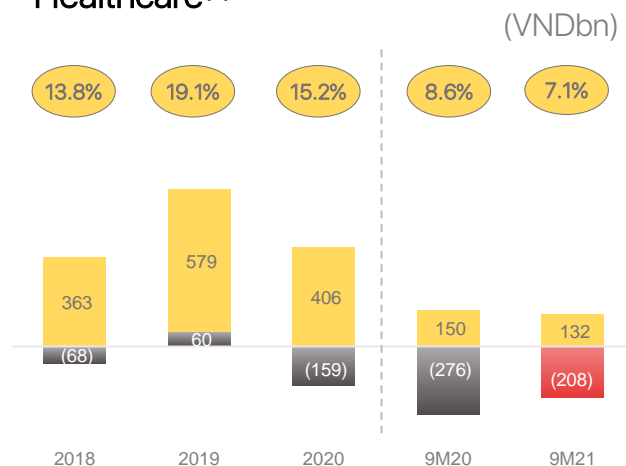
Leasing



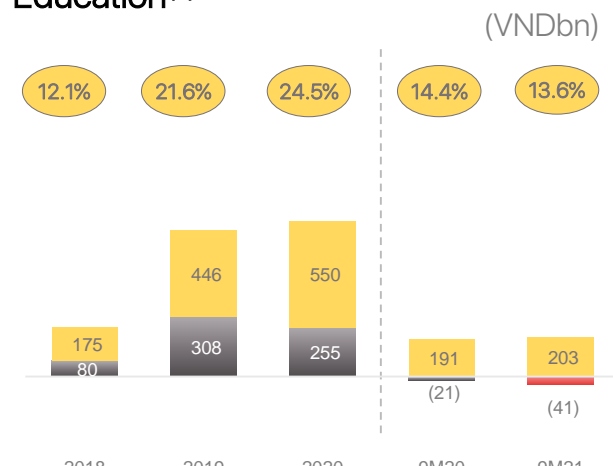
Hospitality & Entertainment Services^{(2),(3)}



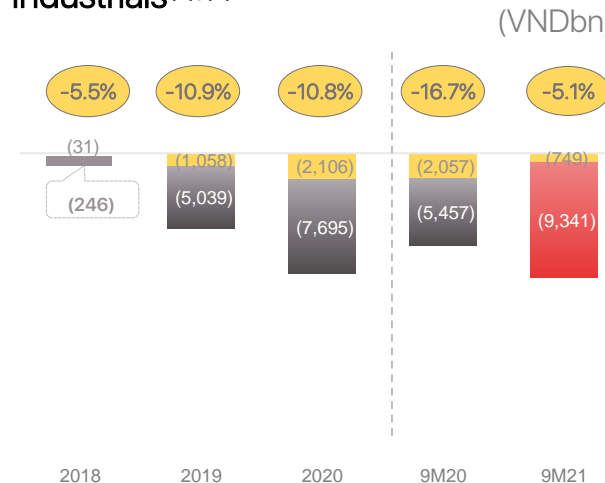
Healthcare⁽³⁾



Education⁽³⁾



Industrials^{(3),(4)}

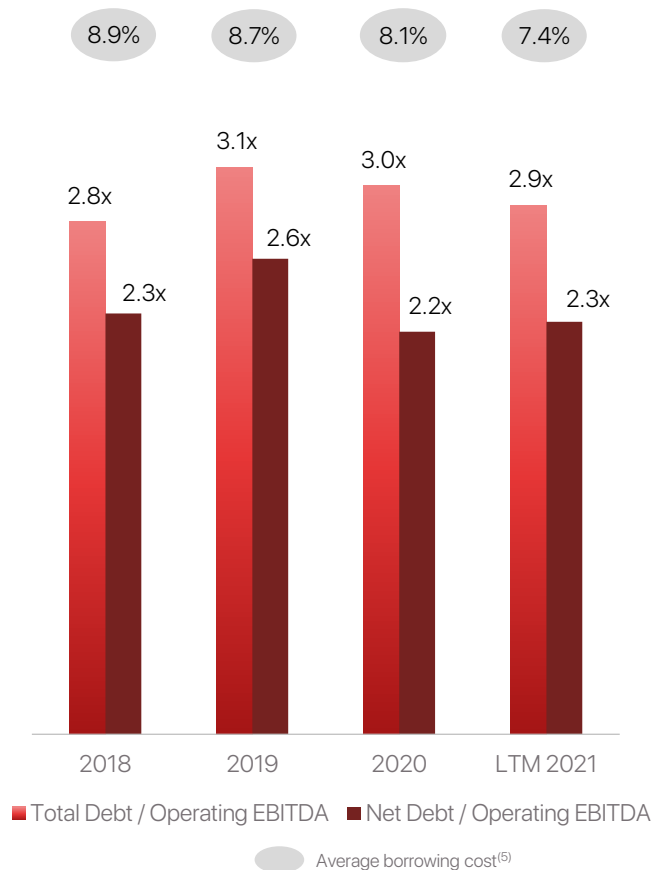


② Gross profit margin ③ Adjusted cash gross profit margin⁽³⁾ ■ Gross profit ■ Adjusted cash gross profit^{(2),(3),(4)}

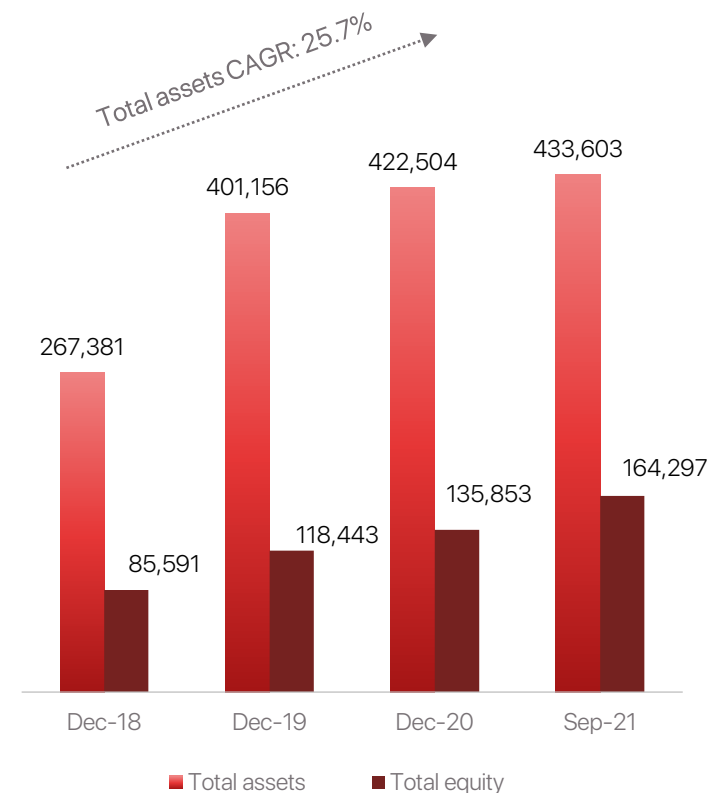
Source: Audited VAS Consolidated Financial Statements for 2018 – 2020, VAS Consolidated Financial Statements for 3Q20 and 3Q21. We have calculated cash gross profit (gross profit excluding depreciation and amortization) for the Hospitality & Entertainment Services, Healthcare, Education and Industrials segments. (1) Financial numbers for FY2018-9M2021 include beach villa sales under Vinpearl (classified as property sales under consolidated financials), and are pro-forma to include bulk sales recorded as finance income. (2) Exclude beach villa sales and committed profit share of villa management contracts. (3) Displays adjusted cash gross profit, which is cash gross profit adjusted for Covid-19 related expenses due to facility closures. (4) Includes reversal of impact from certain special promotional programs on gross revenue and provision for inventories.

Balance sheet highlights

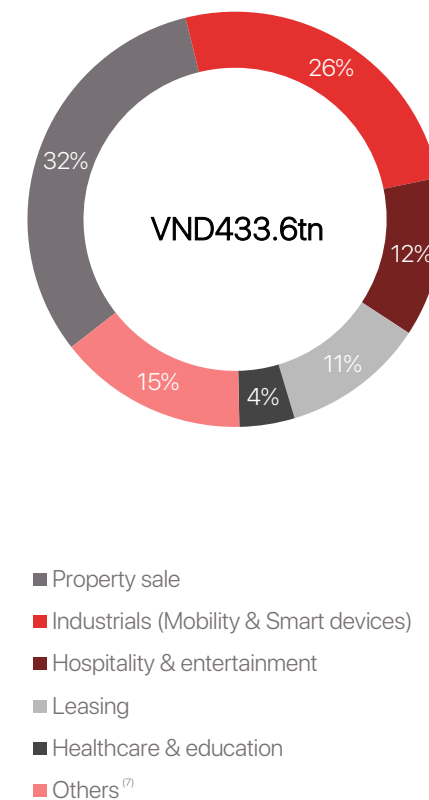
Debt⁽¹⁾⁽²⁾⁽³⁾ / Operating EBITDA⁽⁴⁾ (x)



Total Assets & Total Equity⁽⁶⁾ (VNDbn)



Breakdown of Total Assets (%)

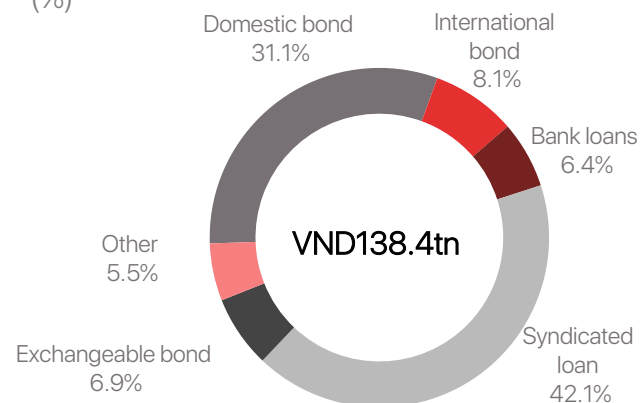


Source: Audited VAS Consolidated Financial Statements for 2018 – 2020, VAS Consolidated Financial Statements for 3Q20 and 3Q21 (1) Total debt is equal to interest-bearing loans and borrowing. (2) Net debt is equal to total debt, less cash and cash equivalents and short-term investments. (3) Short-term investments exclude share option. (4) 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. (5) Inclusive of hedging expenses. (6) Numbers for FY2017-2019 are pro-forma, excluding retail and agriculture segments (7) Others refers to technology and others. Assets managed on a Group basis refers to assets such as long term investment, deposits for transfer investment and financial obligation guarantee, among others

Balance sheet highlights

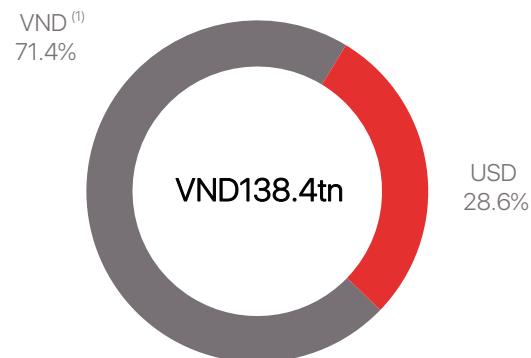
Breakdown of Total Debts

(%)



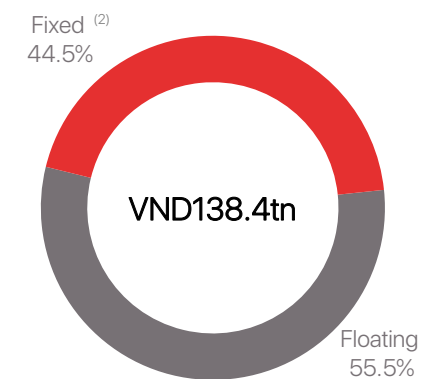
Total Debt Breakdown By Currency

(%)



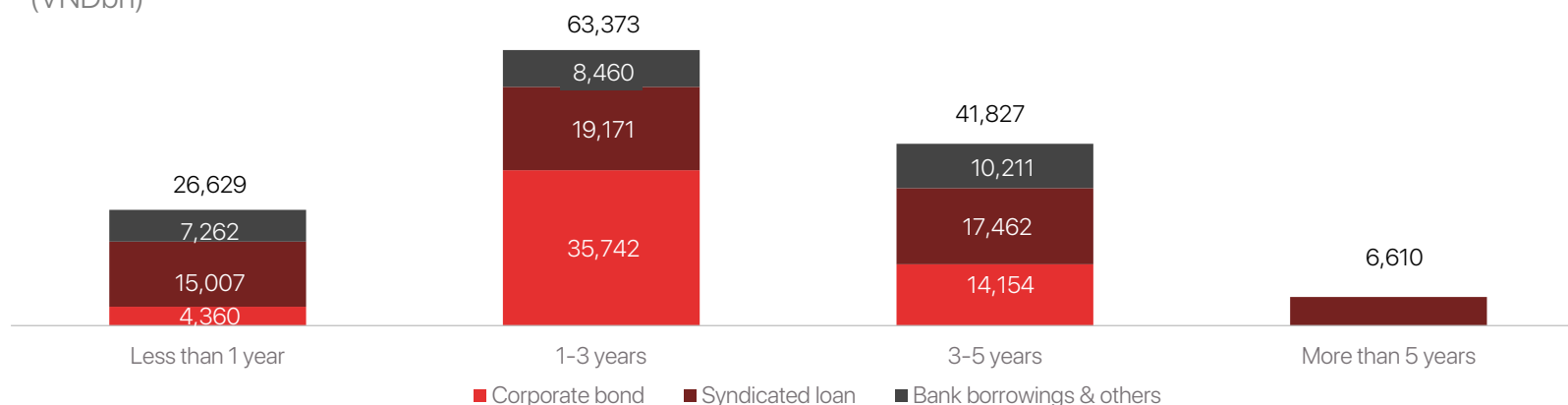
Total Debt Breakdown By Interest Rate

(%)



Debt Maturity

(VNDbn)



Average debt maturity:
3.35 years

Average debt maturity (excl. Vinhomes' debts):
3.72 years

Leverage, coverage and other ratios

	9M21	FY2020	Change
Leverage ratios			
Net debt ⁽¹⁾⁽²⁾ / Operating EBITDA ⁽³⁾	2.3x	2.2x	0.1x
Net debt ⁽¹⁾⁽²⁾ / (Total assets – cash & ST investments ⁽²⁾)	25.7%	23.5%	2.2 ppts
Coverage ratios			
Recurring revenue / Interest expense ⁽³⁾	4.4x	3.4x	1.0x
Operating EBITDA / Interest expense ⁽³⁾	4.2x	3.7x	0.5x
Others			
Debt maturity (years)	3.35	3.56	(0.21)
Debt maturity (years) (Excl. Vinhomes' debt)	3.72	4.03	(0.31)
Average borrowing cost ⁽⁴⁾	7.4%	8.1%	(0.7 ppts)

Source: Audited VAS Consolidated Financial Statements for 2018 – 2020, VAS Consolidated Financial Statements for 3Q20 and 3Q21 (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



Vinschool pioneered in online education to facilitate Teaching and learning during Covid-19

> 20,000 students

used LMS / took online exam in school year 2020-21

c.18,000 courses

shared on LMS in school year 2020-21

c.460,000 lectures

shared on LMS in school year 2020-21

> 200,000 users

recorded within 24 hours of going live

c. 1M views; **621** courses;

2,062 classrooms;

within 7 days of going live

LMS platform (Learning Management System)

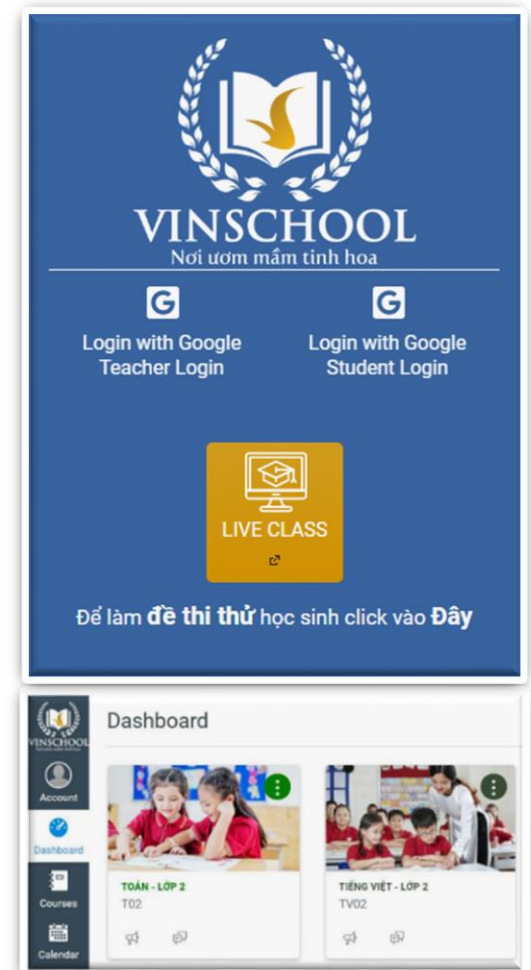
- First educator in Vietnam to roll out an online platform in significant scale
- Developed based on Canvas and customized by Vinschool's in-house team in 3 months
- Access to lectures and activities anywhere, anytime to ensure seamless learning experience
- Resilient amidst Covid-19 – Vinschool uniquely positioned to shift to online learning
- Free online classes for all students in Vietnam, as part of the “no students left behind” initiative

Key functions

- Digitize & manage centrally all academic materials: lectures, exercises, reference materials
- Provide integrated analytical reporting system to evaluate students

Tutor platform (Tutor.vinschool.edu.vn)

- Go live in Jun 2021 after 6 days of coding & design infrastructure to meet unlimited access
- 621 courses and 2,062 classrooms hosted online by Vinschool teachers to help over 200,000 nation-wide students keep up with their education due to school closures during Covid-19



VinFast international presence



Key initiatives for 2021

01

Industrials & Technology



- Launch 4 e-motorcycle models and prepare to launch 3 new smart EV & ICE car models
- Start commercial operation of VinBus in 4Q2021
- Prepare for international expansion: manpower, establishment of commercial infrastructure



- VinID: Promote and expand the customer loyalty network through various programs in association with partners
- VinShop: Expand coverage to dominate the market, introduce new features and solutions, including financial services for VinShop retailers
- OneHousing: Promote primary sale for strategic partners, expand into secondary market, strengthen customers' engagement by opening offline store at partners' projects

02

Services



- Leverage market demand for bulk sales in both existing and upcoming projects to drive pre-sales momentum
- Continued roll-out of O2O strategy through livestream kick-off events and massive launches to bolster growth during the pandemic
- Digital transformation continues with the introduction of the Sales Agent and Resident Apps, further enhancing contactless interactions for sales forces and residents



- Open new Vincom Megamall at Vinhomes Smart City project and renovate certain Vincom Centers and Vincom Plazas
- Continue to cultivate relationship with chain and anchor tenants for long-term development
- Deploy cost optimization initiatives to alleviate Covid impact



- Promote cost saving and staff training initiatives
- Tailor products and marketing activities for various customer targets



- Accelerate the deployment of preventive healthcare and new healthcare service models (e.g. tele-health, homecare)
- Promote digital transformation, develop products / features to increase competitive advantages and enhance customer experience



- VinUni to become a member of international quality accreditation organizations AACSB (Business Administration), ABET (Engineering – Computer Science)
- Vinschool to open new K-12 facilities and lead the education segment with online tutoring platform



Company information

Vingroup Joint Stock Company (“Vingroup” or “the Group”) is the largest listed companies in Vietnam, as measured by market capitalization with c.USD15.8 billion as at December 31, 2021.

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

- **Industrials**
 - **VinFast**, the first and largest domestic comprehensive automobile-maker and electric scooter producer in Vietnam
 - **VinES**, battery cell technology development and manufacturing
 - **VinBioCare**, pharmaceutical and life sciences
- **Technology**
 - **VinAI**, **VinBigData**, **Vantix**, **VinBrain**, Data science, AI research and technology development
 - **VinHMS**, business management platform; **VinCSS**, cyber security service
 - **One Mount Group** creates Vietnam’s largest digital ecosystem with **VinID** super app connected to the largest loyalty platform, **Vinshop** B2B2C platform transforming traditional retail and **One Housing** one-stop-shop real estate products and services platform
- **Real Estate and Social 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
 - 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.

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