



RISING SUSTAINABLY

POWERING VIETNAM'S GREEN TRANSITION

2025 | SUSTAINABILITY REPORT



Message from the CEO

The global economy continues to face a period of significant transition. Climate-related risks, technological change, evolving regulatory expectations and shifting patterns of consumption are reshaping the environment in which businesses operate. In Vietnam, these changes are occurring alongside continued economic growth, rapid urbanization and rising expectations for sustainable development.

For Vingroup, 2025 was a year of continued expansion and a year of reflection on the responsibilities and risk management that accompany scale. During the year, the Group recorded consolidated net revenue of VND 331,838 billion. Across our businesses, we continued investing in areas that we believe will contribute to Vietnam's long-term development needs. VinFast delivered 175,099 electric cars and 406,453 e-scooters to the domestic market and maintained its position as the leading automobile brand by market share in Vietnam for fifteen consecutive months. VinEnergO entered its first year of operations with a renewable energy pipeline of approximately 2,641 MW. VinSpeed commenced development of the Ben Thanh–Can Gio high-speed railway project, while Vinhomes continued expanding integrated urban developments, including Vinhomes Green Paradise in Can Gio. Vinschool Education System was excellently honored at the QS Reimagine Education Awards 2025 (widely regarded as the 'Oscars of global education') in the Nurturing Wellbeing & Purpose (K-12) category for its 'Wellbeing Initiatives' project. For healthcare, Vinmec achieved a landmark milestone in 2025 by becoming the first and only healthcare system in Vietnam to receive the "Hospital Group of the Year" award at the Healthcare Asia Awards, reaffirming its leadership in clinical excellence, innovation and international-standard healthcare.

These developments reflect our long-standing belief that Vietnam's next stage of growth will require stronger infrastructure, cleaner energy, more advanced industrial capability and better quality of life for people and communities. Vingroup aims to contribute to those

foundations through long-term investment, innovation and operational discipline. We believe sustainability should not be viewed as a separate agenda from business performance. For Vingroup, sustainable development is closely linked to the resilience of our business model, the quality of our governance, the efficiency of our operations and our ability to create lasting value for society.

For the 2025 reporting cycle, Vingroup structured its sustainability disclosures with reference to the IFRS Sustainability Disclosure Standards, focusing on governance, strategy, risk management, and metrics and targets. We recognize that this is an ongoing journey. As a first-year effort, there remain areas where our sustainability management, data systems and disclosures will continue to be strengthened progressively over the coming years in line with the Group's scale, complexity and evolving international expectations.

Looking ahead, the Group has identified three long-term priorities that will continue shaping our sustainability direction.

Powering the Green Transition reflects the Group's commitment to supporting greener mobility, renewable energy, more sustainable industrial development and environmentally responsible urban infrastructure.

Fostering Inclusive Human Development reflects our belief that long-term growth must be accompanied by investment in people, healthcare, education, employment opportunities and community development. In 2025, the Kind Heart Foundation contributed approximately VND 2,500 billion to charitable and community programs nationwide, while the Group's workforce reached more than 104,253 employees.

Strengthening Resilience and Responsible Governance reflects the importance of sound governance, effective risk management, cybersecurity, operational resilience and accountability across an increasingly diversified and interconnected ecosystem.

These priorities are intended not only to support compliance with evolving reporting expectations, but more importantly to strengthen the long-term foundations of the Group.

For more than two decades, Vingroup has developed alongside Vietnam's economic transformation. As the country enters a new stage of development, we believe businesses will play an increasingly important role in supporting innovation, infrastructure development, energy transition and improvements in quality of life.

Vingroup remains committed to contributing responsibly to that process.

On behalf of the Board of Directors and Management, I would like to express sincere appreciation to our shareholders, customers, partners and communities for their continued trust and support. I would also like to thank all employees across the Group for their dedication and contribution throughout the year.

We will continue to strengthen Vingroup's development on the basis of long-term responsibility, operational discipline and sustainable value creation.



Nguyen Viet Quang
Vice Chairman and Chief Executive Officer
Vingroup Joint Stock Company
Hanoi, 2026



CHAPTER 01

About this report

Reporting framework alignment	05
Reporting boundary and scope	06
Reporting period and frequency	08
External Assurance	09
Sustainability highlights in 2025	13
About Vingroup	18
Vingroup Ecosystem	19
Vision, mission and core values	24
Footprint in 2025	25
Awards and Accolades	28
List of abbreviation	31



This Sustainability Report presents Vingroup's approach to sustainable development, **the Group's material environmental, social, and governance topics**, and the progress made across its business ecosystem during the reporting year. The report is intended to provide **shareholders, investors, employees, customers, business partners, regulators, and other stakeholders** with a structured view of how sustainability considerations are integrated into Vingroup's strategy, operations and performance management.

Unless otherwise stated, the disclosures in this report reflect Vingroup's organizational structure, business activities and sustainability performance from **January 1, 2025 to December 31, 2025**.



Reporting framework alignment

This Sustainability Report has been prepared with reference to the Global Reporting Initiative (GRI) Standards and is informed by selected international and domestic sustainability disclosure frameworks relevant to Vingroup's business activities, stakeholder expectations, and capital market context. The GRI Universal Standards 2021 serve as the primary reference for the structure and content of this report, including general disclosures, reporting principles, material topic management, and disclosure of the Group's significant impacts. Relevant GRI Topic Standards are applied where applicable to disclose performance and management approaches across material environmental, social, and governance topics, including energy, emissions, water, waste, employment, occupational health and safety, training and education, diversity and equal opportunity, local communities, anti-corruption, and supplier management.

The report also maps selected sustainability initiatives and material topics to the United Nations Sustainable Development Goals (UN SDGs). This mapping is intended to demonstrate how Vingroup's activities contribute to broader sustainable development priorities, particularly in areas such as health and well-being, quality education, affordable and clean energy, decent work and economic growth, industry, innovation and infrastructure, sustainable cities and communities, climate action, and partnerships for sustainable development.

For climate-related and broader sustainability-related financial disclosures, Vingroup has considered the disclosure architecture of the Task Force on Climate-

related Financial Disclosures (TCFD) and the International Sustainability Standards Board (ISSB) IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures. These frameworks inform the organization of relevant disclosures across governance, strategy, risk management, and metrics and targets, supporting a more structured view of how sustainability-related risks and opportunities are identified, assessed, managed and monitored.

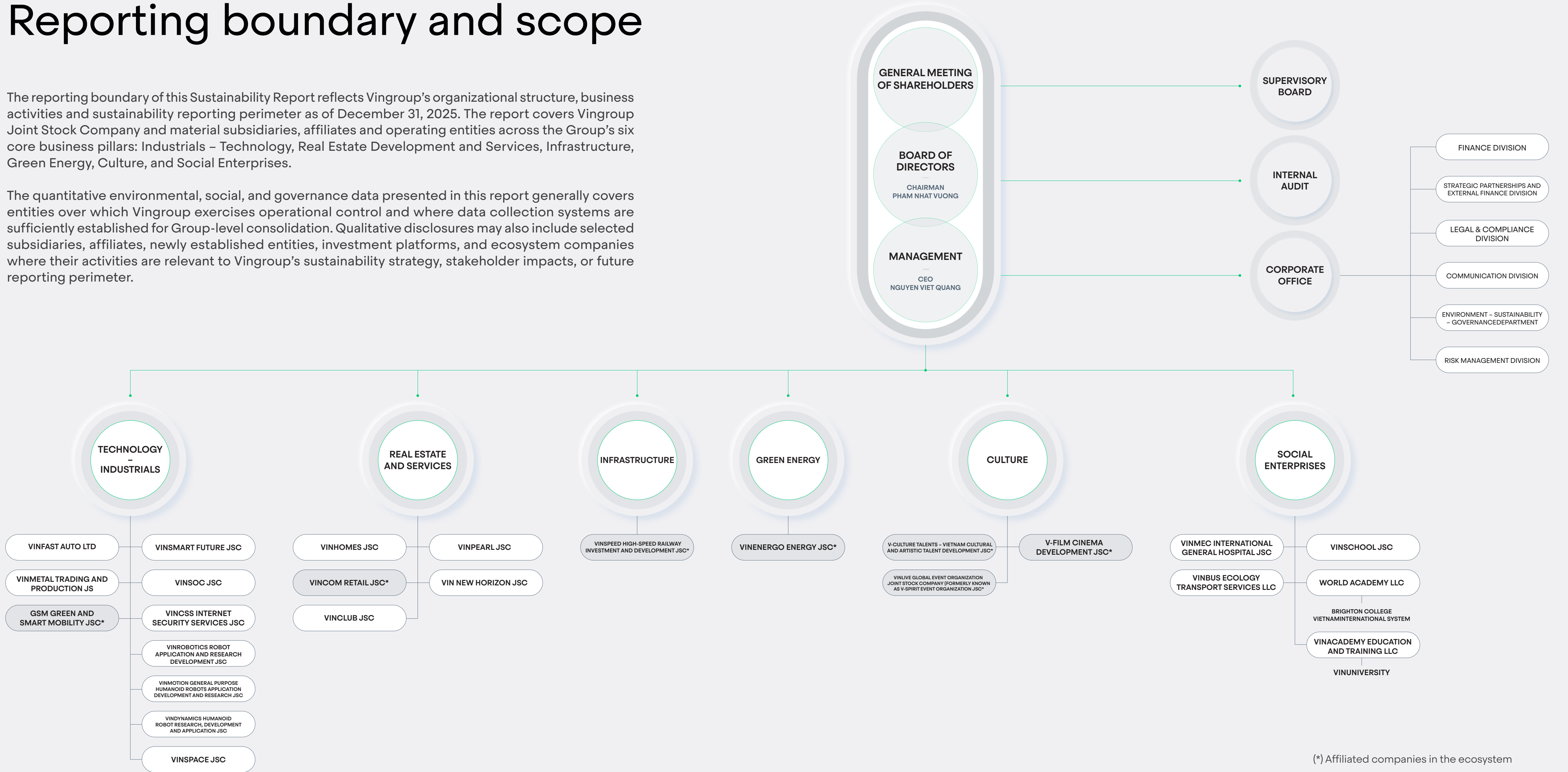
At the domestic level, this report is prepared in accordance to sustainability and corporate disclosure requirements for listed companies in Vietnam, including Circular 96/2020/TT-BTC of the Ministry of Finance and relevant guidance issued by Vietnamese capital market regulators. These requirements provide the regulatory foundation for environmental, social and governance disclosures in Vingroup's public reporting. Given Vingroup's diversified business ecosystem, the Group also considers sector-specific disclosure expectations where relevant, including those applicable to electric mobility, technology, real estate development and services, hospitality and entertainment, healthcare, education, infrastructure and energy. The use of these frameworks and references is intended to enhance the consistency, comparability and decision-usefulness of Vingroup's sustainability disclosures for investors and other stakeholders. Vingroup recognizes internationally accepted principles on human rights, labor standards, environmental stewardship and anti-corruption. Where relevant, this report references these principles in describing the Group's approach to responsible business conduct.



Reporting boundary and scope

The reporting boundary of this Sustainability Report reflects Vingroup's organizational structure, business activities and sustainability reporting perimeter as of December 31, 2025. The report covers Vingroup Joint Stock Company and material subsidiaries, affiliates and operating entities across the Group's six core business pillars: Industrials – Technology, Real Estate Development and Services, Infrastructure, Green Energy, Culture, and Social Enterprises.

The quantitative environmental, social, and governance data presented in this report generally covers entities over which Vingroup exercises operational control and where data collection systems are sufficiently established for Group-level consolidation. Qualitative disclosures may also include selected subsidiaries, affiliates, newly established entities, investment platforms, and ecosystem companies where their activities are relevant to Vingroup's sustainability strategy, stakeholder impacts, or future reporting perimeter.



(*) Affiliated companies in the ecosystem

Reporting boundary and scope

For the 2025 reporting year, the scope of this report includes the following business pillars and representative entities:

Core business pillars	Representative entities
Industrials and Technology	VinFast Auto Ltd.; VinSmart Future JSC; VinCSS Internet Security Services JSC; VinRobotics Robot Application and Research Development JSC; VinMotion General Purpose Humanoid Robots Application Development and Research JSC; VinDynamics Humanoid Robot Research, Development and Application JSC; VinSpace JSC
Real Estate and Services	Vinhomes JSC; Vinpearl JSC; Vincom Retail JSC*; VinWonders, Vin New Horizon JSC; VinClub JSC
Infrastructure	VinSpeed High-Speed Railway Investment and Development JSC*
Green Energy	VinEnergO Energy JSC*
Culture	V-Culture Talents – Vietnam Cultural and Artistic Talent Development JSC*; V-Film Cinema Development JSC*; VinLive Global Event Organization JSC*
Social Enterprises	Vinmec International General Hospital JSC; Vinschool JSC; VinAcademy Education and Training LLC (VinUniversity); VinBus Ecology Transport Services LLC

(*) Affiliated companies in the ecosystem

Entities that are newly established, under development, or not under full operational control may be included qualitatively where relevant. Their quantitative ESG data may be excluded, partially included, or separately disclosed depending on data availability, operational maturity, ownership structure and the level of control exercised by Vingroup during the reporting period.

During 2025, Vingroup's reporting perimeter evolved to reflect the Group's strategic expansion and reorganization around six core business pillars, including the development of newer platforms in infrastructure, green energy and culture. Any limitations, exclusions, restatements, or changes in data coverage are disclosed in the relevant sections of this report.



Reporting period and frequency

This Sustainability Report covers the period from **January 1, 2025 to December 31, 2025**, aligned with Vingroup's financial reporting year. Unless otherwise stated, the environmental, social, and governance data and qualitative disclosures presented in this report relate to activities, operations and performance during the 2025 reporting year. Where relevant and available, comparative information from prior reporting periods is provided to support year-on-year analysis and performance evaluation.

Vingroup publishes its Sustainability Report on an annual basis. This report should be read together with Vingroup's Annual Report, audited financial statements, corporate governance disclosures, and other relevant public disclosures for the same reporting period.

Any restatements, changes in methodology, changes in reporting boundary, or limitations in data coverage are disclosed in the relevant sections of this report.



External Assurance

Vingroup Joint Stock Company engaged The British Standards Institution (hereafter referred to as BSI) to provide independent assurance over selected sustainability disclosures in the Sustainability Report 2025 of Vingroup Joint Stock Company.

The assurance engagement was conducted in accordance with the AA1000 Assurance Standard v3 at Type 1 Moderate Level Assurance. The engagement assessed Vingroup's adherence to the AA1000 AccountAbility Principles of Inclusivity, Materiality, Responsiveness and Impact, within the agreed reporting boundary and scope of assurance.

The assurance statement is intended for the stakeholders of Vingroup Joint Stock Company and has been prepared for the purpose of providing an independent

opinion on the selected sustainability disclosures and reporting processes described in the scope of assurance. It should be read together with the full Sustainability Report 2025, including the reporting boundary, basis of preparation, data coverage notes, assumptions, limitations and relevant disclosure indices.

BSI is independent of Vingroup Joint Stock Company and has no financial interest in the operations of Vingroup other than the provision of sustainability assurance services for this report.

Any queries that may arise by virtue of this Independent Assurance Opinion Statement or matters relating to it should be addressed to VINGROUP JOINT STOCK COMPANY only.



External Assurance

Independent Assurance Opinion Statement

2025 – Vingroup Joint Stock Company – Sustainability Report

(as The Merged Vingroup 2025 Sustainability Report - Consolidated 20260620)

The British Standards Institution is independent to VINGROUP JOINT STOCK COMPANY (hereafter referred to as VINGROUP in this statement) and has no financial interest in the operation of VINGROUP JOINT STOCK COMPANY other than for the assessment and verification of the sustainability statements contained in this report.

This Independent assurance opinion statement has been prepared for the stakeholders of VINGROUP JOINT STOCK COMPANY only for the purpose of verifying its statements relating to its environmental, social and governance (ESG), more particularly described in the Scope, below. It was not prepared for any other purpose. The British Standards Institution will not, in providing this Independent assurance opinion statement, accept or assume responsibility (legal or otherwise) or accept liability for or in connection with any other purpose for which it may be used, or to any person by whom the Independent assurance opinion statement may be read.

This Independent assurance opinion statement is prepared based on review by the British Standards Institution of information presented to it by VINGROUP JOINT STOCK COMPANY. The review does not extend beyond such information and is solely based on it. In performing such review, the British Standards Institution has assumed that all such information is complete and accurate.

Any queries that may arise by virtue of this Independent assurance opinion statement or matters relating to it should be addressed to VINGROUP JOINT STOCK COMPANY only.



Scope

The scope of engagement agreed upon with VINGROUP JOINT STOCK COMPANY includes the following:

1 The boundary of ESG report verification:

Company Name: VINGROUP JOINT STOCK COMPANY.

Registration Address:

No. 7, Bang Lang 1 Street, Vinhomes Riverside Urban Area, Phuc Loi Ward, Hanoi, Vietnam.

Business registration number and tax code 0101245486

Website <https://vingroup.net>

The Group operates under one primary registration address, with its core ecosystem strategically organized around six business pillars:

- Industrials – Technology
- Real Estate Development and Services
- Infrastructure
- Green Energy
- Culture
- Social Enterprises

The six business pillars in Group's ecosystem that drive to core operations and cover in the VINGROUP JOINT STOCK COMPANY's Sustainability report with details of subsidiary entities as listed below:

- VINFAST AUTO CO., LTD.
- VINFAST TRADING AND PRODUCTION JSC
- PT VINFAST AUTOMOBILE INDONESIA
- VINFAST AUTO INDIA PRIVATE LIMITED
- VINES HA TINH ENERGY SOLUTION JOINT STOCK COMPANY
- VINSMART FUTURE JOINT STOCK COMPANY
- VINCSS INTERNET SECURITY SERVICES JOINT STOCK COMPANY
- VINHOMES JOINT STOCK COMPANY
- VINPEARL JOINT STOCK COMPANY
- VINSCHOOL JOINT STOCK COMPANY
- VINMEC INTERNATIONAL GENERAL HOSPITAL JOINT STOCK COMPANY
- VINACADEMY EDUCATION AND TRAINING LIMITED LIABILITY COMPANY
- VINBUS ECOLOGY TRANSPORT LIMITED LIABILITY COMPANY

External Assurance

- 2** The assurance covers the whole VINGROUP JOINT STOCK COMPANY's Sustainability Report (as The Merged Vingroup 2025 Sustainability Report - Consolidated 20260620) and focuses on systems and activities during the 2025 calendar year of VINGROUP JOINT STOCK COMPANY with the following GRI disclosures:
- **GHG Emissions (Scope 1 & 2)** in accordance with GRI 305-1, 305-2 discloses total gross Scope 1 and Scope 2 emissions in tones of CO2 equivalent
 - **Energy Intensity** in accordance with GRI 302-1 discloses energy consumed including non-renewable
 - **Waste Management & Circularity** in accordance with GRI 306-3, 306-4 discloses total weight of waste generated; percentage of hazardous waste (e.g., batteries) recycled or recovered, excluding VinSmart Future, VinCSS
 - **Board Diversity & Composition** in accordance with GRI 405-1 discloses percentage of board seats held by: 1. Women; 2. Independent directors; 3. International experts
 - **Anti-Corruption & Business Ethics** in accordance with GRI 205-2, 205-3 discloses % of employees/suppliers trained on anti-corruption; number of confirmed incidents of corruption.
 - **Water Consumption & Intensity** in accordance with GRI 303-3, 303-5 discloses total volume of water withdrawn (m³) from all sources
 - **Wastewater Management & Recycling** in accordance with GRI 303-4 discloses total volume of water discharged; percentage of water recycled or reused within operations (Water Circularity), excluding VinSmart Future, VinCSS
- 3** The evaluation of the nature and extent of the VINGROUP JOINT STOCK COMPANY's adherence to all four AA1000 AccountAbility Principles and the reliability of specified sustainability performance information in this report as conducted in accordance with Level 2 Type 1/Moderate Assurance of AA1000AS v3 sustainability assurance engagement.

Opinion Statement

We conclude that the review of VINGROUP JOINT STOCK COMPANY's Sustainability Report (as The Merged Vingroup 2025 Sustainability Report - Consolidated 20260620) provides a fair view of VINGROUP JOINT STOCK COMPANY's Sustainability programs and performances during 2025. We believe that the VINGROUP JOINT STOCK COMPANY economic, social and environmental performance indicators are accurate and are supported by robust internal verification processes.

Our work was carried out by a team of sustainability report assurers in accordance with the AA1000 Assurance Standard v3. We planned and performed this part of our work to obtain the necessary information and explanations we considered to provide sufficient evidence that VINGROUP JOINT STOCK COMPANY'S description of their approach to AA1000 Assurance Standard and their self-declaration of compliance with the GRI standards were fairly stated.

Methodology

Our work was designed to gather evidence on which to base our conclusion. We undertook the following activities:

- A top-level review of issues raised by external parties that could be relevant to VINGROUP JOINT STOCK COMPANY's policies to provide a check on the appropriateness of statements made in the report.
- Discussion with managers and staffs on VINGROUP JOINT STOCK COMPANY's approach to stakeholder engagement. However, we had no direct contact with external stakeholders.
- Interviews with staffs involved in sustainability management, report preparation and provision of report information were carried out.

- Review of key organizational developments and the findings of internal audits.
- Review of supporting evidence for claims made in the reports.
- An assessment of the company's reporting and management processes concerning this reporting against the principles of Inclusivity, Materiality, Responsiveness and Impact as described in the AA1000 AccountAbility Principles Standard.

Conclusions

A detailed review at Level 2 - Type 1/ Moderate Assurance against the AA1000 AccountAbility Principles of Inclusivity, Materiality, Responsiveness and Impact and the GRI Standards is set out below:



External Assurance

INCLUSIVITY

This report has reflected a fact that VINGROUP JOINT STOCK COMPANY is seeking the engagement of its stakeholders. The participation of stakeholders has been initiated in developing and achieving an accountable and strategic response to sustainability. The reporting systems are being developed to deliver the required information. There are fair reporting and disclosures for economic, social and environmental information in this report, so that appropriate planning and target-setting can be supported. In our professional opinion the report covers VINGROUP JOINT STOCK COMPANY is inclusivity issues, however, the future report should be further enhanced by the following areas:

- The report does not include all outside stakeholders in the planning process and misses some important groups in its engagement matrix. This creates a risk of management being too subjective, which can cause Vingroup to miss critical community or regulatory concerns and focus on the wrong sustainability priorities.

MATERIALITY

VINGROUP JOINT STOCK COMPANY publishes sustainability information that enables its stakeholders to make informed judgments about the company's management and performance. In our professional opinion the report covers the VINGROUP JOINT STOCK COMPANY's material issues, however, the future report should be further enhanced by the following areas:

- The report does a good job using GRI 2021 standards to find its 14 material topics based on environmental and social impacts. However, because it delays measuring financial impacts by using the temporary "cost-or-effort" relief, there is a clear risk that the report will not meet the strict, mandatory requirements of IFRS S1 and S2 for climate financial disclosures.

RESPONSIVENESS

VINGROUP JOINT STOCK COMPANY has implemented practices to respond to the expectations and perceptions of its stakeholders. An Ethical Policy for VINGROUP JOINT STOCK COMPANY has been developed and provides an opportunity to further enhance VINGROUP JOINT STOCK COMPANY'S responsiveness to stakeholder concerns. In our professional opinion, the report covers VINGROUP JOINT STOCK COMPANY'S responsiveness issues; however, future reports should further enhance the maturity of ESG and include a higher assurance level statement from independent assurance, however, the future report should be further enhanced by the following areas:

- The report does a good job showing quick reactions and setting targets for its main material topics. However, because several major new companies are currently standing out of the reporting data, there is a clear risk that these waiting-monitored units could negatively impact or completely break the Group's overall sustainability goals.

IMPACT

VINGROUP JOINT STOCK COMPANY has demonstrated a process on identifying impacts that encompass a range of environmental, social and governance topics, and fairly represented the impacts in the report. In our professional opinion the report covers the VINGROUP JOINT STOCK COMPANY'S impacts. The future report should be further enhanced by the following areas:

- The report demonstrates a strong forward-looking commitment with clear ideas to advance toward a high-credibility, reasonable assurance level in future cycles. However, because major new entities are currently excluded, this significant data gap means that the identification, assessment, and action plans within the responsiveness framework are not yet fully comprehensive or accurately tailored to every single impact across the Group's 6 core business pillars.



GRI-reporting

VINGROUP JOINT STOCK COMPANY provided us with their self-declaration of compliance within GRI Standards (Core or Comprehensive). Based on our review, we confirm that social responsibility and sustainable development indicators with reference to the GRI Index are reported, partially reported or omitted. In our professional opinion the self-declaration covers the VINGROUP JOINT STOCK COMPANY'S social responsibility and sustainability issues.

Assurance level

The moderate level assurance provided Level 2 Type 1/Moderate Assurance is in accordance with AA1000 Assurance Standard v3 in our review, as defined by the scope and methodology described in this statement.

Responsibility

This VINGROUP JOINT STOCK COMPANY'S Sustainability Report (as The Merged Vingroup 2025 Sustainability Report - Consolidated 20260620) is the responsibility of the VINGROUP JOINT STOCK COMPANY'S CEO as declared in his responsibility letter. Our responsibility is to provide an independent assurance opinion statement to stakeholders giving our professional opinion based on the scope and methodology described.

Competency and Independence

The assurance team was composed of Lead Auditors and Carbon Footprint Verifiers experienced in industrial sector, and trained in a range of sustainability, environmental and social standards including AA1000 AS, ISO14001, ISO45001, ISO14064, ISO 9001... BSI is a leading global standards and assessment body founded in 1901.

For and on behalf of BSI:

Truong Vinh Khang (Mr.),
Lead Assurer

BSI representative:

Dr. Le Duyen Anh,
Managing Director BSI Vietnam

AA1000 Licensed Report: 001-217/V3-MTXQ7
Statement No: SRA 845878
Issue Date: July 3rd, 2026

Sustainability highlights in 2025

In 2025, Vingroup continued to advance its sustainability agenda across environmental stewardship, social responsibility, and governance.

Environmental

FOCUS AREAS

Climate action, renewable energy, resource efficiency, water circularity, waste management, operational digitalization, and reduction of single-use materials across the Group's ecosystem.

Reduced emissions by approximately

81,299 TCO₂E

equivalent to a **9.3 %** compared with 2024

Solar power systems at VinFast, Vinpearl, Vinhomes, and VinUniversity generated

24,916,068 KWH

equivalent to reducing **19,674** tCO₂e from grid electricity consumption

Classified

100% OF WASTE | **145,207** TONS RECYCLED

equivalent to **39.7%** of total waste generated

Reused

938,199 M³ OF WASTEWATER

equivalent to **4.3%** of total water consumption

Vinmec digitized

100% OF IMAGING FILMS

eliminating approximately **281,294** hardcopy film prints annually

31,960 contracts

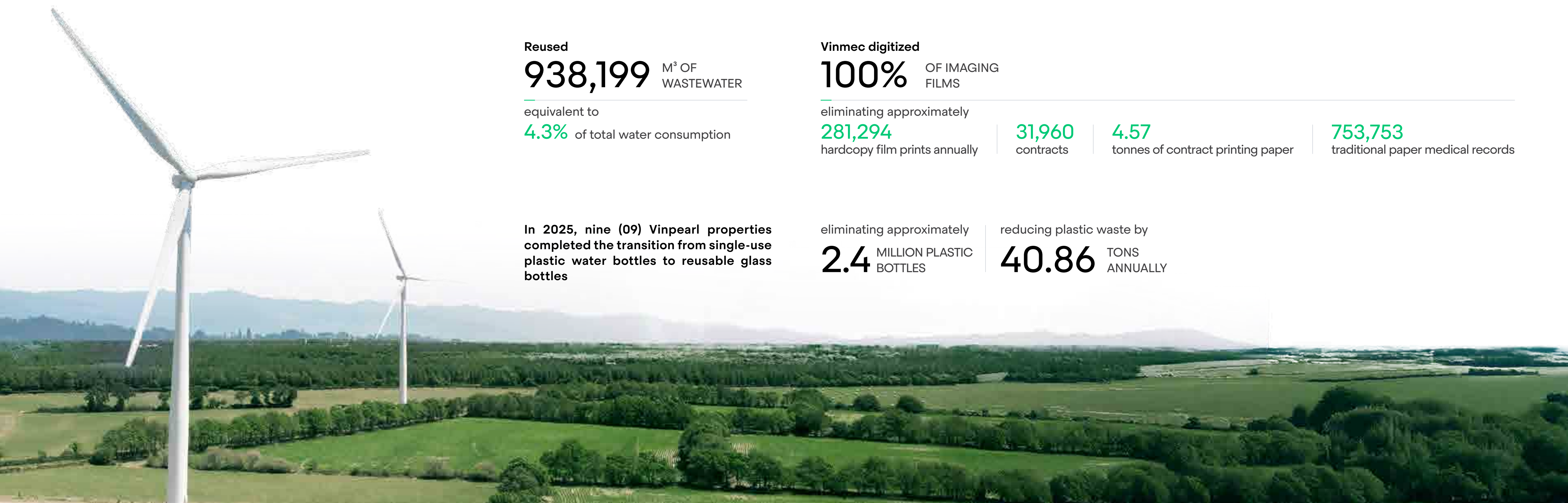
4.57 tonnes of contract printing paper

753,753 traditional paper medical records

In 2025, nine (09) Vinpearl properties completed the transition from single-use plastic water bottles to reusable glass bottles

eliminating approximately **2.4** MILLION PLASTIC BOTTLES

reducing plastic waste by **40.86** TONS ANNUALLY



Sustainability highlights in 2025

Social

FOCUS AREAS

Community investment, healthcare access, inclusive education, workforce development, employee wellbeing, science and technology for social progress, and contribution to local communities.

The Kind Heart Foundation provided

2,500 VND BILLION

to support communities in 2025

Vingroup recorded

104,253 EMPLOYEES

with an average income of **VND 24.4 million** per person per month.

Vinmec organized more than

60 FREE HEALTH SCREENING PROGRAMS

for **7,000 residents** in local communities

The 2025 VinFuture Prize received

1,705 NOMINATIONS

and was awarded **VND 118 billion** to breakthrough scientific research with significant impact in healthcare and agriculture.



Sustainability highlights in 2025

Governance

FOCUS AREAS

Board oversight, ESG governance structures, business ethics, compliance, transparency, tax contribution, stakeholder accountability and integration of sustainability into entity-level governance.

Total tax contributions

148,773 VND BILLION
to the State Budget amounted

Vingroup was the

LARGEST PRIVATE-SECTOR CONTRIBUTOR

to the State Budget in Vietnam in 2025.

Board composition reflected diversity with

4 NATIONALITIES **9** PROFESSIONAL DISCIPLINES

Female members accounted for

57%
of the Vingroup Board, Management and Supervisory Board

Vinpearl established an

ESG COMMITTEE

to oversee activities across the E-S-G pillars, in alignment with internal policies and international standards.

VinUniversity and Vinhomes established their

SUSTAINABILITY COMMITTEES

to develop and implement strategies across education, research, governance, operations and community engagement.



Sustainability highlights in 2025

ESG-related awards and recognitions

In 2025, Vingroup and its member companies received a number of awards and recognitions that reflect progress across governance, compliance, investor relations, social impact, human capital development, healthcare quality, education, conservation, and ESG implementation.

Entity	ESG award / recognition	Awarding body / organizer	ESG relevance
Vingroup	ALB Pan-Asian Regulatory Awards 2025 – Compliance Officer of the Year, Corporates	Asian Legal Business, under Thomson Reuters	Recognizes excellence in compliance, legal affairs and risk management, supporting the Group's governance, transparency and accountability narrative.
	Six Gold Awards: Most Committed to ESG; Best Investor Relations; Best Mid-Cap Company; Most Committed to Diversity, Equity and Inclusion; Best Use of Technology; Best Conglomerate	FinanceAsia	Recognizes Vingroup's performance in ESG commitment, investor relations, DEI, technology-enabled management and overall corporate positioning.
	Top 3 Non-Financial Large-Cap Listed Companies with the Most Preferred Investor Relations Activities in 2025	IR Awards 2025, organized by Vietstock, VAFE Association and FiLi Magazine	Supports transparency, shareholder engagement, investor communication and capital-market accountability.
Kind Heart Foundation	First-Class Labor Order	President of the Socialist Republic of Vietnam	Recognizes long-standing contributions to social welfare, community development and philanthropic impact.
	ASEAN Award for Rural Development and Poverty Eradication	ASEAN	Recognizes contributions to rural development, poverty reduction and community resilience across Southeast Asia.
	Highest category at the Human Act Prize 2025	Human Act Prize	Recognizes sustained community action, long-term social contribution and practical impact for vulnerable communities.
VinFast	Top 10 Companies with Outstanding Comprehensive ESG Implementation	Vietnam ESG Awards 2025 / Vietnam ESG Forum 2025	Recognizes balanced and substantive ESG implementation across environmental, social and governance pillars, supported by long-term strategy and measurable outcomes.
Vinhomes	Vinhomes Green Paradise honored in the Sustainable Development category	FIABCI-Thai Prix d'Excellence Awards	Supports Vinhomes' sustainable urban development narrative and recognizes a large-scale development positioned around ESG-oriented planning and implementation.
	Enterprise Acting for Green Community	Vietnam ESG Awards	
Vinpearl	Best Companies to Work for in Asia 2025 – Vietnam Chapter	HR Asia Awards 2025	Recognizes workplace quality, employee engagement, employee experience and human-capital practices.
	Sustainable Workplace Awards 2025	HR Asia Awards 2025	Recognizes sustainable workplace practices and people-centered management.
Vinpearl Safari Phu Quoc	First zoo in Vietnam to receive SEAZA animal welfare certification	Southeast Asian Zoos and Aquariums Association	Recognizes animal welfare, conservation practices and biodiversity-related management standards.
	Ranked among Asia's leading zoos and aquariums	Blooloo	Recognizes Vinpearl Safari's conservation-oriented safari model and its position among leading wildlife and zoological destinations in Asia.

Sustainability highlights in 2025

Entity	ESG award / recognition	Awarding body / organizer	ESG relevance
Vinmec	Best in Vietnam	Global CSR & ESG Summit and Awards 2025	Recognizes overall CSR and ESG performance in Vietnam.
	Best Community Programme Award	Global CSR & ESG Summit and Awards 2025	Recognizes community-oriented healthcare and social impact initiatives.
	Best Workplace Practices	Global CSR & ESG Summit and Awards 2025	Recognizes workplace practices and employee-related management.
	Clinical Effectiveness Improvement	Hospital Management Asia Awards 2025	Recognizes healthcare quality, clinical effectiveness and patient-outcome improvement.
	Hospital CEO of the Year	Hospital Management Asia Awards 2025	Recognizes healthcare leadership and management excellence.
	Empowerment of Women Award	Global CSR & ESG Summit and Awards 2025	Recognizes Vinmec's efforts to promote women's empowerment, inclusive workplace practices and gender-related social impact.
	Top 100 Most Valuable Brands in Vietnam 2025	Brand Finance	Recognizes Vinmec's strong brand momentum, growing public trust, and leadership position in Vietnam's healthcare sector. Vinmec is the only healthcare brand included in Vietnam's Top 100 Most Valuable Brands ranking. The brand also rose five positions compared to the previous year
	Vietnam's No. 1 Hospital Brand Among Foreign Residents	Indochina Research	Recognizes Vinmec as the most preferred hospital brand among foreign residents in Vietnam, highlighting its international standards of care, service excellence, and strong reputation within the expatriate community.
Vinschool	QS Reimagine Education Awards 2025 – Nurturing Wellbeing & Purpose category	QS Reimagine Education Awards 2025	Recognizes Vinschool's Wellbeing Initiatives and efforts to build a holistic, student-centered and positive educational environment.
VinUniversity	Collaborative Partnership Award	ESG Business Awards 2025	Recognizes ESG collaboration and partnership-based impact through the Nha Trang – Khanh Hoa Green Transition Project.
	Cross-sector Collaboration Award	ESG Business Awards 2025	Recognizes cross-sector collaboration among academia, government, community and other stakeholders for sustainability-related impact.
	Pioneering Science and Technology category	Vietnam ESG Awards 2025	Recognizes VinUniversity's role in designing, coordinating, and taking advantage of technology to implement the "Khanh Hoa People Speak English" project, an education-for-community initiative, aimed at promoting practical English communication skills for people from all walks of life in Khanh Hoa Province.

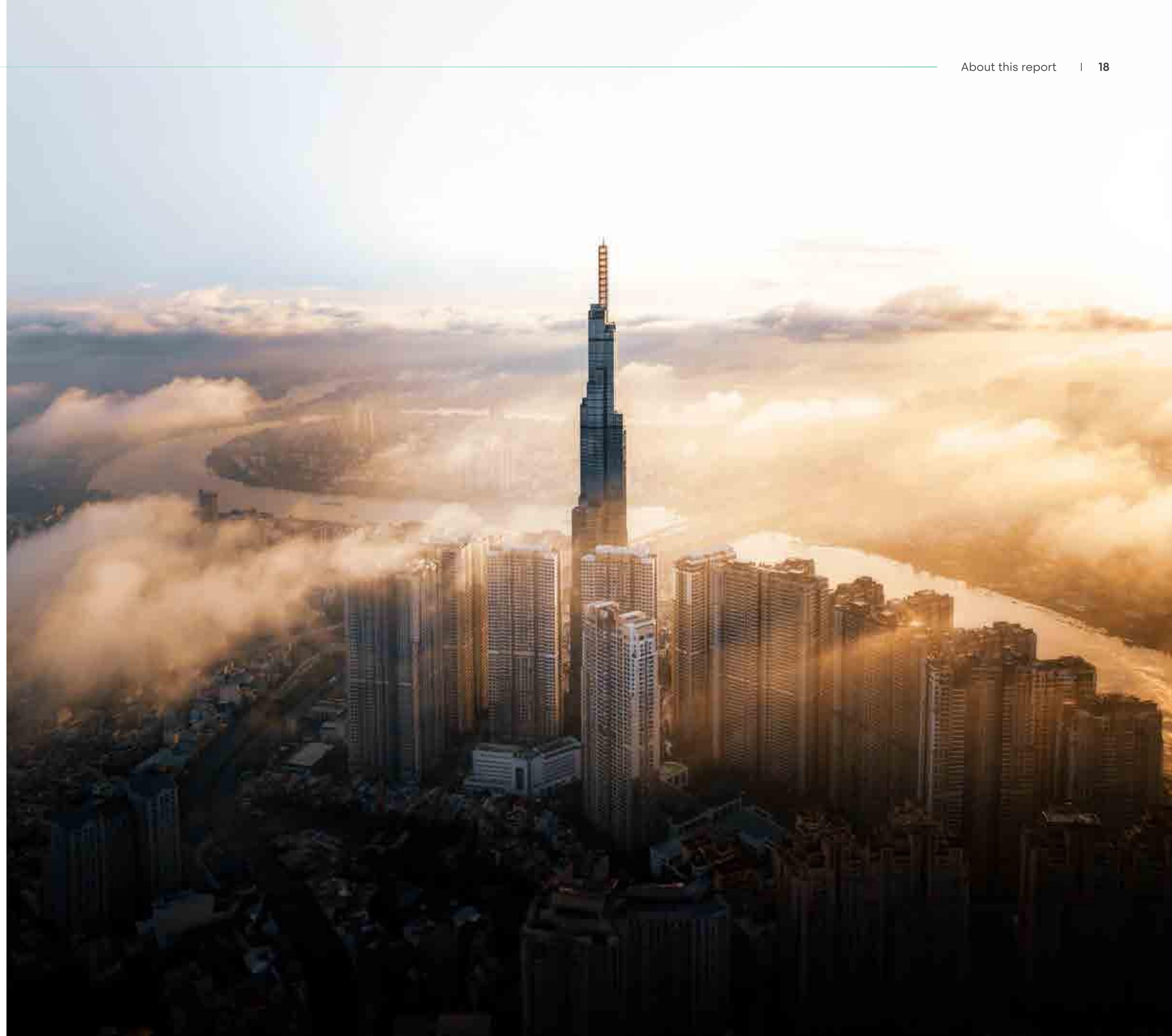
About Vingroup

General Information

Company name	VINGROUP JOINT STOCK COMPANY
Ticker	VIC
Charter capital	VND 77,334,918,960,000 (as of December 31, 2025)
Business registration number and tax code	0101245486
Headquarters	No. 7, Bang Lang 1 Street, Vinhomes Riverside Urban Area, Phuc Loi Ward, Hanoi, Vietnam

Contact information

Phone	(84-24) 3974 9999
Fax	(84-24) 3974 8888
Website	https://vingroup.net



Vingroup Ecosystem

Vingroup Joint Stock Company, referred to in this report as “Vingroup” or “the Group”, is one of Vietnam’s largest listed private-sector enterprises. Formerly known as Technocom Corporation, the Group was founded in Ukraine in 1993. In the early 2000s, Vingroup expanded its operations in Vietnam through two key brands: Vincom and Vinpearl. In January 2012, Vinpearl JSC merged with Vincom JSC to form Vingroup Joint Stock Company.

As of 2025, Vingroup’s ecosystem is organized around six core business pillars:

- Industrials – Technology
- Real Estate Development and Services
- Infrastructure
- Green Energy
- Culture
- Social Enterprises

These pillars are designed to operate in a mutually reinforcing manner, supporting the Group’s long-term strategy and its contribution to Vietnam’s economic, social and sustainable development priorities.



Vingroup Ecosystem

Industrials – Technology

The Industrials – Technology pillar focuses on electric mobility, smart manufacturing, digital infrastructure, cybersecurity, robotics, aerospace technologies, and advanced industrial solutions.

VINFAST

A pure-play electric vehicle manufacturer with the mission of making electric mobility accessible to everyone.

VINMETAL

A high-tech steel manufacturing and trading company established to develop advanced steel and specialized alloy solutions for electric vehicles, transportation infrastructure and key industrial projects.

VINSMART FUTURE

A technology company focused on deploying and operating integrated software and digital infrastructure systems across the Vingroup ecosystem.

VINSOC

A cybersecurity operations platform responsible for governance and cybersecurity operations across the Vingroup ecosystem.

VINCSS

A provider of cybersecurity services and passwordless authentication solutions.

VINROBOTICS

A company focused on the research, design, manufacturing and integration of smart humanoid and industrial robot solutions.

VINMOTION

A robotics technology company focused on research and development of general-purpose humanoid robots.

VINDYNAMICS

A company focused on the research and development of humanoid robot technologies and applications.

VINSPACE

A company focused on the research and manufacturing of small satellite constellations.



Vingroup Ecosystem

Real Estate and Services

The Real Estate Development and Services pillar covers integrated urban development, residential real estate, serviced residences, office leasing, industrial real estate, hospitality, entertainment, retail, and exhibitions.

VINHOMES

A leading real estate developer in Vietnam, pioneering the development of world-class, large-scale, TOD and integrated mega urban complexes ("All-in-one" cities), offering high-quality residential properties including apartments, villas, and shophouses.

VINPEARL

A hospitality and tourism brand operating resorts, hotels and related destination services.

VINCOM RETAIL

A retail real estate platform operating shopping centers and commercial destinations.

VINHOMES SERVICED RESIDENCES

A provider of premium serviced apartments and villas.

VINPEARL GOLF

A golf course platform associated with Vinpearl's hospitality and destination ecosystem.

VEFAC

A venue, exhibition and event service provider.

VINHOMES OFFICE LEASING

A platform focusing on the investment, development, and management of premium, sustainable, and high-quality office buildings within integrated projects, catering to multi-national corporations and leading domestic enterprises.

VINWONDERS

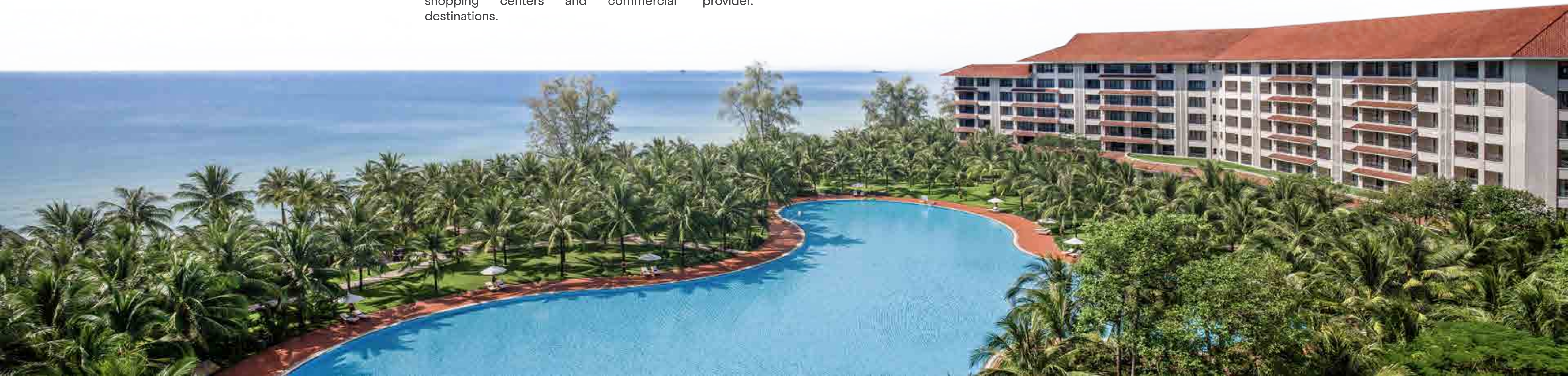
An entertainment and leisure brand operating amusement, theme park and destination experiences.

VINHOMES IZ / VINHOMES INDUSTRIAL ZONE

A specialized platform dedicated to the investment and development of next-generation industrial real estate and logistics infrastructure, integrating smart and green standards to attract global high-tech manufacturing.

VIN NEW HORIZON

A premium retirement and nursing service platform in Vietnam.



Vingroup Ecosystem

Infrastructure

The Infrastructure pillar focuses on transport infrastructure and related industrial capabilities that support Vietnam's long-term connectivity and development priorities.

VINSPEED

A high-speed railway transport infrastructure and industry platform.

Green Energy

The Green Energy pillar focuses on smart and sustainable energy solutions that support the energy transition, improve energy security and contribute to the Group's long-term decarbonization pathway.

VINENERGO

A developer and provider of smart, sustainable energy solutions.

Culture

In November 2025, Vingroup announced Culture as a new core pillar with the objective of preserving and promoting traditional cultural values, supporting the development of modern arts and creating platforms for cultural and artistic talent.

V-CULTURE TALENTS

A cultural and artistic talent development company focused on identifying, training and developing young talent in music, performing arts and traditional cultural forms.

V-FILM

A film and television production and distribution company, with activities across film production, television programming, photography, audio recording and music publishing.

VINLIVE (FORMERLY KNOWN AS V-SPIRIT)

An event organization and management company focused on cultural and artistic events, exhibitions, conferences and seminars.



Vingroup Ecosystem

Social Enterprises

The Social Enterprises pillar reflects Vingroup's long-standing commitment to community development, healthcare, education, research, talent development, and green public transport.



VINMEC

A healthcare system comprising international general hospitals and clinics.

VINUNIVERSITY

A university of excellence focusing on developing future talent and advancing education, research and innovation.

VINSCHOOL

A K-12 education system providing high-quality education.

VINBUS

Pioneering, promoting, and creating a trend of green, civilized, and modern public transportation in Vietnam.

VIN NEXUS CENTER

A special education school.

Vision, mission and core values

Vingroup's vision, mission and core values provide the foundation for the Group's long-term development strategy and sustainability approach. They guide how Vingroup defines its role as a multi-business group, develops products and services, engages stakeholders, and contributes to Vietnam's socioeconomic progress.

Vision

With the aspiration to be a pioneer and the capability to implement sustainable investment and development strategies, Vingroup focuses on six core pillars: **Industrials – Technology, Real Estate Development and Services, Infrastructure, Green Energy, Culture and Social Enterprises.**

The Group continues to innovate in building an ecosystem of high-quality, green and accessible products and services that contribute to improving quality of life for all people and enhancing the international reputation of Vietnamese brands.

Mission

Create a better life **for people**

Core Values

Vingroup's corporate culture is anchored in six core values: **Credibility, Integrity, Creativity, Speed, Quality and Compassion.**



Footprint in 2025

Vingroup's operating footprint reflects the scale and diversification of the Group's ecosystem across Vietnam and selected international markets. In 2025, the Group's business activities covered a broad range of sectors, including electric mobility, technology, real estate development and services, hospitality and entertainment, healthcare, education, infrastructure, green energy, culture, and social enterprises.

The footprint presented in this section is intended to provide an overview of Vingroup's geographic presence and the material platforms that form the primary focus of the Group's sustainability disclosures. It does not replace the reporting boundary described in Section 1.2. Quantitative ESG data coverage may vary by indicator, entity and level of operational control, and any limitations or exclusions are disclosed in the relevant chapters of this report.

By geography



As of December 31, 2025, Vingroup maintained a significant operating presence across Vietnam through its subsidiaries, affiliates, and ecosystem companies. Domestic activities included real estate development and services, electric vehicle manufacturing, healthcare, education, hospitality, entertainment, green public transportation, infrastructure, energy solutions, and culture-related activities.

Within Vietnam, Vingroup's ecosystem extended across major cities, economic zones, tourism destinations and urban development areas. This footprint reflects the Group's broad domestic presence across real estate development, manufacturing, healthcare, education, hospitality, tourism, public transportation, and community-oriented services.

Key domestic activities included VinFast's manufacturing operations in Hai Phong and Ha Tinh; Vinhomes' integrated urban developments and real estate projects; Vinpearl's hospitality, leisure and entertainment destinations; Vinmec's hospitals and clinics; Vinschool's K-12 education system; VinUniversity's higher education and research activities; and VinBus' electric public transport operations.

Internationally, Vingroup's footprint was primarily driven by VinFast's global electric mobility strategy, including manufacturing, distribution, sales, aftersales, research and development, export activities, dealer networks, and service partnerships. In 2025, VinFast continued to develop its presence in selected markets in Asia, North America, Europe and the Middle East.

During the reporting year, VinFast inaugurated its Ha Tinh manufacturing facility in Vietnam, opened its Tamil Nadu manufacturing facility in India and opened its Subang manufacturing facility in Indonesia. These developments expanded the Group's manufacturing footprint and supported VinFast's strategy to strengthen regional supply, market access and customer service capabilities.



Footprint in 2025

By material subsidiaries

Vingroup's sustainability disclosures focus on six material subsidiaries that represent significant environmental, social and economic impacts for the Group.

These platforms include businesses with substantial operational scale, stakeholder reach, resource use, workforce presence, customer impact or relevance to the Group's long-term sustainability strategy:

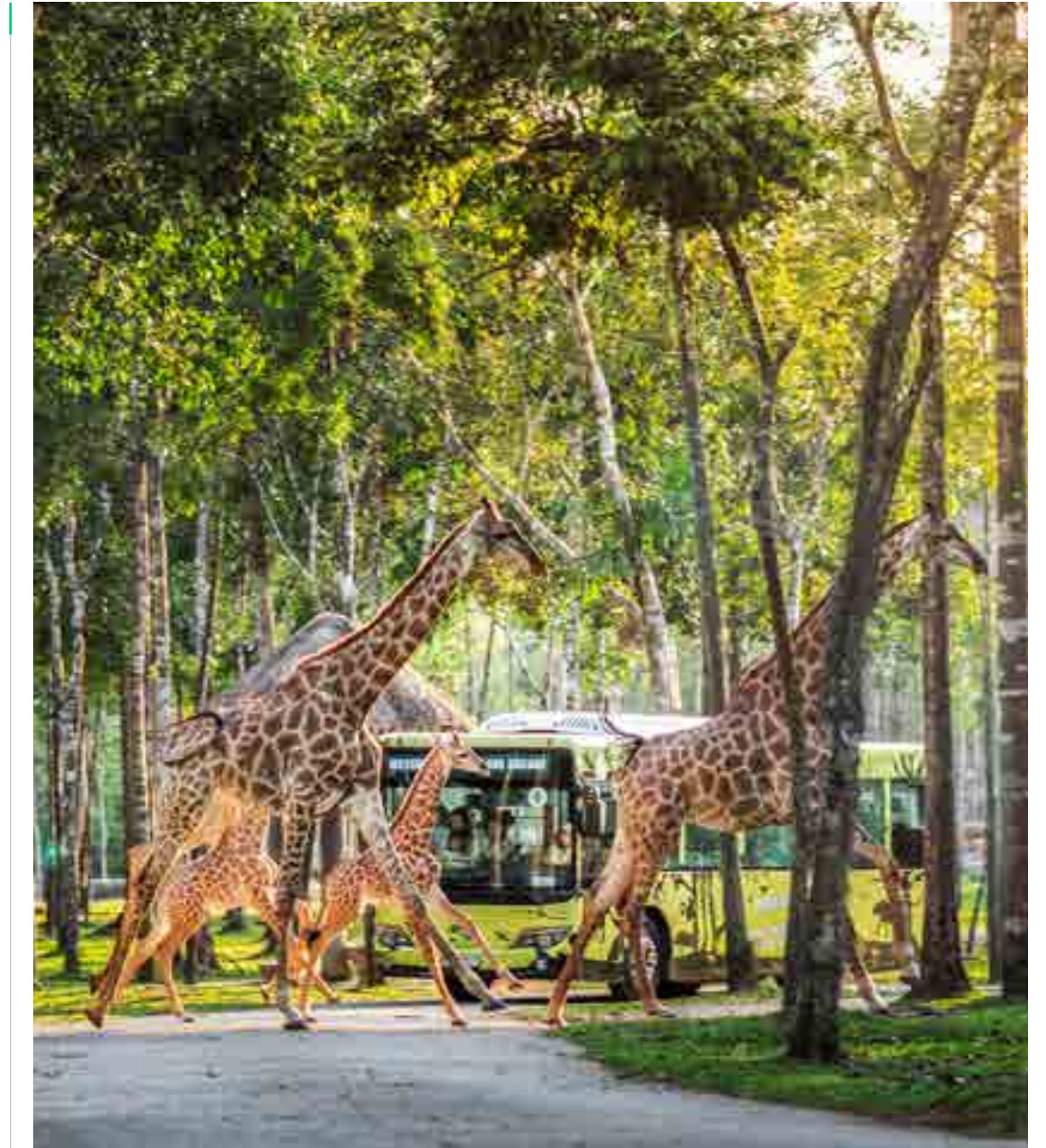


VINFAST

VinFast's footprint covers electric vehicle manufacturing, research and development, sales, distribution, aftersales services, charging, and service-related ecosystem activities in Vietnam and selected international markets. In Vietnam, VinFast operates major manufacturing facilities in Hai Phong and Ha Tinh. Internationally, VinFast's footprint includes manufacturing facilities in India and Indonesia, together with dealer, service and market development networks in selected markets. VinFast represents a material platform for Vingroup's climate, energy, product innovation, supply chain, occupational health and safety, customer safety and mobility-related disclosures.

VINHOMES

Vinhomes' footprint is concentrated in Vietnam, where the company leverages the nation's largest residential land bank to develop and manage mega-scale, integrated urban townships as a master-planned community (MPCs) developer. Capitalizing national infrastructure rollouts, Vinhomes strategically pursues a Transit-Oriented Development (TOD) model, connecting its developments with modern mass transit networks. This framework allows Vinhomes to optimize land value and drive long-term commercial growth across its diverse real estate portfolio.



VINPEARL

Vinpearl's footprint includes hotels, resorts, tourism destinations, golf courses, entertainment complexes and leisure facilities in major tourism destinations in Vietnam. Vinpearl is material to disclosures relating to energy and water use, waste management, biodiversity and conservation, responsible tourism, customer experience, employee development, and local community engagement.

Footprint in 2025

By material subsidiaries

VINMEC

Vinmec's footprint consists of a nationwide healthcare system of hospitals and clinics in Vietnam. Vinmec provides healthcare services, clinical operations, medical training and research-related activities. Vinmec is material to disclosures on healthcare access, patient safety and quality, medical ethics, employee training, occupational health and safety, community health programs, digital healthcare, and responsible resource use in healthcare operations



VINSCHOOL

Vinschool operates a K-12 education system across key urban areas in Vietnam, serving students from early years through upper secondary education. Vinschool is material to disclosures on inclusive and quality education, child safeguarding, student wellbeing, teacher development, employee engagement, and community contribution.

VINUNIVERSITY

VinUniversity operates as a non-profit higher education institution in Vietnam, with a focus on education, research, innovation and talent development. VinUniversity is material to disclosures on higher education quality, research impact, sustainability education, student wellbeing, partnerships, community engagement, and campus.



The ESG performance data disclosed in this report primarily reflects the activities of these material platforms, subject to data availability, operational control and consolidation methodology. Where data coverage differs by subsidiaries, indicator or reporting period, the relevant assumptions and limitations are disclosed in the corresponding sections of this report.

Awards and Accolades

VINGROUP



Top 10 Vietnamese Excellent Brands 2025

VnEconomy and Vietnam Economic Times

Vingroup was recognized as one of the Top 10 Vietnamese Excellent Brands 2025, honoring outstanding achievements in trade and services, green investment, sustainable development, and contributions to community and local development.

VINGROUP



Top 40 Enterprises in Southeast Asia

Fortune Magazine

Vingroup was ranked 37th in Fortune's Southeast Asia 500 list, up eight places from the previous year, reflecting its scale, financial indicators and business performance.

VINGROUP



Top 1,000 World's Best Companies

TIME Magazine and Statista

Vingroup was included in TIME's World's Best Companies 2025 ranking, which assesses companies based on revenue growth, employee satisfaction and ESG performance. Vingroup ranked 817th among the top 1,000 companies worldwide and was the first Vietnamese enterprise to meet the ranking's selection standards.

VINGROUP



Largest Private Enterprise in Vietnam

Vietnam Report

Vingroup continued to lead the Top 500 largest private enterprises in Vietnam and ranked fourth among the Top 500 largest enterprises in Vietnam under the VNR500 ranking.

VINGROUP &
THE KIND HEART FOUNDATION



Two First-Class Labor Orders

President of the Socialist Republic of Vietnam

Vingroup received the First-Class Labor Order for outstanding achievements in organizing and implementing the construction of the Vietnam Exposition Center, which was completed and put into operation 15 months ahead of schedule. The Kind Heart Foundation also received the First-Class Labor Order for its long-standing philanthropic contributions to disadvantaged communities and sustainable social progress.

VINFAST



Top 200 Asia-Pacific's Best Companies of 2025

TIME Magazine

VinFast ranked 101st among 500 companies in TIME's Asia-Pacific's Best Companies of 2025 list and was the only Vietnamese company in the Top 200.

VINFAST



Series of international and domestic awards recognizing reputation and product quality

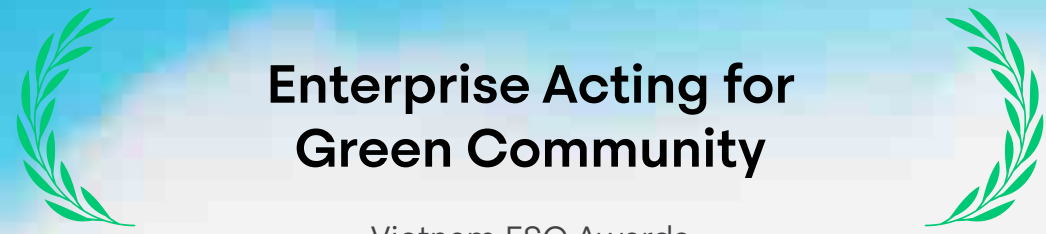
Indonesia International Motor Show Surabaya 2025; Road to CNBC Indonesia Awards 2025; Carvaganza Editors' Choice Awards; Kumparan Awards: Impact Makers 2025; Detikcom Awards 2025; 2025 Legacy Awards for Business; India market awards; Better Choice Awards 2025; APAC Effie Awards

VinFast received nine major awards in Indonesia, including four titles at the Indonesia International Motor Show Surabaya 2025 and two awards at the Road to CNBC Indonesia Awards 2025. In Philippines, VinFast was honored at the 2025 Legacy Awards for Business in the Excellence in Strategic Mobility Innovation category.

In India, VinFast won seven major awards for the VF 6 and VF 7 models, including EV Manufacturer of the Year and EV Disruptor of the Year for the VF 7. In Vietnam, VinFast was honored at the Better Choice Awards 2025 and became the first Vietnamese brand to win a Gold Award at the APAC Effie Awards.

Awards and Accolades

VINHOMES



Enterprise Acting for Green Community

Vietnam ESG Awards

Vinhomes received the “Enterprise Acting for Green Community” distinction. This award reaffirms Vinhomes’ leadership in sustainable urbanism and its proactive integration of Environmental, Social, and Governance (ESG) criteria into its operational framework.

VINHOMES

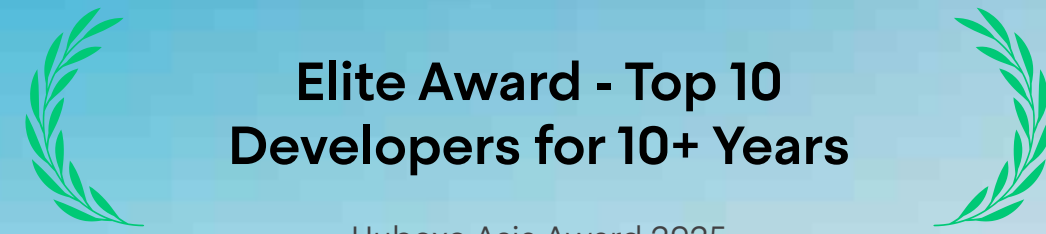


Top 10 Reputable Real Estate Developers 2025

Vietnam Report

This award mark is the third consecutive year Vinhomes achieved this title, the ranking reflects sustained market confidence and Vinhomes dominant position in the domestic market.

VINHOMES



Elite Award - Top 10 Developers for 10+ Years

Hubexo Asia Award 2025

This title serves as a definitive testament to Vinhomes’ sustained commitment to quality, innovation, and its undisputed leadership within the real estate industry.

VINHOMES



Corporate Excellence Award in Asia

Asia Pacific Enterprise Awards 2025

Vinhomes received the Corporate Excellence Award in Asia for the second time, recognizing its performance across business results, operational strategy, corporate social responsibility, leadership capability and talent management.

VINHOMES



Developer of the Year 2025

Dot Property Southeast Asia Awards 2025

Vinhomes became the first Vietnamese company to receive the Developer of the Year title, reaffirming its leadership in developing modern urban areas, enhancing quality of life and promoting sustainable development standards in Southeast Asia’s real estate market.

VINHOMES GREEN CITY



2025 Project of the Year

Dot Property Vietnam Awards 2025

This award underscores the project's pioneering status as the first and only "All-in-One" urban ecosystem anchoring Ho Chi Minh City’s strategic Northwest corridor.

VINHOMES GLOBAL GATE & VINHOMES ROYAL ISLAND

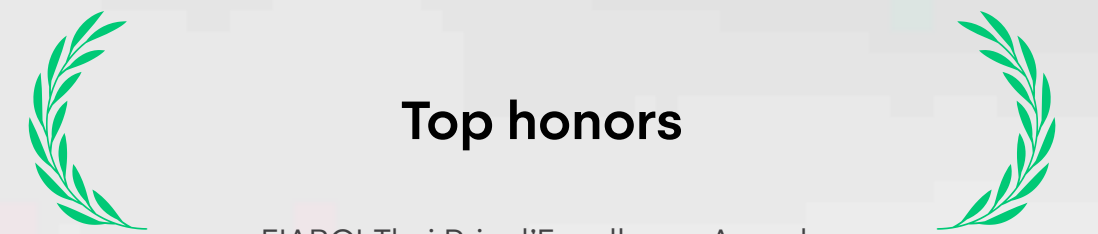


Vinhomes Global Gate – Special Distinction

National Urban Planning Award 2024-2025

These accolades represent the pinnacle of urban planning recognition in Vietnam, held under the auspices of the Ministry of Construction, the Ministry of Natural Resources and Environment, and the Vietnam Chamber of Commerce and Industry.

VINHOMES GREEN PARADISE



Top honors

FIABCI-Thai Prix d'Excellence Awards

This prestigious international recognition affirms the project's compliance with global real estate benchmarks, highlighting its world-class standards in sustainable master planning, architectural excellence, and eco-friendly urban development.

Awards and Accolades

VINPEARL



Strongest Brand in Southeast Asia

Brand Finance

Vinpearl was ranked the strongest brand in Southeast Asia, achieving a Brand Strength Index score of 97.5/100 and an AAA+ rating.

VINPEARL



Vietnam Tourism Awards 2025

Ministry of Culture, Sports and Tourism of Vietnam

Vinpearl received two awards: Best Golf Course Serving Tourists for Vinpearl Golf Nha Trang and Best 5-Star Hotel for Vinpearl Resort & Spa Ha Long.

VINPEARL



International destination and hotel recognitions

Trip.com Group and international rankings

VinWonders Nha Trang was listed in the Global 100 Family-friendly Attractions; Vinpearl Resort & Spa Nha Trang Bay was named among Asia Top 100 Family Hotels by Trip.com Group; and Vinpearl Wonderworld Phu Quoc received the Trip.Best 2025 – Luxury Hotel title.

VINPEARL



No. 1 Best Workplace in Vietnam (Tourism, Hospitality, and Leisure sector)

Anphabe

Reflects Vinpearl's commitment to fostering a people-centric and sustainable organizational culture within the hospitality industry.

VINPEARL



Best Companies to Work for in Asia – Vietnam Chapter 2025 & Sustainable Workplace Awards 2025

HR Asia

Recognizes Vinpearl's outstanding workplace environment, excellent employee benefits, and high level of staff engagement.

VINMEC



Hospital Group of the Year and Technology Innovation of the Year

Healthcare Asia Awards 2025

Vinmec became the first healthcare brand in Vietnam to be honored in two categories at the Healthcare Asia Awards: Hospital Group of the Year and Technology Innovation of the Year.

VINMEC



Center of Excellence; Excellence Award in Clinical Effectiveness Improvement

World Allergy Organization; Hospital Management Asia 2025

The Clinical Immunology and Allergy Center under Vinmec Healthcare System was recognized as a Center of Excellence by the World Allergy Organization and received the Excellence Award in the Clinical Effectiveness Improvement category at Hospital Management Asia 2025.



List of abbreviation

Abbreviations	Explanation/Definition
AA1000AP	AccountAbility Principles Standard
AA1000AS	AccountAbility Assurance Standard
ADB	Asian Development Bank
AGM	Annual General Meeting
AI	Artificial Intelligence
ALB	Asian Legal Business
BESS	Battery Energy Storage System
BOD	Board of Directors
BREEAM	Building Research Establishment Environmental Assessment Method
CBAM	Carbon Border Adjustment Mechanism
CDP	Carbon Disclosure Project
CEO	Chief Executive Officer
DEI	Diversity, Equity, and Inclusion
DPPA	Direct Power Purchase Agreement
EDGE	Excellence in Design for Greater Efficiencies

Abbreviations	Explanation/Definition
ESG	Environmental, Social, and Governance
ETS	Emissions Trading System
FIABCI	International Real Estate Federation
GHG	Greenhouse gas
GMS	General Meeting of Shareholders
GRI	Global Reporting Initiative
HOSE	Ho Chi Minh Stock Exchange
HVAC	Heating, Ventilation, and Air Conditioning
IAM	Identity and Access Management
IFRS S1	International Financial Reporting Standard S1 (General Requirements for Disclosure of Sustainability-related Financial Information)
IFRS S2	International Financial Reporting Standard S2 (Climate-related Disclosures)
IoT	Internet of Things
ISSB	International Sustainability Standards Board
JCI	Joint Commission International
JSC	Joint Stock Company

List of abbreviation

Abbreviations	Explanation/Definition
KPI	Key Performance Indicator
LEED	Leadership in Energy and Environmental Design
LNG	Liquefied Natural Gas
MARD	Ministry of Agriculture and Rural Development
MOU	Memorandum of Understanding
MUFG	Mitsubishi UFJ Financial Group
NAC	Network Access Control
NDC	Nationally Determined Contribution
NPS	Net Promoter Score
OECD	Organization for Economic Co-operation and Development
OHS	Occupational Health and Safety
QCVN	Vietnamese National Technical Regulation
SASB	Sustainability Accounting Standards Board
SBTi	Science Based Targets initiative
SCADA	Supervisory Control and Data Acquisition
SDG	Sustainable Development Goals

Abbreviations	Explanation/Definition
TCFD	Task Force on Climate-related Financial Disclosures
tCO2e	Metric ton (or Tonnes) of carbon dioxide equivalent
VEC	Vietnam Exposition Center
VEFAC	Vietnam Exhibition Fair Center
VGR	Vingroup
VHM	Vinhomes
Vincons	Vincons Construction Jsc (contractor under Vinhomes)
VinCSS	VinCSS
VINIF	Vingroup Innovation Foundation
VinSOC	VinSOC
VLBP/VinEG	VinFast Lithium Battery Pack
VND	Vietnamese Dong
VPL	Vinpearl
VRE	Vincom Retail
VSC	Vinschool

CHAPTER

02

Sustainability Strategy & Materiality Assessment

Vingroup Interconnections for sustainability	35
Our sustainability strategy	36
Value chain mapping and ESG hotspots	42
Stakeholder engagement	48
Materiality assessment	53
Sustainability-related risks and opportunities register	60



Vingroup operates a highly diversified ecosystem across **six business pillars and 113 consolidated subsidiaries.**

In 2025, the Group contributed
2.6% of Vietnam's Gross Domestic product

Net revenue of
331,838 Billion VND

At this scale, sustainability is not an isolated workstream managed alongside commercial operations; it is the foundational framework through which the Group defines long-term value creation for an expanding circle of stakeholders.



Vingroup Interconnections for sustainability

As one of Vietnam's largest private-sector enterprises, employing over 104,253 people and serving as the nation's top private budget contributor by year-end 2025, Vingroup's three-decade evolution has culminated in a highly diversified, interconnected business portfolio. Unlike single-industry organizations, Vingroup's sustainability profile is uniquely defined by this interconnection. Organized around six core pillars, the Group's businesses do not operate in isolation; instead, they are structurally linked through shared physical infrastructure, unified customer ecosystems, common technological platforms, and long-term development initiatives.

This deep operational interconnection serves as Vingroup's primary distinct feature and a powerful advantage in driving its sustainability ambitions. By leveraging capabilities across sectors, the Group creates integrated economic, social, and environmental value that extends far beyond the boundaries of any individual business. A prime example of this synergy is found in the physical and operational platforms provided by the Real Estate & Services pillar, which supports the Group's broader ecosystem. Integrated urban developments, such as Vinhomes townships, host Vincom Retail centers, Vinschool campuses, and Vinmec hospitals, maximizing residential premium while embedding sustainable lifestyle infrastructure. Within these spaces, VinBus and GSM electric vehicles provide clean mobility for residents and Vinpearl guests, powered alongside VinSpeed's Ben Thanh – Can Gio railway by VinEnergó's renewable generation scoped for Vinhomes Green Paradise. Simultaneously, the VEC exhibition infrastructure hosts cultural events produced by VinLive, creating visitor flows that directly benefit VinWonders and Vinpearl. Because of this mechanical linkage, a single positive climate transition development — such as the acceleration of electric vehicle adoption or policy support for renewable energy — acts as a rising tide that drives sustainability and commercial opportunities across Industrials–Technology, Green Energy, Real Estate, and Infrastructure pillars simultaneously.



However, these interconnection scales also mean that operational, environmental, or social failures cannot be contained within a single subsidiary. A product safety incident at VinFast, a data privacy breach at VinCSS or VinSmart Future, a critical occupational safety failure at a Vincons construction site, or an event safety breakdown at VEC each carries heavy reputational and operational consequences that instantly ripple across the entire Group.

Consequently, this shared risk-and-opportunity profile carries direct implications for Vingroup's sustainability governance. To protect the collective ecosystem while maximizing its systemic advantages, the Group enforces a strict governance cascade. Strategic oversight flows directly from the Board of Directors down to the dedicated ESG functions within each individual subsidiary, ensuring that sustainability-related impacts, risks, and opportunities are managed with uniform rigor, shared accountability, and ecosystem-wide resilience.

Our sustainability strategy

How the strategy was formed

Developed throughout 2025, Vingroup's sustainability strategy is the product of a structured four-input formulation process. The resulting three strategic themes were systematically evaluated against the Group's risk-and-opportunity register (Section 2.6.3), validated against our materiality assessment outcomes (Section 2.5), and proposed to the Board of Directors for formal endorsement.

1 EXTERNAL BENCHMARKING

The first input involved aligning the Group's strategic positioning with Vietnam's national policy directives and international disclosure standards. Nationally, the macroeconomic and regulatory context is defined by the revised Eighth National Power Development Plan (PDP8) under Decision 768/QĐ-TTg (April 2025), the Net Zero 2050 commitment under Decision 1393/QĐ-TTg, the 2026 "Era of Rising" 10% GDP growth target, and the five-reform-group framework. Internationally, strategic and disclosure alignment is anchored to the IFRS S1 and S2 four-pillar disclosure architecture, the GRI Standards 2021 universal and topic-specific framework, and SASB industry standards tailored across our six business pillars.

2 INTERNAL CAPABILITY ASSESSMENT

The second input comprised a comprehensive evaluation of the Group's operational footprint, subsidiary-level commitments, asset portfolio, and baseline capabilities. VinFast's entity-level Net Zero 2040 commitment, the 3E Mission, The Climate Pledge, and the COP26 Zero-Emission Vehicle declaration established the primary subsidiary baseline. The Group's renewable and transition energy platform is anchored by VinEnerg's wind energy pipeline of approximately 1,791 MW and its solar pipeline of approximately 850 MW, which would be supported by a Memorandum of Understanding (MOU) with IDICO Corporation and its transitional LNG position in Hai Phong. Broader ecosystem capabilities are reinforced by VinMetal's green steel positioning, Vinhomes' ESG++ green-building standard applied at the 2,870-hectare Vinhomes Green Paradise project (Can Gio), and Vinpearl's coastal stewardship program, which executed 233 marine-conservation activities in 2025.

3 STAKEHOLDER EVIDENCE BASE

The third input relied on structured stakeholder engagement insights, as detailed in Section 2.4. Eight key stakeholder groups, comprising shareholders and investors, customers, employees, suppliers, regulatory authorities, communities, financial institutions, and non-governmental and academic organizations, were engaged utilizing channels and feedback loops governed by the closed-loop evidence convention. This stakeholder output directly informed both our materiality matrix and strategic priority signals.

4 MATERIALITY OUTCOME

The fourth input was derived from the materiality assessment detailed in Section 2.5. The process identified 14 material topics (six environmental, six social, and two governance), expanding from 11 topics in 2024. This expansion reflects the integration of new entities (VinEnerg, VinMetal, VinSpeed, and the Vietnam Exposition Center) alongside deeper assessments of physical climate risks and supply chain complexities. These 14 material topics were aggregated into the three primary strategic themes by mapping ESG dimensions against the operational realities of our six business pillars.

Our sustainability strategy

Three-theme strategy

At Vingroup, sustainability is not an isolated corporate initiative or a recent mandate; it is the logical evolution of our core mission **“To create a better life for people”**, which anchors the Group’s long-standing commitment to community and society over more than three decades. Vingroup’s sustainability direction focuses on connecting business growth with long-term environmental and social value creation. As the Group expands across industries with different operating characteristics and sustainability profiles, a coordinated approach becomes increasingly important to ensure that strategic decisions support both business performance and broader development priorities.

This direction reflects the belief that long-term competitiveness increasingly depends on the ability to anticipate evolving environmental, social and economic expectations. This includes supporting the transition toward lower- carbon growth models, strengthening resilience across operations and creating positive outcomes for customers, communities and society.

Therefore, our sustainability strategy provides a common framework that aligns activities across the Group ecosystem, while allowing individual businesses to contribute according to their specific roles and capabilities. For the 2025 reporting cycle, Vingroup adopts the sustainability slogan **“Rising Sustainably: Powering Vietnam’s Green Transition”** as a shared expression of this long-term ambition, which is operationalized through the three themes:



 Theme 1

Powering the Green Transition

which aligns with the 'E' dimension



 Theme 2

Fostering Inclusive Human Development

which aligns with the 'S' dimension



 Theme 3

Strengthening Resilience and Responsible Governance

which aligns with the 'G' dimension and resilience

Our sustainability strategy

Theme 1: Powering the Green Transition

Domestic deliveries by VinFast reached

175,099 cars | **406,453** e-scooters

Renewable energy development expanded

1,791 MW of wind projects | **850** MW of solar projects

Vingroup's ecosystem combines activities across industrial manufacturing, mobility, energy, infrastructure and urban development. Unlike standalone businesses operating within a single sector, Vingroup's ecosystem creates opportunities to connect renewable energy generation, industrial production, electric mobility, and urban development within an integrated value chain. The interconnections among these groups of activities and subsidiaries are built to focus on one shared ambition: supporting the transition toward a lower-carbon economy while reducing environmental impacts across the Group's own operations.

In 2025, the Group continued expanding key activities supporting this transition. Domestic deliveries by VinFast reached 175,099 cars and 406,453 e-scooters, approximately doubling the previous year and maintaining domestic market leadership for fifteen consecutive months. Renewable energy development also expanded through VinEnerg, with approximately 1,791 MW of wind projects and approximately 850 MW of solar projects under development. At the same time, investments in battery systems, industrial materials and related infrastructure strengthened the foundations of an integrated green industrial ecosystem.

The Parent Company plays a coordinating role by aligning strategic priorities across businesses and supporting the development of Group-wide approaches to climate transition and resource efficiency. This includes strengthening carbon management capabilities, promoting sustainability considerations in investment decisions and encouraging collaboration among businesses whose activities contribute to common decarbonization objectives.

Across the ecosystem, businesses contribute through different pathways. Industrial and mobility activities support the adoption of lower emission technologies and products, energy initiatives expand access to renewable sources and storage solutions, and urban development and hospitality activities focus on improving operational efficiency and reducing resource consumption.

The transition toward a lower-carbon economy also creates both opportunities and challenges for the Group. Increasing demand for electric mobility, renewable energy, and resource-efficient solutions may support future growth, while evolving regulatory requirements, carbon pricing mechanisms, supply chain dependencies, and changing market expectations continue to influence the operating environment. Strengthening resilience and innovation across these areas remains an important part of the Group's long-term sustainability approach.



Our sustainability strategy

Theme 2: Fostering Inclusive Human Development

People and communities remain central to Vingroup's long-term development approach. Alongside investments in industrial growth and technological innovation, the Group continues to expand access to healthcare, education, mobility and community initiatives that support broader social well-being. Across the ecosystem, these activities are intended not only to provide services, but also to create opportunities that contribute to improving quality of life and strengthening long-term social resilience.

A distinctive characteristic of Vingroup's ecosystem is the integration of social initiatives within broader business activities. Healthcare, education and accessible mobility services are embedded within the ecosystem and supported by the Group's long-term development model, allowing economic growth and social value creation to reinforce one another. Further information about these activities is found in Chapter 2.3.



Our sustainability strategy



Theme 3: Strengthening Resilience and Responsible Governance

As Vingroup's ecosystem continues to expand across industries, geographies and operating models, maintaining resilience and strong governance becomes increasingly important to sustaining long-term value creation. The interconnected nature of the Group's businesses creates opportunities for collaboration and innovation, while also requiring a disciplined approach to risk management, technology oversight and responsible decision-making.

Effective governance within a diversified ecosystem extends beyond regulatory compliance. It includes anticipating emerging risks, strengthening transparency and ensuring that strategic growth remains supported by robust systems and accountability structures. During 2025, sustainability considerations continued to be integrated into governance processes across the Group, supporting coordination among business units and strengthening oversight of environmental, social and operational matters.

Risk management remains an important foundation supporting this approach. The Group continued applying enterprise risk-management practices across its operations, with oversight structures designed to identify and monitor risks across multiple categories, including strategic, operational, technological and sustainability-related risks. As business activities become increasingly interconnected, strengthening the ability to identify emerging risks and respond consistently across different parts of the ecosystem remains an ongoing priority.

Further information on governance is found in Chapter 3.

Our sustainability strategy

Strategic Governance Cascade

A Group-level sustainability strategy is only as effective as its implementation. The cascade below operates four levels, gives strategic direction from the parent company, and allows each subsidiary to adapt to its industry context.

Table 2.1. The four-level sustainability strategy cascade

Level	Function	Activity in 2025
Level 1 Board of Directors	Endorses the sustainability vision, slogan and three strategic themes. Approves Group-level targets. Monitors progress through the quarterly ESG dashboard. Provides the tone-from-the-top that institutional capital providers, regulators and assurance reviewers attend to.	Board of 8 members with 3 independent directors operated 49 meetings and issued 49 resolutions in 2025. Board composition: 4 nationalities, 9 professional disciplines, 57 percent female. The slogan, the proposed sustainability vision and the three-theme architecture are scheduled for Board endorsement at the close of the 2025 reporting cycle.
Level 2 Group ESG Department	Translates the Board-endorsed strategy into Group standards, policies and reporting frameworks. Coordinates cross-subsidiary initiatives (the Scope 3 measurement programme, the internal carbon-pricing pilot, the ISSB-alignment roadmap). Manages Group-level reporting and external stakeholder engagement.	The Group ESG Department coordinates the assurance perimeter under AA1000AS 2018 Type 1 Moderate (limited assurance) covering 12 P&Ls — VinFast HP, VF Indonesia, VF India, VinES HT, VinSmart Future, VinCSS, VHM, VPL, VSC, Vinmec, VinUni and VinBus. Five entities sit outside the 2025 perimeter (VinEnerg, VinMetal, VinSpeed, the Vietnam Exposition Center, Vincom Retail) reflecting establishment date or operational maturity.
Level 3 Subsidiary ESG Committees	Each Committee develops subsidiary-specific action plans aligned with the three Group themes, sets operational targets appropriate to the industry, and manages data collection and performance monitoring.	Vinpearl ESG Committee newly established 2025. VinUni Sustainability Committee newly established 2025. Vinhomes ESG Committee operative. VinFast ESG Committee planned for 2026. The cascade is now substantively populated at the subsidiary layer.
Level 4 Operational integration	ESG criteria embedded in capital-allocation decisions (green-capex criteria), procurement standards (supplier Code of Conduct, contractor ESG assessment), product design (life-cycle-assessment integration), human-resource management (safety protocols, satisfaction targets) and risk management (physical and transition-risk assessment).	VinFast Tier 1 supplier Code of Conduct sign-off and exception rate of 99.3 percent in 2025. Contractor occupational health and safety brought into the assurance scope for the 2025 cycle. Group-wide contractor pre-qualification framework under development for the 2026 cycle. R32 refrigerant transition completed across the Vinschool campus network.

Table 2.1. The four-level sustainability strategy cascade. The cascade gives strategic direction from the parent company while allowing each subsidiary to adapt to its industry context. The implementation of Theme 1 at VinFast looks different from the implementation at Vinpearl; both operate within the same Group framework, pursue aligned targets and report to the same governance structure.

Vingroup's mission: create a better life for people

RISING SUSTAINABLY POWERING VIETNAM'S GREEN TRANSITION



Vingroup sustainability strategy architecture for the 2025 cycle. The slogan and three themes anchor the Group's sustainability ambition; the four-level cascade is the implementation mechanism.

Value chain mapping and ESG hotspots

Group-level value chain and ecosystem interconnections

The value chain assessment focuses on three broad stages:

- 1 Upstream activities**
Including suppliers, raw materials, energy use, land use and contractor activities.
- 2 Own operations**
Covering activities directly managed by the Group across manufacturing, urban development, services and infrastructure operations.
- 3 Downstream activities**
Including product use, customer interactions, waste management and broader social and environmental outcomes.



Value chain mapping and ESG hotspots

Group-level value chain and ecosystem interconnections

Given the interconnected business of Vingroup, the value of its model, and its exposure, is not spread evenly. Sustainability-related risks and opportunities cluster in particular places, facilities and asset types across the Group, and it is at those points that they are most likely to affect how the Group creates and preserves value.

- The coastal land bank, Cần Giờ Green Paradise, Vũ Yên, Phú Quốc, Cửa Lò and Harbour Nha Trang, concentrates the Group's physical-climate exposure and, at the same time, its largest green- development opportunity.
- The co-located heavy-industry zone at Vũng Áng, where VinMetal steelmaking sits alongside VinFast and VinES manufacturing, concentrates manufacturing emissions, water dependence and industrial- safety exposure.
- Active construction across the Vinhomes pipeline and the VinSpeed corridor concentrates occupational- safety exposure. Export-oriented manufacturing at VinFast and VinMetal carries the Group's trade, tariff and carbon-border exposure, while the upstream battery-mineral supply chain concentrates critical- minerals and Tier 2-plus visibility risk.

The pillar profiles that follow describe how these matters bear on each business — where they support the model and where they could erode it.

Table 2.2. Vingroup's core ESG signature by business pillar

Pillar	Priority Entities	SASB industry mapping	Core ESG signature
Industrials - Technology	VinFast, VinBus, VinMetal, VinSmart Future, VinCSS, VinSOC, VinMotion, VinRobotics	TR-AU (Automobiles); EM-MM (Metals & Mining — VinMetal); TC-SI (Software & IT Services); elements of IF-EU (battery storage)	Largest manufacturing greenhouse-gas footprint; deepest upstream Tier 2+ exposure; avoided Scope 3 Category 11 via electric-vehicle product use; governance materiality via cybersecurity and AI ethics
Real Estate & Services	Vinhomes (VHM) including industrial parks (VHIZ); Vinpearl (VPL)	IF-RE (Real Estate); SV-HL (Hotels & Lodging); SV-LF (Leisure Facilities); CG-MR (Multiline Retailers for VRE tenant interface)	Contractor occupational-health- and-safety as the Group's most sensitive 2025 disclosure (nine fall-from-height accidents at Vinhomes construction sites, with zero fatalities); embodied carbon in construction; coastal and island physical-climate exposure at Vinpearl; Scope 1 hospitality fuel
Infrastructure	VinSpeed (high-speed rail, two project lines); VEFAC / VEC (Vietnam Exposition Center); Olympic City complex; VinCargo (port and logistics, early-stage)	IF-RB (Rail Transportation); IF-EC (Engineering & Construction Services); IF-RE elements for VEC	First-year disclosure baseline; heavy upstream embodied carbon in rail infrastructure; downstream avoided road-transport emissions; construction-phase OHS concentration
Green Energy	VinEnergó	IF-EU (Electric Utilities & Power Generators); SASB Renewable Resources sub-industry	New entity — first year of operation; avoided grid Scope 2 emissions as the structural opportunity; land-use and biodiversity at wind and solar sites; LNG joint venture as a transition-fuel nuance
Culture	V-Film; V-Culture Talents; VinLive	SV-ME (Media & Entertainment); aerospace elements for VinSpace (TR-AF adjacency)	Small direct footprint; materiality concentrated in content governance, cultural intellectual property, talent labor practices, and mass-gathering event safety; soft-power externality
Social Enterprises	Vinmec; Vinschool; VinUniversity	HC-DY / HC-DR (Healthcare Delivery); SV-ED (Education)	Not-for-profit model — value-chain output is social outcome; embedded inside Vinhomes townships as the ecosystem-premium mechanism; clinical and student data privacy

Value chain mapping and ESG hotspots

Industrials & Technology

The Industrials & Technology pillar combines the Group's highest-growth businesses with its most complex sustainability profile. EV manufacturing, battery production, industrial steel, digital technology and cybersecurity services operate within a single pillar — each with distinct upstream dependencies, operational emissions and downstream impacts. VinFast domestic deliveries reached 175,099 cars and 406,453 e-scooters (including eBuses) in 2025, approximately doubling the prior year. Rooftop solar at Hai Phong generated approximately 14.18 million kWh (~11,200 tCO₂e avoided). VinMetal was established with charter capital of approximately VND 15,000 billion and Phase 1 capacity of 5 million tons per annum at Vung Ang. These developments

expanded the pillar's environmental significance in both directions: greater avoided emissions through EV adoption and greater direct emissions through industrial scale-up. The upstream value chain runs through battery-grade lithium, cobalt, nickel, manganese and natural graphite for VinFast; iron ore and coking coal for VinMetal; and polysilicon and rare-earth elements for VinEnerg. Visibility beyond Tier 1 suppliers remains an acknowledged gap addressed under the responsible sourcing workstream (Section 2.5.2, E6).

Principal ESG hotspots: critical mineral supply concentration; manufacturing GHG emissions; OHS across heavy-industrial operations; battery lifecycle management; cybersecurity, data privacy and AI ethics.



Value chain mapping and ESG hotspots

Real Estate & Services

The Real Estate & Services pillar is the Group's largest revenue contributor and the physical platform through which the ecosystem operates. Vinhomes reported adjusted revenue of approximately VND 183.1 trillion and record contracted sales of VND 205.3 trillion in 2025. Operational improvements included a 952 tCO₂e GHG reduction, and approximately 1,498,295 m³ of reduction in water use. Vinhomes also launched four mega-projects: Vinhomes Wonder City (133 ha), Vinhomes Green City (197 ha), Vinhomes Golden City (241 ha) and Vinhomes Green Paradise (Can Gio, 2,870 ha), with Garden Paradise as the first project under the ESG++ standard and with BREEAM Communities certification in progress. Construction

site OHS focused on strengthened contractor management, expanded safety training, enhanced supervision and contractor scope inclusion within the AA1000AS assurance perimeter followed. Vinpearl's operational progress was significant: GHG emissions down approximately 144,815 tCO₂e (-42% YoY), solar generation reaching approximately 9.6 million kWh, and 2.4 million single-use plastic bottles avoided by using reusable glass bottles instead (40.86 tons of plastic avoided). Vinpearl's coastal and island portfolio, including Nha Trang, Phu Quoc, Da Nang, Ha Long, carries the Group's highest physical climate exposure.

Principal ESG hotspots: contractor OHS; embodied carbon; energy and GHG at hospitality; coastal physical-climate exposure; marine biodiversity; land use at large-scale developments.



Value chain mapping and ESG hotspots

Infrastructure

Infrastructure is a new pillar and 2025 is its first sustainability baseline year. VinSpeed commenced construction of the Ben Thanh – Can Gio line (54+ km, 350 km/h, Q4 2028 target) on 19 December 2025, establishing Vietnam's first private-sector high-speed rail in cooperation with Siemens Mobility on railway technology and supply chain elements expected to integrate over time with VinMetal and

VinEnerg. The Vietnam Exposition Center, opened August 2025 after ten months of construction, covers more than 900,000m² and has the world's largest steel dome roof. Its inaugural 80-Year Socio-Economic Achievements Exhibition attracted more than 10 million visitors. Olympic City (9,000+ hectares) and VinCargo remain in earlier planning stages.

Principal ESG hotspots: construction OHS; embodied carbon in civil works; land use and community impacts; biodiversity; crowd management and event safety; long-term avoided transport emissions from modal shift.

Green Energy

VinEnerg entered its first year of operations in March 2025. The renewable pipeline — approximately 1,791 MW wind (Ky Anh, Vinh Thuan, Hon Trau) and approximately 850 MW solar (Ban Chat, Dien Bien), alongside BESS activities — positions VinEnerg as a material contributor to the Group's transition narrative. The floating solar projects at Ban Chat utilize existing reservoir infrastructure to reduce incremental land conversion requirements. The Group signed its MOU with IDICO Corporation to study and develop green and clean energy projects, including Direct Power

Purchase Agreement (DPPA) models combined with battery energy storage systems (BESS). As the only pillar whose primary value chain output is clean energy, VinEnerg provides the upstream supply that could progressively support VinFast manufacturing, VinSpeed rail, and Vinhomes Green Paradise. The Hai Phong LNG joint venture is classified as a transition fuel asset and disclosed separately, with its classification against international green finance taxonomies subject to Board review.

Principal ESG hotspots: rare-earth and battery mineral supply chains; land use and biodiversity at wind/solar sites; contractor OHS during construction; and the structural opportunity for large-scale avoided GHG emissions.



Value chain mapping and ESG hotspots



Culture

The Culture pillar's sustainability profile is defined less by direct environmental footprint and more by social influence, governance discipline and cultural value creation. VinLive organized large-scale events including major concert productions in partnership with Vinpearl and the VinFuture Prize ceremony. V-Film expanded content production and distribution. V-Culture Talents continued developing an integrated entertainment platform focused

on musical talent and traditional performing arts. The soft-power externalities from this pillar — support for Vietnamese creative industries, preservation of traditional arts, international cultural reach — are material but not easily quantified. As VinSpace progresses toward its 2027 satellite-launch target, orbital sustainability and space-debris management will become additional considerations.

Principal ESG hotspots: event safety; content governance; intellectual-property stewardship; labor practices within creative industries.

Social Enterprises

The Social Enterprises pillar creates value measured in outcomes rather than revenue and its integration inside Vinhomes developments is the structural mechanism that makes the residential premium real. Vinmec processed approximately 31,900 electronic contracts, digitized 100% of imaging films (eliminating approximately 281,294 hardcopy film prints annually) and eliminated 753,753 paper medical records; clinical highlights included a pediatric liver transplant from a deceased donor (8-month-old patient) and a full femur replacement using a 3D-printed patient-specific implant. Vinmec GHG

emissions increased by approximately 6,000 tons CO₂e as the healthcare network expanded. Vinschool completed the R32 transition (~1.6 ktCO₂e), conducted waste-sorting training for all campus staff, and plans six additional campuses for 2026–2027. VinUniversity enrolled 1,871 students from 36 countries, published its first SDG Report, and continued its UNESCO Chair during 2025. Employee engagement declined from 54% to 41%, triggering targeted improvement coordinated by the newly established VinUniversity Sustainability Committee.

Principal ESG hotspots: clinical and pharmaceutical waste; patient and student data privacy; educational quality during expansion; energy and water intensity at growing hospital and campus infrastructure.

Stakeholder engagement

Purpose and governance

Stakeholder engagement is the primary mechanism through which the Group tests whether its sustainability priorities remain aligned with those of the people and organizations its activities affect. The Group applies a closed-loop approach: input is assessed, translated into management actions where appropriate, and reported back to stakeholders. Feedback from engagement feeds directly into the materiality assessment, the risk-and-opportunity register and the management responses.

Board-level oversight operates through the Group ESG Committee. Operational coordination is led by the Group ESG Department in collaboration with the Risk Management Division and business pillars. Healthcare and education entities engage more closely with patients, students and academic communities; industrial and real-estate operations maintain greater interaction with suppliers, contractors, regulators and local communities.



Stakeholder engagement

Stakeholder identification and prioritization

Stakeholders are reviewed and prioritized annually to ensure that engagement activities remain aligned with the Group's evolving business profile, sustainability priorities, and operating context across its six business pillars.

The identification process considers both the Group's impact on stakeholders and stakeholders' ability to influence the Group. Three considerations are applied in the assessment:

- The extent to which individuals or organizations may be affected by the Group's activities, products, services or decisions;
- The extent to which stakeholders may influence the Group's operations, strategy, financing, reputation or regulatory environment; and
- Alignment with internationally recognized stakeholder-engagement and sustainability-reporting principles.

This approach supports a balanced view of stakeholders from both impact and enterprise-value perspectives, while enabling stakeholder considerations to be integrated into broader management and sustainability processes.

Based on this assessment, seven stakeholder groups were identified at Group level for the 2025 reporting cycle. Together, these stakeholder groups reflect the breadth of the Group's ecosystem across industrials and technology, real estate and services, infrastructure, green energy, culture and social enterprises.

Stakeholder group	Relevance and characteristics
Employees	Vietnam-consolidated workforce of 104,253 at year-end 2025, with accelerated hiring across industrial, energy and infrastructure segments during the year. Employees are relevant across all pillars, with heightened importance in Industrials – Technology (manufacturing OHS and specialist talent) and Social Enterprises (clinical and academic workforce retention).
Customers and guests	175,099 VinFast domestic cars and 406,453 e-scooters sold in 2025; approximately 9.1 million VinWonders guests; residents across Vinhomes townships; retail customers across 90 Vincom Retail malls; users of healthcare and education services. Most significant in Real Estate & Services and Industrials – Technology, with additional relevance in Social Enterprises through service quality.
Shareholders and investors	Includes equity investors across listed entities (Vingroup, Vinhomes, Vincom Retail, Vinpearl), bondholders, and international lenders (including ADB and MUFG green-loan facilities for VinFast). Critical across all pillars, particularly in capital-intensive segments such as electric-vehicle manufacturing, energy and real-estate development.
Suppliers, contractors and business partners	Includes Tier 1 suppliers, construction contractors and technology partners across key value chains. Most relevant in Industrials – Technology (battery and vehicle supply chain) and Real Estate & Services (construction), with increasing importance in infrastructure development.
Regulators and government authorities	Includes ministries, regulatory bodies, stock exchanges and local authorities across key operating jurisdictions. Engagement focuses on regulatory compliance, licensing, infrastructure development, environmental management and alignment with national development priorities.
Local communities	Includes residents and communities located near industrial zones, urban developments, tourism destinations, infrastructure projects and energy developments. Material topics include environmental impacts, community wellbeing, employment, infrastructure development and local economic contribution.
Civil society, NGOs and the academic and scientific community	Includes research institutions, conservation organizations, universities and social organizations engaged through sustainability, healthcare, education, innovation and community initiatives. Engagement activities are particularly relevant across the Social Enterprises, Green Energy and Culture pillars.

Table 2.3. Stakeholder Groups and ESG-Relevance and Characteristics

Stakeholder engagement

Engagement summary — channels, topics and management response

The table below consolidates the Group's 2025 stakeholder engagement across channels, topics raised and the management responses taken. Recurring themes and their linkage to the sustainability-related risk and opportunity register are shown in the right-hand columns.

Stakeholder group	Principal 2025 channels	Frequency	Topics raised in 2025	Management response in 2025
Employees 104,253 Vietnam-consolidated workforce at year-end 2025	Internal platforms; annual engagement surveys; RASCI cascade; EthicsPoint hotline; town halls; training programmes	Continuous; annual survey; monthly town halls	OHS; compensation; training and career progression; digital transformation; DEI; engagement score trends	Expanded contractor OHS oversight; strengthened safety protocols; active improvement programmes at entities below 60% engagement
Customers and guests 175,099 cars and 406,453 e-scooters VinFast sold; 9.1M VinWonders guests; 650,000 Vinhomes residents; 90 Vincom malls	V-App (launched Sept 2025); VinFast customer-care hotlines; NPS surveys; service-quality audits (JCI, accredited education); hospitality feedback platforms; social-media monitoring	Continuous; periodic surveys	Product safety and quality; EV recall responsiveness; charging infrastructure; data privacy; residential amenity; patient safety	Strengthened product-quality and customer-safety processes; expanded recall disclosure; continued development of VinCSS/VinSOC frameworks
Shareholders and investors Equity investors; bondholders; ADB and MUFG green-loan facilities	AGM; quarterly earnings briefings; investor conferences; lender engagement; one-on-one meetings; digital IR platforms	Annual AGM; quarterly; continuous	ESG disclosure quality; ISSB alignment; capital allocation; climate-transition strategy; Vinpearl HOSE listing; credit risk	Consolidated sustainability framework and governance disclosure developed; enhanced classification of renewable vs. transition-fuel assets
Suppliers, contractors and business partners VinFast Tier 1 supply base; construction contractors; Siemens Mobility for VinSpeed	Supplier Code of Conduct governance; annual assessments; JV governance meetings; Siemens Mobility partnership; contractor pre-qualification and safety briefings	Annual assessment; ongoing transactional	Supply-chain transparency; contractor OHS; technology transfer; battery sourcing; commercial terms	Initiated multi-year supply chain due diligence workstream; 99.3% Tier 1 Code of Conduct sign-off and exception; contractor OHS brought into AA1000AS assurance scope
Regulators and government authorities Ministries; stock exchanges; local authorities; MOUs with MARD (May 2025)	MOU engagement; regulatory consultations; project licensing; regulatory disclosures to stock exchanges	Event-based; scheduled regulatory cycles	Environmental regulation; energy policy and project licensing; infrastructure planning; vehicle safety and battery regulation	Enhanced disclosure of transition-related activities; continued compliance with regulatory and licensing requirements
Local communities Residents near industrial zones, urban developments, tourism destinations, energy projects	Public consultations through local authorities; community engagement at project sites; Kind Heart Foundation programmes; healthcare outreach	Project-lifecycle-based; continuous community presence	Land acquisition and resettlement; construction impacts; local employment; biodiversity; disaster resilience (VinFast Oct–Nov 2025 typhoon recovery across nine provinces)	Expanded environmental disclosure planning; project-level environmental safeguards strengthened; disaster-recovery community support extended
Civil society, NGOs and academic community Research institutions; conservation organizations; universities	VinFuture Prize engagement cycle; VINIF research funding; conservation initiatives; academic partnerships; sustainability events	Event-based; annual programme cycles; ongoing partnerships	Biodiversity conservation; scientific advancement; cultural heritage preservation; educational access; ESG in academic activities	Continued VinFuture and VINIF programme investment; UNESCO UNITWIN recognition for VinUni; Vinpearl 233 marine-conservation activities

Table 2.4. Stakeholder engagement — channels, topics raised in 2025, management responses and linkage to the sustainability-related risk and opportunity register.

Stakeholder engagement

Integration into risk and opportunity assessment

Stakeholder-engagement outcomes are integrated into the Group's sustainability-related risk and opportunity assessment process together with internal operational data, regulatory developments, market trends and strategic business considerations. This approach supports alignment between stakeholder expectations, sustainability priorities and enterprise risk management.

Topics raised through engagement activities contribute to the identification and prioritization of sustainability-related risks and opportunities, including operational, regulatory, financial, strategic and reputational considerations. Stakeholder input also supports the identification of emerging opportunities associated with operational improvement, innovation, resilience and long-term value creation.

Stakeholder theme	Key risks identified	Related opportunities
Construction-site occupational health and safety	Safety, regulatory and reputational risks	Stronger contractor governance and safety culture
Green-transition credibility	Transition and reputational risks	Stronger sustainability strategy and access to sustainable finance
Product safety	Product-liability and compliance risks	Improved quality systems and customer trust
Capital allocation	Financial and execution risks	More disciplined project prioritization
Supply-chain transparency	Supply disruption and regulatory risks	Improved traceability and responsible sourcing
Community and environmental impacts	Social-license and project-delay risks	Stronger stakeholder relationships and project resilience
Employee experience	Talent-retention and productivity risks	Stronger engagement and workforce capability
Data privacy and cybersecurity	Cybersecurity and operational risks	Stronger digital trust and scalable platforms
Positive stakeholder recognition	Execution-consistency risk	Enhanced brand and ESG positioning

Table 2.5. Linkage between key stakeholder themes and sustainability-related risks and opportunities.

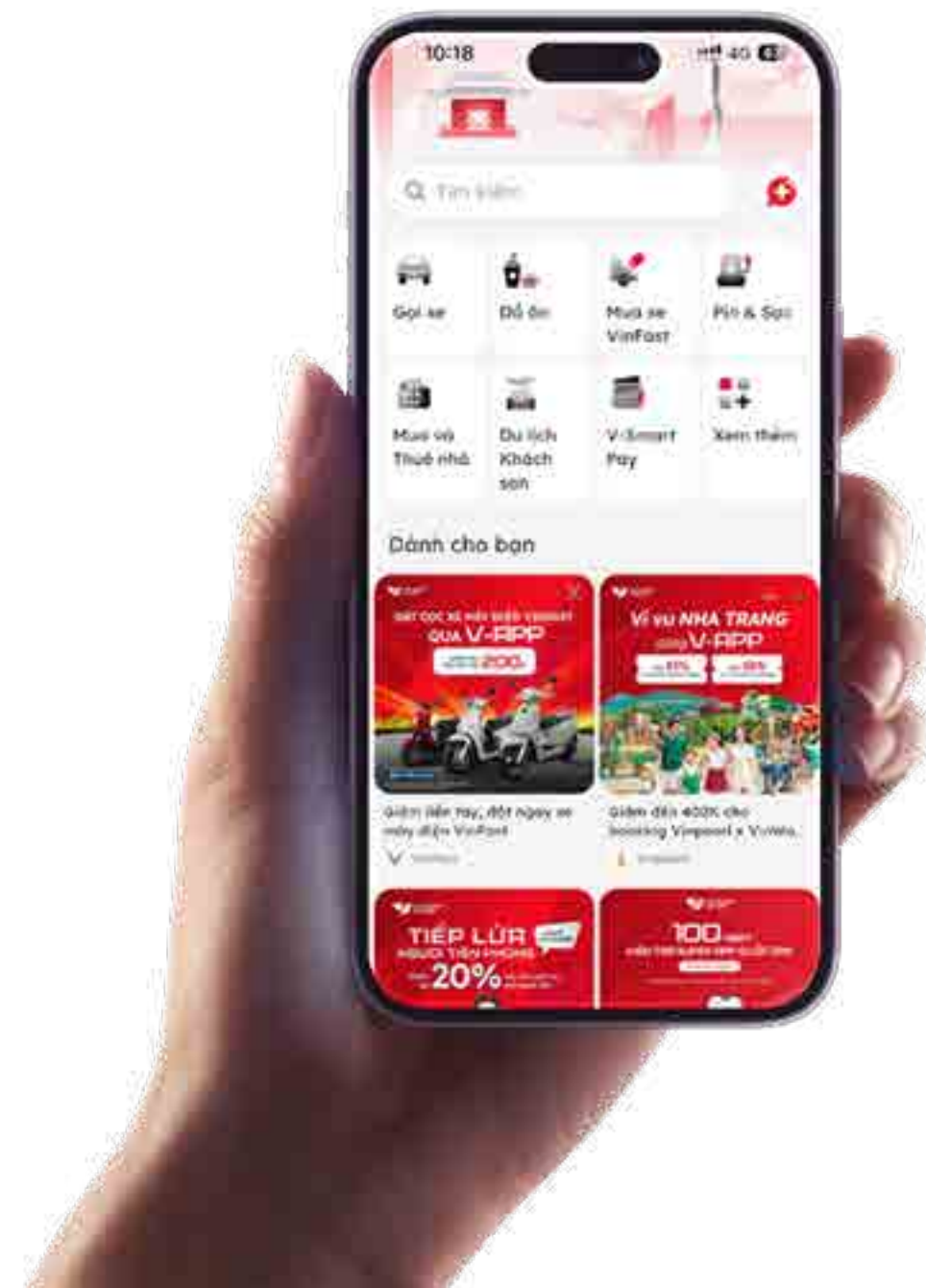


Stakeholder engagement

Feedback & grievance mechanisms

The Group maintains multiple channels through which stakeholders may raise concerns, submit feedback or report grievances, complementing the broader stakeholder engagement approach. These mechanisms include employee grievance and whistleblowing channels (including VinFast EthicsPoint), customer service platforms and the V-App, digital applications, and subsidiary-level feedback systems across business operations.

The mechanisms support identification, escalation, and resolution of operational, social, ethical, and governance-related issues and are integrated into broader governance and risk management processes. During 2025, the Group continued strengthening oversight of stakeholder feedback and speak-up mechanisms. Future reporting cycles are expected to expand disclosure relating to channel utilization, case categories, and resolution performance indicators.



Continuous improvement and 2026 priorities

Seven priorities have been identified to strengthen the consistency and decision-usefulness of stakeholder engagement:

Priority	Priority Scope for 2026
Materiality engagement	Materiality engagement Structured external stakeholder participation in the materiality assessment, supporting broader representation and double-materiality readiness for the 2026/2027 cycle.
Community engagement metrics	Consistent disclosures across major project and operating sites: consultations conducted, issues raised, management responses.
Product-safety disclosure	Consolidated framework for vehicle-safety, recall and product-governance reporting across all VinFast markets.
Environmental disclosure	Air emissions, water management and environmental-control measures for major industrial areas as operations scale.
Contractor and supplier engagement	Enhanced contractor management, OHS oversight and worker-feedback mechanisms.
Employee-voice harmonization	Consistent engagement methodology across major business units to improve YoY comparability of workforce indicators.
Closed-loop reporting	Recurring disclosure of stakeholder feedback and management responses as a standard component of sustainability reporting.

Table 2.6. Stakeholder engagement enhancement priorities for 2026

Materiality assessment

Methodology

The 2025 reporting cycle represents the first year in which the Group applied a structured materiality assessment methodology aligned with the principles of IFRS Sustainability Disclosure Standards and the GRI 2021 framework across the consolidated reporting perimeter. The assessment was designed to identify the sustainability topics with the greatest significance to the Group's operations, value chain, and stakeholders across its six business pillars, while establishing a baseline approach that can be expanded in future reporting periods as sustainability governance and reporting maturity continue to develop.

For the 2025 cycle, the Group applied a single-direction (impact) materiality approach, focusing on identifying the

most significant actual and potential impacts associated with the Group's activities, products, and services. The assessment also considered stakeholder perspectives and sector-level expectations to support decision-useful reporting and alignment with emerging international disclosure practices. Financial materiality assessment at a consolidated level has not yet been fully incorporated into the methodology for the current reporting cycle. As this is the Group's first year of structured ISSB alignment, the assessment applies the transitional cost-or-effort relief available under IFRS S1 paragraphs 38–40. The Group intends to progressively evolve toward a fully integrated double materiality approach, incorporating both impact and financial materiality dimensions, during the 2026 or 2027 reporting cycle.

The assessment methodology incorporated four principal sources of evidence:

- Value-chain hotspot identification across the Group's six business pillars;
- Stakeholder engagement evidence obtained through the Group's stakeholder-engagement process;
- Sector-level sustainability materiality precedent and GRI topic expectations; and
- Industry-specific sustainability themes identified through SASB sub-industry mapping.

The methodology was designed to ensure that material topics reflect both the Group's actual operating context and broader sustainability developments relevant to its industries and value chains.



Materiality assessment

Methodology

The materiality process applied during 2025 consisted of four sequential stages.

STEP 01

Value-chain hotspot identification

The first stage involved identifying environmental, social and governance hotspots across upstream, own-operation and downstream activities within each business pillar. The review considered significant operational activities, products and services, supply-chain characteristics and broader ecosystem impacts across manufacturing, real estate, infrastructure, energy, culture and social-enterprise activities.

Areas identified as significant during the assessment included greenhouse-gas emissions and climate-transition exposure; construction and contractor occupational health and safety; supply-chain transparency; biodiversity and land-use considerations; customer and product safety; cybersecurity and digital governance; and human-capital and workforce matters.

STEP 02

Stakeholder evidence integration

The second stage incorporated evidence obtained through stakeholder engagement activities conducted during the reporting year. Inputs included recurring and event-based engagement with employees, customers, investors, suppliers, regulators, communities, academic institutions and broader public stakeholders.

Recurring themes raised during stakeholder engagement included occupational health and safety, product quality and safety, supply-chain transparency, community impacts, employee experience, cybersecurity and expectations relating to the Group's broader sustainability and transition strategy. Stakeholder inputs were reviewed alongside internal operational information and management perspectives to identify issues demonstrating significance across multiple stakeholder groups.

STEP 03

Sector precedent and industry mapping

The third stage involved benchmarking against sector-specific sustainability expectations and industry guidance relevant to the Group's operating activities. The Group's six business pillars were mapped to relevant SASB industries covering automotive manufacturing, metals and mining, technology and software, real estate, hospitality, infrastructure, energy generation, healthcare, education and media-related activities.

This review supported identification of sustainability topics commonly considered material within comparable industries and provided additional validation of topics identified through internal assessment and stakeholder engagement.

STEP 04

Topic consolidation and prioritization

The final stage consolidated inputs from the four evidence streams into a Group-level material topic structure. Similar themes identified across multiple business activities were aggregated where appropriate to avoid duplication and to improve reporting consistency.

The 2025 assessment confirmed **14 material topics**, comprising six environmental topics; six social topics; and two governance topics.

The scope of material topics expanded compared with previous reporting cycles to reflect the Group's evolving business profile and the addition of new activities during 2025, including infrastructure development, industrial expansion, and renewable energy operations. The updated topic structure also reflects increased consideration of climate-related exposure, supply chain issues and broader value chain impacts.

The confirmed material topics form the basis for sustainability governance, target setting, performance disclosure, and management focus across the Group's reporting framework.

Materiality assessment

The 14 material topics

Each topic is named with a short rationale and the principal pillars where the topic is most material. Topic codes (E1 to E6, S1 to S6, G1 to G2) anchor the cross-references from Sections 2.3, 2.6, Chapter 4 and Chapter 6. Further details on the contribution to the Sustainable Development Goals of the UN is disclosed in the 2025 Annual Report.

Environmental topics

Topic	Why it matters at Vingroup	Principal Pillars	Contribution to the Sustainable Development Goals of the UN
E1 — GHG emissions and energy transition	The Group's manufacturing growth (VinFast, VinMetal, batteries) drives Scope 1 and 2 emissions; the same growth enables avoided Scope 3 Category 11 emissions through electric mobility deliveries. VinEnergO enters the system as the structural opportunity.	1, 2, 4 (primary); cross-cutting	SDG 7 – Affordable and Clean Energy; SDG 9 – Industry, Innovation and Infrastructure; SDG 11 – Sustainable Cities and Communities; SDG 13 – Climate Action
E2 — Climate physical risk and adaptation	Vietnam ranks among the most exposed countries globally to climate change. Sea-level rise, intensifying typhoon seasons (Yagi 2024; central coast 2025), and chronic heat stress carry direct exposure across the Group's coastal townships, hospitality portfolio, manufacturing complexes, and the VinEnergO wind pipeline.	2, 3, 4, 1	SDG 9 – Industry, Innovation and Infrastructure; SDG 11 – Sustainable Cities and Communities; SDG 13 – Climate Action
E3 — Water stewardship	The Vung Ang industrial complex (VinFast HT, VinES HT, VinMetal) and Vinpearl coastal and island portfolio operate in water-stressed geographies. Water-stress mapping by asset location and water discharge benchmarks at Vung Ang are the principal disclosure items.	1, 2, 6	SDG 6 – Clean Water and Sanitation; SDG 12 – Responsible Consumption and Production; SDG 14 – Life Below Water
E4 — Biodiversity and marine conservation	The Can Gio Green Paradise frontier abuts a UNESCO Biosphere Reserve mangrove ecosystem.	2, 3	SDG 11 – Sustainable Cities and Communities; SDG 14 – Life Below Water; SDG 15 – Life on Land
E5 — Circular economy and waste	Group waste remains significant in 2025 with key recycling and single use plastic reduction initiatives put in place. BatX India battery recycling and R-32 refrigerant transitions across Vinschool were also completed.	1, 2, 6	SDG 9 – Industry, Innovation and Infrastructure; SDG 12 – Responsible Consumption and Production; SDG 13 – Climate Action
E6 — Responsible sourcing and critical minerals	Battery-grade lithium, cobalt, nickel, manganese and graphite are key components for products by VinFast; Iron ore and coking coal are key for VinMetal; Polysilicon and rare earth metals are critical for VinEnergO. Tier 2+ visibility, country-level sourcing data, and a conflict minerals policy are scoped for the 2026 to 2028 multi-year workstream, in alignment with the European Union Battery Regulation due diligence trajectory.	1, 4	SDG 8 – Decent Work and Economic Growth; SDG 12 – Responsible Consumption and Production; SDG 16 – Peace, Justice and Strong Institutions; SDG 17 – Partnerships for the Goals

Table 2.7. Environmental topics (six)

Materiality assessment

Social topics

Topic	Why it matters at Vingroup	Principal Pillars	Contribution to the Sustainable Development Goals of the UN
S1 — Workforce development and wellbeing	Vingroup has a large and diversified workforce of over 104,253 employees. Our growth across 6 business pillars relies on a dedicated and talented workforce. As Generation Z flows into the organization and a new wave of young leaders takes the helm, nurturing workforce development and wellbeing ensures the organizational agility and capability required to sustain the Group's pioneering speed and long-term resilience.	Cross-cutting; concentrated at 1, 6	SDG 3 – Good Health and Well-being; SDG 4 – Quality Education; SDG 8 – Decent Work and Economic Growth
S2 — Occupational health and safety	Construction site OHS at Vincons is the most sensitive to disclosure. Manufacturing OHS at VinFast HT, VinES HT and VinMetal carry the heavy-industry growth-vector exposure.	2, 1, 3	SDG 3 – Good Health and Well-being; SDG 8 – Decent Work and Economic Growth
S3 — Diversity, equity and inclusion	Multinational working environment with international coordination. Our customers also come from different countries.	Cross-cutting	SDG 5 – Gender Equality; SDG 8 – Decent Work and Economic Growth; SDG 10 – Reduced Inequalities
S4 — Product safety	VinFast electric vehicle global fleet expansion creates a corresponding product-safety surface. NHTSA Recall 25V559, Transport Canada parallel recall, implemented through software updates at no cost to customers. Group-level product safety framework scoped for 2026.	1, 6	SDG 3 – Good Health and Well-being; SDG 9 – Industry, Innovation and Infrastructure; SDG 11 – Sustainable Cities and Communities; SDG 12 – Responsible Consumption and Production
S5 — Community and social enterprise	Kind Heart Foundation: VND 2,500 billion in community support in 2025. VINIF: VND 90 billion supporting 24 science-and-technology and cultural projects. VinFuture: VND 118 billion across 1,705 nominations. Vinmec 60+ free health-screening programs reaching approximately 7,000 residents. The non-profit social enterprise model is the structural positioning that distinguishes the Group's social contribution.	6 (primary); cross-cutting	SDG 1 – No Poverty; SDG 3 – Good Health and Well-being; SDG 4 – Quality Education; SDG 9 – Industry, Innovation and Infrastructure; SDG 10 – Reduced Inequalities; SDG 17 – Partnerships for the Goals
S6 — Supply chain sustainability	VinFast Tier 1 Supplier Code of Conduct sign-off rate of 99.3% and exception in 2025. Tier 2+ visibility, conflict minerals policy and country-level sourcing data are sequenced for the 2026 to 2028 multi-year workstream. Construction contractor pre-qualification framework scoped for 2026.	1, 2, 4	SDG 8 – Decent Work and Economic Growth; SDG 12 – Responsible Consumption and Production; SDG 16 – Peace, Justice and Strong Institutions; SDG 17 – Partnerships for the Goals

Table 2.8. Social topics (six)

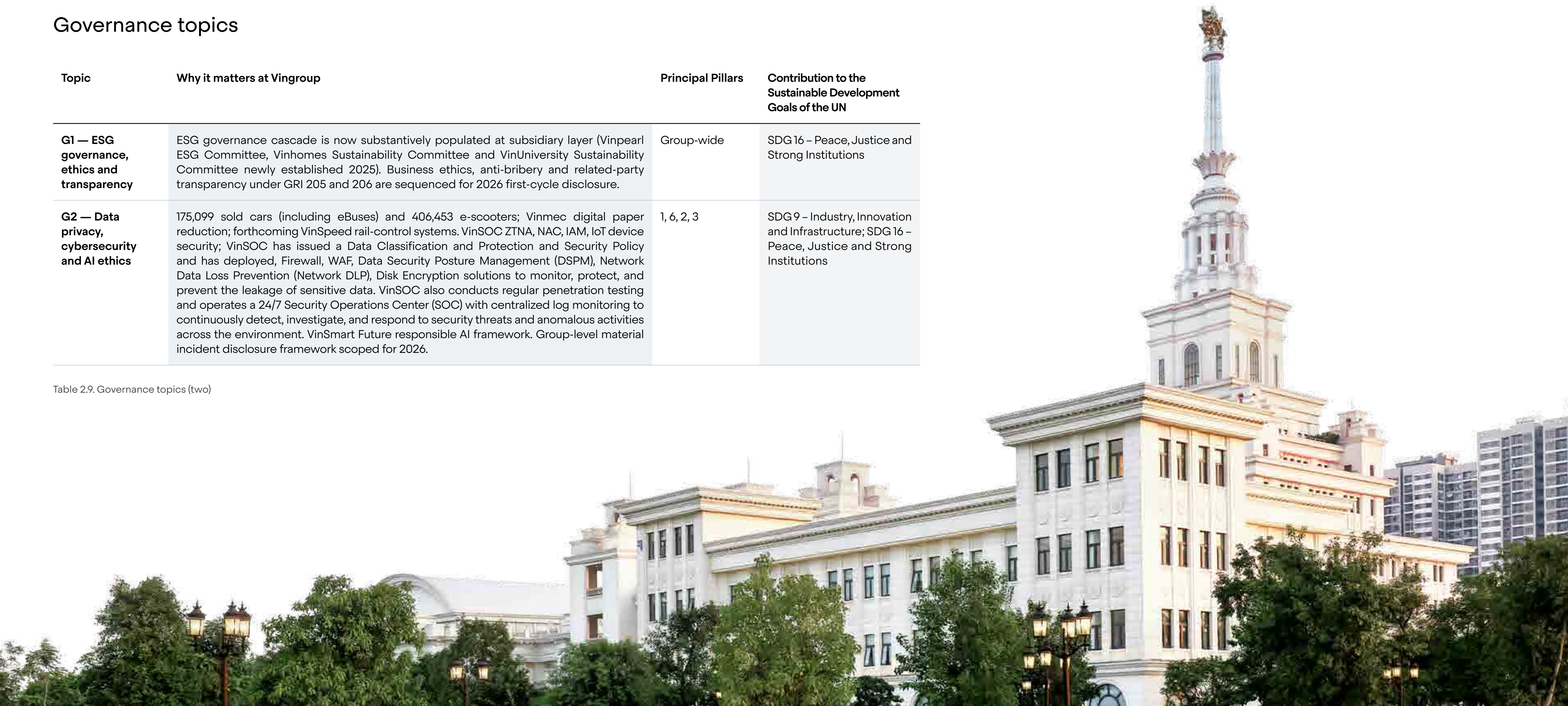


Materiality assessment

Governance topics

Topic	Why it matters at Vingroup	Principal Pillars	Contribution to the Sustainable Development Goals of the UN
G1 — ESG governance, ethics and transparency	ESG governance cascade is now substantively populated at subsidiary layer (Vinpearl ESG Committee, Vinhomes Sustainability Committee and VinUniversity Sustainability Committee newly established 2025). Business ethics, anti-bribery and related-party transparency under GRI 205 and 206 are sequenced for 2026 first-cycle disclosure.	Group-wide	SDG 16 – Peace, Justice and Strong Institutions
G2 — Data privacy, cybersecurity and AI ethics	175,099 sold cars (including eBuses) and 406,453 e-scooters; Vinmec digital paper reduction; forthcoming VinSpeed rail-control systems. VinSOC ZTNA, NAC, IAM, IoT device security; VinSOC has issued a Data Classification and Protection and Security Policy and has deployed, Firewall, WAF, Data Security Posture Management (DSPM), Network Data Loss Prevention (Network DLP), Disk Encryption solutions to monitor, protect, and prevent the leakage of sensitive data. VinSOC also conducts regular penetration testing and operates a 24/7 Security Operations Center (SOC) with centralized log monitoring to continuously detect, investigate, and respond to security threats and anomalous activities across the environment. VinSmart Future responsible AI framework. Group-level material incident disclosure framework scoped for 2026.	1, 6, 2, 3	SDG 9 – Industry, Innovation and Infrastructure; SDG 16 – Peace, Justice and Strong Institutions

Table 2.9. Governance topics (two)



Materiality assessment



Topics added or refined for the 2025 cycle

The expansion from 11 material topics in 2024 to 14 topics in 2025 reflects the Group's evolving business profile and broader sustainability considerations arising from new business activities, expanding value chains and increasing climate-related exposure. During the reporting year, the reporting perimeter expanded to include new and developing entities such as VinEnergy, VinSpeed, VinMetal and the Vietnam Exposition Center (VEC), while the assessment process also incorporated more detailed consideration of climate resilience and upstream supply chain issues.

CLIMATE PHYSICAL RISK AND ADAPTATION — EXPANDED SCOPE

Climate-related physical risk was considered in previous reporting cycles as part of broader environmental management topics. For the 2025 cycle, the topic was refined and assessed separately to reflect increasing relevance across the Group's operations and asset portfolio.

The assessment distinguishes between acute climate risks, including typhoons, flooding and extreme weather events, and chronic risks such as sea-level rise, temperature increases and long-term

water-related stress. Particular attention was given to businesses and assets with elevated physical exposure, including coastal and tourism developments, industrial operations, transportation corridors, and renewable energy projects.

Projects and locations identified as potentially sensitive to physical climate considerations include the Can Gio development area, coastal and island hospitality assets, infrastructure corridors and selected renewable energy developments.

RESPONSIBLE SOURCING AND CRITICAL MATERIALS — NEWLY INTRODUCED TOPIC

The 2025 cycle introduces responsible sourcing and critical materials as a dedicated material topic to reflect the increasing strategic importance of battery, metals and industrial supply chains across the Group's expanding activities.

Growing international regulatory expectations relating to battery supply chains, mineral traceability and supply chain due diligence, together with the expansion of the Group's battery and industrial

manufacturing ecosystem, increased the significance of upstream sourcing considerations during the reporting year.

The topic focuses on issues including critical-material sourcing practices, supply security, responsible procurement, human-rights considerations and supply-chain transparency associated with battery minerals and industrial inputs.

Materiality assessment

Supply chain sustainability — broader value-chain visibility

Supply chain sustainability remained a material topic during 2025 but was expanded to include greater emphasis on visibility beyond direct suppliers.

Previous disclosure activities focused primarily on supplier screening and governance at the Tier 1 level. During the current reporting cycle, stakeholders increasingly highlighted expectations for broader transparency across upstream value chains, particularly in relation to critical materials, environmental performance and supplier practices beyond immediate supplier relationships.

As a result, the Group initiated a longer-term programme to strengthen supply chain visibility, due diligence and responsible-sourcing capabilities. Future activities are expected to focus on expanding supply chain mapping, enhancing supplier engagement and improving disclosure readiness in response to evolving international standards and market expectations.



Sustainability-related risks and opportunities register

Classification framework and assessment parameters

The register applies the IFRS S2 climate classification framework, extended with social and governance categories where the entry is non-climate. Climate-related risks are classified as Physical (acute or chronic) or Transition (Policy and Legal, Technology, Market or Reputation). Broader sustainability risks and opportunities use Social or Governance categories. The taxonomy is set out below.

Category	Definition
Physical - Acute	Physical - Acute Event-driven risks such as tropical storms, floods, storm surge, extreme rainfall events.
Physical - Chronic	Longer-term shifts such as sea-level rise, persistent heat stress, water stress, biodiversity degradation, saline intrusion.
Transition - Policy and Legal	Carbon pricing, import tariffs and trade barriers, mandatory disclosure and licensing, environmental permitting constraints, due-diligence regulations.
Transition - Technology	Technological substitution (internal-combustion to electric mobility), process innovation (direct-reduced iron with hydrogen versus blast-furnace and basic-oxygen-furnace steel), digitalization.
Transition - Market	Shifts in consumer preferences, green-premium pricing, input-cost volatility for critical minerals, demand-side adoption signals.
Transition - Reputation	External stakeholder scrutiny, civil-society and non-governmental-organization campaigns, financier covenants.
Social	Workforce, occupational health and safety, product safety, community and supply chain social risks.
Governance	ESG oversight capability, data privacy, cybersecurity, AI ethics, business ethics and anti-corruption.



Sustainability-related risks and opportunities register

Classification framework and assessment parameters

Time horizons

The register also applies a common time-horizon approach to support assessment of both near-term operational exposures and longer-term strategic considerations.

- Short-term risks and opportunities are defined as those expected to emerge within one to three years,
- Medium-term items as those likely to materialize within three to ten years, and
- Long-term items as those extending beyond ten years. Long-term considerations are particularly relevant for the Group due to the extended development and operating horizons associated with infrastructure projects, urban developments, industrial investments and energy assets.

These horizons are aligned to the planning horizons the Group already uses to run the businesses and allocate capital. The short-term horizon tracks the annual operating plan and capital budget; the medium-term horizon corresponds to the development and construction period of the Group's major real estate, manufacturing and energy assets, and to the strategic plan period through 2030; and the long-term horizon reflects the operating life of infrastructure concessions, township master-plans and energy assets, over which sustainability-related risks and opportunities are most likely to affect asset values and the cost of long-dated capital. This alignment allows each risk and opportunity to be understood in terms of when, and through which financial channel, it could affect the Group.

Severity scale

Severity is indicated using a four-level qualitative scale:

OPPORTUNITY	MEDIUM	HIGH	CRITICAL
Assessed separately to reflect areas where sustainability-related trends or developments may support long-term value creation, operational resilience or strategic advantage	Entity- or site-level management under existing controls with enhanced monitoring	Material risk requiring dedicated response and named Group-level performance metricoversight	Highest-severity risk requiring direct Board-level oversight

As this represents the Group's first ISSB-aligned reporting cycle, severity and likelihood assessments for 2025 remain based primarily on management judgment and available operational evidence rather than quantitative financial modelling.



Sustainability-related risks and opportunities register

From material topics to the sustainability-related risk and opportunity register

The sustainability-related risks and opportunities register represents the Group's structured assessment of the principal sustainability matters identified during the 2025 reporting cycle. The register translates material sustainability topics into a consolidated set of risks and opportunities that may influence the Group's operations, strategy, resilience, and long-term value creation across its six business pillars.

Development of the register was informed by three principal inputs: the value chain hotspot assessment across upstream, operational, and downstream activities; stakeholder perspectives collected during the reporting year; and the Group-level materiality assessment process. These inputs were evaluated collectively to identify issues that may have strategic, operational, regulatory, financial, or reputational implications for the Group.



Methodology limitations acknowledged for the 2025 cycle

Three methodology limitations are acknowledged. First, likelihood and severity assessments are qualitative expert judgment ratings. Quantitative financial impact ranges are not yet assigned, alongside the introduction of the integrated double materiality methodology. Second, climate scenario analysis under IFRS S2 paragraphs 22 and 23 has not yet been performed. Scenario-based quantification across orderly transition, disorderly

transition and high warming pathways is sequenced for the 2027 cycle. Third, the register covers all consolidated subsidiaries in principle but the depth of entity-level exposure assessment varies. The new entities (VinEnerg, VinMetal, VinSpeed, VEC, Vincom Retail) are disclosed at initial assessment-level for the 2025 cycle and will be deepened as operational maturity progresses.

Sustainability-related risks and opportunities register

The register — 23 sustainability-related risks and opportunities

The sustainability-related risks and opportunities register consolidates the principal sustainability matters identified across the Group during the 2025 reporting cycle. The register comprises 23 entries, including 14 risks and 9 opportunities, reflecting the Group's operating profile across industrial and technology activities, real estate and services, infrastructure, green energy, culture and social enterprises.

ID	Risk / opportunity description	IFRS S2 classification	Affected pillar(s)	VC stage	Time horizon	Likelihood	Severity	Theme	Financial channel
ENVIRONMENTAL (E1-E6) 11 entries (2 opportunities, 9 risks)									
O-E1-01 Employees	Electric vehicle adoption opportunity — global EV adoption and clean mobility ecosystem growth. Vietnam EV penetration 36% in 2025 / 50% by 2030 (Euromonitor International, vs Southeast Asia 17% / 28%). VinFast 175,099 domestic cars and 406,453 e-scooters sold 2025; 15-month sales lead. International expansion across India, Indonesia, Philippines, North America, and the European Union.	Transition — Market (positive)	Industrials – Technology. VinFast, V-GREEN, VinBus, VinES.	Down	Short to Medium	Almost certain	OPPORTUNITY	Theme 1	C
R-E1-01	Trade-and-tariff exposure affecting VinFast export strategy. United States reciprocal tariffs imposed early 2025; United States Inflation Reduction Act domestic-content requirements; European Union Battery Regulation 2027 milestones; tariff escalation across multiple markets.	Transition — Policy and Legal	Industrials – Technology. VinFast US, Canada, France, Netherlands, Indonesia, India.	Down	Short	Likely	HIGH	Theme 1	C
R-E1-02	Manufacturing GHG emissions — particularly VinMetal integrated steelmaking at Vung Ang (5 million tons per year Phase 1 from 2027; the Group's most carbon-intensive new operation; alongside VinFast HT and VinES HT co-located in Vung Ang.	Transition — Policy and Legal; Market	Industrials – Technology. VinMetal HT; VinFast HT; VinES HT.	Own	Medium	Possible	MEDIUM	Theme 1	C,K
R-E1-03	Carbon pricing and CBAM exposure — European Union Carbon Border Adjustment Mechanism definitive phase from 1 January 2026 affecting steel, aluminum, cement, fertilizer, hydrogen and electricity exports. Viet Nam ETS pilot phase, scheduled for 2026, will be implemented until the end of 2028, as provided in Decree 119/2025/NĐ-CP and Decree 29/2026/NĐ-CP. The Hai Phong LNG joint venture is classified as a transition fuel asset and is treated within this entry alongside the broader carbon-cost overlay on VinMetal automotive-and-rail steel destined for export.	Transition — Policy and Legal	Industrials – Technology (VinMetal export profile); Green Energy (Hai Phong LNG joint venture).	Own	Medium	Likely	MEDIUM	Theme 1	C

Sustainability-related risks and opportunities register

ID	Risk / opportunity description	IFRS S2 classification	Affected pillar(s)	VC stage	Time horizon	Likelihood	Severity	Theme	Financial channel
R-E2- 01	Extreme weather events affecting the coastal project pipeline and operations. The October to November 2025 typhoon season triggered VinFast targeted recovery support across nine provinces; Yagi 2024 reference frame retained. Coastal exposure across project land (Vu Yen, Cua Hoi, Phu Quoc, Can Gio Green Paradise, Ha Long Xanh, Hai Van Bay) and active construction.	Physical — Acute	Real Estate & Services;	Own	Short to Medium	Likely	HIGH	Theme 3	C
R-E2- 02	Sea-level rise affecting long-term asset value of coastal pipeline. Ministry of Natural Resources and Environment 2020 scenario projects East Sea +24 to +28 centimeters by 2050; +56 to +77 centimeters by 2100. Can Gio Green Paradise (2,870 hectares), Vu Yen, Phu Quoc and Cua Lo are directly exposed.	Physical — Chronic	Real Estate & Services. Cần Giờ; Vu Yen; Phu Quoc; Cua Lo; Harbour Nha Trang.	Own	Long	Possible	HIGH	Theme 3	K, F
R-E2- 03	Heat-stress exposure affecting worker productivity and occupational safety, particularly in construction sites (four mega-project flagship launches in 2025) and in open-air operations. Vietnam wet-bulb temperature trajectories raise compound exposure for outdoor work.	Physical — Chronic	Cross-cutting; concentrated at Real Estate & Services (construction), Infrastructure (rail construction) and Industrials – Technology (outdoor assembly).	Own	Medium	Likely	MEDIUM	Theme 3	C
R-E3- 01	Water stress affecting manufacturing operations (VinMetal, VinFast HT, VinES HT all co-located in Vung Ang), township amenities (Vinhomes projects) and hospitality assets (Vinpearl resorts in Khanh Hoa and Phu Quoc).	Physical — Chronic	Industrials – Technology; Real Estate & Services. Vung Ang zone; Vinhomes projects; Vinpearl resorts.	Own	Medium	Possible	MEDIUM	Theme 2	C
R-E4- 01	Marine and coastal biodiversity at the Can Gio Green Paradise frontier (adjacent to UNESCO Can Gio Mangrove Biosphere Reserve), at the VinSpeed Ben Thanh – Can Gio rail terminus and at Vinpearl resort pipeline.	Physical — Chronic	Real Estate & Services; Infrastructure. Cần Giờ Green Paradise; VinSpeed Bến Thành – Cần Giờ; Vinpearl coastal portfolio.	Own	Medium	Possible	MEDIUM	Theme 2	C, F
O-E5- 01	Circular economy opportunity across battery recycling, construction waste, plastic packaging and hospitality food waste. BatX India battery recycling partnership; Vinschool R32 refrigerant transition (≈1.6 ktCO ₂ e); Vinpearl single-use plastic conversion (2.4 million bottles, 40.86 tons plastic waste avoided). Group waste 2025: 145,207 tons recycled (39.7% of total).	Transition — Market (positive); Technology	Industrials – Technology; Real Estate & Services; Culture (Vinpearl).	Own + Down	Medium	Likely	OPPORTUNITY	Theme 1	C
R-E6- 01	Critical minerals supply concentration — lithium, cobalt, nickel, manganese, and natural graphite for VinFast electric vehicle batteries; rare earths for electric motors. Country-level sourcing data and conflict minerals transparency are under-disclosed relative to European Union Battery Regulation 2027 and EU Corporate Sustainability Due Diligence Directive trajectories.	Transition — Policy and Legal; Market	Industrials – Technology. VinFast battery supply; VinES; VinMetal alloy inputs.	Up	Short to Medium	Likely	HIGH	Theme 1	C

Sustainability-related risks and opportunities register

ID	Risk / opportunity description	IFRS S2 classification	Affected pillar(s)	VC stage	Time horizon	Likelihood	Severity	Theme	Financial channel
SOCIAL (S1–S6) 6 entries (1 CRITICAL, 1 opportunity)									
R-S1-01	Talent retention — specialist-talent demand at Industrials – Technology (rapid expansion of manufacturing, R&D and global footprint) and at Social Enterprises (clinical specialists at Vinmec; academic staff at VinUniversity).	Social	Industrials – Technology; Social Enterprises. VinFast, VinES, VinMetal; Vinmec, VinUniversity, Vinschool.	Own	Short to Medium	Likely	MED-HIGH	Theme 2	C
R-S2-01	Construction-site occupational health and safety — Risk of systemic safety incidents at active construction, manufacturing, and hospitality sites. Sub-optimal enforcement of zero-harm protocols among contracted workforces poses critical challenges to organizational resilience, potentially resulting in regulatory penalties, project delays, and widespread reputational exposure across subsidiary boundaries.	Social — OHS	Real Estate & Services (primary); cross-cutting to all pillars with active construction.	Own + Up	Short	Materialized 2025	MEDIUM	Theme 3	C, K
R-S2-02	Manufacturing occupational health and safety at the new industrial operations — VinMetal HT (integrated heavy industry with molten-metal hazards), VinFast HT expansion, VinES HT battery manufacturing (thermal and chemical hazards) and the new VinSpeed rail-construction corridors.	Social — OHS	Industrials – Technology; Infrastructure. VinMetal; VinFast HT; VinES HT; VinSpeed.	Own	Medium	Likely	HIGH	Theme 3	C
R-S4-01	Product safety — VinFast VF 8 recall history. Group-level product-safety framework covering all VinFast markets scoped for 2026 disclosure.	Social	Industrials – Technology. VinFast global fleet (VF 5, 6, 7, 8, 9; Green-series commercial).	Down	Short	Materialized 2025	HIGH	Theme 2	C
O-S5-01	Social-enterprise contribution opportunity — the non-profit social-enterprise architecture (Vinmec, Vinschool, VinUniversity, Foundation, VINIF) generates reputational, regulatory and recruitment value beyond direct operational returns. TIME World's Best Companies 2025 ranking #817 of 1,000 (first Vietnamese enterprise).	Social (positive)	Social Enterprises. Vinmec, Vinschool, VinUniversity, VINIF.	Own	Long	Materializing	OPPORTUNITY	Theme 2	F, K
R-S6-01	Supply chain sustainability and Tier 2+ visibility — beyond Tier 1 compliance with VinFast Supplier Code of Conduct (99.3 percent in 2025), visibility into Tier 2+ battery-material suppliers, critical minerals sourcing, construction materials upstream, and food and beverage inputs at Vinpearl remains limited.	Social; Transition — Market	All pillars; concentrated at Industrials – Technology.	Up	Short to Medium	Likely	HIGH	Theme 3	C

Sustainability-related risks and opportunities register

ID	Risk / opportunity description	IFRS S2 classification	Affected pillar(s)	VC stage	Time horizon	Likelihood	Severity	Theme	Financial channel
GOVERNANCE (G1-G2) 3 entries (1 opportunity, 1 medium-high, 1 high-critical)									
R-G1-01	Business ethics, anti-bribery and related-party transparency — governance-foundational risk across the regulated sectors and diversified geographies. GRI 205 (anti-corruption) and GRI 206 (anti-competitive behavior) disclosure depth is sequenced for 2026 first-cycle build-out, including operations assessment, training coverage, confirmed-incident reporting, and speak-up channel utilization.	Governance	Group-wide.	Own	Short to Medium	Possible	MED-HIGH	Theme 3	F, K
R-G2-01	Cybersecurity and AI ethics — ecosystem digitalization speed creates exposure across V-App (200 thousand active users), 175,099 vehicles sold (including eBuses), and 406,453 e-scooters, eliminating approximately 281,294 hardcopy film prints annually, 753,753 medical-record eliminations, and forthcoming VinSpeed rail-control systems. VinSOC operate Zero-Trust NAC, IAM and 24/7 centralized governance. Group-level material incident disclosure framework, AI-governance independent-review schedule and post-quantum-cryptography readiness roadmap sequenced for 2026.	Governance	Group-wide; most acute at Industrials – Technology, Social Enterprises, Real Estate & Services and Infrastructure.	Own + Down	Short to Medium	High	HIGH-CRITICAL	Theme 3	C, K
O-G1-01	ESG governance cascade opportunity — Board-level sustainability oversight in place; Vinpearl ESG Committee, Vinhomes Sustainability Committee and VinUniversity Sustainability Committee newly established 2025; full cascade across all six pillars sequenced for 2026.	Governance (positive)	Group-wide cascade: Board - Group ESG Department - Subsidiary ESG Committees.	Own	Short to Medium	Committed	OPPORTUNITY	Theme 3	F, K
CROSS-GROUP OPPORTUNITIES 3 entries (theme-distributed per Section 2.2)									
O-B-01	Green-building opportunity — BREEAM Communities, LEED and EDGE certifications at Vinhomes flagship projects plus Group-wide application across the Real Estate & Services and Infrastructure pillars create cross-pillar sustainability brand and demand advantage. Vinhomes Green Paradise (Can Gio) ESG++ standard with BREEAM Communities at ~70% progress.	Transition — Market (positive)	Real Estate & Services; Infrastructure. All Vinhomes mega-projects; Olympic Sports Urban Area; VEC.	Own	Medium	Likely	OPPORTUNITY	Theme 1	C, F
O-C-01	Sustainable-tourism opportunity — Vinpearl resort and theme park portfolio (2.3 million room-nights sold, 9.1 million VinWonders visitors); Vinpearl listed on HOSE 2025; Asia's #2 zoo (Blooloop) at Vinpearl Safari Phu Quoc; integration of heritage, biodiversity, and culture via the VinWonders complex and 8Wonder cultural events.	Transition — Market (positive)	Real Estate & Services; Culture. Vinpearl; VinWonders; 8Wonder.	Own	Medium	Almost certain	OPPORTUNITY	Theme 2	C
O-E-01	Tech-enabled-sustainability opportunity — VinSmart Future (V-App super-app with responsible-AI integration), VinMotion and VinRobotics, plus the data layer across the ecosystem enable measurement, optimization, and monetization of sustainability performance at scale.	Transition — Technology (positive)	Industrials – Technology. VinSmart Future; VinMotion; VinRobotics; VinCSS.	Own	Medium to Long	Likely	OPPORTUNITY	Theme 1	C

Financial channel indicates the primary way each item could affect the Group's finances: C — cash flows (revenue or costs); F — access to finance; K — cost of capital.

CHAPTER

03

Governance

Governance philosophy and the integration of sustainability	69
The Board of Directors and sustainability oversight	70
Management responsibility for sustainability	72
Integration with risk management and assurance	79
Ethics, integrity, and corporate culture	80
Sustainability-linked remuneration	82
The 2026 governance development agenda	83



Sustainability governance at a multi-business Group is the architecture through which a parent company sets sustainability direction, places that direction into the appointment, oversight, and accountability of subsidiary boards and management teams and consolidates the resulting performance back to a single point of disclosure. Vingroup describes that architecture below as it stood as of 31 December 2025.



Governance philosophy and the integration of sustainability

Vingroup operates as the Holding Company of 113 consolidated subsidiaries as of 31 December 2025, comprising both direct subsidiaries and a substantial number of indirectly held, multi-layered entities organised under key operating and intermediate holding platforms. These include core sub-groups such as Vinhomes, VinFast, Vinpearl, Vinschool, VinSmart Future, VMC Holding, and VinMotion, each of which serves as a principal ownership node overseeing its own portfolio of subsidiaries across business lines and geographies. Together, this ecosystem spans six business pillars — Industrials & Technology, Real Estate & Services, Infrastructure, Green Energy, Culture, and Social Enterprises.

Governance at the Group is therefore designed to do two complementary levels: to direct and supervise the consolidated entity through the Board of Directors and the Corporate Office, and to exercise the rights of a controlling shareholder at each subsidiary in a manner that respects the subsidiary's own governance autonomy and statutory duties. Sustainability sits inside this architecture rather than alongside it. Sustainability matters are surfaced through the same Board, Management, and Corporate Office channels that handle financial, operational, and strategic matters; they are not housed in a parallel structure.

The Group adopts a corporate governance structure in line with the Law on Enterprises of Vietnam, comprising the General Meeting of Shareholders, the Board of Directors, the Supervisory Board, and the Executive Management.

Specifically, The Group applies the Supervisory Board model, under which:

- The General Meeting of Shareholders (GMS) serves as the highest decision-making body;
- The Board of Directors (BOD), with 8 members in total and 03 independent members, is responsible for strategic direction and oversight;
- The Supervisory Board (SB), with 03 members in total and 02 independent members, operates as an independent oversight body, supervising the activities of the BOD and Executive Management, as well as the integrity of financial reporting and internal controls;
- The Executive Management (Board of Management) is responsible for the day-to-day operations of the Group.

To support governance effectiveness, the Internal Audit Department operates under the Board of Directors and provides inspection, evaluation and consulting activities through independent and objective recommendations. The department reports to the Board on its purpose, authority, responsibilities and performance, as well as significant risk management matters, including fraud risks and governance issues. Apart from the Internal Audit Department, the Board does not maintain other special committees or sub-committees, as supervision and risk management functions are assigned to dedicated divisions within the Corporate Office. It identifies, in this Chapter 3, where and how sustainability matters enter the governance system, who is accountable for them, and how oversight is exercised at parent and subsidiary level.

In 2025, the Group initiated alignment of its sustainability-related governance disclosures with the IFRS Sustainability Disclosure Standards, including IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures. This chapter describes the Group's governance approach for overseeing sustainability-related risks and opportunities, including climate-related matters, and has been prepared with reference to the governance disclosure requirements under IFRS S1 paragraphs 27–28 and IFRS S2 paragraphs 6–7.

The disclosures in this chapter also incorporate relevant governance-related disclosure requirements under GRI 2-9 to GRI 2-21 and applicable Vietnamese regulatory requirements, including Circular 96/2020/TT-BTC on information disclosure in the securities market.

The Board of Directors and sustainability oversight

The Board of Directors is Vingroup's highest management body and the body with ultimate responsibility for the Group's sustainability strategy, sustainability-related risks and opportunities, and disclosure under the 2025 Sustainability Report. Information on the Board's composition, independence, governance structure, responsibilities, and activities during the reporting period is disclosed in the Annual Report 2025, including Chapter 2 (About Vingroup) and Chapter 4 (Corporate Governance). The features that bear directly on sustainability oversight are summarized below.



Composition, diversity, and independence

As at 31 December 2025, the Board comprised eight members: the Chairman, three Vice Chairwomen and one Vice Chairman, and three independent directors. The Chairman and the Chief Executive Officer roles are held by separate individuals providing the role separation required by Decree 155/2020/ND-CP and its amendments and recommended by the OECD Corporate Governance Principles. The three independent directors, each bring multi-decade senior banking, investment, and asset-management careers across markets in Asia, Europe, the Americas, and the Middle East, and were re-elected most recently for terms continuing through the 2025 reporting period.

Vingroup Board, Management and Supervisory Board diversity in 2025 was characterised by four nationalities, nine professional disciplines, and a 57 per cent female representation, significantly above the diversity profile of comparably-sized listed conglomerates in the Vietnamese market. This composition is described as a Group-level diversity outcome rather than a target, given that the Board is elected by the General Meeting of Shareholders. The Group does not at present operate a quantitative Board-diversity policy with numerical targets; the 2026 governance development agenda set out at Section 3.7 includes consideration of a formal Board-diversity policy as a candidate item for Group ESG Department review.

Indicator	2025 position
Board members	8
Management members	4
Supervisory Board members	3
Total (counting Mr. Nguyen Viet Quang once across both Board and Management positions)	14
In which	
Female presentation	8 (57%)
Board - Independent directors	3 (37.5%)
Nationalities represented	4
Professional disciplines represented	9
Chairman / CEO separation	Yes — separate individuals
Board meetings held in 2025	49 (incl. written-opinion rounds)
Resolutions issued in 2025	49
Attendance rate	100%

Table 3.1. Board Composition and Governance Activity in 2025

The Board of Directors and sustainability oversight

Identification of the body responsible for sustainability oversight

In reference to IFRS S1 Paragraph 27(a), the BOD holds collective responsibility for the oversight of sustainability-related risks and opportunities. In alignment with Vingroup's corporate governance structure, the Board exercises this responsibility collectively rather than through a standalone sustainability committee. Sustainability matters are routed directly through the primary executive channels that manage the Group's strategic, financial, and risk portfolios.

Spearheading this mandate at the Board level, the First Permanent Vice Chairwoman, Ms. Phạm Thúy Hằng, provides direct executive oversight and drives the strategic endorsement of the Group's sustainability strategy, annual workplans, and target-setting milestones. Concurrently, independent directors review sustainability-related decisions to ensure strict impartiality and eliminate potential conflict-of-interest risks.

Board competence on sustainability matters

The Board's collective competence to govern sustainability matters effectively is rooted in the extensive, multi-sector experience of its members. The Chairman's leadership in pioneering the Group's businesses across diversified pillars, including electric mobility, real estate, renewable energy, and social enterprises, provides the Board with deep operational familiarity with the unique ESG challenges and opportunities within each sector.

Furthermore, Vingroup's independent directors bring senior international expertise in banking, global capital markets, and corporate governance, ensuring the Group effectively aligns with the climate-related financial disclosure expectations of institutional investors. To maintain this organizational edge, the Board's understanding is continuously supplemented by external advisory and technical seminars, with a formal Board sustainability induction and continuing-education program prioritized on the 2026 governance development agenda.

Independent directors and conflict-of-interest controls

The Board of Directors includes three independent directors who meet the independence requirements under applicable Vietnamese regulations, including Decree No. 155/2020/ND-CP and related governance requirements reflected in the Group's Internal Regulations on Corporate Governance.

As disclosed in the Annual Report 2025, the independent directors reviewed and assessed the activities of the Board during the reporting period and concluded that the Board had exercised its rights and responsibilities in accordance with applicable laws and regulations, the Vingroup Charter, the Internal Regulations on Corporate Governance, the Operating Regulations of the Board of Directors and resolutions of the General Meeting of Shareholders.

The Group maintains governance and conflict-of-interest management arrangements through the Vingroup Charter, the Internal Regulations on Corporate Governance, the Operating Regulations of the Board of Directors and policies relating to related-party transactions and approval processes. Related-party transactions material to the Group's financial statements are disclosed in the Consolidated Financial Statements 2025 in accordance with IAS 24 Related Party Disclosures.

Management responsibility for sustainability

Management responsibility

As presented in the Strategic Governance Cascade (Section 2.2.3), while ultimate accountability rests with the Board, the practical execution and integration of sustainability are driven by dedicated executive functions. Operating as the Group-level corporate function, the Environment-Sustainability-Governance (ESG) Department reports directly to the First Permanent Vice Chairwoman.

The ESG Department serves as the central coordinating body across the entire multi-layered ecosystem, translating Board-endorsed strategies into Group-wide standards, managing cross-subsidiary sustainability data collection, and ensuring strict compliance with both domestic public disclosure mandates and international reporting frameworks.



Management responsibility for sustainability



Group-to-subsidary governance cascade

Group-level sustainability governance extends from the Vingroup Corporate Office down to subsidiaries. Rather than enforcing a rigid, one-size-fits-all mandate across a highly diversified ecosystem, the Group ensures alignment through the active role of Group-appointed representatives on subsidiary boards, the systematic cascade of Group-

level policies into localized operational guidelines, and the centralized consolidation of performance metrics back to Group-level public disclosures. This approach allows the Group to drive a unified sustainability vision while granting each business sector the necessary flexibility to adapt to its specific market and industrial context.

Group representation at subsidiaries

Vingroup exercises its shareholder rights in subsidiaries in accordance with applicable laws, the respective subsidiary charters, and the Group's governance framework, including through the nomination and appointment of representatives and directors where appropriate.

Through this governance structure, the Group promotes alignment on key governance expectations and sustainability-related priorities across the Group's operating entities, while respecting the governance responsibilities and decision-making authority of each subsidiary and its Board of Directors. Representatives and directors nominated by Vingroup support communication and implementation of Group-level policies, frameworks, and management approaches relevant to ethics, governance, risk management, and sustainability.

Several subsidiaries within the Group are publicly listed companies, including Vinhomes JSC (HOSE: VHM) and Vinpearl JSC (HOSE: VPL), and are subject to their own governance, disclosure, and regulatory obligations under applicable Vietnamese laws and regulations, including the Securities Law 2019 and Decree No. 155/2020/ND-CP and its amendments.

Sustainability governance at these subsidiaries is implemented in a manner appropriate to each entity's governance structure, operational context, and regulatory obligations. Accordingly, this Sustainability Report distinguishes between Group-level disclosures and subsidiary-level disclosures and does not attribute subsidiary-specific commitments or governance decisions to the Group where such matters are governed at the subsidiary level.

Management responsibility for sustainability

Subsidiary-level sustainability governance bodies

Several Group subsidiaries developed dedicated sustainability-governance bodies during 2025, signaling a maturing of sustainability oversight at the level closest to operations. Three are highlighted here as illustrative.



Vinpearl ESG Committee

Vinpearl JSC established an ESG Committee in 2025 to oversee activities across the environmental, social and governance pillars. As disclosed in the Annual Report 2025, the Committee operates in alignment with internal policies and international standards, including the GRI Standards and IFRS S1 and IFRS S2. Operating within Vinpearl's governance structure and under the oversight of Vinpearl's Board of Directors, the ESG Committee supports coordination of sustainability-related activities across the company's hospitality, tourism, and entertainment operations. Sustainability-related

activities and initiatives coordinated and reported during 2025 included 233 marine conservation activities, biodiversity conservation initiatives at Vinpearl Safari, including the biodiversity-conservation facility certificate received from An Giang Province in November 2025, and sustainable tourism programmes implemented across Vinpearl's operations. These activities contributed to subsidiary-level sustainability reporting and to the Group's broader sustainability disclosure processes.

Management responsibility for sustainability

VinUniversity Sustainability Committee

VinUniversity established a Sustainability Committee in 2025 to support the development and implementation of sustainability-related strategies and initiatives across the university's education, research, governance, operations, and community engagement activities. As a non-profit university within the Vingroup ecosystem, VinUniversity contributes to the Group's broader human development and social impact objectives through higher education, research, innovation, and academic collaboration activities. In 2025, VinUniversity published Diversity, Equity and Inclusion (DEI) Policy and Environmental Sustainability and Climate Action Policy to strengthen institutional governance and reaffirm commitment to fostering an inclusive, equitable, and environmentally responsible university community. In 2025, VinUniversity also continued to be the host institution for the UNESCO Chair in Environmental Leadership, Cultural Heritage, and Biodiversity — the first UNESCO Chair established in Vietnam. The appointment reflects VinUniversity's growing role in advancing interdisciplinary research, education, and international collaboration relating to sustainability, environmental stewardship and cultural heritage preservation, and aligns with the Group's third strategic theme, Advancing Human Development, described in Chapter 4 of this report.



Management responsibility for sustainability

Vinhomes Sustainability Committee

Vinhomes has established a Sustainability Committee operating as a general executive committee under the direct supervision of Vinhomes CEO to support the development and implementation of sustainability and ESG-related strategies across the company's operations. The committee's scope covers three core pillars: Environmental (focusing on climate change, greenhouse gas reduction, NetZero tracking, and resource efficiency), Social (encompassing human capital development, customer safety, and community engagement), and Governance (ensuring transparency, risk management, and legal compliance).

The Committee is led by a Standing Board responsible for overall executive management, resource allocation, and strategy approval. To ensure comprehensive execution throughout the value chain, specific operational responsibilities are seamlessly integrated into the roles of key committee members. This cross-functional structure allows specialized directors and executives to directly oversee and manage technical aspects within their respective domains, ranging from green operations and construction safety to human capital development, legal governance, investor relations, and eco-friendly R&D innovation, thereby ensuring that ESG targets are driving corporate-wide implementation.



Management responsibility for sustainability



Subsidiary-level ESG focal point across the Group

Recognizing that each subsidiary is at a different stage of ESG maturity, the Group adopts a flexible and adaptive governance approach rather than enforcing a rigid, one-size-fits-all model. While mature entities may establish dedicated Sustainability Committees, other subsidiaries, such as Vinmec, VinRobotics, or VinEnergO, integrate ESG accountability directly into existing corporate structures. In these instances, the overall responsibility and accountability for ESG and sustainability strategies are typically assigned to senior leadership within Back Office divisions or Support Functions. This ensures that environmental, social, and governance objectives are effectively operationalized, monitored, and aligned with the Group's overarching framework, regardless of the subsidiary's specific scale or operational stage.

Management responsibility for sustainability

Escalation, consolidated reporting, and performance review

Sustainability-related information from subsidiaries and business units is consolidated at Group level through three mechanisms: coordinated reporting, risk management, and internal oversight processes.

- 1** First, the Environment–Sustainability–Governance (“ESG”) Department coordinates the quarterly collection and consolidation of sustainability-related information and performance data across the Group’s reporting entities, including entities within the AA1000AS Type 1 Moderate assurance scope as well as additional entities included within the broader Sustainability Report reporting boundary.
- 2** Second, the Risk Management Division supports the consolidation and monitoring of sustainability-related risks and incidents reported by subsidiaries and business units as part of the Group’s broader risk management and governance processes. The integration of sustainability-related risks into the Group’s risk management approach is further described in Section 3.4.
- 3** Third, the Internal Audit Department provides independent review and oversight activities at both Group and subsidiary levels, including reviews relating to internal control processes, governance procedures, and compliance with internal regulations, as described in the Annual Report 2025, Chapter 4 (Internal Audit Report).

Sustainability-related incidents and significant matters arising at subsidiary level are managed through the Group’s incident escalation and risk management processes. Matters with potential material implications for health and safety, environmental performance, ethics, compliance, or regulatory exposure are reported by the relevant subsidiary functions to the Group Risk Management Division for assessment, coordination and escalation to Group senior management and, where appropriate, to the Board of Directors.



Integration with risk management and assurance

Sustainability governance is integrated with the Group's broader risk management and internal oversight processes rather than managed as a separate governance stream. The Group's risk management framework, described further in the Annual Report 2025, supports the identification, assessment, monitoring, and management of sustainability-related risks and opportunities across the Group's operations and business activities.

Sustainability-related matters are incorporated into existing management, reporting, and oversight processes involving the Risk Management Division, the ESG Department, management functions, and the Internal Audit Department. Through these arrangements, sustainability-related risks and incidents may be escalated to senior management and the Board where relevant. Chapter 5 of this Sustainability Report describes the Group's approach to sustainability-related risk management and risk assessment processes. This section focuses on the governance and oversight arrangements supporting those processes.

The Three Lines Model and sustainability

Vingroup's risk management and internal oversight arrangements are informed by the Three Lines Model issued by the Institute of Internal Auditors in 2020. Under this approach, operational management functions across the Group are responsible for identifying and managing risks within their respective activities and operations, while specialized management and oversight functions support risk management processes, policy implementation and monitoring activities. The Internal Audit Department provides independent review and assurance activities relating to governance, risk management and internal control processes.

OHS functions across business units — contribute to the identification, assessment, monitoring, and management of sustainability-related matters within their respective responsibilities.

Sustainability-related risks and opportunities identified in the 24-entry register described in Chapter 2.6 are integrated into these broader governance and risk management arrangements rather than managed through a separate stand-alone framework. Relevant Corporate Office divisions and operating entities — including the ESG Department, the Legal & Compliance Division, the Risk Management Division, and operational

The Group's risk management process, as described in the Annual Report 2025 (Risk Management), includes risk identification, assessment, prioritization, mitigation, monitoring, and reporting activities conducted in reference to the principles and guidelines of ISO 31000. These processes are also applied to sustainability-related risks and opportunities across the Group's operations.

Sustainability-related risk reporting is integrated into the Group's broader management and reporting processes, including periodic reporting to senior management and the Board of Directors where relevant.

Internal Audit's role in sustainability assurance

The Internal Audit Department reports to the Board of Directors and comprises three members at Group level, supplemented by Internal Audit functions at the major subsidiaries. The Department conducts independent review and oversight activities relating to governance, risk management, and internal control processes across the Group and its subsidiaries. Activities of the Internal Audit Department during the year include reviews relating to internal control over financial reporting, compliance with internal regulations and applicable disclosure requirements, and risk assessment activities supporting the development of the internal audit plan.

Vingroup continues to strengthen the governance, control, and data management processes supporting sustainability reporting across the Group. In parallel with these ongoing enhancements, the 2025 Sustainability Report is subject to external assurance under AA1000AS v3 Type 1 Moderate Assurance, as described in Chapter 1, to support the reliability and transparency of the Group's sustainability disclosures.

Ethics, integrity, and corporate culture

Code of Conduct and supplier-facing extensions

Vingroup's six core values — Credibility, Integrity, Creativity, Speed, Quality, and Humanity — provide the foundation for the Group's corporate culture and approach to responsible business conduct as described in the Annual Report 2025. These values are reflected in the Management Code of Conduct, which applies to Vingroup JSC and its subsidiaries. The Code sets out expectations relating to ethical business conduct, conflicts of interest, anti-bribery and anti-corruption, fair dealing, confidentiality, protection of company assets, equal opportunity and non-discrimination, workplace health and safety, environmental responsibility, and the reporting of concerns through appropriate channels.

The Group's governance framework is further supported by anti-corruption and compliance-related policies at both Group and subsidiary levels. Certain subsidiaries also maintain operationally tailored supplier and partner codes of conduct. At VinFast Auto Ltd., for example, supplier-facing requirements are incorporated into supplier engagement processes and sustainability expectations across the supply chain. As of year-end 2025, Tier-1 supplier sign-off to VinFast's supplier code of conduct reached 99.3%.

In 2025, Vingroup and its subsidiaries also received external recognition relating to governance, compliance, and ESG-related practices, including awards at the ALB Pan-Asian Regulatory Awards and the FinanceAsia Awards relating to compliance, ESG and diversity, equity, and inclusion.



Ethics, integrity, and corporate culture

Whistle-blowing channels and speak-up culture

The Group maintains multiple speak-up mechanisms, including the email address gopy@vingroup.net, a dedicated hotline at **0988428787**, and direct reporting to the Corporate Security Department, to support the reporting of concerns relating to ethics, compliance, workplace conduct, and other matters. Reports regarding misconduct, theft, and corruption can be submitted directly through the designated mailbox and telephone line of the Group's CEO. To encourage transparent reporting, the Group implements an internal reward system that offers financial incentives for verified whistleblowing reports that accurately identify wrongdoings and individuals involved, in accordance with internal regulations. Particularly, VinFast Auto Ltd. operates the EthicsPoint speak-up platform, which is accessible to employees, contractors, and external stakeholders

Reported matters are reviewed and handled by the relevant functions depending on the nature of the concern, including Internal Audit, Legal & Compliance, Human Resources, and other relevant management functions. Matters assessed as significant may be escalated to senior management and, where appropriate, to the Board of Directors.



Sustainability-linked remuneration

Remuneration arrangements for the Board of Directors, the Supervisory Board, and Management are disclosed in dedicated sections of the Group's Financial Reports and Annual Reports, in accordance with applicable disclosure requirements and the remuneration disclosure principles described in the Annual Report 2025 (Corporate Governance). Remuneration policies for the Board of Directors and the Supervisory Board are approved by the General Meeting of Shareholders, while remuneration arrangements for Management are approved by the Board of Directors.

As of the 2025 reporting cycle, the Group has not yet set a formal Group-level remuneration policy directly

linking variable remuneration to defined sustainability-related performance indicators or weighted ESG targets. Sustainability-related considerations may form part of broader qualitative management performance assessments depending on the relevant management role and operational responsibilities. The relationship between governance, remuneration, and sustainability-related performance continues to be an evolving area of sustainability disclosure and governance practice, including under IFRS S1 disclosure expectations. The Group will continue to assess the development of sustainability-related governance and remuneration arrangements as part of its broader sustainability governance enhancement efforts.



The 2026 governance development agenda

Vingroup's sustainability governance priorities for 2026 are shaped by the Group's evolving regulatory environment, sustainability reporting commitments, and stakeholder expectations. These priorities are informed by applicable Vietnamese laws and regulations relating to corporate governance, securities disclosure, environmental protection, and greenhouse gas management, including the Securities Law 2019, Decree No. 155/2020/ND-CP and its amendments, Circular 96/2020/TT-BTC, and regulations relating to greenhouse gas inventory and emissions management under the Law on Environmental Protection 2020 and related implementing decrees. The

Group's governance development agenda is also informed by the evolving expectations of investors, regulators, financing counterparties, suppliers, customers, employees, and other stakeholder groups described in Chapter 2.4 of this report, particularly in relation to sustainability governance, climate-related disclosures, risk management, transparency and data quality. Against this backdrop, Vingroup continues to strengthen its sustainability governance arrangements, reporting processes and cross-functional coordination mechanisms in support of the Group's long-term sustainability objectives and reporting readiness.

Agenda item	Indicative timing	Lead function
Formal designation of named director portfolio responsibility for sustainability oversight	2026 reporting cycle	Board / Corporate Secretary
Board sustainability-induction and continuing-education program — IFRS S1 / S2, GRI 2021, SASB, AA1000AS, Circular 96	2026 reporting cycle	ESG-G Department / external advisers
Group Board-diversity policy with quantitative aspiration (gender, nationality, professional discipline)	2026 reporting cycle (consideration)	Board / Corporate Secretary
Expansion of Internal Audit testing to cover sustainability data-collection and consolidation processes	2026 internal-audit plan	Internal Audit Department
Review of AA1000AS scope and depth — including potential addition of GRI 305-4 GHG intensity, expanded Scope 3 categories, and consideration of upgrade beyond Type 1 Moderate	2026 reporting cycle	ESG-G Department / Internal Audit / external assurance provider

Forward-looking statements above are indicative and are subject to Board approval and to the resolution of dependencies identified in the red-flagged items earlier in this chapter.



CHAPTER

04

Strategic Implementation & Climate Transition Roadmap

Strategy Implementation & Adaptive Oversight	85
Operating environment and external impact analysis	88
Sustainability-related risks and opportunities by strategic theme	94
Transition plan and strategic response per theme	109
Resilience and scenario analysis	121



Strategy Implementation & Adaptive Oversight

Building on the strategic foundations and materiality outcomes established in Chapter 2, Vingroup's approach to strategy execution is centered on translating our three sustainability themes into measurable operational progress. This chapter details our response to the evolving external environment, our roadmap for the 2026–2028 horizon, and our resilience under various climate scenarios. To ensure that our strategy remains effective across subsidiaries and 104,253 employees, we maintain a rigorous process for monitoring performance and updating our strategic priorities in response to material regulatory and market shifts.



Strategy Implementation & Adaptive Oversight

Review cadence and forward signal

The sustainability strategy undergoes a mandatory annual review cycle, supplemented by off-cycle reviews triggered by material developments. This continuous cadence ensures the strategy remains resilient and aligned with evolving operational, regulatory, and stakeholder landscapes.

Annual Review

The Board of Directors' annual strategy review session serves as the core governance anchor. This session evaluates the three strategic themes against updated operating contexts (Section 4.2), refreshed entries in the risk-and-opportunity register (Section 2.6, adjusted for severity, likelihood, and time horizon adjustments), materiality assessment updates

(Section 2.5), climate transition plan milestones (Section 4.4), and strategic target progress metrics (Chapter 6). The Group ESG Committee compiles the comprehensive review of documentation for formal Board endorsement of any material modifications.

Off-Cycle Triggers

Off-cycle strategic reviews are initiated under three distinct categories of material development:

- **Material Regulatory Developments:** Shifts such as the definitive implementation phase of the European Union Carbon Border Adjustment Mechanism (EU CBAM) effective 1 January 2026, the Viet Nam ETS pilot phase, scheduled for 2026, will be implemented until the end of 2028, as provided in Decree 119/2025/ND-CP and Decree 29/2026/ND-CP, or tightening compliance milestones within the EU Battery Regulation across 2025, 2027, and 2031 will trigger a formal review of the corresponding strategic theme.
- **Material Operational Changes:** Significant portfolio adjustments, including the integration of new entities (such as VinEnergy and VinMetal in 2025, or future corporate additions within the disclosure horizon) and the divestment of material assets, will prompt an immediate review of the affected theme and its associated risk-and-opportunity registers.
- **Material Stakeholder Signals:** Pronounced shifts in expectations from customers, capital providers, or regulatory authorities regarding specific sustainability topics will initiate a re-evaluation of the materiality matrix and, where validated, a modification of the relevant strategic theme.



Strategy Implementation & Adaptive Oversight

Balancing competing priorities

A sustainability strategy for a group as diverse as Vingroup is not a series of independent choices; it requires weighing priorities that sometimes pull in different directions. The 2025 cycle surfaced three such judgments that are worth making explicit.

The first is between industrial growth and emissions intensity. VinMetal's integrated steelmaking at Vung Ang, strengthens the Group's industrial base and its green-steel positioning, yet it is also the most carbon-intensive operation the Group has ever brought online, and one exposed to carbon-border pricing on its export volumes. The Group chose to proceed, accepting higher near-term direct emissions in return for domestic value-chain integration and a planned pathway toward lower-carbon steelmaking, while treating carbon-cost exposure as an explicit constraint on how that output is sold.

The second is between coastal development and physical-climate exposure. The Group's flagship growth pipeline is concentrated on the coast, where the same locations that carry the strongest demand and green-development potential also carry acute storm and long-term sea-level exposure. Rather than step back from these sites, the Group chose to develop them to a higher standard with coastal-resilience design — accepting higher upfront design and construction requirements to protect long-term asset value.

The third concerns the role of transition fuels. The Hai Phong LNG joint venture provides grid-firming capability that supports the wider energy transition, but it does not sit naturally within a renewable portfolio. The Group chose to disclose it separately from VinEnerg's wind and solar pipeline and to keep its classification under Board review, rather than present it as part of the renewable story — a deliberate decision to describe the transition as it is rather than as it is most flattering.



Forward Signal

Because 2025 is the first year in which the Group brings its sustainability disclosures together under a single strategic architecture, this report sets the baseline against which future progress will be measured. From the 2026 - 2027 cycle onward, each annual report will track movement against the plans and targets established here. Where year-on-year movement is already meaningful, for example the Group-level reduction in GHG emissions, it is reported in the relevant performance sections. In addition, the 2026 reporting cycle will introduce strategic target progress disclosures structured around the

three main themes, alongside a qualitative narrative outlining climate-related financial effects, utilizing the first cycle relief provisions under IFRS S2 paragraphs 15 to 21. The 2027 reporting cycle will progress to quantitative, scenario-based disclosures of climate-related financial effects in full alignment with IFRS S2 paragraphs 15 to 21 and 22 to 23, accompanied by the second annual cycle of target progress tracking. Any material adjustments resulting from annual or off-cycle reviews will be disclosed as discrete updates within the corresponding reporting cycle.

Operating environment and external impact analysis

In 2025, the Group's net revenue reached

331,838 VND billion

representing a

76%  year-on-year

Group's activities contributed

2.6% to Vietnam's national GDP

With a total tax contribution of

148,773 VND billion

Vingroup operates across six core business pillars: Industrials & Technology, Real Estate & Services, Infrastructure, Green Energy, Culture, and Social Enterprises. In 2025, the Group's net revenue reached VND 331,838 billion, representing a 76% year-on-year increase, while its activities contributed 2.6% to Vietnam's national Gross Domestic Product (GDP). With a total tax contribution of VND 148,773 billion, Vingroup ranks as the largest private-sector contributor to the State Budget.

This section details the external operating context that shapes the Group's sustainability priorities for the 2025 reporting cycle and subsequent periods. This macroeconomic, environmental, and market narrative forms the baseline for the three strategic themes guiding Chapter 4: Powering the Green Transition, Fostering Inclusive Human Development, and Strengthening Resilience and Responsible Governance, collectively articulated under the corporate slogan, "**Rising Sustainably: Powering Vietnam's Green Transition.**"



Operating environment and external impact analysis

Macroeconomic, geopolitical and policy context

Vietnam recorded an 8.02% GDP growth rate in 2025, nearly three times the global average of 3.3%, marking the country's strongest macroeconomic performance in over a decade. Inflation was successfully managed at 3.31%, remaining securely within the Government's target perimeter. Driven by a 9.2% year-on-year growth in industrial production, the manufacturing Purchasing Managers' Index (PMI) consistently maintained a position above 50 throughout the second half of 2025, pushing business confidence to a 21-month high. This robust economic backdrop actively sustained consumer demand across the automotive, residential real estate, retail, and tourism sectors, which are the four primary drivers of Vingroup's consolidated revenue.

For 2026, the Government has established a national GDP growth target of 10%. This same annual growth projection underpins the revised Eighth National Power Development Plan (PDP8) under Decision 768/QD-TTg (issued April 2025). Framed nationally as the "Era of Rising," the policy environment mandates five strategic reform pillars:

- 1 Institutional breakthroughs and development environment optimization
- 2 Enhancing productivity, innovation, and human capital quality
- 3 Restructuring the macroeconomic growth model toward modernization and long-term sustainability.
- 4 Accelerating the development of domestic enterprises and factor markets
- 5 Maintaining macroeconomic stability while strengthening institutional governance.

Concurrently, external operating pressures intensified during 2025. The United States enacted broad reciprocal import tariffs in early 2025, while persistent regional geopolitical disruptions affected global shipping corridors and component supply chains. Furthermore, the European Union's Carbon Border Adjustment Mechanism (CBAM) entered its definitive implementation phase on 1 January 2026, introducing direct carbon pricing on imports of steel, aluminum, cement, fertilizer, hydrogen, and electricity from non-EU nations. This regulatory framework is projected to expand its scope over the latter half of the decade. These cumulative external barriers escalate the cost structure and operational complexity for the Industrials & Technology pillar, particularly impacting VinFast's manufacturing and export networks across the United States, the United Kingdom, the European Union, India, Indonesia, and the Philippines, alongside VinMetal's export-bound automotive and structural rail steel lines.



Operating environment and external impact analysis

Climate and environmental context

Vietnam remains highly vulnerable to global climate change risks. According to the Ministry of Natural Resources and Environment's (MoNRE) 2020 climate change scenarios, sea levels along the East Sea are projected to rise by 24 to 28 centimeters by 2050, and 56 to 77 centimeters by 2100. Under a high-emissions trajectory resulting in a one-meter sea-level rise, modeling indicates that 17.15% of Ho Chi Minh City and 47.29% of the Mekong Delta landmass would face permanent submergence.

Acute physical weather risks are accelerating in tandem with these chronic trends. Following an intense 2024 typhoon cycle highlighted by Super Typhoon Yagi (Storm No. 3) in September 2024, which caused severe structural damage across northern Vietnam, the October–November 2025 typhoon season directly impacted the central coast. Vingroup entities responded by activating operational continuity protocols and deploying comprehensive customer-recovery frameworks. Notably, VinFast extended targeted vehicle restoration and recovery assistance to customers across nine affected provinces. This acute exposure intersects with chronic physical risks, as rising mean sea levels compound the baseline severity of storm surges, riverine flooding, and long-term coastal erosion.

Vingroup's asset exposure spans multiple operational pillars:



REAL ESTATE & SERVICES

Several large-scale Vinhomes township developments are located within low-lying or coastal regions. These include Vinhomes Green Paradise (Can Gio, Ho Chi Minh City; a 2,870-hectare Transit-Oriented Development designed to ESG++ specifications with BREEAM Communities certification underway), Vinhomes Wonder City (Hanoi; 133 hectares), Vinhomes Green City (Tay Ninh; 197 hectares), Vinhomes Golden City (Hai Phong; 241 hectares), Vinhomes Royal Island (Vu Yen, Hai Phong), and the established Ocean Park developments. Additionally, Vinpearl's resort and golf portfolio is highly concentrated in coastal zones including Phu Quoc, Nha Trang and Da Nang, while Vincom Retail's mall assets extend across multiple coastal provinces.



INDUSTRIALS, TECHNOLOGY & GREEN ENERGY

The industrial production facilities at Vung Ang (Ha Tinh) and the Green Energy infrastructure assets located in Ha Tinh and Gia Lai face direct exposure to extreme precipitation, riverine flooding, and coastal storm surges. Furthermore, rising heat and humidity levels represent an intensifying challenge across all outdoor and semi-climatized industrial work environments. The Group's mitigation and operational response remains material. In 2025, onsite solar power installations across VinFast, Vinpearl, Vinhomes, and VinUniversity generated 24,916,068 kWh of renewable energy, preventing 19,674 tons of CO₂ emissions from grid consumption. Waste management protocols achieved 100% classification at source, with 145,207 tons of waste successfully recycled (representing 39.7% of total waste generated). Water conservation measures enabled the reuse of 938,199 m³ of wastewater, fulfilling 4.3% of the Group's total water requirements. Cumulatively, Group-level GHG emissions decreased by approximately 81,299 tCO₂e, marking a 9.3% reduction compared to the reporting year 2024.

Operating environment and external impact analysis

Energy and mobility transition context

The transition from internal combustion vehicles to electrified mobility continued to accelerate in Vietnam and across the markets where VinFast operates. Euromonitor International expects electric vehicles to account for 36% of new vehicle sales in Vietnam by 2025 and 50% by 2030, significantly above the projected Southeast Asia averages of 17% and 28% over the same period.

At the same time, the regulatory environment around this opportunity is becoming more complex. Carbon pricing mechanisms, including CBAM and selected US state and provincial schemes, fleet emissions standards, due diligence requirements under the EU Battery Regulation (EU) 2023/1542 with milestones in 2025, 2027 and 2031, and critical mineral export controls are increasingly shaping the cost profile, compliance requirements, and strategic optionality of electric vehicle manufacturing.

In parallel, the Group's Green Energy pillar took shape during 2025 against the backdrop of Vietnam's substantially upgraded power system plan. The revised Eighth National Power Development Plan, approved under Decision 768/QĐ-TTg in April 2025, raised onshore and nearshore wind capacity targets to 26,066–38,029 MW by 2030, increased the offshore wind target to 17,032 MW, expanded battery energy storage system targets from 300 MW to 10,000–16,300 MW, and projected approximately USD 136.3 billion of power sector investment for the 2026–2030 period. Under the revised plan, renewables excluding hydropower are targeted to account for 28–36% of Vietnam's power-generation mix by 2030 and 74–75% by 2050.

Established in March 2025, VinEnergio is structurally positioned to drive this grid transition. The entity's wind energy pipeline totals approximately 1,791 MW across Hà Tĩnh and Gia Lai provinces, comprising the Eco Wind Ky Anh (498 MW), Ky Anh (400 MW), Vinh Thuan (143 MW), and Hon Trau Phase 1 (750 MW) projects. Its solar energy pipeline totals approximately 850 MW across Lai Chau and Dien Bien provinces, encompassing the Ban Chat Floating 1 (250 MW), Ban Chat Floating 2 (300 MW), and Dien Bien 1 (300 MW) installations. VinEnergio's energy storage systems utilize advanced lithium-ion technology, which will be supported by an active MOU with IDICO Corporation. Additionally, the entity maintains a transition-fuel strategic position through the Hai Phong LNG joint venture situated within the Tan Trao Industrial Zone.



Operating environment and external impact analysis

The external pressures described above affect the Group's six business pillars in different ways, reflecting the distinct operating models, value chains, asset profiles, and stakeholder interfaces of each pillar. The summary table below maps the most material external pressures to the business pillars where they are most relevant. This provides the link between the macro-operating context in Section 4.2.1 and the sustainability-related risks and opportunities profiled in Section 4.3

Six-pillar pressure mapping

Business pillar	Principal external pressures (2025–2030)	Sustainability-related risks and opportunities most relevant
Industrials - Technology	EU CBAM definitive phase from January 2026 levying carbon cost on steel, aluminum, fertilizer, hydrogen and electricity imports; US reciprocal tariffs in effect from early 2025; tightening EU Battery Regulation due diligence requirements; critical mineral supply concentration; intensifying heat and humidity exposure across manufacturing floors at Hai Phong and Ha Tinh complexes	EV adoption opportunity; EV trade barriers and tariff exposure; manufacturing operations GHG emissions; carbon pricing and CBAM exposure; critical mineral supply security; heat stress exposure; manufacturing occupational health and safety; supply chain due diligence
Real Estate & Services	Sea-level rise across coastal sites under the MoNRE 2020 climate change scenario (+24–28 cm by 2050; +56–77 cm by 2100); intensifying typhoon and flood (Yagi 2024 reference); CBRE-tracked condo price growth (+7% Hanoi, +6% HCMC); Transit-Oriented Development policy direction; ESG++ and BREEAM Communities standards adoption; fall-from-height working conditions at construction sites	Extreme weather events; sea-level rise; heat stress exposure; water stress; marine biodiversity; construction site occupational accidents; green building opportunity; sustainable tourism opportunity
Infrastructure	VinSpeed Ben Thanh – Can Gio alignment along the southern coast; Vietnam Exposition Center inauguration in August 2025 (15 months ahead of schedule); Olympic Sports City; revised PDP8 grid-investment direction (USD 18.1 billion transmission)	Extreme weather events; sea-level rise; construction site occupational accidents; tech-enabled sustainability opportunity
Green Energy	Revised PDP8 renewable targets (28–36% by 2030); BESS scale-up (10,000–16,300 MW by 2030); MOU DPPA-related scheme expansion; LNG-to-power transition role with hydrogen and CCS conversion path to 2050	EV adoption opportunity; extreme weather events; critical mineral supply security; circular economy opportunity
Culture	International recognition trajectory (TIME World's Best Companies 2025 — first Vietnamese enterprise; FinanceAsia Most Committed to ESG; FIABCI Sustainable Development); cultural-and-creative-industry policy framework	Cybersecurity and AI ethics; talent retention; social-enterprise contribution opportunity
Social Enterprises	Vietnam tourism normalization (157 million arrivals in 2025: 21.5 million international, +22.2%; 135.5 million domestic, +23.2%); Vinmec JCI accreditation maintenance; Vinschool QS Reimagine recognition; education quality and special needs education policy direction; VinBus accessible green mobility role	Talent retention; product safety; social enterprise contribution opportunity; sustainable-tourism opportunity

Table 4.1. Six-pillar pressure mapping. Risks and opportunities are referenced by name; the full register including category, severity, time horizon and code is available in the register table. For further details, please refer to Chapter 2, Section 2.6 (Sustainability-Related Risks and Opportunities Register), Page X.

Operating environment and external impact analysis

Disclosure context

The 2025 reporting cycle is the first cycle in which Vingroup applies the IFRS S1 and IFRS S2 four-pillar disclosure architecture across Chapters 3 to 6, covering Governance, Strategy, Risk Management, and Metrics and Targets. This structure is applied alongside the GRI Standards 2021 and supports a clearer connection between sustainability governance, strategic response, risk management processes, and performance metrics. Where Group-level disclosure capability is not yet at the level expected by institutional capital providers and assurance reviewers, the Group applies the IFRS S1 paragraphs 38 to 40 cost-or-effort relief transparently and sets out a roadmap to close these gaps across the 2026 and 2027 reporting cycles.

External assurance for the 2025 reporting cycle is provided under AA1000AS 2018 Type 1 Moderate assurance, covering 12 P&Ls: VinFast Hải Phòng, VinFast Indonesia, VinFast India, VinES Hà

Tĩnh, VinSmart Future, VinCSS, Vinhomes, Vinpearl, VSC, Vinmec, VinUni and VinBus. The assurance scope includes selected metrics on Scope 1 and Scope 2 greenhouse gas emissions under GRI 305-1 and GRI 305-2; energy intensity under GRI 302-3; waste under GRI 306-3 and GRI 306-4; occupational health and safety under GRI 403-9, with contractor scope newly included for the 2025 cycle; Board diversity under GRI 405-1; anti-corruption under GRI 205-2 and GRI 205-3; and water withdrawal, discharge and consumption under GRI 303-3, GRI 303-4 and GRI 303-5.

The Group recognizes that the 2025 assurance scope remains a first cycle transitional position relative to ISSB-aligned international assurance expectations. Limited assurance differs from reasonable assurance in the form of conclusion expressed. Type 1 assurance under AA1000AS covers adherence to the AA1000 AccountAbility Principles but does

not extend to metric-level performance information reliability in the same manner as performance assurance. In addition, several growing entities — including VinEnerg, VinMetal, VinSpeed, the Vietnam Exposition Center and Vincom Retail — are outside the 2025 assurance perimeter. These limitations are disclosed as part of the Group's first cycle transitional position. The Group intends to expand the assurance perimeter and advance the level of assurance for material climate-related metrics in subsequent reporting cycles, with the 2026 cycle as the next milestone.

Where quantitative climate-related financial effect disclosure under IFRS S2 paragraphs 15 to 21 is not yet feasible at Group level for the 2025 cycle, the Group is planning to provide milestones for future reporting period.



Sustainability-related risks and opportunities by strategic theme

The 2025 materiality assessment confirmed 23 sustainability-related risks and opportunities across the Group's six business pillars. Eleven are presented as detailed profiles in this section.

The 11 detailed profiles are organized under the three strategic themes that structure Chapter 4.

Powering the Green Transition

includes seven profiles relating to the electric mobility opportunity, trade and tariff exposure, manufacturing GHG emissions, carbon pricing, and the European Union Carbon Border Adjustment Mechanism (CBAM), critical-mineral supply security, the circular economy opportunity and the green-building opportunity.

Fostering Inclusive Human Development

addresses sustainability-related topics associated with workforce engagement, customer trust, community impact, healthcare, education, and broader social value creation across the Group's integrated ecosystem.

Strengthening Resilience and Responsible Governance

includes three profiles relating to climate resilience, occupational health and safety, cybersecurity, business ethics, supply chain governance and governance maturity considerations.



Together, these themes reflect the Group's integrated sustainability approach across industrial transformation, social development, operational resilience and governance strengthening. The chapter theme, "Rising Sustainably: Powering Vietnam's Green Transition", reflects the strategic direction underpinning the Group's sustainability-related priorities and long-term development trajectory.

For further details on the full risk-and-opportunity register including category, severity, time horizon and code, please refer to Chapter 2 — Sustainability-Related Risks and Opportunities Register.

Sustainability-related risks and opportunities by strategic theme

Powering the Green Transition

"Powering the Green Transition" organizes the Group's response to the energy and mobility transition across its industrial, energy, real estate, and infrastructure ecosystem. The theme is led primarily through VinFast's electric vehicle and battery manufacturing operations across Hải Phòng, Hà Tĩnh, India and Indonesia; VinEnergó's renewable energy and energy infrastructure development activities, including wind, solar, battery energy storage and LNG transition fuel projects; and VinMetal's green-industrial and green-steel positioning following its establishment in October 2025. The theme also extends across the broader ecosystem through

implementation of Vinhomes ESG++ green-building practices, operational decarbonization initiatives across Vinpearl properties and activities supported through the For a Green Future Fund.

Together, these activities reflect the Group's approach to supporting electrification, renewable energy development, lower-carbon industrial development and broader transition-related opportunities across its integrated business ecosystem



Sustainability-related risks and opportunities by strategic theme

Electric vehicle and clean-mobility adoption opportunity

Time horizon	Short to Medium (2025–2030)
Material topic linkage	E1 — GHG Emissions and Energy Transition
Business pillars affected	Industrials & Technology (Primary); Real Estate & Services (Secondary, via charging-infrastructure integration); Social Enterprises (Tertiary, via VinBus)
Severity / likelihood	Opportunity — High commercial materiality; very likely; momentum building over the disclosure horizon

Operating context

Electric vehicle adoption is accelerating rapidly in Vietnam. Euromonitor International projects EV penetration in Vietnam to reach 36% of new vehicle sales by 2025 and 50% by 2030, compared with projected Southeast Asian averages of 17% and 28%, respectively. Global market forecasts also point to continued long-term growth in electric mobility, with Astute Analytica estimating the global EV market at USD 646.7 billion by 2025 and USD 73 trillion by 2050, and UCal projecting the global passenger and light-commercial EV stock to reach 125 million to 200 million units by 2050.

Vietnam’s policy direction reinforces this transition trajectory. Low-emission zones are set to be piloted in Hanoi and Ho Chi Minh City, vehicle emissions inspection requirements have tightened, and the revised Eighth National Power Development Plan (Decision 768/QĐ-TTg, April 2025) increases the targeted renewable energy share of the 2030 power-generation mix to 28% to 36%. International policy direction in Vingroup’s priority markets also reinforces the clean-mobility transition. In India, the PM E-DRIVE Scheme supports electric-vehicle adoption, charging infrastructure and domestic EV manufacturing, while Tamil Nadu’s EV policy positions the state as a manufacturing hub and accelerates local EV adoption. In Indonesia, Presidential Regulation No. 55/2019 and subsequent regulations support the development of a battery-based electric-vehicle ecosystem, including charging and battery-swapping infrastructure. In the Philippines, the Electric Vehicle Industry Development Act, the Comprehensive Roadmap for the Electric Vehicle Industry and EV tariff incentives provide a policy framework for EV adoption, charging-station development, local industry participation and lower-emission transport. Together, these market and policy developments create demand for electric mobility, charging infrastructure, battery systems, and upstream energy supply chains across the disclosure horizon.

Group response

VinFast is the principal vehicle for the Group’s response to the electric mobility transition. In 2025, VinFast delivered 175,099 vehicles (including eBuses) and 406,435 e-scooters to the domestic market, close to twice the 2024 volume, and maintained the domestic sales lead for 15 consecutive months. The four best-selling vehicle models in Vietnam in 2025, including VF 3, VF 5, Limo Green and VF 6, were all VinFast models. Limo Green reached more than 27,000 units, ranking as the country’s best-selling MPV. Domestic market share exceeded 30%. International expansion also advanced across India, Indonesia, the Philippines, North America and Europe, supported by new manufacturing capacity at Vung Ang in Ha Tinh, Tamil Nadu and Subang.

The opportunity extends beyond passenger vehicles. Hundreds thousand of VinFast sold vehicles and 4,500 battery-swap stations operated accross 34 provinces. Through Plugsurfing, the Group’s customers were connected to more than 1 million charging points across 24 countries. VinBus, repositioned as a non-profit social enterprise providing accessible green mobility, anchors the urban-bus dimension of the Group’s mobility ecosystem. For 2026, the Group’s commercial targets are 300,000 electric vehicles and approximately 1 million electric two-wheelers.

Domestic Market Dominance (2025)

175,099 EVs | **406,435** e-Scooters
 > 30% Market Share(Top 4 Best Sellers)

For 2026, The Group’s commercial targets are

300,000 electric vehicles | **1,000,000** electric two-wheelers



Sustainability-related risks and opportunities by strategic theme

Trade barriers and tariff exposure

Time horizon	Short to Medium (2025–2030)
Material topic linkage	E1 — GHG Emissions and Energy Transition
Business pillars affected	Industrials & Technology (Primary, VinFast and VinMetal); Green Energy (Secondary, via solar-PV and battery-input flows)
Severity / likelihood	High — heightened tariff and policy exposure during 2025; expected to persist through the medium term

VinFast manufacturing localization

03 New Plants Operational

Vung Anh, Tamil Nadu, Subang

VinMetal's green metal positioning at Vung Ang with Phase 1 capacity of

5,000,000 Tons/year

Green finance support decarbonization investment

235 USD million

from ADB and MUFG

Operating context

The trade environment for Vietnam-manufactured electric vehicles became more complex during 2025 as global trade, carbon pricing, and supply chain regulatory frameworks continued to evolve. The United States introduced broad-based reciprocal import tariffs in early 2025, creating additional cost, sourcing and market-access considerations across the Industrials & Technology pillar. At the same time, the European Union Carbon Border Adjustment Mechanism (CBAM) progressed toward its definitive phase commencing from 1 January 2026. The mechanism applies carbon-related import costs across sectors including steel, aluminum, cement, fertilizer, hydrogen and electricity imports from non-European Union jurisdictions, with potential expansion of the regulatory perimeter over time.

Additional regulatory developments also affected the broader electric vehicle and battery supply chain. The European Union Battery Regulation (EU) 2023/1542 introduced phased due diligence and disclosure requirements relating to critical minerals including cobalt, lithium, nickel and natural graphite, with implementation milestones extending through 2025, 2027 and 2031. At the same time, export controls and supply chain restrictions relating to critical minerals and battery materials are intensified across selected upstream jurisdictions. Together, these developments increase the complexity and cost of cross-border manufacturing, sourcing and market access, while influencing supply chain strategy, manufacturing localization and product-roadmap decisions across the Group's electric-mobility ecosystem.

Group response

VinFast continued to address tariff exposure and trade-related risk through manufacturing localization, supply chain diversification and expansion of in-market operating capability across key jurisdictions. During 2025, new manufacturing capacity commenced operations at Vung Ang (Hà Tĩnh), Tamil Nadu in India and Subang in Indonesia, while international market expansion continued across the Philippines, North America and Europe. Financial institution partnerships in Indonesia, the Philippines and India also supported development of in-market financing solutions for electric vehicle customers.

On the carbon pricing and transition-related dimension, VinFast's participation in The Climate Pledge and its COP26 Zero-

Emission Vehicle commitments, together with VinMetal's green steel positioning at Vung Ang with planned Phase 1 capacity of 5 million tons per year, support the Group's medium-term direction toward lower-carbon manufacturing and export readiness. Green finance facilities also continued to support decarbonization-related investment activities during the reporting year, including the Asian Development Bank USD 135 million facility and the MUFG USD 100 million green loan facility supporting emission-reduction investments at the Hải Phòng manufacturing complex. These investments include 26 MW of rooftop solar capacity generating approximately 14 million kWh of electricity annually and avoiding an estimated 11,200 tCO₂e in emissions.

Sustainability-related risks and opportunities by strategic theme

Manufacturing GHG emissions

Time horizon	Short to Medium (2025–2030)
Material topic linkage	E1 — GHG Emissions and Energy Transition
Business pillars affected	Industrials & Technology (Primary); Real Estate & Services (Secondary, via Vinhomes and Vinpearl operational footprint); Green Energy (Secondary, via direct power-purchase pathway)
Severity / likelihood	Medium — manageable through energy-source mix and efficiency programs already under way at the principal manufacturing complexes



Operating context

The Group's manufacturing footprint expanded materially in 2025. VinFast Hai Phong continued to operate at scale; VinFast Hà Tĩnh entered first full operation; new battery cell and pack lines at Hai Phong and at VinES Hà Tĩnh ramped up; VinMetal commenced first-phase construction at Vũng Áng with target operation in 2026. Each of these facilities sits within a Vietnamese policy environment where the carbon pricing trajectory is firming. The Vietnamese Emissions Trading System pilot is scheduled to commence by 2028 under the Law on Environmental Protection 2020.

On the demand side, international institutional capital providers, debt counterparties, and major customers have raised expectations on Scope 1, Scope 2, and Scope 3 emissions disclosure for Vietnam-manufactured products. The combination of domestic carbon price formation, export market regulatory pricing under CBAM, and disclosure expectations from green loan counterparties (ADB, MUFG) shapes the Group's emissions-reduction priority through the disclosure horizon.



Group response

Group GHG emissions have been reduced and key statistics on which, alongside rate of solar power installation may be found in Chapter 6.

The Group's medium-term transition direction is also supported through subsidiary-level commitments and transition initiatives. **VinFast** maintains an entity-level **Net Zero 2040 commitment** alongside the "3E Mission" framework (Electrification, Energy Saving, and Energy Greening), participation in The Climate Pledge, and the COP26 Zero-Emission Vehicle commitment. At Group level, Vingroup has not adopted a consolidated numerical GHG reduction target as of the 2025 reporting cycle.

In 2025, VinEnergy commenced operations with an initial renewable energy development pipeline comprising approximately 1,791 MW of wind capacity and approximately

850 MW of solar capacity. This portfolio provides the Group with a structural pathway to support increased renewable electricity sourcing. It also enables future electrification of operations through direct power purchase arrangements. The MoU regarding the Direct Power Purchase Agreement with IDICO Corporation represents the Group's first arrangement of this kind.

Vinenergy Renewable Pipeline

~1,791 MW Wind Capacity

~850 MW Solar Capacity

Sustainability-related risks and opportunities by strategic theme

Carbon pricing and CBAM exposure

Time horizon	Short to Medium (2025–2030)
Material topic linkage	E1 — GHG Emissions and Energy Transition
Business pillars affected	Industrials & Technology (Primary, VinFast manufacturing exports and VinMetal automotive-and-rail steel); Green Energy (Secondary)
Severity / likelihood	Medium — definitive phase pricing begins January 2026; perimeter expansion expected over 2026–2030



Operating context

Carbon pricing mechanisms affecting the Group's industrial and export-oriented operations continued to expand during 2025. The European Union Carbon Border Adjustment Mechanism (CBAM) enters its definitive phase from 1 January 2026 and applies carbon-related import costs to steel, aluminum, cement, fertilizer, hydrogen, and electricity imports originating from non-European Union jurisdictions. In Vietnam, the national emissions trading system pilot is scheduled for 2026, will be implemented until the end of 2028 as provided in Decree 119/2025/NĐ-CP and Decree 29/2026/ND-CP. Additional carbon pricing and climate policy mechanisms are also developing across international markets where the Group maintains export, manufacturing, or commercial exposure, including the United Kingdom CBAM and sub-national carbon pricing frameworks such as the California Cap-and-Trade Program, the Washington Climate Commitment Act and the Québec Cap-and-Trade system.

The operational and financial implications of carbon pricing differ across product categories and value chains. CBAM exposure applies most directly to steel-intensive and export-oriented activities, including VinMetal's planned automotive and rail-steel production and the embedded carbon profile of exported vehicle products. Vehicle-level emissions performance also increasingly influences fleet emissions compliance requirements, product competitiveness, and eligibility for customer incentive programs across destination markets. Anticipated pricing trajectories through 2030 indicate that routine carbon cost pass-through to end-customers will become unfeasible, necessitating proactive product-side responses. Together, these developments reinforce the importance of emissions management, manufacturing decarbonization, renewable energy sourcing, and lower-carbon material development across the Group's industrial ecosystem.



Group response

Vinmetal Green Steel -
Expected capacity:

5,000,000

Tons/ Year

VinFast's response is anchored in subsidiary-level climate and sustainability commitments. The Company maintains an entity-level Net Zero 2040 commitment alongside the 3E Mission (Electrification, Energy Saving and Energy Greening), participation in The Climate Pledge, and the COP26 Zero-Emission Vehicle commitment. During 2025, green finance facilities from the Asian Development Bank (USD 135 million) and MUFG (USD 100 million) continued to support emissions-reduction investments at the Hai Phong manufacturing complex. These investments include the 26 MW rooftop solar installation generating approximately 14 million kWh of electricity annually and avoiding an estimated 11,200 tCO₂e emissions relative to the grid-electricity baseline.

automotive emissions regulatory credits and participated in the relevant credit market during the first half of 2025. Following the enactment of the OBBBA, no further transactions were recorded in this market during the remainder of the year. These regulatory credits are distinct from project-based carbon credits developed under voluntary carbon standards.

VinBus had completed an initial feasibility assessment for carbon-credit development from its electric bus operations and established a preliminary implementation plan. VinEnerg's renewable energy activities and VinSpeed's high-speed rail development remained under pre-feasibility assessment for potential eligibility under applicable carbon-credit methodologies. These initiatives remained subject to the relevant validation, registration, monitoring and verification requirements and had not generated recognized carbon credits as of 31 December 2025.

VinMetal addresses steel-related carbon pricing exposure through its green steel positioning at the Vung Ang industrial complex in Ha Tinh. Phase 1 capacity is planned at approximately 5 million tons per year, configured around lower carbon intensity per ton, with operations targeted to commence in 2027. Production is intended to support automotive steel demand for VinFast, rail-steel demand for VinSpeed, and broader structural steel markets.

The Group continued to assess opportunities to develop carbon credits from eligible low-carbon activities. As of 31 December 2025, **VinFast Vietnam was progressing the registration of its electric motorcycle manufacturing and sales activities under the Gold Standard** for the Global Goals, while **V-Green was progressing project registration under Verra's Verified Carbon Standard (VCS) Program and Sustainable Development Verified Impact Standard (SD VISTA)**, with completion expected in 2026. Registration of both projects is expected to be completed in 2026. Separately, VinFast confirmed the volume of certain United States

Sustainability-related risks and opportunities by strategic theme

Critical-mineral supply security

Time horizon	Medium (3–10 years)
Material topic linkage	E6 — Responsible Sourcing and Critical Minerals
Business pillars affected	Industrials & Technology (Primary, VinFast battery and VinES); Green Energy (Secondary, via VinEnergO BESS)
Severity / likelihood	High — concentration risk at upstream stages remains structural throughout the medium term

Disclosure expectations are progressively extending beyond Tier 1 suppliers toward Tier 2 and Tier 3 supply chain visibility

Operating context

The battery and electric vehicle value chain remains highly dependent on a limited number of upstream mineral processing and refining jurisdictions. Cobalt refining, nickel Class 1 sulphate processing, natural graphite spherization, and battery-grade lithium chemical production continue to be concentrated within fewer than five jurisdictions globally. During 2024 and 2025, several upstream jurisdictions introduced or expanded export-control and strategic-mineral management measures, including processed-graphite export licensing and controls affecting permanent rare-earth magnets. At the same time, international regulatory requirements relating to battery traceability and responsible sourcing continued to strengthen.

The European Union Battery Regulation (EU) 2023/1542 establishes phased due diligence, traceability, and human rights

and environmental disclosure requirements relating to cobalt, lithium, nickel, and natural graphite, with implementation milestones extending through 2025, 2027 and 2031 for batteries placed on the European Union market. Additional sourcing and supply chain requirements are also emerging across other major markets. In the United States, Inflation Reduction Act requirements and related successor frameworks increasingly link electric vehicle incentive eligibility to critical mineral sourcing and battery supply chain criteria. Across customer and export markets, technical, contractual, and disclosure expectations are progressively extending beyond Tier 1 suppliers toward Tier 2 and Tier 3 supply chain visibility. Together, these developments reinforce the strategic importance of critical mineral security, supply chain resilience, responsible sourcing, and traceability capability across the Group's electric mobility and battery ecosystem.

Group response

VinFast and VinES continued to address critical mineral supply security considerations through a combination of long-term supplier engagement, manufacturing localization, and circular economy capability development. During 2025, battery cell and battery pack manufacturing capacity continued to expand at Hai Phong and VinES Ha Tinh. Across the VinFast supply base, the Tier 1 Supplier Code of Conduct sign-off and exception rate reached 99.3% during the reporting year.

On the human rights and environmental due diligence dimension, the Group continued implementation of supplier audit, supplier

engagement, and supplier governance activities through the VinFast supplier management framework. Tier 1 supplier governance remains more mature than Tier 2 and Tier 3 traceability capability, which continues to develop in response to evolving international due diligence and battery supply chain requirements.

Conduct sign-off and exception rate reached

99.3% during the reporting year

Sustainability-related risks and opportunities by strategic theme

Circular economy opportunity

Time horizon	Medium (3–10 years)
Material topic linkage	E5 — Circular Economy and Waste
Business pillars affected	Industrials & Technology (Primary, VinFast and VinES battery circularity); Real Estate & Services (Primary, Vinpearl plastic bottle replacement and Vinhomes construction and demolition); Social Enterprises (Secondary, Vinmec digital paper)
Severity / likelihood	Opportunity — material across multiple subsidiaries; capability building over 2025–2028



Operating context

Vietnam’s Extended Producer Responsibility (EPR) framework continued implementation under the [Law on Environmental Protection 2020](#) and [Decree 08/2022/NĐ-CP](#).

Vietnam’s Extended Producer Responsibility (EPR) framework continued implementation under the Law on Environmental Protection 2020 and Decree 08/2022/NĐ-CP. The framework establishes phased collection and treatment obligations for producers and importers of packaging, electrical and electronic equipment, lubricants, tires, batteries, and vehicles. Battery take-back obligations entered the Extended Producer Responsibility perimeter from 2024 and tightened further during 2025.

the same time, hospitality and consumer-facing sectors are experiencing increasing customer expectations relating to the phase-out of single-use plastic and circular material management. International institutional investors and lenders also continue to expand focus on circular economy disclosure through sustainability-related questionnaires and frameworks aligned with SASB, CDP, and broader transition-related disclosure expectations. Together, these developments position the circular economy at the intersection of regulatory obligation, customer expectation, resource efficiency, and long-term operating cost optimization across multiple Group subsidiaries and value chains.

Construction and demolition material streams remain less tightly regulated at national level but continue to face waste management and landfill capacity constraints in major urban areas. At

Group response

Vinhomes Green Paradise in Can Gio, the company treats wastewater to surface water standards (QCVN 08:2023) with a target of recycling

49% of the treated wastewater

Circular economy activities in 2025 were implemented across multiple subsidiaries and operational value chains. Key results of circular economy initiatives are described in further detail in Chapter 6.

On the battery dimension, BatX India will bring a solution for end-of-life batteries associated with VinFast, VinES. The initiative supports recovery of critical minerals and circular material flows across the electric mobility value chain. VinMetal’s green steel positioning at the Vung Ang industrial complex also incorporates lower-carbon and

recycled material positioning as part of its planned operational model commencing from 2027. To optimize circular economy models across its real estate value chain, Vinhomes implements water recycling systems that harvest rainwater and reuse treated wastewater for landscape irrigation, road cleaning, and replenishing lakes in existing urban areas. At Vinhomes Green Paradise in Can Gio, the company treats wastewater to surface water standards (QCVN 08:2023) instead of domestic discharge standards (QCVN 14:2025), with a target of recycling 49% of the treated wastewater.

Sustainability-related risks and opportunities by strategic theme

Green-building opportunity

Time horizon	Medium (3–10 years)
Material topic linkage	E1 — GHG Emissions and Energy Transition (cross-link to E2 — Climate Physical Risk)
Business pillars affected	Real Estate & Services (Primary, Vinhomes and Vincom Retail); Infrastructure (Secondary, VEC and VinSpeed)
Severity / likelihood	Opportunity — strategic at the new-launch portfolio level; capability scaling 2025–2028

Operating context

Vietnam’s residential and commercial real estate sector continued to recover and expand through 2025, supported by stronger housing demand, improving supply, and a more stable legal framework for project development. In Hanoi, CBRE reported nearly 36,000 condominium units launched in 2025, the second-highest annual launch volume recorded for the Hanoi condominium market, with 34,760 units sold by year-end. CBRE also projected approximately 33,000 new condominium units for Hanoi in 2026, broadly in line with the 2025 supply level. This 2025 performance followed a strong recovery in 2024. CBRE reported that Hanoi’s new condominium supply exceeded 30,900 units in 2024, more than triple the 2023 level and the highest annual launch volume since 2020. CBRE also noted strong absorption and projected stable primary selling price growth of 6–8% per year over the following two to three years. In Ho Chi Minh City, new condominium supply remained constrained in 2024 at approximately 5,050 units, while absorption of new projects exceeded 70% and primary selling prices increased by nearly 24% year-on-year, reinforcing the market relevance of large-scale, well-planned residential supply.

The regulatory environment also became clearer during the reporting period. Vietnam’s Land Law 2024, Housing Law 2023, and Law on Real Estate Business 2023 were accelerated to take effect from 1 August 2024, earlier than the original 1 January 2025 effective date, creating a more updated legal framework for real estate development, housing, and property business activities. Government support for affordable and social housing also remained an important policy direction, with the State Bank of Vietnam proposing preferential lending rates under the VND 120 trillion social-housing credit package. Together, these market dynamics, combined with the state's promotional policies, specifically Decree 175/2024/ND-CP, which actively encourages the development of energy-efficient and green buildings while promoting environmental protection. It further supports the relevance of green building and integrated urban development opportunities across Vingroup’s real estate portfolio. For Vinhomes, this includes continued application of ESG++ green-building practices, integration of mobility, energy, healthcare, education, and retail services within large-scale developments, and the BREEAM Communities certification trajectory for Vinhomes Green Paradise in Can Gio.

Group response

Vinhomes anchored the Group’s green building positioning in 2025 through the continued development of large-scale urban projects applying integrated planning, green building, and climate resilience considerations. The flagship project under this approach is Vinhomes Green Paradise in Can Gio, Ho Chi Minh City, covering approximately 2,870 hectares. The project is the first to carry the Group’s ESG++ green-building standard, with BREEAM Communities certification under way. The development is also designed to integrate with the planned VinSpeed Ben Thanh – Can Gio railway alignment, supporting the Group’s broader Transit-Oriented Development approach. Supporting infrastructure also progressed during the year, including the opening of Hoang Gia Bridge connecting Vu Yen Island in July 2025 and the commencement of Tu Lien Bridge construction in May 2025.

On the social-housing dimension, Vinhomes continued to develop affordable and social housing projects during 2025, including projects at Nam Trang Cat in Hai Phong, Pho Hien in Hung Yen, Happy Home Trang Cat, Quang Tri and Khanh Hoa. These projects support the Group’s broader approach to inclusive urban development and housing access. Vinhomes also advanced partnership activities supporting green and resilient real estate development.

During 2025, the company signed a strategic Memorandum of Understanding with CapitaLand Singapore, establishing a framework for cooperation in sustainable, green and resilient urban-development projects.

Sustainability-related risks and opportunities by strategic theme

Strengthening Resilience and Responsible Governance — Resilience dimension

The Resilience dimension of "Strengthening Resilience and Responsible Governance" sets out the Group's response to physical climate-related exposure across the six business pillars. Vietnam's coastline of approximately 3,260 kilometers, projected sea-level-rise trajectories under the Ministry of Natural Resources

and Environment's 2020 climate change scenario, and the intensifying typhoon record across the 2024 and 2025 seasons together define the operating context for this dimension. The Group's response is anchored in resilience governance. Physical climate-related risks are managed through the Group's risk

management architecture, as described in Chapter 5, rather than through a single Group-level infrastructure commitment. This approach allows physical climate-related exposures to be identified, assessed, and managed through the relevant business pillars and operating entities.



Sustainability-related risks and opportunities by strategic theme

Extreme weather events

Time horizon	Short to Long (acute exposure short term; intensification long term)
Material topic linkage	E2 — Climate Physical Risk and Adaptation
Business pillars affected	Real Estate & Services (Primary, Vinhomes coastal townships and Vinpearl); Infrastructure (Primary, VinSpeed alignment); Industrials & Technology (Secondary, VinFast Hai Phong / Ha Tinh); Green Energy (Secondary, VinEnergO wind pipeline); Social Enterprises (Tertiary)
Severity / likelihood	High — frequency and intensity rising across 2024 and 2025; expected to remain elevated through the disclosure horizon



Operating context

Vietnam remains among the countries most exposed to acute climate-related weather events. Super Typhoon Yagi, which made landfall in September 2024, caused widespread infrastructure and operational disruption across Hai Phong, Quang Ninh and other northern provinces. The October-to-November 2025 typhoon season also affected multiple provinces along the central coast. Over the historical record, Vietnam experiences approximately eight to twelve named storms each year, with storm intensity trending upward over the past two decades.

The Group's exposure to extreme weather events is concentrated across coastal, island, industrial, infrastructure and large-scale urban-development assets. Vinhomes townships in Hai Phong, including Vinhomes Royal Island Vu Yen and Vinhomes Golden City covering

approximately 241 hectares, together with developments in Quang Ninh and Ha Tinh, are located within Vietnam's typhoon-exposure corridor. Vinhomes Green Paradise in Can Gio, covering approximately 2,870 hectares, is located at the southern coastal interface. Vinpearl coastal properties in Phu Quoc, Nha Trang, and Da Nang are directly exposed to typhoon, heavy rainfall, and storm surge risks. VinFast Hai Phong and VinFast Ha Tinh are coastal-industrial manufacturing sites, while VinEnergO's wind-power pipeline of approximately 1,791 MW in Ha Tinh and Gia Lai also sits within the Group's broader climate-exposure perimeter. New infrastructure assets and projects, including the Vietnam Exposition Center, which opened in August 2025, and the VinSpeed Ben Thanh – Can Gio alignment, add further exposure to the Group's physical climate risk profile.



Group response

Subsidiary-level resilience design remains the Group's primary response to extreme weather exposure. At Vinhomes, climate resilience considerations are integrated into project design through elevated finished floor levels, reinforced building envelopes, drainage infrastructure sized for extreme rainfall scenarios, and emergency response protocols. The Vinhomes Green Paradise project in Can Gio applies the ESG++ green-building standard and is pursuing BREEAM Communities certification, with coastal resilience considerations incorporated from

the master planning stage. At Vinpearl, extreme weather risk management includes portfolio-level insurance transfer arrangements, business continuity planning, and coastal stewardship activities.

On the customer and community dimension, VinFast extended targeted recovery support to customers across nine provinces affected by the October-to-November 2025 typhoon season. Vinpearl, Vinhomes, and other affected entities also operated business-continuity protocols during the same period.

Subsidiary-level resilience design remains the Group's primary response to extreme weather exposure.

Sustainability-related risks and opportunities by strategic theme

Sea-level rise

Time horizon	Medium to Long (3 to >10 years; structural over multi-decade horizon)
Material topic linkage	E2 — Climate Physical Risk and Adaptation
Business pillars affected	Real Estate & Services (Primary, coastal Vinhomes and Vinpearl portfolio); Infrastructure (Primary, VinSpeed alignment); Industrials & Technology (Secondary, coastal-industrial sites); Green Energy (Secondary, VinEnergy wind)
Severity / likelihood	High — chronic exposure trajectory; long-horizon financial implications under upper plausible scenarios



Operating context

Sea-level rise represents a chronic physical climate risk for Vietnam and for the Group’s coastal, urban, industrial and infrastructure assets. The Ministry of Natural Resources and Environment’s 2020 climate change scenario projects East Sea sea levels to rise by approximately 24 to 28 centimeters by 2050 and 56 to 77 centimeters by 2100. Under a one-meter sea-level-rise scenario, which sits within the upper plausible range under a high-emissions trajectory, the scenario projects that 17.15% of Ho Chi Minh City and 47.29% of the Mekong Delta could be permanently submerged. Vietnam’s coastline of approximately 3,260 kilometers, together with low-lying delta geography in the Mekong and Red River systems, places major urban and economic centers on a multi-decade

exposure trajectory. The chronic nature of sea-level rise also compounds the acute weather risks described in Chapter 4.2.2, as higher mean sea levels increase the baseline against which storm surge, riverine flooding and coastal erosion accumulate over time.

This trajectory is increasingly relevant to insurance pricing, mortgage tenor, infrastructure investment economics, and long-term asset resilience across the disclosure horizon. The Government’s National Climate Change Strategy and National Adaptation Plan provide the policy context within which the Group sequences adaptation planning and resilience-related investment across relevant assets and businesses.

Group response

Vinpearl also continued coastal stewardship activities during 2025, including 233 marine conservation activities and the “Coral Miles” reef restoration program

Vinhomes Green Paradise in Can Gio, covering approximately 2,870 hectares, is the first Group asset designed end-to-end against an explicit sea-level rise scenario. Its resilience approach integrates elevated finished floor levels, climate-resilient drainage and storm-water capacity, mangrove-buffer integration and Transit-Oriented Development connectivity with the VinSpeed Ben Thanh – Can Gio alignment. Other major developments also incorporate coastal and flood-resilience considerations into project planning and design, including Vinhomes Royal Island Vu Yen in Hai Phong and Vinhomes Wonder City in Dan Phuong, Hanoi, covering approximately 133 hectares.

operate within a property-portfolio insurance-transfer framework. Vinpearl also continued coastal stewardship activities during 2025, including 233 marine conservation activities and the “Coral Miles” reef restoration program, supporting the natural coastal buffer dimension of resilience management. For industrial operations, VinFast Hai Phong and VinFast Ha Tinh operate facility-level flood and storm surge protocols as coastal industrial manufacturing sites. For energy and infrastructure, the VinEnergy wind pipeline of approximately 1,791 MW in Ha Tinh and Gia Lai and the VinSpeed Ben Thanh – Can Gio alignment integrate sea-level and storm surge considerations into engineering specifications.

Across the hospitality portfolio, Vinpearl coastal properties in Phu Quoc, Nha Trang, and Da Nang

Sustainability-related risks and opportunities by strategic theme

Heat-stress exposure

Time horizon	Medium (3–10 years)
Material topic linkage	E2 — Climate Physical Risk and Adaptation (intersects S2 — Workforce health)
Business pillars affected	Industrials & Technology (Primary, manufacturing-floor exposure at Hai Phong, Hà Tĩnh, Tamil Nadu and Subang); Real Estate & Services (Secondary, hospitality and construction); Infrastructure (Secondary, outdoor-construction sites); Social Enterprises (Tertiary, healthcare and education)
Severity / likelihood	Medium — heat-stress days rising structurally; productivity-and-health implications across multi-year horizon

Operating context

Heat exposure in Vietnam is increasing on a structural trajectory, with rising average wet-bulb-globe-temperature exceedance days across industrial and construction-site locations in the Group’s principal manufacturing and project corridors. High ambient temperatures combined with high relative humidity reduce the wet-bulb cooling envelope, increase heat-illness risks for workers, and affect labor productivity in outdoor and uncooled-indoor working environments. Vietnam’s occupational-health framework for heat-stress management is governed through Ministry of Health and Ministry of Labor, Invalids and Social Affairs guidance, with relevant thresholds tightening during the 2024 and 2025 cycle.

International references point to the same direction of risk. The International Labour Organization’s Working on a Warmer Planet report projects continued heat-related productivity losses across Southeast Asia through the disclosure horizon. The World Bank’s Climate-Smart Investment Plan for Vietnam identifies heat stress as a material productivity constraint for manufacturing and construction labor-intensive sectors. These conditions have implications for workforce health, manufacturing throughput, construction-schedule reliability and cooling-related energy demand.

Group response

Subsidiary-level operational controls are the principal response to heat-stress exposure. VinFast manufacturing facilities in Hai Phong and Ha Tinh operate cooling, ventilation and rest-cycle protocols on hot and humid days, with manufacturing-line scheduling adjusted during peak-heat windows. VinFast facility cooling investment forms part of the operational emissions-reduction program supported by the ADB USD 135 million and MUFG USD 100 million green-loan facilities. At Vincons construction sites, heat-stress controls include hydration, shade and worker-rotation requirements during the May-to-September peak-heat season. Vinpearl operates an established heat-management program for hospitality staff at coastal properties.

On workforce health, Vinmec operates the Group-facing occupational-health monitoring program, including pre-employment and periodic medical examinations for manufacturing and construction-site workers, together with a heat-illness response protocol. Engagement scores across principal exposed entities were tracked during the reporting year.

Vinmec operates occupational health monitoring program with a heat-illness response protocol

Sustainability-related risks and opportunities by strategic theme

Strengthening Resilience and Responsible Governance — Governance dimension

The Governance dimension of "Strengthening Resilience and Responsible Governance" covers the foundational elements of responsible business conduct that apply across the Group's six business pillars and 113 consolidated subsidiaries. These elements include anti-bribery, anti-corruption, related-party transparency and anti-competitive-behavior controls, which are implemented through Group-level governance frameworks and cascaded across subsidiaries rather than developed independently by each business unit. The full architecture of the Group's risk-management framework, including implementation of the Three Lines Model under the IIA 2020 framework, the role of the ESG Committee and oversight by the Group ESG Department, is described in Chapter 5.



Sustainability-related risks and opportunities by strategic theme

Business ethics, anti-bribery and related-party transparency

Time horizon	Short to Medium (continuous)
Material topic linkage	G1 — ESG Governance, Ethics and Transparency
Business pillars affected	All six pillars (Primary across all) — the disclosure applies uniformly to Industrials & Technology, Real Estate & Services, Infrastructure, Green Energy, Culture, and Social Enterprises
Severity / likelihood	Medium-High — governance-foundational; structural across the consolidated reporting perimeter



Operating context

Vingroup operates across regulated sectors in Vietnam and across multiple international markets through VinFast’s manufacturing, distribution and commercial activities in India, Indonesia, the Philippines, the United States, the United Kingdom, the European Union and other markets. This operating footprint creates a broad governance perimeter for ethics and anti-bribery disclosure. Key governance considerations include procurement-related conflicts of interest, related-party transactions across the Group’s 113 consolidated subsidiaries, supplier-side bribery exposure, gifts-and-hospitality risks across customer and government counterparty interfaces, and disclosure expectations under GRI 205 on anti-corruption and GRI 206 on anti-competitive behavior.

Stakeholder expectations in this area are shaped through three main channels. International institutional capital providers and international rating analysts assess the completeness and operation of ethics and anti-bribery frameworks through standard disclosure questionnaires. Domestic regulatory requirements under the Penal Code, the Anti-Corruption Law, the Law on Enterprises and the Securities Law set the baseline for compliance. Customer and counterparty contractual requirements, particularly in international markets, increasingly require companies to demonstrate that governance frameworks are operating effectively, not only that they exist.



Group response

The Group’s response is structured through a Group-level governance cascade. Vingroup is recognized for alignment with the OECD Corporate Governance Principles and as one of Vietnam’s reference companies for best corporate governance practices. The Internal Audit Department reports directly to the Board and performs the third-line role within the Group’s Three Lines Model under the IIA 2020 framework.

At operational level, the Group Code of Conduct is cascaded through subsidiary-facing Codes of Conduct and supplier-facing requirements. In 2025, VinFast achieved a 99.3% Tier 1 supplier sign-off and exception rate. VinFast EthicsPoint and Group-level whistleblowing channels routed to the Corporate Office provide independent reporting channels for ethics, compliance and misconduct-related concerns. ESG governance was also extended to the

subsidiary level during 2025. The Vinpearl ESG Committee was newly established to oversee activities across environmental, social and governance pillars in accordance with internal policies and international standards, including GRI and IFRS S1 and S2. The VinUniversity Sustainable Development Committee was newly established to develop and implement sustainability-related strategies across the university’s key areas. External recognition during 2025 included Mr. Phạm Quang Tũ, Vingroup Compliance Director, being named Asian Legal Business Pan-Asian Compliance Officer of the Year 2025; FinanceAsia recognition for Most Committed to ESG; and FinanceAsia recognition for Most Committed to DEI. Foundation-level recognition, including the Kind Heart Foundation’s First-Class Labor Order, ASEAN Award and Human Act Prize 2025, is recorded at Foundation level rather than Group level, in line with the Group’s reporting-boundary discipline.

Transition plan and strategic response per theme

Transition plan overview

In alignment with IFRS S2 paragraph 14(a)(iv), a climate transition plan details an entity's formal strategy to adjust its business model and processes in response to climate-related risks and opportunities, including the underlying planning assumptions and systemic dependencies. For the 2025 reporting cycle, Vingroup's transition plan is qualitatively defined. The consolidation of Group-level Scope 1 and Scope 2 greenhouse gas (GHG) inventories, the

expansion of material Scope 3 categories, and the establishment of an internal carbon pricing reference are operationally scheduled for deployment across the 2026 and 2027 reporting periods.

The strategic response is executed through the three sustainable development themes established in Chapter 4, Section 4.1:

1 Powering the Green Transition

Focuses on decarbonization and climate mitigation, driven by VinFast's vehicle electrification trajectory, VinEnerg's renewable energy capacity expansion, VinMetal's green steel manufacturing initialization, and systemic ecosystem-wide carbon reductions.

2 Fostering Inclusive Human Development

Outlines social impact initiatives executed in parallel with the climate transition, incorporating the development portfolios of Vinmec, Vinschool, VinUni, the Kind Heart Foundation, Group-wide workforce integration, and VinBus operating as a non-profit social enterprise.

3 Strengthening Resilience and Responsible Governance

Addresses risk management modernization, cybersecurity and artificial intelligence (AI) ethics framework development, resilient civil infrastructure deployment, ESG oversight integration, and business ethics alignment.



Transition plan and strategic response per theme

Subsidiary-to-Group Cascade

Vingroup's sustainability framework leverages a decentralized governance cascade whereby subsidiary commitments establish the operational anchor points for collective progress. These include VinFast's commitment to achieve Net Zero by 2040, its adoption of the 3E Mission, its status as a signatory to The Climate Pledge and the COP26 Zero-Emission Vehicle declaration, and its securing of a USD 135 million green financing package led by the Asian Development Bank (ADB) alongside a USD 100 million green loan facility from MUFG Bank. Operational assets reinforcing this baseline include VinFast's 26 MW rooftop solar capacity at the Hai Phong manufacturing complex, BatX India battery circularity partnerships, VinMetal's green steel deployment framework, Vinhomes' ESG++ green building standard implemented at the 2,870-hectare Vinhomes Green Paradise project (Can Gio), and Vinpearl's coastal stewardship program which executed 233 marine conservation activities in 2025. Vingroup continues to develop its unified Group-level numerical emissions reduction targets, with formal adoption sequenced for the 2026 reporting cycle.



Transition plan and strategic response per theme

Powering the Green Transition: strategic response and roadmap

The strategic framework under “Powering the Green Transition” is executed across four primary operational tracks: electric mobility scale-up, renewable energy build-out, green industrial positioning, and ecosystem decarbonization.



1 Electric mobility scale-up

For 2026, VinFast’s commercial target is established at 300,000 electric vehicles and approximately 1 million electric two-wheelers (e-2W). International market scaling advanced through production capacity expansions at the Tamil Nadu (India) and Subang (Indonesia) facilities, complemented by operational entries across the Philippines, North America, and Europe. At the municipal level, VinBus supports this transition by delivering low-carbon public transit infrastructure as a non-profit social enterprise.

VinFast’s commercial target is established at



3 Green industrial positioning

VinMetal, established in October 2025, serves as the Group's metallurgical platform for low-carbon manufacturing. Located in Vung Ang (Ha Tinh), the Phase 1 facility possesses a design capacity of 5 million tons per year, engineered to lower carbon intensity per ton of steel produced, with operations scheduled to commence in 2027. Production output is designated to supply VinFast (automotive-grade steel) and VinSpeed (structural rail steel), alongside broader commercial markets. This green steel transition directly responds to the enforcement of the European Union's Carbon Border Adjustment Mechanism (EU CBAM) and tightening carbon pricing structures within key export destinations through 2030.

2 Renewable energy build-out

Established in March 2025, VinEnergio aligns its asset development with Vietnam's national power grid realignment under the revised PDP8. The entity's renewable energy pipeline totals 2,341 MW of capacity within the development horizon, comprising approximately 1,791 MW of wind assets across Ha Tinh and Gia Lai provinces alongside 850 MW of solar installations in Lai Châu and Điện Biên provinces. Energy storage deployment incorporates advanced lithium-ion battery systems. VinEnergio’s MOU with IDICO Corporation establishes an initial cooperation framework to study and develop green and clean energy projects, including Direct Power Purchase Agreement (DPPA) models combined with battery energy storage systems (BESS). The cooperation also covers potential investment in, and operation of, electricity retail activities within IDICO's industrial parks, supporting the Group's longer-term pathway to expand access to renewable energy solutions and electrified infrastructure.

4 Ecosystem decarbonization

Vingroup's consolidated GHG emissions decreased by approximately 81,299 tCO₂e in 2025, a 9.3% reduction year-on-year. Key results of decarbonization initiatives are described in Section 6.1.2. Community-focused environmental actions were driven by the "For a Green Future" Fund, which generated cumulative emission-reduction impacts of approximately 110,000 tCO₂e and executed the four-pillar "Act for Blue Sky" campaign during 2025.

In 2025, GHG emissions decreased by approximately



Transition plan and strategic response per theme

Table 4.2. Powering the Green Transition roadmap — milestones across the 2026 to 2028 horizon

Cycle	Milestone	Subsidiary owner	Standard reference	Cycle	Milestone	Subsidiary owner	Standard reference
2026	Group GHG inventory at Scope 1 and Scope 2 consolidated level disclosed; first qualitative narrative under IFRS S2 paragraphs 15 to 21 financial-effect; 300,000 EV commercial target; e-2W ~1 million units target	Group ESG / VinFast	GRI 305-1/2; IFRS S2 15-21; SASB TR-AU	2027	Quantitative scenario-based climate-related-financial-effect disclosure under IFRS S2 paragraphs 15 to 21; internal carbon-price reference applied	Group ESG	IFRS S2 15-21
2026	Group-level renewable energy share disclosed; VinEnergO first wind generation-asset operational milestone; MOU for Direct Power Purchase Agreement contracted volume disclosed	Group ESG / VinEnergO	GRI 302-1; SASB IF-EU	2027	Group-level numerical emissions target adopted (cascade from VinFast subsidiary-level Net Zero 2040 commitment)	Board / Group ESG	IFRS S2 33; GRI 305-5
2026	Vinhomes Green Paradise (Can Gio) BREEAM Communities certification milestone; ESG++ green-building portfolio percentage disclosed	Vinhomes	GRI 305-3; SASB IF-RE-130a	2027	Tier 2 to Tier 3 critical-mineral traceability percentage disclosed (cobalt, lithium, nickel, natural graphite, manganese)	VinFast / VinES	GRI 308-1; SASB TR-AU-440a
2026	VinFast Scope 3 Category 11 (use of sold products) emissions inventory disclosed; supplier Code of Conduct sign-off rate at Tier 2 disclosed	VinFast	GRI 305-3; GRI 308-1	2027	VinMetal Phase 1, 5 million tons per year at Vung Ang commences operation; green-steel carbon-intensity baseline disclosed	VinMetal	SASB EM-MM-110a
				2028	Vietnamese Emissions Trading System pilot operative; Group internal-carbon-price calibrated to ETS pilot price range	Group ESG	IFRS S2 15-21

Table 4.2— “Powering the Green Transition” roadmap. Milestones are advisory near-final and pending Group ESG Department confirmation. The Viet Nam ETS pilot phase, scheduled for 2026, will be implemented until the end of 2028, as provided in Decree 119/2025/NĐ-CP and Decree 29/2026/NĐ-CP.

Transition plan and strategic response per theme

Fostering Inclusive Human Development: strategic response and roadmap

The strategic response under “Fostering Inclusive Human Development” focuses on four operational tracks: non-profit healthcare scale-up, education ecosystem expansion, accessible green mobility, and institutional foundation and workforce development.

Non-profit healthcare scale-up

Operating within Vingroup's Social Enterprises pillar, Vinmec delivers medical care on a non-profit basis. In 2025, Vinmec executed more than 60 complimentary health-screening programs serving approximately 7,000 residents, anchored by the “Heart for the Community” cardiology campaign. The 2026 strategy targets continued capability expansion across cardiology, oncology, and stem cell research, alongside the broader integration of its digital health platform across the consolidated reporting perimeter.



Education ecosystem expansion

Vinschool manages 56 educational facilities, instructing approximately 50,200 students, and was recognized at the QS Reimagine Education Awards 2025 for its student wellbeing programs. Concurrently, VinUniversity’s workforce engagement index declined from 54% in 2024 to 41% in 2025. In response, an active corrective program has been initiated under a Group directive requiring mandatory improvement protocols for any operating unit tracking below a 60% employee engagement threshold.

Transition plan and strategic response per theme

VinBus functions as a non-profit social enterprise delivering **low-emission transit infrastructure.**



Accessible green mobility with VinBus

This framework integrates environmental (E) and social (S) dimensions into strategy by supplying municipal-level electric public transport to support urban decarbonization while providing accessible transit options for commuters.

The 2026 roadmap prioritizes metropolitan route expansions and operational synchronization with VinSpeed's Transit-Oriented Development (TOD) nodes along the Bến Thành - Cần Giò transport alignment.

Foundation and workforce development

The Kind Heart Foundation delivered community-support investments totaling VND 2,500 billion across 2025, including the implementation of the “Walking for Vietnam” campaign. For its social contribution portfolio, the Foundation was awarded the national First-Class Labor Order, the ASEAN Award, and the Human Act Prize 2025, with these honors formally attributed at the Foundation level in accordance with Group boundary disclosure protocols. The VINIF allocated VND 90 billion in 2025 to fund 24 scientific, technological, and cultural heritage conservation projects. The global VinFuture Prize evaluated 1,705 research nominations and distributed awards totaling VND 118 billion during the 2025 cycle. Vingroup’s consolidated domestic workforce stood at 104,253 individuals at year-end 2025, with an average monthly income of VND 24.4 million, which represents approximately 3.2 times the municipal average for Hanoi.



The Kind Heart Foundation delivered community-support investments totaling

2,500 VND billion

Vingroup’s consolidated domestic workforce stood at

104,253 individuals at year-end 2025

Transition plan and strategic response per theme

Table 4.3. Fostering Inclusive Human Development roadmap — milestones across the 2026 to 2028 horizon

Cycle	Milestone	Subsidiary owner	Standard reference	Cycle	Milestone	Subsidiary owner	Standard reference
2026	Vinmec digital-health platform extended across consolidated reporting perimeter; community-impact outcome methodology disclosed	Vinmec	GRI 413-1; SASB HC-DY	2027	Group community-impact outcome measurement framework operational; beneficiary count and impact methodology disclosed	Group ESG / Foundation	GRI 413-1
2026	VinUniversity workforce engagement improvement program outcome disclosed (target above 60 percent under Group directive)	VinUniversity	GRI 401; GRI 404	2027	Pay-equity ratios disclosed at consolidated level (GRI 405-2)	Group ESG	GRI 405-2
2026	VinBus route-expansion milestones disclosed; VinSpeed Transit-Oriented-Development integration commenced	VinBus / VinSpeed	GRI 305-3; SASB IF-RB	2027	Foundation cumulative beneficiary count and outcome metrics disclosed in standardized format aligned with international community-impact frameworks	Foundation	GRI 413-1
2026	Vinschool / VSC student count and educational-quality metrics disclosed at consolidated level	Vinschool / VSC	GRI 413-1; SASB SV-ED	2028	VinUniversity research and policy-impact metrics disclosed under standardized higher-education framework; international recognition portfolio summarized	VinUniversity	SASB SV-ED
2026	Group workforce demographic breakdown by gender, age band and employment type disclosed at Group level	Group ESG	GRI 405-1				

Table 4.3 — Fostering Inclusive Human Development roadmap. Foundation and VinFuture Prize awards (First-Class Labor Order, ASEAN Award, Human Act Prize 2025) are recorded at Foundation level. Group-level workforce demographic disclosure is sequenced for the 2026 reporting cycle.

Transition plan and strategic response per theme

Strengthening Resilience and Responsible Governance: strategic response and roadmap

The strategic framework under "Strengthening Resilience and Responsible Governance" is structured across four operational tracks: risk management and resilience maturation, cybersecurity and AI ethics implementation, resilient infrastructure development, and corporate governance and business ethics enforcement.

1 Risk-management and resilience maturation

The Group's integrated risk framework is governed via the IIA Three Lines Model (2020), as detailed in Chapter 5. The 2025 cycle marks the initialization of contractor-inclusive occupational health and safety (OHS) reporting within the audited AA1000AS Type 1 Moderate assurance boundary. Asset physical resilience is driven by Vinhomes' climate-adaptive construction engineering applied across the Vinhomes Royal Island (Vu Yen), Vinhomes Wonder City, and the 2,870-hectare Vinhomes Green Paradise (Can Gio) projects. Mitigation is further supported by

Vinpearl's structured asset insurance transfer frameworks and 233 active marine conservation programs. Climate physical response mechanisms were demonstrated during the October–November 2025 typhoon season, during which VinFast deployed localized vehicle recovery and customer-support infrastructure across nine impacted provinces. Concurrently, VinEnergO and VinSpeed have integrated structural storm-surge and sea-level rise modeling into their greenfield engineering design criteria.

2 Cybersecurity and AI ethics framework

VinRobotics mastered over

90%

of its core humanoid robotics proprietary technology

VinSOC administers enterprise security controls incorporating Zero-Trust Network Access (ZTNA), Identity and Access Management (IAM), and advanced Internet of Things (IoT) hardware safeguards, while transitioning infrastructure toward post-quantum cryptography readiness.

VinSOC has implemented Data Security Posture Management (DSPM), Network Data Loss Prevention (DLP), and Disk Encryption solutions, combined with centralized 24/7 security governance and monitoring. All new services undergo penetration testing before go-live and are also subject to scheduled periodic penetration testing. In addition, VinSOC has established a centralized SIEM platform that collects and correlates logs to monitor abnormal activities across servers, users, and services throughout the entire environment.

These capabilities enable the organization to continuously discover, classify, monitor, and protect sensitive data, reduce the risk of data leakage, ensure regulatory compliance, strengthen data security controls, and improve the ability to detect and respond to security incidents in a timely manner. In technology innovation, VinRobotics mastered over 90% of its core humanoid robotics proprietary technology, achieving a Bill-of-Materials (BOM) cost reduction exceeding 50%, with commercial manufacturing scaling targeted for year-end 2026. VinMotion received the Technology Innovation Brand of the Year Tech Awards 2025 alongside 8 patents. The formalized Group AI-Governance Framework is scheduled for public disclosure during the 2026 reporting cycle.

VinMotion received the Technology Innovation Brand of the Year Tech Awards 2025 **alongside 8 patents.**

Transition plan and strategic response per theme



3 Resilient-infrastructure development

Established in May 2025, VinSpeed directs the Group's private-sector transport infrastructure portfolio. Construction commenced on 19 December 2025 for the 54-kilometer Ben Thanh – Can Gio high-speed rail line, engineered for operational velocities of 350 km/h and targeting deployment by Q4 2028 under a technology partnership with Siemens Mobility. VinSpeed's broader project pipeline includes the 120-kilometer Hanoi - Quang Ninh transit corridor. In

civil engineering, the Vietnam Exposition Center (VEC) opened in August 2025 following a 10-month construction schedule, featuring the world's largest long-span steel dome roof structure, initialized via the Socio-Economic Achievements Exhibition. Supporting regional logistics, the Hoang Gia Bridge connecting Vu Yen Island opened to transport in July 2025, while planning advanced for the 9,000-hectare Olympic Sports City development zone.

4 Governance and business-ethics framework operation

Consolidated strategic oversight is maintained via a four-layer governance cascade (comprising the Board of Directors, Group ESG Department, subsidiary-level ESG working groups, and Internal Audit verification). Decentralized governance expanded via the formation of the Vinpearl ESG Committee and the VinUniversity Sustainable Development Committee. Vingroup maintains formal alignment with the OECD Principles of

Corporate Governance, recognized within domestic indices for leading corporate governance practices. Institutional compliance and ESG management were recognized by external honors, including the Asian Legal Business Pan-Asian Compliance Officer of the Year 2025 award presented to Mr. Pham Quang Tu, alongside FinanceAsia's Most Committed to ESG and Most Committed to DEI corporate distinctions.

Consolidated strategic oversight is maintained via **a four-layer governance cascade**

Transition plan and strategic response per theme

Strengthening Resilience and Responsible Governance: strategic response and roadmap

Table 4.4. Strengthening Resilience and Responsible Governance roadmap — milestones across the 2026 to 2028 horizon

Cycle	Milestone	Subsidiary owner	Standard reference	Cycle	Milestone	Subsidiary owner	Standard reference
2026	Group climate-physical-risk asset register harmonized across Vinhomes, Vinpearl, VinFast, VinEnergó, VEC, VinSpeed; first qualitative narrative under IFRS S2 paragraphs 15 to 17	Group ESG	IFRS S2 15-17; GRI 201-2	2027	Group-level quantitative scenario-based climate-physical-effect disclosure under IFRS S2 paragraphs 15 to 17 and 22 to 23 (loss-and-damage aggregation across exposed-asset perimeter)	Group ESG	IFRS S2 15-17, 22-23
2026	Construction-site occupational-accidents corrective-action narrative outcomes disclosed (root-cause analysis, contractor-management protocol upgrades, site-supervision changes, training-coverage commitment)	Vinhomes / Group ESG	GRI 403-9; SASB EM-CN-320a.1	2027	Tier 2 to Tier 3 supplier ethics-and-anti-bribery extension; speak-up channel utilization rate disclosed at consolidated level	Group ESG / Compliance	GRI 205-3; GRI 308-1
2026	AI-governance framework first formal disclosure (governance over data inputs, model deployment, and AI-decision auditability across Group entities)	Group ESG / VinSOC	GRI 418-1; SASB TC-SI	2027	VinSpeed Bến Thành – Cần Giở alignment construction milestones disclosed; VEC operational metrics first full year disclosed	VinSpeed / VEC	SASB IF-RB; IF-EC
2026	Anti-corruption training coverage and confirmed-incidents disclosure operational (GRI 205-2, 205-3)	Group ESG / Compliance	GRI 205-2; 205-3	2028	VinSpeed Bến Thành – Cần Giở target operation Quarter 4; cybersecurity-incident disclosure framework fully operational under GRI 418-1	VinSpeed / Group ESG	GRI 418-1
2026	Vinhomes Green Paradise (Cần Giở) BREEAM Communities certification milestone; coastal-resilience design baseline disclosed	Vinhomes	SASB IF-RE-450a				

Table 4.4 — "Strengthening Resilience and Responsible Governance" roadmap. AI-governance framework first formal disclosure is the principal new disclosure item for 2026.

Transition plan and strategic response per theme

Assumptions and dependencies

Per IFRS S2 paragraph 14(a)(iv) read with paragraph 21, entities must disclose the fundamental planning assumptions and strategic dependencies that govern the delivery of their climate transition plans. This disclosure is qualitative for the 2025 reporting cycle, with quantitative sensitivity mapping scheduled for deployment in 2027.

Key planning assumptions

Vingroup's sustainability strategy relies upon five foundational systemic assumptions:

1 National policy continuity

It is assumed that Vietnam's regulatory framework remains aligned with the Net Zero 2050 trajectory enacted under Decision 1393/QĐ-TTg, and that national power infrastructure deployment satisfies the non-hydro renewable generation mix targets (28–36% by 2030; 74–75% by 2050) mandated under the revised PDP8 (Decision 768/QĐ-TTg).

2 Carbon pricing trajectories

It is assumed that regulatory carbon pricing mechanisms across primary international and domestic markets advance in accordance with scheduled legislative drafts, including the definitive implementation phase of the EU CBAM from 1 January 2026, the operationalization of the Vietnamese Emissions Trading System scheduled for 2026, will be implemented until the end of 2028, and corresponding border adjustment and fleet emission standards in the United Kingdom and United States.

3 EV market penetration

It is assumed that domestic and regional market conversion toward electrified mobility tracks in line with independent industrial projections (targeting a 36% EV market share of new domestic sales by 2025 and 50% by 2030), sustained by supportive national consumer demand and local infrastructure build-out.

4 Green capital availability

It is assumed that international capital markets maintain sufficient liquidity and credit access to fund renewable energy, advanced manufacturing, and low-carbon infrastructure projects, ensuring continued access to specialized green financing frameworks similar to the facilities extended by the ADB and MUFG Bank.

5 Structural strategic stability

It is assumed that the Group's core materiality matrix and its three-theme sustainability architecture remain operationally stable through the 2026 corporate review period, subject to the formalized off-cycle intervention triggers detailed in Chapter 4, Section 4.1.1.



Transition plan and strategic response per theme

Key strategic dependencies

The execution of Vingroup's transition milestones depends upon four primary operational factors:

1 Technology dependencies

Delivering subsidiary-level commitments requires continuous advancements in solid-state and high-density lithium battery chemistry, high-efficiency electric powertrains, post-quantum cryptography, scalable AI ethics auditing systems, and advanced high-speed civilian rail technology.

2 Supplier dependencies

Operational milestones depend on the volume reliability and compliance alignment of global supply chains, specifically regarding upstream critical minerals (encompassing cobalt, lithium, nickel, natural graphite, and manganese), low-carbon structural steel inputs, specialized semiconductors, and certified engineering contractors.

3 Regulatory dependencies

Maintaining operational predictability depends on statutory frameworks remaining clear and cohesive. Domestically, this includes the Law on Environmental Protection 2020 (and Decree 08/2022/NĐ-CP), the Land Law 2024, the Housing Law 2023, the Law on Real Estate Business 2023, the Law on Enterprises, and the Securities Law. Internationally, this involves EU CBAM, the EU Battery Regulation, and the US Inflation Reduction Act.

4 Partnership dependencies

Successful infrastructure and operational execution rely on sustained performance under existing commercial joint ventures and multilateral agreements. Key institutional partnerships include Siemens Mobility (rail infrastructure technology), the ADB and MUFG Bank (green capital financing), IDICO Corporation (MOU for), CapitaLand Singapore (urban real estate development), Plugsurfing (continental EV charging grid access), and BatX India



Resilience and scenario analysis

The Group's confidence in the resilience of its strategy rests, for now, on structural features of how it is built rather than on modelled outcomes. Diversification across six business pillars reduces the Group's dependence on any single market or value chain. The renewable-energy platform brought together under VinEnergy internalises part of the Group's own energy transition. New developments are increasingly designed to higher environmental and climate-resilience standards, and the Group's three-lines control architecture is intended to surface and manage sustainability risks alongside financial and operational ones. The Group has not yet tested this resilience against defined climate scenarios; that quantitative, scenario-based assessment is planned for the 2027 cycle. The factors described here are the qualitative foundations of resilience, not the output of scenario analysis.

The renewable-energy platform brought together under VinEnergy internalises part of the Group's own energy transition.



Resilience and scenario analysis

Resilience approach

In accordance with IFRS S2 paragraph 22, climate resilience represents an entity's systemic capacity to sustain its structural operations, adjust its business processes, and manage financial volatility across specified disclosure horizons under climate change uncertainties. Vingroup's resilience framework is structured around three core operational tenets: it is governance-anchored, asset-operational, and theme-organized.



1 Governance-anchored

Strategic resilience is integrated directly within the formal reporting cascade defined in Section 4.1.1. Under IFRS S2 paragraph 13 directives, climate risk assessments and resilience parameters are submitted for Board of Directors review at least annually. The Board of Directors evaluates baseline scenario-modeling outputs and risk profiles to direct resource allocation, while the Group ESG Department

administers the annual resilience assessment cycle in coordination with subsidiary sustainability working groups. The Three Lines Model (IIA 2020) provides the underlying control architecture which includes operational risk owners at first line, ESG-and-risk-management oversight at second line, Internal Audit independent assurance at third line.

2 Operational

The Group's resilience approach is implemented through subsidiary-level capabilities and asset-specific controls disclosed in the Chapter 4.3 risk-and-opportunity profiles. Across the real estate portfolio, operational resilience is reflected in Vinhomes' climate-resilience design at Vinhomes Green Paradise in Can Gio, covering 2,870 hectares, as well as resilience considerations integrated into Vinhomes Royal Island Vu Yen and Vinhomes Wonder City. Across the hospitality portfolio, Vinpearl's resilience approach includes a coastal-property insurance-transfer framework, supported by 233 marine conservation activities undertaken during 2025.

Across the mobility and industrial portfolio, VinFast provided customer recovery support across nine provinces affected by the October-to-November 2025 typhoon season. Across the energy and infrastructure portfolio, resilience considerations are integrated into the VinEnerg wind-pipeline engineering approach, the VinSpeed Ben Thanh – Can Gio alignment design, and the physical infrastructure of the Vietnam Exposition Center (VEC). Together, these subsidiary-level and asset-level actions form the Group's operational resilience perimeter for the 2025 reporting cycle.

3 Theme-organized

The Group structures resilience through the three strategic themes that organize Chapter 4. Under "Powering the Green Transition", resilience is focused on transition-risk exposure, including the Group's ability to remain commercially viable across plausible carbon pricing, electric vehicle market, renewable energy and supply chain trajectories. Under "Strengthening Resilience and Responsible Governance", the Resilience dimension focuses on physical climate-related exposure, including the Group's ability to maintain operational and financial viability across plausible climate-physical-event

trajectories affecting principal exposed assets. These two dimensions are interconnected. A physical climate event that materially affects renewable asset capacity would be managed within the physical-risk perimeter under "Strengthening Resilience and Responsible Governance" - Resilience, while also affecting "Powering the Green Transition" transition delivery. Conversely, a transition-policy shift that re-prices coastal assets would be assessed within the transition-risk perimeter under "Powering the Green Transition", while also affecting the resilience profile of assets covered under "Strengthening Resilience and Responsible Governance".

Resilience and scenario analysis

Scenario approach

The 2025 scenario assessment is directional and qualitative. It is designed to support management discussion of resilience across the Group's principal transition and physical climate exposures, rather than to provide quantified financial-impact modelling at this stage. The assessment is anchored in two reference scenarios and applied across three time horizons, consistent with the time-horizon definitions set out in Chapter 2, Section 2.6. This approach allows the Group to consider how sustainability-related risks and opportunities may evolve over time and how they may affect strategy, operations, asset resilience and transition planning across the six business pillars.

Table 4.5. Two reference scenarios for the 2025 cycle qualitative resilience assessment

Reference scenario	Description	Selected anchors
Reference scenario — NDC trajectory	Vietnam's Net Zero 2050 trajectory under Decision 1393/QĐ-TTg holds; revised Eighth National Power Development Plan targets are met (28% to 36% renewables in 2030 mix; 74% to 75% in 2050 mix); EU CBAM definitive phase from 2026 with perimeter expansion across the second half of the decade; Vietnamese ETS pilot scheduled for 2026 and will be implemented until the end of 2028; sea-level rise within the lower-and-mid range of the MoNRE 2020 climate-change scenario.	MoNRE 2020 +24 to 28 cm by 2050; +56 to 77 cm by 2100. NDC unconditional trajectory. CBAM definitive phase. Vietnamese ETS pilot. Carbon price benchmark range as published.
Stress scenario — high-emissions	Global mitigation falls short of the NDC trajectory; physical-climate intensification accelerates beyond the central MoNRE 2020 projection; carbon pricing trajectory tightens above current draft schedules across destination markets; Vietnamese ETS pilot moves to mandatory emissions cap on tighter timeline; one-meter-rise scenario sea-level effect sits within the disclosure horizon for the most-exposed coastal asset perimeter.	MoNRE 2020 one-meter-rise scenario (17.15 percent HCMC and 47.29 percent Mekong Delta permanently submerged). RCP 6.0 to 8.5 trajectory anchors. EU CBAM perimeter expansion to broader product categories before 2030. Carbon-price benchmark range elevated.

Table 4.5 — Two reference scenarios for the 2025 cycle qualitative resilience assessment. Quantitative scenario-based financial-effect projection is sequenced for the 2027 reporting cycle under IFRS S2 paragraphs 22 to 23.



Time horizons

The scenario assessment is applied across three time horizons aligned with the definitions set out in Section 2.6.2. The short-term horizon, covering 1 to 3 years (2026 to 2028), captures the immediate transition-policy and physical-climate event perimeter, including near-term regulatory developments, market shifts and acute weather-related exposures. The medium-term horizon, covering 3 to 10 years (2029 to 2035), captures the

maturing transition-policy environment, including the post-pilot phase of the Vietnamese emissions trading system and the continued evolution of carbon pricing, supply chain and market-access requirements. The long-term horizon, covering more than 10 years (beyond 2035), captures the sea-level-rise trajectory and the upper plausible range of physical-climate intensification considered under the stress scenario.

Resilience and scenario analysis

Powering the Green Transition, Resilience under scenarios

"Powering the Green Transition" covers the Group's transition-risk perimeter. The qualitative assessment below is directional and focuses on the resilience of the Group's green-transition strategy under selected transition-policy, market and energy-system assumptions. Quantitative projection of financial effects is planned for the 2027 reporting cycle.

1 Reference scenario - Short-term (2026 to 2028)	2 Reference scenario - Medium-term (2029 to 2035)	3 Stress scenario - Short to Medium-term	4 Stress scenario – Long-term (beyond 2035)
<p>Under the short-term reference scenario, VinFast's electrification trajectory remains commercially viable across the 2026 to 2028 horizon. The definitive phase of the European Union Carbon Border Adjustment Mechanism, commencing from 1 January 2026, increases the carbon-cost overlay for VinMetal automotive and rail steel destined for the European Union market and for the embedded carbon content of vehicle exports. VinMetal's green-steel positioning at the Vung Ang industrial complex, with Phase 1 capacity of 5 million tons per year and operational commencement targeted for 2027, is configured to respond to this carbon-cost exposure. The Group's emissions-reduction investment is supported by green-finance facilities, including the Asian Development Bank USD 135 million facility and the MUFG USD 100 million green-loan facility. At VinFast Hai Phong, 26 MW of rooftop solar capacity generates approximately 14million kWh per year and offsets approximately 11,200 tCO₂ equivalent emissions against the grid-electricity baseline. The MOU regarding the Direct Power Purchase Agreement with IDICO Corporation also supports reduction of the Group's grid-electricity exposure by expanding access to renewable-electricity supply within the Group's transition pathway.</p>	<p>Under the medium-term reference scenario, VinEnerg's renewable energy build-out and Direct Power Purchase Agreement platform mature and provide a structural pathway to electrify Group operations. The Vietnamese Emissions Trading System is assumed to move from pilot implementation to an operational phase during this horizon. The Group's internal carbon-price reference is calibrated against the expected ETS price range, supporting transition-risk assessment, investment appraisal and emissions-reduction planning. VinMetal's green-steel positioning continues to support market access in the European Union and adjacent markets where carbon-related import requirements and product-emissions expectations are expected to become more relevant. By 2030, electric vehicle penetration in Vietnam is expected to reach approximately 50% of new vehicle sales. Under this scenario, VinFast maintains a strong domestic and international position, subject to continued execution of its product strategy, tariff-response approach and market-localization plans.</p>	<p>Under the short- to medium-term stress scenario, a tighter carbon pricing trajectory and accelerated expansion of the CBAM perimeter increase the carbon-cost overlay above current planning assumptions. Critical-mineral export controls intensify, while tariff exposure across the export base widens. The Group's response under this scenario is anchored in the four-track "Powering the Green Transition" strategic response disclosed in Section 4.3.1: continued electrification scale-up, acceleration of renewable energy build-out, green-steel positioning and ecosystem-wide decarbonization. Subsidiary-level commitments remain the principal anchors for transition resilience, including VinFast's Net Zero 2040 commitment, the 3E Mission, participation in The Climate Pledge and the COP26 Zero-Emission Vehicle commitment. The planned adoption of a Group-level numerical emissions target in 2027, together with the cascade from subsidiary-level commitments to a consolidated Group-level position, is expected to strengthen the Group-level transition-resilience layer.</p>	<p>Under the long-term stress scenario, beyond 2035, the carbon pricing and regulatory perimeter is assumed to sit materially above the current trajectory. Under this scenario, the Industrials & Technology pillar would need to sustain continued reductions in manufacturing emissions intensity to maintain product competitiveness and transition readiness across relevant markets. The Group's directional qualitative assessment is that continued execution of the four-track "Powering the Green Transition" response, including electrification scale-up, renewable energy build-out, green-steel positioning and ecosystem decarbonization, provides a material resilience pathway under this scenario. Quantitative projection of financial effects under the long-term stress scenario is planned for the 2027 reporting cycle.</p>

Resilience and scenario analysis

Strengthening Resilience and Responsible Governance, Resilience-dimension under scenarios

The Resilience dimension of "Strengthening Resilience and Responsible Governance" covers the Group's physical climate-risk perimeter. The qualitative assessment below is directional. Quantitative loss-and-damage aggregation across the exposed-asset perimeter is planned for the 2027 reporting cycle.

1 Reference scenario - Short-term (2026 to 2028)

Under the short-term reference scenario, acute weather frequency continues at a level broadly consistent with the 2024 to 2025 reference period, including the Super Typhoon Yagi reference frame and the October-to-November 2025 typhoon-season exposure across Vietnam's central coast. The Group's operational resilience is supported by subsidiary-level response capabilities, including Vinhomes climate-resilience design, Vinpearl's insurance-transfer framework and 233 marine-conservation activities undertaken in 2025, VinFast's nine-province customer-recovery support program during the October-to-November 2025 typhoon season, VinEnergO wind-pipeline engineering integration, and VinSpeed alignment-design integration. The Group climate physical-risk asset register, planned for first-cycle disclosure in 2026, will consolidate exposure across the six business pillars.

2 Stress scenario - Short to Medium-term

Under the short- to medium-term stress scenario, acute event intensity increases above the 2024 to 2025 reference level. Multi-event windows within the same year affect multiple coastal assets simultaneously. The Group's response is anchored in the four-track "Strengthening Resilience and Responsible Governance" strategic response disclosed in Section 4.3.3.: risk-management and resilience maturation, cybersecurity and artificial-intelligence ethics framework development, resilient-infrastructure development, and governance and business-ethics framework operation. Operational-continuity protocols and customer-recovery support frameworks, anchored in VinFast's nine-province response model, are expected to extend across the consolidated reporting perimeter.

3 Reference scenario - Medium-term (2029 to 2035)

Under the medium-term reference scenario, sea-level rise tracks within the Ministry of Natural Resources and Environment 2020 lower- and mid-range projections, including the 24 to 28 centimeters by 2050 trajectory extended into the 2029 to 2035 horizon. Coastal asset exposure across Vinhomes, Vinpearl, and VinFast remains material but bounded under this scenario. Insurance pricing and mortgage tenor for principal coastal townships, including Vinhomes Green Paradise Can Gio, Vinhomes Royal Island Vu Yen, Vinhomes Wonder City and Vinhomes Golden City Hai Phong, are expected to reflect this trajectory while remaining commercially viable. Vinhomes Green Paradise, applying the ESG++ standard with BREEAM Communities certification under way, provides the design-anchor reference for the Group's medium-term coastal portfolio.

4 Stress scenario - Long-term (beyond 2035)

Under the long-term stress scenario, beyond 2035, the sea-level-rise effect approaches the Ministry of Natural Resources and Environment 2020 one-meter-rise scenario, under which 17.15% of Ho Chi Minh City and 47.29% of the Mekong Delta are projected to be permanently submerged within the disclosure horizon. The most exposed coastal-asset perimeter, particularly Vinhomes Green Paradise in Can Gio, covering 2,870 hectares, Vinpearl Phu Quoc and Nha Trang, and the VinSpeed Ben Thanh – Can Gio alignment, would face material adaptation capital-expenditure requirements under this scenario. The Group's directional qualitative assessment is that continued execution of the four-track "Strengthening Resilience and Responsible Governance" response, supported by subsidiary-level adaptation-design upgrades and Group-level scenario-coupled exposure mapping planned for 2026 and 2027, provides a material resilience pathway, subject to the assumption that the required adaptation capital-expenditure profile is supported by the available capital base.

Resilience and scenario analysis



Methodology — qualitative-only scenario analysis for the 2025 cycle

The Group's sustainability-related risks and opportunities have financial consequences, and the purpose of this section is to describe those consequences in the terms that matter most to providers of capital — revenue and costs, the value of assets, and access to and the cost of financing. For the 2025 cycle these effects are described qualitatively. The Group does not yet quantify the current or anticipated financial impact of individual risks and opportunities; the data and methods needed to do so credibly are still being built, and quantified disclosure is planned in phases across the 2026 and 2027 cycles. What follows is therefore a directional account, not an estimate of financial effect.

On revenue and operating performance, the Group expects electric-vehicle adoption, demand for green-certified developments, and sustainable tourism to support growth over the medium term, while trade and tariff measures affecting VinFast's export markets, and any product-safety or recall events, could weigh on it. On costs, carbon pricing and the EU carbon-border mechanism, concentration in critical-mineral supply, and disruption from extreme weather could raise input, compliance and recovery costs across the manufacturing and construction businesses. On asset values, the Group's coastal pipeline carries long-term exposure to sea-level rise that could, over time, affect the carrying value and insurability of those assets. And on financing, the Group's progress on sustainability management and disclosure, together with its green-building and renewable-energy positioning, can influence its access to green and sustainability-linked finance and, ultimately, its cost of long-dated capital. The roadmap for moving from this qualitative account to quantified disclosure is set out earlier in this chapter.

The Group's first-cycle ISSB-aligned resilience assessment for the 2025 reporting year is qualitative. The assessment is designed to identify key transition and physical climate-related exposures, assess directional resilience across defined time horizons, and establish the basis for future quantitative scenario analysis. Quantitative scenario-resilience disclosure under IFRS S2 paragraphs 22 to 23 is deferred at this stage and will be developed through the 2026 and 2027 reporting cycles. The AEC block below sets out the basis for this deferral and the planned milestones for strengthening quantitative scenario analysis and financial-effect assessment.

CHAPTER

05

Risk Management

Expanding the Corporate Objective: The Opportunity-from-Risk Lens	129
Elevating Structural Accountability: The Extended Three Lines Model	131
Adapting the Operational Process: Handling Specialized ESG Profiles	132
Active Risk and Opportunity Management: Realities from the Reporting Year	134
Moving Forward: Roadmap to Close Disclosure Gaps	141



Vingroup operates across multiple regulated sectors and geographies, spanning manufacturing, real estate, hospitality, infrastructure, energy, and social enterprise. Risk management is foundational to operating such a diversified portfolio, and the Group has built an enterprise risk-management framework calibrated to such level of diversification.

The framework follows international practice. It is structured around the Three Lines Model and an ISO 31000- aligned six-component risk-management process. The Board of Directors carries ultimate oversight; the Chief Executive Officer ensures implementation; while the Risk Management Division at Group level, the Internal Audit Department, and the risk-management functions at each business pillar carry operational responsibility. Nine (9) material-risk categories — macroeconomic, financial, competitive, production, investment, project development, personnel, environmental, as well as natural disaster and pandemics, were monitored at Group level during 2025.

The framework's objective, structure, process, and material-risk monitoring activities for 2025 are disclosed in the Annual Report 2025 Chapter 4 Governance Report. The following sections will focus on how Vingroup integrates sustainability-related risks and opportunities into the Group's enterprise risk-management system.



Expanding the Corporate Objective: The Opportunity-from-Risk Lens

Vingroup's enterprise risk-management framework supports long-term business resilience, strategic execution, and sustainable growth across the Group's diversified operations. Four core principles guide this framework: supporting business development objectives, enabling timely identification and management of risks and opportunities, establishing clear accountability and reporting responsibilities, and fostering a consistent risk-management culture across the consolidated reporting perimeter. Two distinct characteristics allow the existing framework to absorb ESG realities smoothly without requiring a separation of corporate systems.

First, the risk framework operates around the philosophy that commercial opportunities can arise directly out of risk, treating opportunity capture as an integral component of standard risk processes. This perspective enables the framework to manage the **23 sustainability entries** verified during the 2025 materiality cycle. From these, the Group tracks **14 sustainability-related risks** and **9 material opportunities** shaping organizational growth:

- Electric vehicle adoption trajectories
- Ecosystem-wide circular economy transitions
- Green-building market developments
- Sustainable tourism paradigms
- Technology-enabled sustainability software
- Long-term governance maturation
- Social-enterprise contributions, and adjacent green-finance pathways.



Expanding the Corporate Objective: The Opportunity-from-Risk Lens

Second, as the underlying process aligns structurally with ISO 31000, the Group's ESG evaluation uses the same systematic approaches, valuation methods, and prioritization metrics applied to traditional financial, operational, strategic, or legal exposures.

Sustainability-related items are prioritized on the same basis as other enterprise risks: by the significance of their potential effect on the Group and the likelihood of that effect occurring. For sustainability matters, significance is assessed not only by the scale of the impact on people and the environment but also by the degree to which the item could affect the Group's own prospects, its cash flows, its access to finance, or its cost of capital, over the relevant time horizon. An item that scores highly on either dimension receives a correspondingly higher severity rating and a more senior level of oversight, with the most significant matters carried to the Group ESG Committee and the Board. This dual view is why, for example, construction-site safety and cybersecurity are managed at the highest level of the register: each carries both a serious potential impact and a direct bearing on the Group's operating continuity, reputation and cost of capital.

SUSTAINABILITY EXPOSURE PERIMETER

CLIMATE PHYSICAL DIMENSION

Extreme weather events Sea-level rise
Heat-stress hazards

CLIMATE TRANSITION DIMENSION

Trade & tariff policy CBAM metrics
Embedded carbon boundaries Critical-mineral supply chain security

NON-CLIMATE ESG DIMENSION

Water stewardship Customer data privacy
Marine biodiversity Business ethics
Workforce health & safety AI ethics
Talent retention

These 23 integrated entries map directly onto three group-wide strategic themes: **Powering the Green Transition** (8 entries); **Fostering Inclusive Human Development** (6 entries); and **Strengthening Resilience and Responsible Governance** (9 entries). This map provides a singular organizing lens that links strategic vision to daily operational.



Elevating Structural Accountability: The Extended Three Lines Model

To translate sustainability into daily operational reality, Vingroup expands the standard Three Lines Model to distribute practical ESG responsibilities across the entire business footprint. The eight-member Board of Directors maintains ultimate oversight, the Chief Executive Officer drives executive implementation, and specialized operational units balance responsibilities across three lines of defense.

1 THE FIRST LINE: OWNERSHIP AT THE OPERATIONAL SOURCE

Day-to-day risk ownership sits directly with the specific operating subsidiaries and business functions where activities occur. Within the diversified ecosystem, individual business units manage their localized exposures:

- **VinFast** manages industrial manufacturing emissions and vehicle product-safety profiles across electric transit operations.
- **VinSpeed** addresses engineering, structural resilience, and project development risks along transit infrastructure alignments.
- **Vinhomes** assumes responsibility for construction-site occupational safety, green-building certification metrics, and climate-resilient engineering designs.
- **VEFAC and the Vietnam Exposition Center** manage the operational, public safety, and event-related risk profiles of venue spaces.
- **Vinpearl** coordinates marine biodiversity conservation, local cultural heritage projects, and the physical climate resilience of the coastal resort portfolio.
- **VinSOC** execute digital cybersecurity infrastructure, platform trust, and data privacy guards.
- **VinEnerg** holds accountability for utility-scale renewable energy deployment and the operational grid-integration balances of the clean energy pipeline.
- The non-profit and community pillars **Vinmec, Vinschool, VinUniversity, and the Kind Heart Foundation** direct the social outcomes, clinical qualities, educational standards, and community impact programs across their respective fields.

To reinforce this distributed model, Vingroup established the Vinpearl ESG Committee to oversee environmental and hospitality standards and the VinUniversity Vinhomes Sustainability Committees to lead sustainability strategies within higher education research, operations, and community engagement.

2 THE SECOND LINE: GROUP OVERSIGHT AND FUNCTIONAL TRIAGE

At the corporate center, the **Risk Management Division** partners with the **Group ESG Department** to run sustainability disclosure cycles and maintain the metrics-and-targets framework. Rather than functioning in isolation, these teams work as an integrated control unit, bringing specialized corporate departments into the second line when sustainability risks intersect with broader risk domains.

The Compliance Department oversees business ethics and anti-corruption workflows; the Legal Department reviews evolving international regulatory and contractual parameters; and VinSOC

ensures comprehensive data privacy and cyber risk management via 24/7 security monitoring, proactive security testing, and cybersecurity framework in alignment with NIST CSF 2.0 standard. The **Group ESG Committee** acts as the Board-delegated forum for translating strategy into action, regularly evaluating the consolidated risk register, reviewing climate-transition and financial-effect roadmaps, and escalating material trade-offs to executive leadership and the Board of Directors.

3 THE THIRD LINE: INDEPENDENT CONTROL ASSURANCE

The **Internal Audit Department** reports directly to the Board of Directors, providing independent assurance over first- and second-line operating controls. For sustainability reporting, internal audit activities over the cycle include a review of construction-site safety incident response workflows and an evaluation of the internal data

control systems underpinning the core metrics and targets framework. The 2026 internal-audit plan, approved by the Board, is designed to progressively expand coverage of the sustainability disclosure cycle, aligned with the phased extension of the AA1000AS Type 1 Moderate assurance scope through the 2026–2027 cycles.

Adapting the Operational Process: Handling Specialized ESG Profiles

The identification and assessment of these items draw on a defined set of inputs: the annual materiality assessment, the value-chain hotspot review, stakeholder feedback gathered through the year, operational incident data, internal-audit findings, and external reference points such as regulatory developments and published climate projections. Each item is then assessed against common parameters — its category, the part of the value chain where it arises, the time horizon over which it could occur, its likelihood, and its severity, so that sustainability matters can be compared with one another and with other enterprise risks on a consistent footing. For the most exposed assets, this assessment is informed by qualitative climate scenario considerations; the Group does not yet apply quantitative climate scenario analysis, and is developing that capability for the 2027 cycle.

The Group applies a consistent enterprise risk-management process across financial, operational, strategic and sustainability-related matters. As disclosed in Chapter 4 of the 2025 Annual Report, the Group's risk-management process includes six components: identify, analyze,

prioritize, formulate mitigation measures, monitor and review, as well as communicate and consult. Sustainability-related risks and opportunities are integrated into this process through the same governance and operational management structure used for broader enterprise risk.

For most sustainability-related topics, the Group applies its standard enterprise risk-management process without significant modification. Trade-and-tariff exposure, supplier-side commercial risk, manufacturing operational risk, project-development risk, and treasury-and-foreign-exchange risk all flow through the standard six-component cycle. Sustainability-related considerations are incorporated into existing assessments for these through additional environmental, social, governance, and climate-related factors considered as relevant to the underlying activity.

Certain sustainability-related topics require additional assessment approaches or specialized management processes due to the nature of the exposure. The utilized assessments are as follows:

Climate-related physical risk qualitative assessment

Climate-physical risk is assessed through resilience considerations and longer-term scenario analysis. The Group considers external climate-related references and publicly available climate scenarios, including climate-change scenarios issued by the Ministry of Natural Resources and Environment of Vietnam, in evaluating potential exposures across the most exposed coastal,

industrial, hospitality, and infrastructure assets, including Vinhomes Green Paradise (Can Gio, 2,870 hectares), Vinpearl Phu Quoc and Nha Trang properties, the VinSpeed Ben Thanh – Can Gio alignment, the VinFast manufacturing complexes at Hai Phong and Ha Tinh, and the VinEnergio wind pipeline along the central coast.

Occupational health and safety risk management

Occupational health and safety is assessed through an incident-driven response loop layered over the standard quarterly review cycle. In the event of a workplace incident, operational response measures include work-zone suspension, medical response, incident investigation, corrective-action implementation, and a review of operational controls before activities resume. The incident-driven loop is incorporated into ongoing risk review and prevention activities. Within the 2025 cycle,

this process materialized through a construction-site occupational-accident response. Following the accident, a corrective-action narrative structure was put in place covering: an upgrading of contractor-management protocols, the revising of site-supervision protocol, an extension of training-coverage, a tightening of equipment standards, and the escalation of governance to monthly Group-level reporting.

Adapting the Operational Process: Handling Specialized ESG Profiles

Extended Value-Chain Traceability Tracks

Supply chain risks are managed through the Group's broader supplier assessment, procurement and risk-management processes. In addition to commercial, operational and quality-related criteria, sustainability-related considerations are incorporated into supplier screening and monitoring activities, including environmental management, labor practices, business ethics, anti-bribery and corruption, and responsible sourcing requirements. At VinFast, supplier-related ESG assessments also include conflict-mineral and critical-

material considerations associated with battery and electric vehicle supply chains. In 2025, 99.3% of VinFast Tier 1 suppliers acknowledged or signed or being expected from applicable supplier ESG or Supplier Code of Conduct requirements. The 2026 first-cycle commitment is to extend the process to Tier 2 and Tier 3 traceability for critical-mineral inputs (cobalt, lithium, nickel, natural graphite, manganese), aligned with the European Union Battery Regulation due diligence trajectory.



Stakeholder-Initiated Governance Channels

Business ethics and anti-bribery risks are managed through the Group's broader enterprise risk management, compliance, and internal control processes. Risk identification is supported through a combination of management review, internal audit activities, regulatory monitoring, and stakeholder reporting channels. In addition to standard management-led risk identification processes, the Group maintains whistleblowing and speak-up mechanisms that allow employees and external stakeholders to report concerns relating to ethics, compliance, or misconduct matters. These channels include the VinFast EthicsPoint reporting mechanism and Group-level whistleblowing channels managed through the Corporate Office. Reports received through these channels are reviewed through established triage, categorization, and investigation procedures, with the possibility to escalate to senior management and governance bodies where appropriate. This stakeholder-initiated identification channel is the principal mechanism through which the business-ethics and anti-bribery risk category operates differently from the generic six-component process. Aggregate reporting on speak-up channel utilization, substantiation rate, and average resolution time is sequenced for the 2026 reporting cycle.

For all sustainability-related items, the materiality cycle (Section 2.5) operates as the periodic trigger to refresh the risk register. The cycle is annual with off-cycle review available where material developments arise. These developments may include material regulatory changes e.g. the European Union Carbon Border Adjustment Mechanism's definitive phase from 1 January 2026; the Vietnamese Emissions Trading System pilot scheduled by 2026; tightening EU Battery Regulation milestones), material operational changes (e.g. the addition of new entities such as VinEnergy, VinMetal, VinSpeed and the Vietnam Exposition Center during 2025), or material stakeholder signals on a specific topic. The 2025 cycle expanded the register from the prior year's perimeter to incorporate the new entities and the climate-physical and supply chain dimensions. Between these annual refresh points, sustainability-related items are monitored continuously through the same channels as other enterprise risks: first-line owners track their exposures in the course of operations, the Risk Management Division review the register on a regular cadence, and items that change materially in likelihood or severity are escalated to the Group Risk Management team and, where significant, to the Board between cycles. The incident-driven loop described above for occupational health and safety is one example of this continuous monitoring operating ahead of the annual cycle.

Active Risk and Opportunity Management: Realities from the Reporting Year

Throughout 2025, the Group continuously updated and evaluated sustainability-related risks and opportunities against three group-wide sustainability strategic themes.

Powering the Green Transition

Theme 1 covers eight sustainability-related risks and opportunities associated with the energy transition, low-carbon industrial development, and green mobility ecosystem. Throughout 2025, key topics managed under this theme included electric vehicle adoption, trade and tariff exposure, manufacturing greenhouse gas emissions, carbon pricing developments including the European Union Carbon Border Adjustment Mechanism (CBAM), critical-mineral supply security, circular economy opportunities, green-building development, and technology-enabled sustainability solutions.

Identification triggers in 2025

Throughout the 2025 materiality assessment cycle, three groups of developments informed the review of Theme 1 risks and opportunities: regulatory developments, operational changes, and market signals.

Regulatory developments continued to shape the Group's assessment of transition-related risks. These included changes in international trade conditions following the United States' reciprocal-tariff measures announced in April 2025, the European Union Carbon Border Adjustment Mechanism moving from its 2023–2025 transitional phase toward its definitive regime in 2026, the phased implementation milestones under the European Union Battery Regulation, and Vietnam's approval of the revised Power Development Plan VIII under Decision 768/QĐ-TTg dated 15 April 2025. These developments informed the review of the Group's trade-and-tariff exposure, carbon pricing exposure, and battery-related supply chain requirements.

Operational changes during the year also affected the Group's Theme 1 risk and opportunity profile. VinEnergio was established on 10 March 2025 as Vingroup's green-energy platform, while Vingroup announced the establishment of VinMetal on 10 October 2025 to enter the metallurgy sector. VinFast also expanded its manufacturing footprint through the inauguration of its Ha Tinh EV plant in June 2025, its Tamil Nadu EV assembly plant in India in August 2025, and its Subang EV facility in Indonesia in December 2025. These developments increased the relevance of manufacturing GHG emissions, energy-transition opportunities, and critical-material supply chain considerations within the Group's risk assessment.

Market signals continued to support the assessment of electric vehicle adoption as a strategic opportunity. Euromonitor International projected that Vietnam's EV share of vehicle sales would reach 36% in 2025 and 50% by 2030, compared with regional averages of 17% and 28%, respectively. This market outlook informed the Group's review of opportunities linked to electric mobility, charging infrastructure, circular economy solutions, and broader technology-enabled sustainability initiatives.

Assessment and prioritization in 2025

Throughout 2025, Theme 1 risks and opportunities were assessed through the Group's enterprise risk-management process, taking into consideration transition-related regulatory, operational, and market developments relevant to industrial, energy, and mobility activities.

Trade-and-tariff exposure and carbon pricing developments, including the European Union Carbon Border Adjustment Mechanism (CBAM), were assessed at High severity over the short-to-medium term. The assessment reflected the increasing relevance of embedded carbon considerations for export-oriented manufacturing activities, including automotive and industrial steel production associated with VinMetal, as well as the carbon profile of vehicle exports and related supply chains.

Manufacturing GHG emissions were assessed at Medium severity in the context of the Group's ongoing industrial expansion and operational decarbonization activities.

During 2025, VinFast continued renewable energy deployment and energy-efficiency initiatives at the Hai Phong manufacturing complex, including approximately 26 MWp of rooftop solar capacity, approximately 14 million kWh of renewable electricity generation, and an estimated avoidance of approximately 11,200 tons of CO₂ equivalent emissions. At the same time, newly established manufacturing operations in Ha Tinh and associated industrial developments continued to contribute to the Group's evolving operational emissions profile and decarbonization planning requirements.

Critical-mineral supply security was assessed at High severity during the reporting year, reflecting global supply concentration associated with battery and strategic industrial materials, including cobalt, lithium, nickel, natural graphite, and manganese. The four climate-related opportunities (e.g. electric vehicle adoption, circular economy, green-building, and tech-enabled sustainability) were prioritized on commercial materiality and strategic-fit dimensions.

Active Risk and Opportunity Management: Realities from the Reporting Year

Powering the Green Transition

Mitigation and monitoring in 2025

Mitigation and response activities for Theme 1 were implemented through the four-track strategic response. These activities focused on electrification scale-up, renewable energy development, green industrial expansion, and ecosystem-wide decarbonization initiatives across the Group's businesses.

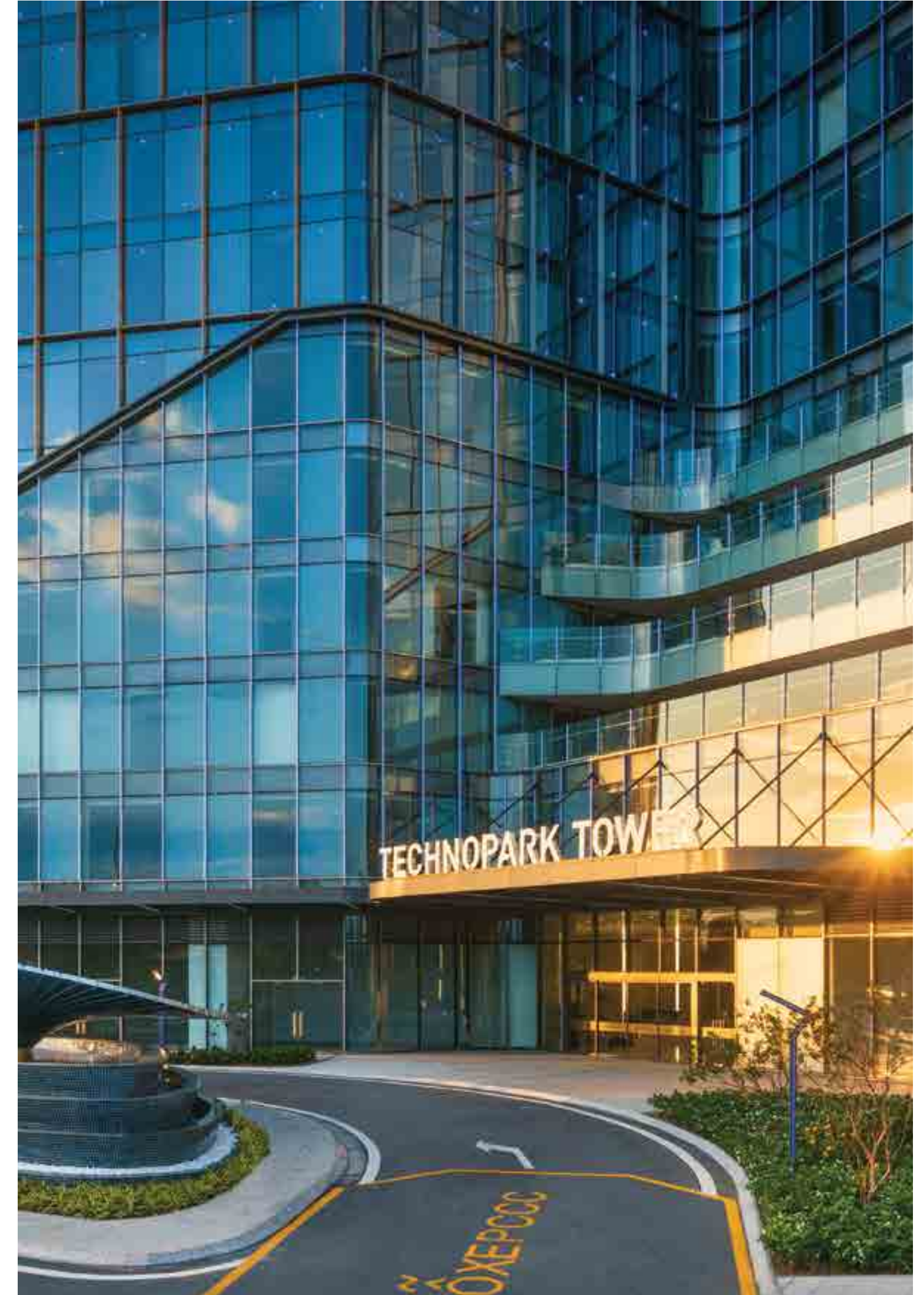
At VinFast, mitigation activities continued to focus on EV scale-up and operational decarbonization. VinFast recorded 175,099 domestic vehicle deliveries in 2025 and maintained the leading position in the domestic automotive market for 15 consecutive months. Operational energy-transition initiatives at manufacturing facilities also continued during the year, including rooftop solar deployment and energy-efficiency activities across production operations. Renewable energy development activities expanded through VinEnergó, including a wind-power pipeline of approximately 1,791 MW and a solar-power pipeline of approximately 850 MW. During the year, VinEnergó also advanced strategic energy partnerships and projects, including the MOU for Direct Power Purchase Agreement (DPPA) arrangement with IDICO Corporation and a liquefied natural gas (LNG) transition-fuel joint venture in Hai Phong. The Group also continued to strengthen green industrial positioning through VinMetal, including development of the Vung Ang

Escalation events in 2025

During 2025, two transition-related developments resulted in escalation and cross-functional review activities within the Group's risk-management and sustainability governance processes. The first was the European Union Carbon Border Adjustment Mechanism (CBAM) progressing toward its definitive implementation phase from 1 January 2026. This development triggered review of CBAM readiness and transition-related exposure across relevant industrial businesses, including VinFast and VinMetal, particularly in relation to embedded carbon considerations, export-related activities and future regulatory reporting

industrial project with planned Phase 1 production capacity of approximately 5 million tons per year, targeted for operation from 2027. Across the broader ecosystem, mitigation and decarbonization initiatives also continued through Vinhomes ESG++ green-building activities, operational decarbonization initiatives at Vinpearl properties and community-focused climate initiatives supported through the For a Green Future Fund. During 2025, Vinpearl reported a reduction of approximately 144,815 tCO₂e, representing a 42% year-on-year decrease, while renewable electricity generation from solar energy increased to approximately 9.6 million kWh. The Group's transition-related activities continued to be supported through sustainable financing arrangements, including the Asian Development Bank USD 135 million financing package and the MUFG USD 100 million green-loan facility. The monitoring of Theme 1 risks, opportunities and mitigation activities was conducted through regular coordination between the Group ESG function, the Risk Management Division and relevant operating subsidiaries. Transition-related developments, including regulatory and policy changes, were quarterly reviewed through the Group's broader sustainability and enterprise risk-management processes.

requirements. The second was the introduction of reciprocal tariff measures by the United States in early 2025, which triggered cross-functional review activities involving the Risk Management Division, Group ESG function, Compliance Department and VinFast. The review focused on potential implications for export-oriented manufacturing activities, trade exposure and the interaction between tariff developments and transition-related carbon-cost considerations across relevant export markets.



Active Risk and Opportunity Management: Realities from the Reporting Year

Fostering Inclusive Human Development

Theme 2 covers six sustainability-related risks and opportunities associated with workforce development, human capital, customer trust, community impact and responsible management of social and environmental impacts across the Group's operations. During 2025, key topics managed under this theme included workforce engagement and talent retention, customer data privacy and digital security, social-enterprise contribution, cultural heritage and creative-industry development, water stress at coastal and industrial sites, and marine biodiversity across hospitality operations.



Identification triggers in 2025

Theme 2 risks and opportunities were identified and refreshed during the 2025 materiality assessment cycle through stakeholder-engagement activities, subsidiary-level operational monitoring and sector-specific market developments. Stakeholder engagement activities conducted across the Group's seven stakeholder groups continued to inform the assessment of workforce-related and community-related topics during the reporting year. Workforce engagement and talent-retention topics were informed by employee-engagement indicators and workforce feedback across major business pillars. These developments informed the Group's assessment of workforce engagement, talent retention, and organizational culture-related risks and opportunities. Developments in Vietnam's tourism sector also contributed to the identification of cultural-heritage and sustainable-tourism-related opportunities during the reporting year. According to the Vietnam National Authority of Tourism, Vietnam recorded approximately 157 million tourist arrivals in 2025, including approximately 21.5 million international arrivals, an increase of 22.2% year-on-year, and approximately 135.5 million domestic arrivals, an increase of 23.2% year-on-year. These developments supported continued assessment of opportunities associated with sustainable tourism, hospitality ecosystem development, and cultural-destination activities across the Group's tourism portfolio. Operational monitoring at coastal hospitality properties also informed the assessment of water-stress and marine biodiversity-related risks. Monitoring activities across Vinpearl coastal destinations, including Phu Quoc, Nha Trang, and Da Nang, continued to support review of environmental pressures associated with water use, coastal ecosystems, and tourism-related operational activities across the hospitality portfolio.

Assessment and prioritization in 2025.

Throughout 2025, workforce engagement and talent retention were assessed at Medium-to-High severity across the Group's businesses, reflecting differences in employee-engagement performance across operating subsidiaries and the declining engagement trajectory at VinUniversity during the reporting period. The assessment also reflected broader workforce expansion, organizational development, and talent-retention requirements across the Group's industrial, technology, hospitality, healthcare, and education operations. Customer data privacy and digital security were assessed at High severity, reflecting the Group's expanding digital ecosystem and cross-platform customer exposure across multiple business segments. This included the continued development of digital platforms such as the V-App super application, which reached approximately 200 thousand active users in 2025, together with the Group's customer base across automotive, residential real estate, hospitality, retail, healthcare and education-related activities.

The social-enterprise contribution opportunity was assessed as a High-materiality opportunity during the reporting year, reflecting the scale of community investment, social-development activities and innovation-support initiatives across the Group ecosystem. In 2025, Foundation-related activities reached approximately VND 2,500 billion, while the VinFuture Prize awarded approximately VND 118 billion across 1,705 nominations globally.

Water stress was assessed at Medium severity, reflecting concentrated water-cycle exposure across selected coastal hospitality and industrial operations. Marine biodiversity was also assessed at Medium severity, reflecting the environmental stewardship responsibilities associated with the Vinpearl coastal portfolio and related marine ecosystem management activities. During 2025, Vinpearl implemented 233 marine-conservation-related activities across relevant coastal destinations.

Active Risk and Opportunity Management: Realities from the Reporting Year

Fostering Inclusive Human Development



Mitigation and monitoring in 2025

Mitigation and response activities under Theme 2 were implemented through the four-track strategic response outlined in Section 4.4.3 of Chapter 4. Within healthcare, Vinmec continued to expand community-health and non-profit healthcare initiatives during the reporting year, including more than 60 free health-screening programs reaching approximately 7,000 residents, together with continued implementation of the “Heart for the Community” cardiology program. Within education, Vinschool continued to expand the Group’s education ecosystem, operating 56 educational facilities with approximately 50,200 students during 2025. The education ecosystem also received international recognition during the year, including recognition at the QS Reimagine Education Awards 2025. During the reporting year, VinUniversity continued the UNESCO Chair status. VinBus continued to operate as a non-profit green mobility social enterprise, supporting accessible public transportation and low-carbon urban mobility initiatives across

the Group’s ecosystem. The Group also continued to support social-development, innovation and community-related initiatives through Foundation activities, the Vingroup Innovation Foundation and the VinFuture Prize ecosystem. Workforce engagement and organizational development activities continued across business units during 2025, particularly within subsidiaries where employee-engagement indicators remained below 60%, in line with Group-level workforce engagement improvement priorities. Customer data privacy and digital security continued to be managed through the Group’s cybersecurity governance and monitoring framework, including centralized cybersecurity activities coordinated through VinSOC. Customer data privacy and digital security continued to be managed through the Group’s cybersecurity governance and monitoring framework, including centralized cybersecurity activities coordinated through VinSOC and VinSmart Future.

Escalation events in 2025

Throughout 2025, workforce engagement developments at VinUniversity resulted in additional review and management attention within the Group’s sustainability governance processes. Employee engagement at VinUniversity decreased from 54% in 2024 to 41% in 2025, leading to escalation of the matter to the Group ESG Department for review as part of the Group’s broader workforce engagement and talent-retention

monitoring activities. In response, the VinUniversity Sustainability Committee, established during 2025, supported the development of operational improvement and organizational engagement initiatives aimed at strengthening employee engagement, institutional culture and workforce development activities across the university.

Active Risk and Opportunity Management: Realities from the Reporting Year

Strengthening Resilience and Responsible Governance

Theme 3 covers nine sustainability-related risks and opportunities associated with operational resilience, governance, ethics, cybersecurity and responsible business conduct across the Group's operations. During 2025, this theme represented the largest concentration of sustainability-related risks and opportunities within the Section 2.6 register. The Resilience dimension included risks associated with extreme weather events, sea-level rise and heat stress across the Group's industrial, hospitality, infrastructure and real estate operations, including potential implications for workforce health and operational continuity. The Governance dimension included business ethics and anti-bribery, cybersecurity and responsible technology governance, including artificial-intelligence-related governance considerations, together with opportunities associated with continued governance enhancement and sustainability-governance development across the Group. Theme 3 also included cross-functional operational risk areas, including construction-site occupational health and safety, manufacturing occupational health and safety, and supply chain ethics and responsible sourcing. During the reporting year, construction-site occupational health and safety remained one of the highest-severity sustainability-related risk areas within the Group's operational risk profile due to the scale and complexity of ongoing construction and industrial activities across the Group ecosystem.

Identification triggers in 2025

Theme 3 reflected the broadest range of sustainability-related identification triggers during the 2025 materiality assessment cycle, reflecting the diversity of operational resilience, governance and risk-management topics across the Group's businesses. Climate-related resilience risks were informed by weather-related developments and climate-risk monitoring activities during the reporting period. Extreme weather exposure continued to be assessed in the context of major weather events affecting Vietnam, including the reference impacts associated with Super Typhoon Yagi in September 2024 and the 2025 typhoon season affecting the central coastal region. Sea-level-rise exposure continued to be assessed using publicly available climate-related reference scenarios, including climate change scenarios published by the Ministry of Natural Resources and Environment of Vietnam. Heat-stress exposure was also identified as an operational resilience and workforce-health-related risk area during the reporting year, particularly across manufacturing and industrial operations at the Hai Phong and Ha Tinh complexes, where operational conditions intersect with workforce health, occupational safety and productivity considerations. Construction-site occupational health and safety remained one of the Critical severity operational risk

areas within the Group's sustainability-related risk profile during 2025. This assessment reflected the occurrence of nine fall-from-height accidents across Vinhomes construction sites during the reporting year, as disclosed in Section 4.6 of Chapter 4. No fatalities were recorded in connection with these incidents. Cybersecurity and responsible technology governance, including artificial-intelligence-related governance considerations, also continued to increase in importance during the reporting year as the Group expanded its digital ecosystem, customer platforms and technology-enabled operations. The Group continued to strengthen cybersecurity governance and monitor the evolving governance requirements associated with artificial-intelligence-related applications and digital systems. Business ethics and anti-bribery risks continued to be monitored through the Group's compliance and internal-control processes, including whistleblowing and speak-up mechanisms managed through the Compliance Department and Corporate Office functions. At subsidiary level, supply chain ethics and responsible sourcing risks also continued to be monitored through supplier screening, ESG assessment and Supplier Code of Conduct processes across the VinFast supply chain ecosystem.

Assessment and prioritization in 2025

During the 2025 assessment cycle, construction-site occupational health and safety remained the priority operational risk area within Theme 3 and was assessed at Medium severity, reflecting the scale, complexity and risk profile of ongoing construction activities across the Group's development portfolio. Extreme weather events, sea-level rise, manufacturing occupational health and safety, supply chain ethics and cybersecurity were prioritized at High severity during the reporting year. These assessments reflected increasing climate-related operational exposure across industrial, hospitality and infrastructure assets, continued workforce health and safety considerations across manufacturing operations, growing responsible-

sourcing and supply chain due diligence requirements, and the expanding digital and customer-platform footprint across the Group ecosystem. Heat-stress exposure, business ethics and anti-bribery, and governance-maturation opportunities were prioritized at Medium-to-High severity. These assessments reflected the intersection between climate-related operational conditions and workforce wellbeing, the continued importance of ethics and compliance monitoring across diversified operations, and the Group's ongoing focus on strengthening governance, sustainability integration and enterprise risk-management capabilities across the consolidated reporting perimeter.

Active Risk and Opportunity Management: Realities from the Reporting Year

Strengthening Resilience and Responsible Governance

Mitigation and monitoring — climate physical risk

Mitigation and monitoring — climate physical risk. Within the real estate portfolio, Vinhomes continued to incorporate climate-resilience considerations into large-scale urban development planning, including the Vinhomes Green Paradise project at Can Gio, covering approximately 2,870 hectares. The project continued development under the ESG++ framework, with BREEAM Communities certification activities under way during the reporting year. Within the hospitality portfolio, Vinpearl continued to implement coastal stewardship, marine-conservation and environmental-protection activities across coastal destinations, including 233 marine conservation-related activities and the “Coral Miles” reef restoration program. Climate-related risk management at hospitality properties also included insurance-transfer arrangements and operational resilience planning for coastal

assets. At VinFast, customer support and operational response activities were implemented across nine provinces affected during the October-to-November 2025 typhoon season as part of broader climate-related operational resilience and customer support efforts. Climate-related engineering and resilience considerations were also incorporated into selected energy and infrastructure developments during the reporting year, including sea-level-rise and storm-surge considerations within VinEnergy wind-power development activities and climate-resilience integration into the VinSpeed Ben Thanh – Can Gio project alignment planning. Further details relating to the Group’s qualitative climate-scenario and resilience assessment approach are presented in Chapter 4, Section 4.5.

Mitigation and monitoring — construction-site occupational health and safety (Medium)

Construction-site occupational health and safety remained a medium operational risk area during 2025. In response to the nine fall-from-height accidents recorded across Vincons construction sites during the reporting year, the Group implemented incident-response and corrective-action measures in accordance with its occupational accident management and escalation procedures. No fatalities were recorded in connection with these incidents. Response measures included immediate suspension of activities within affected work zones, medical support for affected personnel, incident investigation and implementation of corrective action measures prior to resuming activities under enhanced control conditions. During the reporting year, Vinhomes also strengthened contractor-management and construction-site safety controls across the consolidated construction portfolio. Corrective and preventive measures included enhancement of contractor-management protocols, revision of site-supervision procedures, increased inspection frequency for fall-protection equipment and tighter approval requirements for height-work permit-to-work processes. Training

coverage was also expanded across contractor and subcontractor workforces, including training relating to work-at-height procedures, fall arrest system usage and emergency response protocols. In parallel, technical and equipment-control requirements were strengthened across fall-arrest systems, edge-protection measures, scaffolding and personnel-lifting equipment used across construction sites. Governance and monitoring activities relating to construction-site occupational health and safety were also strengthened during 2025, including escalation of selected safety matters through Group-level reporting channels and review activities conducted through the Group’s broader risk-management and internal-control framework, with the Internal Audit Department independently reviewing the 2025 cycle’s incident response. The Group commits to zero fatalities target maintained for 2026, GRI 403-9 disclosure operating in 2026 with contractor-and-sub-contractor scope, and annual disclosure of the occupational-accident incident rate by site with corrective-action closure rate.



Active Risk and Opportunity Management: Realities from the Reporting Year

Strengthening Resilience and Responsible Governance

Mitigation and monitoring — governance and supply chain

Business ethics and anti-bribery controls continued to operate through the Group's compliance, governance and internal-control framework during 2025. This included implementation of the Group Code of Conduct, supplier-facing codes and responsible-business requirements across relevant subsidiaries and supply chain activities. At VinFast, the Tier 1 supplier sign-off or acknowledgement rate for applicable supplier ESG and Supplier Code of Conduct requirements reached 99.3% during the reporting year. The Group also maintained whistleblowing and speak-up mechanisms supporting the identification and management of ethics and compliance-related concerns. These included the VinFast EthicsPoint reporting channel and Group-level whistleblowing channels managed through the Corporate Office. Cybersecurity and digital-risk management activities continued to be strengthened across the Group's operations during 2025. VinCSS continued deployment of cybersecurity capabilities

including Zero-Trust Network Access Control, Identity and Access Management and Internet-of-Things device security solutions, together with continued focus on post-quantum cryptography readiness. In parallel, VinSOC continued to coordinate centralized cybersecurity governance and monitoring activities using artificial-intelligence-enabled and data-analytics-supported monitoring capabilities across the Group's digital ecosystem. Supply chain ethics and responsible sourcing activities also continued during the reporting year through supplier screening, ESG assessment and monitoring processes across the VinFast supply chain ecosystem. Monitoring activities extended beyond Tier 1 supplier engagement to include increasing focus on critical-mineral inputs and broader supply chain traceability considerations associated with battery-related and strategic-material supply chains.

Escalation events in 2025

During 2025, several resilience, operational safety and governance-related developments resulted in three highlighted escalation and additional management review activities across the Group. The construction-site occupational-accident response arising from the nine fall-from-height incidents at Vinhomes construction sites was escalated through monthly Group-level reporting channels and reviewed within the Group's broader risk-management and internal-control framework. The after-action review associated with Super Typhoon Yagi in September 2024,

together with operational response activities during the October-to-November 2025 typhoon season, also triggered Group ESG Committee cross-asset resilience review. Development of the Group's artificial-intelligence governance framework, including preparation for the first formal disclosure cycle planned for 2026, was escalated to the Group ESG Committee and the Board for review during 2025. VinCSS, VinSOC and the Group ESG function coordinated on the development and scope of the framework during the reporting year.



Moving Forward: Roadmap to Close Disclosure Gaps

Candidly Addressing Core Reporting Gaps

In alignment with the transitional relief provisions allowed during initial disclosure cycles, Vingroup acknowledges three specific gaps relative to established global reporting practices:

LIMITED VS. REASONABLE ASSURANCE

The current external assurance engagement follows a Type 1 Moderate framework. This limited assurance format means auditors express their conclusion in a negative form ("nothing has come to our attention"). Vingroup recognizes that international practice is moving toward reasonable assurance ("in our opinion, the disclosures present fairly") for material climate and greenhouse gas data.

ADHERENCE VS. PERFORMANCE VERIFICATION

The current assurance scope validates strict adherence to core AccountAbility principles but does not extend to full independent reliability verification of performance data at the individual metric level—a hallmark of Type 2 assurance.

PERIMETER COMPLETENESS GAPS

Due to recent launch dates and varying stages of data maturity, the central carbon, water, and waste figures for the newest businesses, specifically VinEnergy, VinMetal, VinSpeed, and the Vietnam Exposition Center, are still undergoing formal aggregation. These remain outside the assured data pools for this cycle.



As Vingroup adopts international sustainability disclosure frameworks, true corporate credibility rests on absolute transparency regarding reporting gaps. The Group remains completely open with investors and stakeholders regarding what it currently measures, what is still undergoing aggregation, and where reporting boundaries sit.

Our Deepening Commitments

Vingroup has mapped out a clear, multi-year progression plan to methodically close these disclosure gaps as tracking systems mature.

THE 2026 - 2028 CYCLE COMMITMENTS

Vingroup commits to disclosing a standardized, contractor-inclusive occupational safety metric tracking incident rates alongside corrective-action closure rates by individual site group-wide. The Group will update disclosures on anti-corruption training coverage, publish the localized artificial intelligence governance framework across VinCSS and VinSOC scope, harmonize the corporate physical climate asset register, and report formal BREEAM Communities certification milestones for the Can Gio developments.

THE 2028+ CYCLE COMMITMENTS

Vingroup commits to migrating fully toward quantitative scenario-based climate risk modeling, projecting potential financial effects and asset exposures over multi-decade horizons stretching to 2050 and 2100. The Group will adopt a formal Group-level numerical emissions reduction target that cascades directly from VinFast's existing commitment to achieve Net Zero by 2040. Furthermore, supply chain traceability will extend to the Tier 2 and Tier 3 levels for critical mineral inputs—including cobalt, lithium, nickel, natural graphite, and manganese—aligning the industrial baseline with global battery regulation trajectories.

Vingroup will continue to refine its sustainability risk management architecture as international disclosure cycles mature. The Group remains committed to expanding assurance boundaries, advancing the level of validation for material climate performance metrics, and maintaining open, honest communication regarding the genuine challenges, risks, and opportunities across the horizon.

CHAPTER

06

Metrics and Targets

Environmental Metrics	144
Social Metrics	164
Governance Metrics	183



Basis of preparation for metrics and targets. The metrics in this chapter are reported for the financial year ended 31 December 2025 and cover the Group's consolidated key subsidiaries, except where a narrower boundary is stated against an individual metric. Greenhouse gas emissions are measured in accordance with the GHG Protocol Corporate Standard; Scope 1 covers direct emissions from owned and controlled sources and Scope 2 covers purchased electricity, with the measurement basis and the emission factors used set out in the data notes to each table. Environmental metrics such as energy, water and waste are compiled from subsidiary operational records and consolidated at Group level. Where a metric is derived rather than directly measured — for example avoided emissions — the basis of estimation is stated alongside it.

Selected 2025 metrics fall within the scope of the Group's independent limited assurance engagement; the metrics covered, and the level and limitations of that assurance, are set out in the About this Report section. Metrics outside that scope are management-reported. Because 2025 is the Group's first year reporting on a consolidated basis across the expanded six-pillar perimeter, some metrics are reported for part of the Group only, or are not yet available at Group level; these are identified where they



Environmental Metrics

Vingroup's environmental strategy is built upon green transformation, a systemic shift toward integrating ecological responsibility into every industrial, technological, and service-based business line. By leveraging a multi-sectoral ecosystem, the Group aims to create a cohesive circular economy that harmonizes rapid economic expansion with the preservation of natural resources.

The following analysis details our performance across the Group's core environmental focus areas: Climate, Water, Biodiversity, Waste, Materials, and Energy and GHG. Through standardized monitoring and the integration of advanced technologies, Vingroup ensures that its operational growth is balanced by a measurable reduction in its environmental footprint.

Climate

Management Approach

Vingroup recognizes climate change as one of the most significant challenges of the 21st century and a critical factor influencing the long-term resilience of its global operations. As a multi-sectoral conglomerate, the Company is committed to a proactive climate strategy that balances aggressive decarbonization with the implementation of adaptive, future-proof infrastructure. This approach is strictly aligned with the Paris Agreement and UN Sustainable Development Goal 13 (Climate Action), ensuring that the Company's growth remains sustainable in a rapidly changing environmental landscape.

GOVERNANCE AND POLICY FRAMEWORK

Climate action is institutionalized through the Company's Environmental Sustainability and Climate Action Policy, which serves as the foundational directive for all business units. At the highest level, the Board of Directors, supported by the Group ESG Department, provides strategic oversight of climate-related risks and opportunities. This governance framework includes the systematic review of GHG emission inventories and the approval of strategic capital expenditures for green technology. To ensure operational alignment, climate performance, as measured through energy intensity and carbon reduction metrics, is integrated into the strategic KPIs of leadership across the Group, mandating each business unit to align its roadmap with the broader transition to a low-carbon economy.

DECARBONIZATION AND ENERGY TRANSITION

The Company's mitigation strategy is centered on effectively decoupling business growth from GHG emissions through three primary levers. First, the systemic shift toward electric mobility stands as a core strategic pillar aimed at reducing Scope 3 emissions within the transportation sector. Second, Vingroup prioritizes a transition to clean power sources, including the widespread rollout of rooftop solar across real estate portfolios and the exploration of offshore wind for industrial energy needs. Finally, the Company mandates the implementation of smart building and smart factory protocols, utilizing AI and IoT to optimize HVAC systems, lighting, and industrial machinery to minimize energy waste.

CLIMATE RESILIENCE AND ADAPTATION

Recognizing that many operations are located in regions vulnerable to climate shifts, Vingroup employs an ESG++ framework that moves beyond standard mitigation toward active resilience. All new large-scale developments undergo rigorous climate-risk modeling to engineer assets capable of withstanding sea-level rise, salinity intrusion, and extreme weather through nature-based solutions and advanced drainage systems. This resilience is further bolstered by circular resource loops, such as integrated water reclamation and waste-to-energy systems, which ensure operational continuity even under environmental stress.

STANDARDIZED DISCLOSURE AND RISK MANAGEMENT

To maintain transparency and accountability, the Company adheres to international reporting frameworks, including the ISSB (IFRS S2) and GRI 305, ensuring that Scope 1, 2, and 3 emissions data is verifiable and comparable year-over-year. Comprehensive Environmental Impact Assessments (EIA) are conducted for all major projects to evaluate their long-term climate footprint and ensure compliance with international best practices. These assessments allow the Group to identify and mitigate both transition risks, such as evolving carbon regulations, and physical risks associated with acute weather events.

STAKEHOLDER ADVOCACY AND VALUE CHAIN ENGAGEMENT

Beyond its own boundaries, Vingroup leverages its market leadership to foster a culture of climate consciousness, promoting green lifestyles and working closely with its global supply chain to ensure that sustainability remains a shared value across the entire business ecosystem. By encouraging EV adoption and sustainable tourism practices, the Company engages its residents, guests, and customers as active participants in the climate transition, ensuring that the impact of its climate management extends throughout its entire value chain.

Environmental Metrics



Key Initiatives in 2025

In 2025, Vingroup's climate strategy transitioned from high-level commitments to a "Net Zero" operational reality. By integrating cutting-edge robotics, AI-driven energy management, and massive infrastructure shifts, the Group achieved a 9.3% total emission reduction (approximately 81,299 tCO₂e) compared to 2024.

VINGROUP (GROUP-WIDE)

- **Renewable Energy Scaling:** The Group generated 24.9 million kWh of solar power across VinFast, Vinpearl, Vinhomes, and VinUniversity, effectively avoiding 19,674 tCO₂e from grid electricity consumption.
- **Waste and Resource Circularity:** Vingroup institutionalized 100% waste separation, with over 145,207 tonnes (39.7%) of total waste recycled. Furthermore, the Group reclaimed 938,199 m³ of wastewater.

VINFAST

- **Low-Emission Global Manufacturing:** Constructed three new facilities in Ha Tinh (Vietnam), India, and Indonesia following a modern model designed to maximize productivity while minimizing per-unit emissions.
- **Electrification Leadership:** Sold 196,919 electric cars and 406,498 electric motorcycles globally. Complementing this transition, VinFast completed 4,500 battery swapping stations across 34 provinces, establishing a leading large-scale green mobility network in Vietnam.
- **Accelerated Solar Transition:** VinFast accelerated its clean energy roadmap by advancing the installation timeline for its solar power infrastructure. While the initial target was set for deployment in August 2025, the solar power system was successfully operationalized ahead of schedule in April 2025. This generated 14 million kWh and reduced emissions by approximately 11,200 tCO₂e from VinFast Hai Phong

VINHOMES (VHM)

- **Smart and Sustainable Urbanism:** The Green Paradise Can Gio Megacity project-initiated preparations to obtain the BREEAM Communities Green Certificate and ISO 37122:2019 (Smart Cities).
- **Operational Efficiency:** Vinhomes achieved a 1.4% reduction in electricity consumption in existing urban areas, saving over 4.7 million kWh. Additionally, solar systems across the portfolio generated 968,972 kWh, offsetting 764 tCO₂e.

Environmental Metrics

Key Initiatives in 2025

VINPEARL

- **Advanced Fuel Optimization:** By optimizing vessel running schedules, reducing idle loads, and switching to electric equipment, Vinpearl reduced total emissions by 144,815 tCO₂e (a 42% decrease YoY).
- **Renewable Energy and Refrigerant Transition:** Solar power usage increased 1.6 times compared to 2024 (generating 9.6 million kWh). Vinpearl also replaced air conditioning refrigerants with low Global Warming Potential (GWP) alternatives.
- **Plastic Elimination:** Completed a 100% conversion of single-use plastic bottles to refillable glass bottles in guest rooms, eliminating 2.4 million bottles (40.86 tons of plastic) annually in nine Vinpearl properties.

VINMEC, VINBUS, AND VINENERGO

- **Vinmec Digital Transformation:** Successfully digitized 100% of films (eliminating approximately 281,294 hardcopy film prints annually) and 753,753 medical records, saving 4.57 tons of paper and significantly reducing the carbon footprint of medical logistics.
- **VinBus Urban Impact:** With a total reported traveling distance of 24,538,000 kilometers, the VinBus electric fleet effectively mitigated urban transit emissions, achieving an average reduction of nearly 6.5 tCO₂e per vehicle compared to conventional gasoline alternatives.
- **VinEnergo & DPPA:** Signed a MOU with IDICO Corporation to provide renewable electricity via the DPPA model and Battery Storage Systems (BESS).

TECHNOLOGY & EDUCATION

- **AI for Traceability:** VinSmart Future reached 200,000 active users with its V-App, integrating AI to provide official information and traceability to the origin of products in the Vingroup ecosystem.
- **Robotics in Operations:** VinMotion (Creative Technology Brand of the Year 2025) and VinRobotics deployed the Motion 1 humanoid robot to support governmental and socio-economic exhibitions.
- **Vinschool & VinUniversity:** Vinschool reduced emissions by 1,600 tCO₂e through a new generation of air conditioners using R32 refrigerant, while VinUniversity's solar systems generated 165,296 kWh, avoiding 131 tCO₂e.



Environmental Metrics



Performance Data

Table 6.1. Greenhouse Gas (GHG) Emissions by Scope, Vingroup Total (Unit: tCO2e)

Susi diary	2024			2025		
	Scope 1	Scope 2	Total	Scope 1	Scope 2	Total
VinFast	11,120.95	131,274.59	142,395.54	18,094.54	182,181.99	200,276.53
VinSmart Future	49.86	2,431.13	2,480.99		2,355.92	2,355.92
VinCSS	1.90	115.70	117.60		25.08	25.08
Vinhomes	4,513.16	215,599.90	220,113.07	6,682.48	212,478.62	219,161.11
Vinpearl	197,642.53	146,093.53	343,736.06	39,311.10	159,610.20	198,921.30
Vinmec	2,160.50	35,299.19	37,459.69	2,105.13	41,667.86	43,772.99
Vinschool	2,568.72	20,989.95	23,558.67	659.08	21,236.50	21,895.58
VinUniversity	101.88	3,830.94	3,932.82	76.46	3,396.65	3,473.11
VinBus	716.44	13,104.33	13,820.77	575.94	15,858.50	16,434.44
Total	218,875.95	568,739.26	787,615.21	67,504.73	638,811.32	706,316.05
YoY Comparison				151,371.22	(70,072.06)	81,299.16

Environmental Metrics

Analysis and Commentary

In 2025, Vingroup achieved a significant milestone in its journey toward carbon neutrality, recording a 9.3% reduction in total operational GHG emissions. Total emissions fell from 787,615.21 tCO₂e in 2024 to 706,316.05 tCO₂e in 2025, representing an absolute decrease of 81,299.16 tCO₂e. This performance is particularly noteworthy as it occurred during a period of sustained business expansion, demonstrating the Group's successful decoupling of economic growth from carbon intensity through structural operational shifts and aggressive electrification.

Strategic Decarbonization of Direct Operations (Scope 1)

In 2025, the Group's Scope 1 emissions decreased from 218,875.95 tCO₂e in 2024 to 67,504.73 tCO₂e, representing a year-on-year reduction of 151,371.22 tCO₂e. The change reflected. As VinMetal is

expected to commence operations in 2027, the Group's absolute Scope 1 emissions may increase as its industrial portfolio expands.

Electrification and Scope 2 Growth

In contrast to the direct emissions decline, Scope 2 emissions increased by 13.7%, rising from 568,739.26 tCO₂e to 638,811.32 tCO₂e, a logical consequence of the Group's "Electric-First" strategy. As Vingroup eliminates on-site fossil fuel use (Scope 1), its energy demand shifts to the electric power grid (Scope 2). However, this shift still represents a significant net environmental gain. While Scope 2 emissions rose by 70,072.06 tCO₂e due to electrification and the expansion of the Group's physical footprint and the VinFast

manufacturing complex, this was heavily offset by a reduction of 151,371.22 tCO₂e in Scope 1 emissions. This trade-off demonstrates that the transition from internal combustion and on-site fossil fuels to grid-based and onsite solar electricity resulted in a net avoidance of 81,299.16 tCO₂e. While the Group remains mindful of the carbon intensity of the national grid, this strategic migration of emissions underscores a clear and successful pathway toward total decarbonization.

Path Forward: Mitigating Indirect Impacts

The 2025 data confirms that Vingroup's primary climate challenge has shifted from direct fuel combustion to indirect energy consumption. To address the growth in Scope 2, the Group is intensifying its transition to self-generated renewable energy. The management approach for the coming period prioritizes the accelerated deployment of rooftop solar across

all Vinhomes and Vincom Retail assets and the exploration of DPPA-related MOU for industrial sites. By balancing the electrification of 2025 with a focus on renewable in the coming years, Vingroup remains well-positioned to meet its long-term Net Zero commitments while maintaining operational excellence.

Cross-reference placeholder

- See **Section 6.1.3 Water Management** for ecosystem-related water stewardship initiatives
- See **GRI 302: Energy Consumption** disclosure index
- See **GRI 305** disclosure index



Environmental Metrics

Energy and GHG

Energy management is a key component of Vingroup's environmental strategy, given the scale and diversity of its operations across manufacturing, real estate, hospitality, healthcare, education, and electric mobility. In 2025, the Group continued to pursue energy efficiency and renewable energy initiatives to reduce GHG emissions, manage operational energy demand, and support its broader decarbonization objectives.

In 2025, total direct and indirect energy consumption reached 4,263.2 TJ, representing a decrease from 6,074 TJ in 2024, primarily driven by the sharp reduction in Vinpearl's non-renewable energy consumption, despite higher grid electricity demand across VinFast, Vinpearl, Vinmec, and VinBus. Despite continued operational energy demand, GHG emissions declined by 9.3%, reflecting improvements in operational efficiency and expanded use of renewable energy.

Management Approach

The Company manages energy use and GHG emissions through energy efficiency, energy transition, and electrification.

At the subsidiary level, implementation is tailored to operational profiles:

- VinFast leads the Company's decarbonization strategy through electrification and energy optimization. It has committed to achieving 100% renewable energy use in all plants by 2040 and net-zero emissions by 2040, supported by energy monitoring, process optimization, and low-carbon manufacturing initiatives.
- Vinhomes contributes through energy-efficient building and township design, incorporating LED lighting, motion sensors, Low-E glass, and SCADA-based electricity monitoring systems.
- VinFast Energy, in collaboration with other subsidiaries, supports energy transition through BESS and renewable energy integration.
- VinBus contributes through the electrification of public transport, reducing reliance



Environmental Metrics

Key Initiatives in 2025

VINFAST

- VinFast contributed to Vingroup's GHG reduction and renewable energy objectives through the installation and early use of solar power systems. Although the original target was to begin solar power installation in **August 2025**, VinFast was able to install and use renewable electricity as early as **April 2025**, allowing the company to exceed its committed schedule.
- As of 2025, VinFast had completed **Phase 1** of its solar power system installation, helping reduce **11,200 tCO₂e** emissions.

VINHOMES

- Vinhomes advanced energy efficiency across its existing urban area operations by reducing electricity consumption and associated GHG emissions. In practice, Vinhomes reduced electricity consumption by **1.45%**, resulting in emissions reductions of more than **3,121 tCO₂e** of Scope 2.
- This overperformance was partly due to the scope of Vinhomes' committed target, which covered GHG reductions from existing urban area operations and excluded emissions arising from new operations in 2025.

VINPEARL

- Vinpearl significantly exceeded its GHG emissions reduction target through expanded energy-saving and low-carbon operational measures. Actual emissions reductions reached **42%**.
- This strong performance was driven by a wider set of measures implemented during the year, including additional electricity-saving solutions, reduced diesel use, greater solar power consumption, and the replacement of air-conditioning refrigerant gas with alternatives that have lower global warming potential.
- Vinpearl's solar power use was also **1.6 times higher** compared to the same period in 2024, further supporting emissions reduction across its hospitality and resort operations.

VINFAST ENERGY / VINPEARL

- VinFast Energy, in partnership with Vinpearl, supported renewable energy integration and improved energy management through the deployment of a battery energy storage system at Vinpearl Resort Nha Trang.
- The system enables electricity to be stored during off-peak periods and supports the integration of renewable energy sources. This improves energy efficiency, enhances grid stability, and strengthens Vinpearl's ability to manage energy use more effectively across resort operations.

VINBUS / VINFAST

- VinBus and VinFast continued to support Vingroup's broader transition toward electrification by advancing electric mobility solutions. These initiatives contribute to emissions reductions in the transport sector by supporting the shift from fossil fuel-based transport to cleaner electric mobility systems.
- Together with renewable energy deployment and energy efficiency measures across other subsidiaries, the electrification of transport forms part of Vingroup's wider approach to reducing GHG emissions and lowering the carbon intensity of its operations.

Environmental Metrics

Performance Data

Table 6.2. Energy Consumption , Vingroup Total

Indicator	Unit	2023	2024	2025
Total energy consumption	TJ	3,328	6,074	4,263.9
Year-on-year change	%	-	+82.51%	-29.80%
Renewable energy share	%	~0.5%	~0.5%	2.1%

Table 6.3. Energy consumption by subsidiary (Unit: TJ)

Vingroup Ecosystem	Subsidiary	2023 Renewable Energy	2023 Non-renewable Energy	2024 Renewable Energy	2024 Non-renewable Energy	2025 Renewable Energy	2025 Non-renewable Energy
Industrials – Technology	VinFast (1)	-	764.2	-	879.7	51.1	1,293.5
	VinITIS / VinSmart Future (2)	-	20.0	-	13.3	-	12.9
	VinCSS	-	0.6	-	0.7	-	0.1
Real Estate & Services	Vinhomes (3)	3.7	1,172.7	3.5	1,217.8	3.5	1,240.0
	Vinpearl	13.1	1,015.4	26.2	3,511.4	34.6	1,157.7
Social Enterprises	Vinmec	-	185.3	-	213.8	-	248.0
	Vinschool	-	84.5	-	114.7	-	116.0
	VinUniVinUniversity	0.6	13.4	0.5	20.9	0.6	18.6
	VinBus	-	54.3	-	71.7	-	86.6
Total		17.4	3,310.4	30.2	6,043.9	89.8	4,173.4
Grand Total			3,328		6,074		4,263.2

Footnote:

- Renewable energy is generated from solar systems installed by Subsidiaries

- Non-renewable energy includes gasoline, diesel oil, LPG (cooking + industrial usage), isopar

(1) VinFast boundary in 2024 includes: VinFast Hai Phong, Cell Battery workshop Hai Phong, Pack Battery workshop Hai Phong, VinES Ha Tinh. VinFast boundary in 2025 includes: VinFast Hai Phong, VinFast Ha Tinh, Cell Battery workshop Hai Phong, Pack Battery workshop Hai Phong, VinEG, VinES Ha Tinh, VinFast Indonesia, VinFast India.

(2) VinITIS was changed into VinSmart Future since September 2025.

(3) Vinhomes' grid electricity consumption is for internal operations only, excluding household usage.

Environmental Metrics

Analysis and Commentary

Vingroup's 2025 energy performance shows meaningful progress in renewable energy deployment, even as overall energy demand remained substantial across its industrial, real estate, hospitality, healthcare, education, and mobility operations. Renewable energy consumption nearly tripled from 30.2 TJ in 2024 to 89.8 TJ in 2025, driven mainly by the introduction of solar energy at VinFast and expanded solar use at Vinpearl.

At the Group level, solar electricity generation increased from 8,384,837 kWh in 2024 to 24,916,068 kWh in 2025, equivalent to an increase from around 30 TJ to 90 TJ. This raised avoided emissions from 6,621 tCO₂e to 19,674 tCO₂e. However, solar electricity still accounted for only 2.5% of total electricity use in 2025, indicating that while renewable energy is growing, the Group remains largely dependent on grid electricity and other non-renewable energy sources.

The strongest renewable energy gains came from VinFast and Vinpearl. VinFast recorded 51.1 TJ of renewable energy consumption in 2025, compared with none in 2024, supported by 14,182,896 kWh of solar electricity generation at VinFast Hai Phong and 11,200 tCO₂e in avoided emissions. However, VinFast's non-renewable energy consumption also increased from 879.7 TJ to 1,293.5 TJ, reflecting the growth of its industrial and manufacturing operations.

Vinpearl increased renewable energy consumption from 26.2 TJ in 2024 to 34.6 TJ in 2025, with solar electricity generation rising from 7,264,035 kWh to 9,599,904 kWh. This helped avoid 7,580 tCO₂e in emissions in 2025. More notably, Vinpearl's non-renewable energy consumption decreased sharply from 3,511.4 TJ to 1,157.7 TJ, reflecting reduced diesel use, expanded electricity-saving measures, greater solar power use, and refrigerant replacement with lower-global-warming-potential alternatives.

Performance across other subsidiaries was mixed. Vinhomes maintained renewable energy consumption at 3.5 TJ, while non-renewable energy increased slightly from 1,217.8 TJ to 1,240.0 TJ. However, its grid electricity consumption decreased from 327,062,962 kWh to 322,328,007 kWh, indicating improved electricity efficiency in existing urban operations. Vinmec saw non-renewable energy consumption rise from 213.8 TJ to 248.0 TJ, mainly due to higher electricity demand in healthcare operations. VinUniversity showed modest improvement, with renewable energy increasing slightly and non-renewable energy decreasing from 20.9 TJ to around 18.6 TJ.

Overall, the 2025 data shows that Vingroup is making measurable progress in renewable energy adoption, particularly through solar deployment. However, total energy consumption remains dominated by non-renewable sources, with 2025 non-renewable energy consumption at approximately 4,173.4 TJ compared with 89.8 TJ of renewable energy. Moving forward, the Group's energy transition will depend on scaling renewable energy across more subsidiaries while also strengthening energy efficiency measures to manage rising operational demand.

Cross-reference placeholder

- See **Section 6.1.1 Climate Change** for transition risks, targets, and net-zero strategy
- See **Section 6.1.6 Materials** for resource efficiency and circularity
- See **Section 6.1.5 Waste Management** for operational efficiency linkages
- See **GRI 302: Energy**
- See **GRI 305: Emissions** https://vietnamnews.vn/media-outreach/1663814/vingroup-in-the-making-of-building-a-green-future-with-its-ecosystem.html?utm_source=chatgpt.com



Environmental Metrics

Water

Management Approach

VinGroup recognizes water as a shared and finite resource, essential not only for its multi-sectoral operations, ranging from automotive manufacturing and real estate development to hospitality and healthcare, but also for the resilience of the local ecosystems and communities in which it operates. The Company's management approach is centered on achieving water security through efficiency, closed-loop circularity, and rigorous quality standards, aligned with UN Sustainable Development Goal 6.



Governance and Policy Framework

Water stewardship is governed by the Company's Environmental Sustainability and Climate Action Policy, which provides the strategic framework for water withdrawal, consumption, and discharge. Oversight is conducted at both the corporate and business-unit levels to ensure that water management practices are integrated into core operational designs. Each unit is responsible for implementing localized water conservation measures that address the specific needs of its industry, such as industrial recycling in manufacturing or smart irrigation in urban developments.

Efficiency and Resource Optimization

The Company prioritizes the reduction of freshwater withdrawal by deploying water-saving technologies, such as low-flow fixtures and automated sensors in all new developments. At the facility level, ultrasonic leak detection and proactive maintenance are employed to prevent resource loss.

Water Circularity and Recovery

A key objective is the transition to closed-loop systems. In manufacturing hubs and large-scale urban areas, treated wastewater is reclaimed for non-potable uses, including industrial cooling, landscape irrigation, and cleaning. The Company specifically targets the separation of rainwater from wastewater to utilize the former for 100% of landscaping needs where feasible.

Quality and Effluent Management

The Company maintains stringent standards for wastewater discharge to protect local water bodies. All effluents are treated to meet or exceed national environmental regulations (i.e., Category A of QCVN 40:2011/BTNMT and QCVN 08:2023/BTNMT) before being returned to the environment. Periodic water quality testing ensures that discharges do not negatively impact the chemical or biological integrity of adjacent rivers and canals.

Stakeholder Engagement and Awareness

Beyond operational boundaries, the Company promotes water consciousness among its residents, guests, and students. Initiatives such as the installation of free water filtration stations across campuses and resorts aim to reduce the reliance on single-use plastic bottles, linking water stewardship directly to waste reduction.

Risk Mitigation and Compliance

Vingroup monitors water-related risks, including water scarcity and regulatory changes, through periodic environmental impact assessments. By adhering to international reporting standards such as GRI 303, the Company ensures transparency in its water data, allowing for year-on-year performance tracking against established intensity targets. Through these integrated efforts, the Company strives to minimize its ecological footprint while ensuring the long-term availability of clean water for all stakeholders.

Environmental Metrics

Key Initiatives in 2025

In 2025, Vingroup's water management strategy transitioned toward high-precision conservation and expanded circularity. While the Group's total water consumption increased by 8.9% due to the rapid scaling of VinFast Ha Tinh and new Vinmec and Vinschool facilities, the Group achieved a significant milestone in circularity by reusing 938,199 m³ of treated wastewater, representing 4.3% of total water consumption. Furthermore, the Group maintained its commitment to quality by ensuring that 100% of water used for production and daily activities met stringent quality standards.

VINHOMES (VHM)

- **Precision Urban Irrigation:** Vinhomes saved 287,225 m³ of water, taking advantage of 171,383 m³ of treated wastewater recycled throughout the year.

VINFAST

- **Closed-Loop Manufacturing:** VinFast successfully met its circularity commitments, reusing 10.1% of its treated wastewater for purposes such as irrigation, landscaping, and internal road cleaning, achieving 101% of its target.
- **Strategic Scaling:** Despite the reuse success, overall consumption at VinFast increased as the Ha Tinh facility ramped up operations, where increased demand from production expansion mitigated by increasing the efficiency of the water-recycle loop.

VINSCHOOL (VSC)

- **Growth-Driven Consumption:** Vinschool effectively advanced its water circularity by increasing its total wastewater reuse by 109% compared to 2024.

VINPEARL & VINPEARL GOLF

- **Climate-Adaptive Golf Operations:** Vinpearl Golf achieved a 25% reduction in water consumption per visitor. This was the result of a multi-pronged technical approach, including the installation of water-efficient faucets in car wash areas and maintenance reviews to prevent water leakages. Results were further bolstered by climate factors, as a prolonged rainy season reduced the necessity for artificial turf irrigation.
- **High-Yield Wastewater Recovery:** The Vinpearl Hotel Block emerged as a leader in circularity, reusing 55% of its treated wastewater (nearly 200,000 m³). This significantly exceeded the original 25% target, proving the viability of large-scale water reclamation in the hospitality sector for non-potable uses.
- **Marine Ecosystem Preservation:** Vinpearl maintained its commitment to biodiversity, conducting 233 green activities throughout the year, 54 more activities than the prior year. These initiatives, centered at Hon Tam and Vinpearl Resort Nha Trang, included coral reef planting and marine debris removal, ensuring that the water quality of adjacent ecosystems is actively protected.

Performance Data

Table 6.4. Water Stewardship Performance Table (Vingroup Total)

Indicator	Unit	2024	2025	YoY Comparison
Water consumption	m3	20,262,471	22,068,451	1,805,980
Wastewater reuse	m3	824,989	938,199	113,210
Wastewater	m3	1,606,392	1,842,008	235,616

Environmental Metrics



Analysis and Commentary

Vingroup's water stewardship performance in 2025 is characterized by a strategic focus on resilient circularity, effectively balancing aggressive operational scaling with improved resource efficiency. Throughout the fiscal year, total water consumption reached 22,068,451 m³, representing an 8.9% increase over the previous year. This growth in consumption is a direct result of the Company's expanding industrial footprint, particularly within the automotive manufacturing and hospitality sectors. However, this expansion did not occur at the expense of sustainability. Rather, the Company successfully integrated water-saving protocols and reclamation technologies that mitigated the environmental impact of its growth.

A critical indicator of Vingroup's success in 2025 is the substantial rise in treated wastewater reuse, which grew by 13.7% YoY comparison to reach 938,199 m³. The rate of reuse growth significantly outpaced the rate of consumption growth (13.7% vs 8.9%) underscoring a targeted shift toward a closed-loop operational model. By reclaiming nearly 1,000,000 m³ of water

for non-potable industrial processes and landscape irrigation, the Company successfully reduced its reliance on freshwater withdrawals. This proactive approach not only lowers operational costs but also shields the Company from localized water scarcity risks, ensuring long-term business continuity across its diverse portfolio.

Furthermore, while total wastewater discharge increased by 14.7% to 1,842,008 m³ in line with higher total intake, Vingroup maintained its rigorous commitment to effluent quality. Every business unit ensured that 100% of discharged water met or exceeded national safety standards, protecting the chemical and biological integrity of the surrounding ecosystems. Moving forward, the Company remains dedicated to refining its water balance, with a focus on narrowing the gap between consumption and reuse. The 2025 results provide a robust baseline that proves the Company can scale its global presence while simultaneously deepening its commitment to responsible water stewardship and environmental preservation.

Cross-reference placeholder

- See **GRI 303: Water and Effluents** disclosure index
- See **ISSB / IFRS S1 & S2** for resource use and risk integration

Environmental Metrics

Biodiversity

Management Approach

Vingroup is an active steward of biodiversity and is committed to its conservation through targeted programs. The group recognizes the significance of protecting biodiversity in the context of ongoing deforestation and environmental degradation. Environmental impact assessments take place before any new major operational or investment projects, with the results of these assessments being used to make adjustments in the project's design and serving as input to environmental management plans that ensure nature is protected and preserved throughout the operation of the projects.

Further, the Group is committed to biodiversity conservation activities, primarily through Vinpearl's marine conservation programs and Vinpearl Safari's wildlife conservation initiatives.

Key Initiatives in 2025

VINPEARL

In 2025, Vinpearl Safari Phu Quoc continued to strengthen its role as a biodiversity conservation center. Vinpearl is the group's hospitality, tourism, and leisure brand, operating a network of hotels, resorts, villas, golf courses, convention facilities, theme parks, and destination-based entertainment experiences across Vietnam's major tourism hubs. Its operations also include nature- and wildlife-related attractions such as Vinpearl Safari Phu Quoc, a semi-wildlife conservation and safari park that cares for a diverse collection of animal species, including rare and endangered wildlife. The safari serves as both a visitor education platform and a biodiversity stewardship site, supporting animal care, breeding, rescue, and conservation awareness.

In terms of breeding outcomes, Vinpearl Safari successfully bred more than 350 wild animals, including several endangered and rare species listed in Appendix I of CITES, such as chimpanzees, ring-tailed lemurs, pileated gibbons, scimitar-horned oryx, Arabian oryx, binturongs, Indochinese silvered langurs, and freshwater crocodiles. Two endangered species, the Sumatran orangutan and the Edwards's pheasant, were included in international breeding and conservation programs participated by Vinpearl Safari. Among them, the Edwards's pheasant is an endemic species of Vietnam and is currently extinct in the wild in the

country, making this conservation program particularly meaningful and significant.

In November 2025, Vinpearl Safari was awarded a certificate by the People's Committee of An Giang Province recognizing it as a biodiversity conservation facility in the province, in acknowledgment of its contributions and important role in wildlife conservation and rescue efforts. Regarding the breeding and genetic conservation of Vietnam's rare native wildlife species, Vinpearl Safari successfully bred one binturong, two Indochinese silvered langurs, and seven freshwater crocodiles.

In terms of biodiversity conservation, Vinpearl properties across the network continued to strengthen marine conservation and environmental stewardship efforts throughout 2025. A total of 233 environmental and marine conservation activities were implemented, including marine debris removal, beach clean-up campaigns, marine ecosystem conservation, coral restoration programs, and other environmental protection initiatives. These activities contributed to preserving marine biodiversity, raising environmental awareness, and advancing sustainable tourism development across Vinpearl destinations.

VINGROUP

Vingroup's Green Future Fund supports environmental conservation activities, including reforestation programs, tree planting campaigns, and community engagement

Environmental Metrics

Performance Data

Table 6.5. Biodiversity and Conservation Indicators

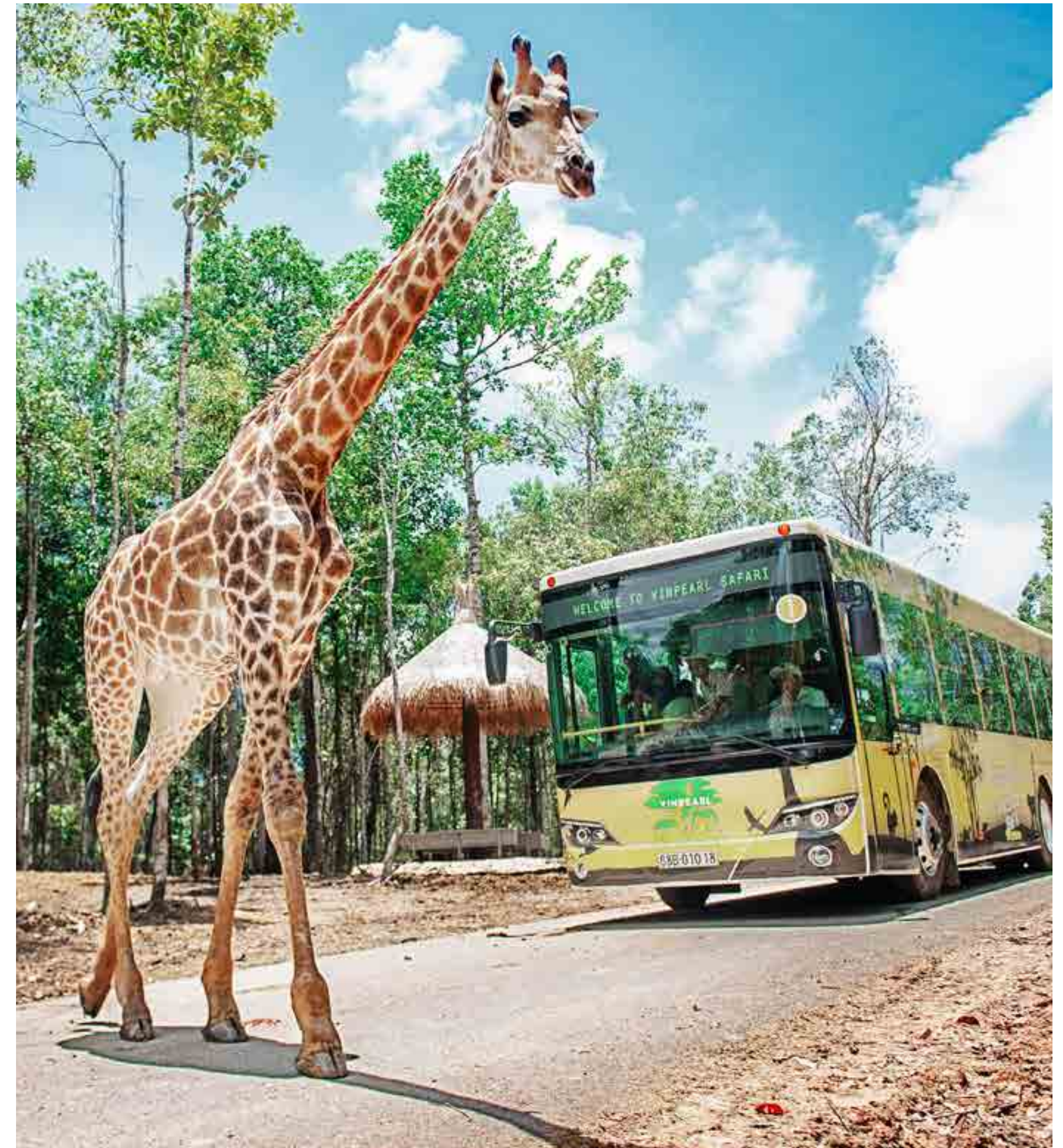
Indicator	Unit	2023	2024	2025
Wildlife species under care — Vinpearl Safari Phu Quoc	Number of species	Not disclosed	200	>200
Endangered / rare species under care — Vinpearl Safari Phu Quoc	Number of species	Not disclosed	>40	>40
Animal individuals under care — Vinpearl Safari Phu Quoc	Number of animals	3000+	>4500	>4,000
New animal births — Vinpearl Safari Phu Quoc	Number of new animals	506	21	325
Rescued animals received — VinWonders Nam Hoi An	Number of animals	52	20001300	65593

Analysis and Commentary

Vingroup’s biodiversity stewardship efforts are primarily anchored in its conservation-oriented tourism assets, particularly Vinpearl Safari Phu Quoc and VinWonders Nam Hoi An. These sites demonstrate an increasingly active role in wildlife conservation through captive breeding, rescue and rehabilitation, international conservation partnerships, and biodiversity education. In 2025, Vinpearl Safari Phu Quoc reported 325 new animal births, including sensitive and conservation-relevant species such as white rhinoceroses, Bengal tigers, yellow-cheeked gibbons, and chimpanzees. This reflects the Safari’s capacity to maintain controlled habitats that support animal welfare, reproductive success, and long-term species care.

The company’s conservation contribution has also expanded beyond animal care into formal recognition and institutional partnerships. Vinpearl Safari was granted a biodiversity conservation facility certificate by the People’s Committee of An Giang Province in November 2025. This strengthens the site’s legitimacy as a conservation facility. The Safari also participates in international conservation initiatives, including programs involving Sumatran orangutans from Leipzig Zoo and white-crested pheasant conservation with the World Pheasant Society, Vietnam Nature Organization, and Berlin Tierpark Zoo.

Overall, Vingroup’s biodiversity stewardship reflects significant progress into active conservation management. The presence of more than 200 species and over 4,000 animal individuals at Vinpearl Safari Phu Quoc provides a significant platform for conservation, public education, and species protection



Environmental Metrics

Waste

Waste management is a key component of Vingroup's circular economy and environmental management agenda. In 2025, Vingroup generated 365,798 tons of waste, up from 196,683 tons in 2024. Recycled waste increased to 145,207 tons in 2025 from 65,580 tons kg in 2024, with the recycled waste share in 2025 decreasing to 39.7%.



Management Approach

Vingroup manages waste through source classification, recycling and recovery, compliant treatment, and subsidiary-level operational controls. The approach is implemented across business lines according to the nature of each operation: manufacturing waste at VinFast, residential waste at Vinhomes, hospitality waste at Vinpearl, and healthcare waste at Vinmec.

VinFast applies industrial waste segregation, recycling partnerships, recyclable packaging, and ISO 14001:2015-based waste tracking.

Key Initiatives in 2025

VINFAST

VinFast supports waste diversion and resource recovery through structured industrial waste segregation, recycling partnerships, and material recovery systems across its manufacturing operations. As an automotive and industrial manufacturing business, VinFast manages production-related waste streams through segregation, proper handling, and recovery practices, helping reduce waste sent for disposal and improve the reuse or recycling of materials where feasible. All employees are capacitated as well through training on waste classification at source,

VinFast also advances sustainable packaging through the increased use of recyclable packaging materials in logistics, spare parts management, and aftersales operations. This supports the company's broader circular economy approach by reducing avoidable packaging waste, improving materials recovery, and embedding resource efficiency into distribution and operational flows.

Beyond waste and packaging, VinFast also strengthened its resource efficiency agenda through renewable energy adoption. In 2025, VinFast completed the first phase of solar power system installation. The initiative helped reduce more than 5,800 tCO₂e. This reinforces VinFast's broader transition toward lower-carbon and more resource-efficient manufacturing operations.

VinFast is also integrating environmental criteria into procurement and supplier engagement processes. By encouraging suppliers to improve material sustainability performance and align with environmental requirements, VinFast extends circular economy principles beyond its direct operations and into its broader value chain.

VINMEC

Vinmec contributes to Vingroup's waste management agenda through strict healthcare waste classification, color-coded segregation, and responsible handling of healthcare-related waste combined with regular inspections. Given the nature of hospital and medical operations, proper segregation and treatment of waste are critical to regulatory compliance, patient safety, and environmental protection. Vinmec's approach therefore combines compliance-based healthcare waste management with practical initiatives to reduce avoidable consumables in daily operations.

Vinmec also implements sustainable packaging and waste reduction initiatives in patient- and pharmacy-facing services. Under the Wednesday Green Healthcare initiative, Vinmec pharmacy counters do not provide plastic bags every Wednesday. Customers who still require plastic bags are charged a fee, with proceeds directed to the "For a Green Future" Fund. The program also encourages customers to reduce the use of paper envelopes for medical records, helping minimize both plastic and paper-based consumables.

Through these initiatives, Vinmec promotes more sustainable behavior among patients and customers while reducing unnecessary single-use materials in healthcare and pharmacy operations. This demonstrates how waste reduction can be embedded not only in back-end waste handling systems, but also in public-facing service delivery.

Environmental Metrics

Performance Data

Table 6.6. Group Waste Performance

Indicator	Unit	2023	2024	2025
Total waste generated	tons	163,090	196,683	365,063
Recyclable waste	tons	37,440	65,580	145,2072
Hazardous waste	tons	3,034	4,443	5,724
General solid waste	tons	122,616	126,660	121,642
Recycled waste share	%	22.9%	76.7%	39.8%
Hazardous waste share	%	1.9%	5.3%	1.6%
General solid waste share	%	75.2%	5.0%	58.7%

Footnote: General solid waste includes domestic, organic, and other general solid wastes

Table 6.7. Waste performance by subsidiary, 2023 - 2025 (Unit: tons)

Vingroup's ecosystem	2023 Recyclable waste	2023 Hazardous waste	2023 General solid waste	2023 Total	2024 Recyclable waste	2024 Hazardous waste	2024 General solid waste	2024 Total	2025 Recyclable waste	2025 Hazardous waste	2025 General solid waste	2025 Total				
Technology – Industrials																
VinFast	33,309	2,723	3,240	39,272	63,385	4,246	4,785	72,416	137,726	141,026	5,291	5,583	7,301	7,484	150,318	154,093
VinES Ha Tinh & VinEG									3,300	292	182	3,775				
Real Estate & Services																
Vinhomes	3,593	24	101,594	105,211	1,252	35	98,835	100,122	1,096	26	184,513	185,635				
Vinpearl	357	52	9,286	9,695	860	60	16,942	17,861	3,080	103	22,133	25,316				
Social Enterprises																
Vinmec	63	234	2,089	2,386	65	95	2,187	2,347	-	-	-	-				
Vinschool	115	0.3	5,188	5,303	15	0.4	2,359	2,374	-	-	-	-				
VinUniVinUniversity	2	0.7	1,213	1,216	2.8	3.8	1,548	1,555	4.5-	1.4-	728.9-	734.8-				
VinBus	-	-	6	6	0	2.9	3.7	6.7	-	11	7	18				
Total	37,440	3,034	122,616	163,090	65,580	4,443	126,660	196,683	145,2072	5,7254	214,866	137	365,798	063		
Grand total	163,090	196,683	365,798	063												

General solid waste includes Organic waste, Domestic Waste and Other general Solid waste

Environmental Metrics

Analysis and Commentary

In 2025, Vingroup's total reported waste generation reached 365,063 tons, increasing by 85.6% from 196,683 tons in 2024. The increase was mainly driven by higher waste volumes from VinFast, Vinhomes, and Vinpearl, which together accounted for the majority of the Group's reported waste.

Recyclable waste increased from 65,580 tons in 2024 to 145,207 tons in 2025, representing a 121.4% increase. This was primarily driven by VinFast, which reported 141,026 tons of recyclable waste in 2025, compared with 63,385 tons in 2024. Recyclable waste accounted for approximately 39.7% of total waste generated in 2025.

Hazardous waste increased from 4,443 tons in 2024 to 5,725 tons in 2025, or by 28.8%. Most hazardous waste came from VinFast, which generated 5,583 tons, reflecting the waste profile of its automotive and industrial manufacturing operations.

General solid waste increased from 126,660 tons in 2024 to 214,866 tons in 2025, equivalent to a 69.1% increase. This category included organic waste, domestic waste, and other general solid waste. Vinhomes was the largest contributor, with approximately 184,513 tons, followed by Vinpearl with approximately 22,133 tons. By subsidiary, Vinhomes recorded the highest total waste volume in 2025 at 185,635 tons, followed by VinFast at 154,093 tons and Vinpearl at 25,316 tons. VinFast's waste profile was dominated by recyclable waste, while Vinhomes and Vinpearl's waste profiles were mainly composed of general solid waste.

These figures are aligned with the Group's operating profile, where manufacturing activities generate significant recyclable and hazardous waste streams, while real estate and hospitality operations generate larger volumes of domestic and organic waste. Qualitative initiatives reported across subsidiaries, including VinFast's industrial waste segregation and recycling systems and Vinmec's healthcare waste classification and plastic reduction initiatives, further reflect the Group's subsidiary-level waste management practices.

Cross-reference placeholder

- See **Section 6.1.5 Materials** for circular materials, recyclable packaging, and resource efficiency
- See **Section 6.1.2 Water Management** for wastewater treatment and reuse
- See **Section 6.1.1 Climate Change** for waste-related emissions
- See **GRI 306: Waste**
- See **GRI 301: Materials**



Environmental Metrics



Materials

Material sourcing and efficiency is an important area of Vingroup's environmental management approach, given the scale and diversity of its operations across manufacturing, real estate, hospitality, healthcare, education, and mobility.

In 2025, Vingroup's material efficiency efforts were reflected mainly in the management of operational resource flows, including waste segregation, recyclable waste recovery, wastewater reuse, sustainable packaging, reduced use of single-use plastic and paper consumables, renewable energy adoption, and reduced diesel use. These initiatives demonstrate how subsidiaries are applying resource efficiency measures according to their respective operating contexts, from VinFast's manufacturing and logistics activities to Vinmec's healthcare services, Vinhomes' urban operations, and Vinpearl's hospitality facilities.

In 2025, the Group's material efficiency initiatives focused more on resource recovery and operational efficiency than on reported alternative material sourcing.

Management Approach

The Company's materials management approach is structured around resource efficiency, circularity, and responsible sourcing.

The Company prioritizes resource efficiency by optimizing material use across operations. This includes improving design specifications, reducing material intensity, and implementing lean construction and production practices to minimize waste at source.

Vingroup advances circularity by promoting the reuse, recycling, and recovery of materials. Waste segregation systems, material recovery processes, and partnerships with recycling providers are implemented to divert waste from landfill and reintegrate materials into productive use. In select operations, circular design principles are applied to extend product lifecycles and enable material recirculation.

Materials governance is embedded within the Company's environmental management systems, supported by internal policies, operational controls, and performance monitoring. Continuous improvement is driven through data collection, internal audits, and alignment with evolving regulatory and market expectations.

Environmental Metrics

Key Initiatives in 2025

In 2025, Vingroup's circular economy-related initiatives were mainly reflected in waste segregation and recycling, wastewater reuse, and reduced material use. These initiatives show progress in managing operational inputs more efficiently across manufacturing, real estate, hospitality, healthcare, and institutional operations.

VINFAST

In 2025, VinFast generated 154,093 tons of waste, of which 141,026 tons were recyclable waste. Its recyclable waste volume accounted for the majority of its waste profile, reflecting the material intensity of automotive and industrial manufacturing operations.

VinFast also reported 1,544,144 m³ of water consumption, 67,028 m³ of wastewater reuse, and 832,516 m³ of wastewater discharge in 2025. VinFast's sustainability disclosures also note waste segregation and recycling partnerships, increased use of recyclable packaging materials in logistics and spare parts management, and hazardous waste management under ISO 14001:2015 standards.

VinFast also incorporated the use of recyclable packaging materials in logistics and spare parts management. This supports material efficiency by reducing avoidable packaging waste, improving recovery of packaging materials, and embedding resource efficiency into distribution, aftersales, and operational flows.

VINHOMES

In 2025, Vinhomes recorded 12,968,251 m³ of water consumption, making it the largest contributor to the Group's reported water use. However, in line with this, it also reported 171,383 m³ of wastewater reuse and 455,454 m³ of wastewater discharge.

VINMEC

Vinmec's initiatives include healthcare waste classification and color-coded segregation, as well as the Wednesday Green Healthcare initiative. Under this program, Vinmec pharmacy counters temporarily stop providing plastic bags every Wednesday; customers who need one pay a fee, with proceeds directed to the "For a Green Future" Fund. The initiative also encourages reduced use of paper envelopes for medical records.

VINPEARL

In 2025, Vinpearl consumed 6,402,714 m³ of water, reused 591,653 m³ of wastewater, and discharged 307,463 m³ of wastewater. It was the largest contributor to the Group's reported wastewater reuse in 2025.

Vinpearl generated 25,316 tons of total waste in 2025, including 3,080 tons of recyclable waste, 103 tons of hazardous waste, and 22,133 tons of general solid waste.

VINUNIVERSITY

VinUniversity reported 47,590 m³ of water consumption and 94,960 m³ of wastewater reuse in 2025. Such reported wastewater reuse volume reflects the integration of circular water management practices into campus operations. Its resource efficiency profile is therefore linked to institutional facilities management and campus-level environmental management.

These initiatives signal a shift from operational efficiency toward a more systemic circular economy approach, where materials are managed as valuable resources rather than waste.

Environmental Metrics

Performance Data



Table 6.8. Waste Generation and Circularity

Indicator	Unit	2024	2025
Total waste generated	tons	196,683	365,798
Total recycled materials	tons	65,580	145,207
Hazardous waste generated	tons	4,443	5,725
Hazardous waste safely treated/disposed	%	100	100

Analysis and Commentary

In 2025, Vingroup's material sourcing and efficiency performance was mainly reflected in waste recovery, recyclable waste management, wastewater reuse, and packaging reduction.

Recyclable waste rose significantly, from 65,580 tons in 2024 to 145,207 tons in 2025, mainly due to VinFast's manufacturing operations.

Overall, Vingroup's 2025 material efficiency performance was driven by operational resource efficiency rather than reported alternative material use.

Cross-reference placeholder

- See **Section 6.1.4 Waste Management** for detailed waste-related disclosures
- See **Section 6.1.1 Climate Change** for emissions associated with material use and lifecycle impacts
- See **Section 6.2 Supply Chain Management** for supplier sustainability practices
- See **GRI 301: Materials** and **GRI 306: Waste** disclosure index 18
- See **ISSB / IFRS S1 & S2** for resource use and risk integration

Social Metrics

Vingroup organizes its social disclosures around the people the Group employs, the customers and patients the Group serves, the communities in which the Group operates, and the suppliers and contractors who deliver alongside the Group. The sub-sections that follow are: 6.2.1 Workforce; 6.2.2 Occupational Health and Safety; 6.2.3 Diversity, Equity, and Inclusion; 6.2.4 Product Safety and Customer Satisfaction; 6.2.5 Community Engagement and Socioeconomic Impact; 6.2.6 Responsible Supply Chain.

The Group reports at two levels. Group-consolidated figures are disclosed where aggregation is meaningful — for example, total headcount, total tax paid, total community contribution. Subsidiary-level breakdowns are disclosed where the underlying operations differ in nature and aggregation would obscure the picture — for example, occupational safety in construction at Vinhomes is a different topic from the same indicator at Vinpearl hospitality, and Vingroup reports each separately while showing the Group-level total

Workforce

Vingroup operates a decentralized human-resources model. Each subsidiary runs its own Human Resources Division, with authority over recruitment, training, compensation, and engagement, supported and supervised by the corporate Human Resources function at Vingroup JSC. Group-level oversight is exercised through the Corporate Office, the Board of Directors, and the Supervisory Board. The decentralized model lets each pillar build the workforce its operations need; the Group function holds the line on common standards, including the Code of Conduct, the Vingroup Way leadership program, and the principles of the Sustainable Development Vision (Vingroup Annual Report 2025, Chapter 5).

Workforce composition and growth in 2025

Vingroup's Vietnam-consolidated workforce stood at 104,253 employees at year-end 2025 (Vingroup Annual Report 2025, Chapter 5, page 192). Including international operations — primarily VinFast manufacturing and sales in India, Indonesia, North America, and Europe — the global workforce was approximately 200,000, the figure cited in the Group's recognition under TIME World's Best Companies 2025.

The 2025 workforce grew across every business pillar. Vingroup commissioned new VinFast manufacturing capacity at Ha Tinh in Vietnam (June 2025), Tamil Nadu in India (August 2025), and Subang in Indonesia. The Group progressed four flagship Vinhomes mega-projects in parallel — Green Paradise at Can Gio, Wonder City at Dan Phuong, Green City at Long An (Tay Ninh), and Golden City. Vinmec opened Vinmec Can Tho International General Hospital and three Vinmec International General Clinics located at Vinhomes Grand Park, Vinhomes Ocean Park 2, and Vinhomes Royal Island, expanding the network to a total of 9 hospitals and 7 clinics nationwide. Vinschool added two new campuses, taking the total to 56 facilities serving approximately 50,200 students. And the Group established or scaled four new pillar entities: VinEnergO (renewable-power development, first full year of operation in 2025), VinMetal (steel manufacturing, charter capital expanded during the year), VinSpeed (high-speed rail; established May 2025; rail construction commenced

The Group's employer philosophy is anchored in the core values TIN – TAM – TRI – TOC – TINH – NHAN. Vingroup treats employees as the Group's most valuable asset; provides a professional, dynamic, creative, and humane workplace; and invests in the development of future talent, with specific attention to young employees. The "Common Home" cultural concept, long-term commitment and collective identity across subsidiaries, is embedded in talent-development programs and reinforced through the Vingroup Way leadership program launched in 2025.

19 December 2025), and the Culture-pillar companies V-Culture Talents, V-Film, and VinLive. A consolidated breakdown of headcount by pillar at year-end 2025 is shown in the table below. A consolidated breakdown of headcount by pillar at year-end 2025 is shown in the table below.

Tab 6.9. Workforce composition by gender and age (2025), Group-consolidated.

Demographic category	Number	Percentage % of total workforce	GRI reference
Female employees	32,415	31.1%	2-7
Male employees	71,838	68.9%	2-7
Under 30 years	39,186	37.6%	405-1
30–50 years	59,953	57.5%	405-1
Over 50 years	5,114	4.9%	405-1

Social Metrics

Compensation, benefits, and engagement

Average monthly income across the Vietnam-consolidated workforce was VND 24.4 million per employee in 2025 (Vingroup Annual Report 2025, Chapter 5, page 192) — approximately 3.2 times the Hanoi average and approximately 3.4 times the Ho Chi Minh City average on the General Statistics Office 2024 baseline. Beyond statutory social-insurance, health-insurance, and unemployment-insurance contributions, the Group's subsidiaries offer tiered healthcare packages, periodic health examinations, professional-development support, and need-based assistance for employees affected by illness, accident, or unexpected life events. Detailed benefit programs vary by subsidiary and reflect the demand-side characteristics of each workforce.



Training and development

Training is delivered at subsidiary level under Vingroup standards. The principal Group-wide program launched in 2025 is the Vingroup Way leadership program, which standardizes ten core leadership competencies across all subsidiaries. The competencies were developed directly by senior leadership on the basis of the Vingroup's practical management experience, and the program is the Vingroup's response to the structural cross-pillar gap in leadership-capability alignment that was observed previously. The program complements subsidiary-level training in technical skills, regulatory compliance, ESG, ethics, and digitalization.

Entity-level training delivery in 2025 reflected the operating priorities of each pillar. At VinFast, training and development covered four core areas — corporate culture, soft skills, leadership development, and professional and technical training. VinFast delivered 8,953 training courses in 2025, with 743,396 total training hours and 469,671 attendances; average training hours reached 24.06 hours per employee. The training framework included flagship programs such as "Proud of VinFast", soft skills modules, competency-based leadership development, and technical and manufacturing training delivered through both internal and external programs.

At Vinmec, training continued to prioritize clinical and non-clinical capability development. Vinmec delivered 6,224 training classes in 2025, with nearly 251,011 training hours, representing a 119.5% increase compared with 2024; average training hours reached 63.53 hours per employee. Programs included standardized clinical training, resident doctor and nursing source programs, clinical pharmacy source training, mini-internship programs by specialty, continuing medical education, scientific seminars, ACLS and PALS training, clinical teaching methodology, clinical research methodology, and self-learning through UpToDate Platform. Non-clinical programs included leadership capability training, onboarding for new leaders, 48 newly packaged e-learning lessons, mindfulness training, AI-application training, health-insurance training, internal-trainer development, and English-communication training for operational teams.

VinBus delivered training programs tailored to electric public-transport and school-bus services, with 4,495 learner attendances and approximately 12 training hours per employee. VinSmart Future implemented more than 55 online and offline training

programs in 2025, with 7,098 training hours and an average training-evaluation score of 4.41 out of 5; programs included onboarding, information security, VinSmart Future Racing, technology TechTalks, DevSecOps, secure coding, internal procedures, and Group-required training. VinCSS delivered four key training programs in 2025, including "Six Core Values", "Forever Start-up Spirit", "3-Hóa Management", and an internal English-capability program; total training hours reached 1,110, with 178 learner attendances and 17.077 average training hours per employee.

At Vinhomes, learning culture continued to be strengthened through practical, application-oriented training, with leadership participation in training delivery — leaders across levels were directly involved in coaching, knowledge-sharing, and employee development. Vinhomes also implemented six ESG-related internal training topics, including climate change, gender equality, green consumption, biodiversity conservation, transparency and anti-bribery and anti-corruption, and sexual-harassment prevention. VinMotion and VinRobotics continued to build high-tech capabilities in AI, robotics, and physical AI: VinMotion reported six training courses in 2025 (one Robotics & Physical AI course and five courses on project management, compliance and professional ethics) with 24 training hours and 100 training attendances; VinRobotics implemented Vingroup Way training for 100% of leaders from T5 level through LMS-based learning and direct assessment, and organized Hackaday workshops, technical knowledge-sharing sessions, and management training on finance, legal compliance, and HR management.

At VinUniversity, the "VinUniversity 500" program continued through 2025 — targeting the recruitment of 500 globally competitive scholars and faculty, including 10 senior academic leaders, 200 research faculty, 200 postdoctoral researchers, and 100 visiting professors. By year-end 2025 the university hosted 1,871 students from 36 countries. At VinFast, technical training intensity was elevated during 2025 in support of the platform transition to the new zonal-architecture electrical-and-electronic platform. At Vinhomes and across the construction pillars, occupational health and safety training is the dominant training category — described in Chapter 6, Section 6.2.2.

Social Metrics



Internal mobility and leadership pipeline

Internal mobility and leadership development remained a Group priority in 2025. Vinhomes reported that 91.7% of leadership appointments in 2025 were made from internal sources, reflecting the company's focus on developing future leaders from within. VinFast continued to implement competency-based leadership-development programs to strengthen current leaders and prepare future leadership pipelines. Vinmec maintained leadership-capability training through standardized Vingroup Way modules and onboarding programs for new leaders. Racing, technology TechTalks, DevSecOps, secure coding, internal procedures, and Group-required training. VinCSS delivered four key training programs in 2025, including "Six Core Values", "Forever Start-up Spirit", "3-Hóa Management", and an internal English-capability program; total training hours reached 1,110, with 178 learner attendances and 17,077 average training hours per employee.

External recognition

Vingroup was named to TIME World's Best Companies 2025 — the first Vietnamese enterprise to receive this recognition — placing 817th of 1,000 globally on a methodology that evaluates revenue growth, employee satisfaction, and sustainability. Vingroup rose two places to sixth in the Top 10 Best Places to Work in Vietnam 2025; VinFast, Vinhomes, Vinpearl, Vinmec, and Vinschool were each recognized as leaders in their respective industry categories. Vinpearl was recognized under the Best Companies to Work for in Asia 2025 (Vietnam) and Sustainable Workplace 2025 programs at the HR Asia Awards 2025; Vinmec was included in Fortune's Top 100 Best Workplaces in Southeast Asia 2025, securing the "Best Companies to Work for in Asia" and "Most Caring Company" accolades at the HR Asia Awards 2025, and earning the "Best Workplaces" recognition from Great Place to Work. Vingroup was also recognized as "Most Committed to Diversity, Equity and Inclusion" at the FinanceAsia Awards 2025.

Looking ahead

Three priorities shape the 2026 workforce agenda. First, the Group will close the data-coverage gaps flagged above — Group-consolidated demographic breakdown, training hours by gender and category, and the comprehensive Circular 96/2020 wage disclosure — in coordination with the assurance provider. Second, Vingroup will sustain the Vingroup Way program through its second cohort and will measure the cross-pillar effect of standardized leadership competencies on internal mobility. Third, the Group will sustain the engagement-improvement trajectory at VinFast (2026 NES target: +15% vs 2025) and lead the VinUniversity remediation through its first full reporting cycle. The Group target — no subsidiary below 60% engagement, with year-on-year improvement at every subsidiary — is set out in the consolidated targets schedule in Part 3.

Social Metrics

Occupational Health and Safety



Management framework

Vingroup's occupational health and safety framework rests on three elements. The first is subsidiary-level management systems. VinFast and Vinhomes operate ISO 45001-certified occupational health and safety management systems covering hazard identification, risk assessment, training, incident investigation, and corrective action. Vinschool issued and disclosed its Occupational Health and Safety Policy in April 2024 and applies it across all 56 campuses. Vinmec operates clinical-environment safety protocols at all hospitals and clinics, with JCI accreditation at Vinmec Times City and Vinmec Central Park. Vinpearl operates OHS programs across its hospitality and entertainment portfolio. VinEnergO, VinMetal, and VinSpeed are designing operational OHS systems in their pre-operational and first-year phases.

In 2025, Vinhomes maintained safe and professional working environments, including modern office conditions, periodic health checks, and personal protective equipment for employees in operation and service functions. Vinpearl provided periodic health check-ups, health insurance, and personal protective equipment for employees. Vinschool updated occupational health and safety procedures for operating schools, including work at height, electrical safety, laboratory safety, and confined spaces. VinBus strengthened operational safety through driver health checks, work equipment, and onboard monitoring technologies that support supervision of driving behavior. The Group also enhanced the consolidation of occupational health and safety information across subsidiaries to support more consistent performance monitoring, internal review, and continuous improvement.

Vingroup is committed to maintaining safe and healthy working environments across its operations, including the implementation of measures on occupational health and safety, fire prevention and firefighting in compliance with applicable legal and regulatory requirements. Across subsidiaries, workplace safety is managed through the establishment of Occupational Safety and Hygiene (OSH) functions and, depending on the scale and risk profile of operations, OSH Councils. These structures are responsible for overseeing safety conditions, conducting regular inspections, monitoring compliance with safety regulations, and implementing preventive and corrective actions to address workplace risks.

The OSH framework also encompasses the management of machinery and equipment subject to strict safety requirements, the provision of training and guidance for employees on occupational safety practices, and the investigation and remediation of workplace incidents. While operational responsibility for occupational health and safety is primarily held at the subsidiary level to ensure alignment with specific business activities, the Group maintains a consistent approach across entities by requiring compliance with legal standards and the implementation of appropriate safety management structures. Serious incidents are handled in accordance with internal procedures and regulatory requirements, with corrective actions implemented to mitigate recurrence. Through this approach, Vingroup seeks to ensure that occupational health and safety, including fire risk management, is systematically addressed across its operations, with ongoing efforts to strengthen safety governance and employee awareness.

The second element is Group-level oversight. The Safety Committee at Vinhomes — the subsidiary with the highest direct construction OHS exposure — reports to Vinhomes management with escalation paths to the Corporate Office and to the Vingroup Board of Directors for material incidents. Group-level Health, Safety, and Environment standards are being consolidated in 2026 across the new pillar entities to align Group expectations as construction at the Olympic Sports City, the Vietnam Exposition Center, and the VinSpeed high-speed-rail corridor accelerates.

The third element is contractor management. This is particularly relevant across construction-intensive activities undertaken by the Group's real estate, infrastructure and green-energy platforms, including major urban-development, transport-infrastructure, exhibition, sports-complex and renewable-energy projects once construction phases commence. Examples include projects developed or operated through Vinhomes and VinSpeed, as well as major Group developments such as the Vietnam Exposition Center and Olympic Sports City, and VinEnergO's future wind and solar construction pipeline. Pre-qualification and on-site supervision are operated by the Construction Supervisory Department, the senior executives of which are architecture, mechanical-engineering, and civil-engineering specialists. Vingroup is strengthening the contractor-management dimension.

Social Metrics

Safety management system and risk prevention

Vingroup manages occupational health and safety through preventive risk controls, workplace inspections, safety procedures, and continuous follow-up on identified risks. In higher-risk operations, particularly manufacturing and construction-phase activities, subsidiaries conduct site-level hazard identification and risk assessment to identify unsafe conditions, improve work processes, and reduce the likelihood of incidents.

In 2025, VinFast conducted risk assessments across key production and construction-phase locations. The Hai Phong Plant assessed 2,826 risks, the Ha Tinh Plant assessed 419 risks, the India Plant assessed 181 risks, and the Indonesia Plant assessed 7 risks during construction-phase activities. Risk-assessment results were used to support preventive and corrective actions. The India Plant recorded 27 corrective actions, while the Indonesia Plant recorded 7 corrective actions. At the Ha Tinh Plant, corrective actions were implemented though consolidated closure data remains subject to confirmation. At the Hai Phong Plant, although corrective actions following risk assessment were not separately recorded, workshops proactively identified and resolved 5,176 safety issues through self-inspections in 2025.

Vinschool also continued to strengthen safety procedures for school operations during 2025, including updates to occupational health and safety processes covering work at height, electrical safety, laboratory safety, and confined spaces.

Training and safety awareness

Safety training is an important part of Vingroup's preventive approach. Across subsidiaries, training is designed to help employees understand workplace hazards, comply with safety procedures, and respond appropriately to unsafe situations.

In 2025, VinFast continued to deliver occupational-safety training across operating and construction-phase sites. The Hai Phong Plant delivered 15 safety training courses, with

a total cost of VND 3.228 billion; 100% of new hires at the Hai Phong Plant received safety training, and 100% of equipment subject to strict safety requirements was inspected on schedule. The Ha Tinh Plant conducted 6 training rounds, with a total training cost of VND 621.39 million. The India Plant reported 2 safety training courses, while the Indonesia Plant conducted 5 safety training courses during its construction phase.

Table 6.10. Occupational Safety Training by VinFast's plant in 2025

Plant	Total courses	Total cost
Hai Phong Plant	15	VND 3,228,000,000
Ha Tinh Plant	6	VND 621,390,000
India Plant	2	USD 705 ~ VND 18,330,000
Indonesia Plant	5	0 (internal trainings)

Vinschool provided occupational health and safety training for its Head Office and most campus groups. Training covered occupational safety and hygiene, fire prevention and

fighting, first aid, and relevant safety procedures for different employee groups. 100% of employees in Vinschool were trained on issued ESG-related policies.

Social Metrics

Occupational health, wellbeing and workplace environment monitoring

In 2025, the Hai Phong Plant conducted 13,555 environmental samples, of which 964 samples exceeded applicable thresholds and 12,591 samples met regulatory requirements. The Ha Tinh Plant conducted 1,965 environmental samples, of which 38 exceeded thresholds and 1,927 met requirements. The India Plant conducted 5 environmental samples, all of which met requirements. The Indonesia Plant was still in construction phase and had not yet conducted workplace environment monitoring. For samples Exceeded applicable thresholds, we have strengthened control measures, including engineering controls, workplace improvements, administrative controls and the use of suitable personal protective equipment.

Table 6.11. VinFast's workplace environment monitoring performance (2025)

Site	Total samples	Samples exceeding thresholds	Samples meeting requirements	Samples ex-ceeding thresholds rate
Hai Phong Plant	13,555	964	12,591	7.11%
Ha Tinh Plant	1,965	38	1,927	1.93%
India Plant	5	-	5	0.00%
Indonesia Plant	Not yet appli-cable	-	-	-
Total (sites with monitoring data)	15,525	1,002	14,523	6.45%

Other subsidiaries continued to implement health and wellbeing activities appropriate to their workforce. Vinmec provided periodic health checks, support for employees experiencing occupational accidents, social insurance, health insurance, internal healthcare privileges, and financial support for employees working in areas with harmful occupational exposures. VinUniversity provided periodic health checks and employee

welfare support. VinBus organized annual health checks for employees and twice-yearly health checks for drivers. VinSmart Future provided periodic health checks, health insurance, and internal welfare programs for 2,583 employees. VinCSS provided annual health checks, health insurance, and welfare benefits for 63 employees.

Emergency preparedness and response

Vingroup maintains emergency-preparedness arrangements to help protect employees, workers, customers, students, patients, residents, and visitors in the event of fire, accidents, natural hazards, or other emergency situations. Emergency-preparedness activities are implemented at site level based on operational risks, workforce size, facility type, and applicable legal requirements.

In 2025, VinFast continued to strengthen emergency-response capabilities across key sites. The Hai Phong Plant maintained an emergency-response team of 210 members (150 male and 60 female members) and conducted 23 emergency drills. The Ha Tinh Plant established safety and emergency-response resources, including 50 members in the occupational safety and hygiene network and 70 members in the grassroots fire-prevention and fighting team. The India Plant maintained an emergency-response team of 69 members (65 male and 4 female members) and conducted 2 emergency drills. The Indonesia Plant remained in construction phase, with emergency-response arrangements under development. Vinschool continued to organize fire-prevention and fighting drills and first-aid training for relevant employee groups; these activities help improve readiness, clarify roles during emergency situations, and strengthen the ability of employees to respond safely.

Safety through technology and safer work design

Vingroup also promotes safer work design through technology, automation, and digital monitoring where relevant to business operations. At VinBus, operational safety is supported by onboard monitoring systems, including camera-based and fleet-management technologies that help supervise vehicle operations and driver behavior; VinBus's electric buses are equipped with IoT systems that support monitoring of unsafe driving risks such as distraction, drowsiness, and fatigue, contributing to safer public-transport operations. VinMotion and VinRobotics support safer work design through robotics and automation solutions: VinMotion reported safety-by-design features for robots, including emergency-stop mechanisms and force limits, together with periodic health checks and safe-working-environment practices, and its humanoid robot and Physical AI solutions support the reduction of heavy, repetitive, or potentially hazardous manual tasks in logistics, internal operations, and frontline service or industrial activities; VinRobotics similarly reported that its robotic inspection, AMR and humanoid-robot applications can support safer industrial work by reducing employee exposure to heavy, repetitive, and potentially hazardous tasks.

Social Metrics

Table 6.12. OHS management system coverage by subsidiary, year-end 2025

Entity	OHS management system	Certification status	Boundary
VinFast Hai Phong	ISO 45001-aligned SHE framework	ISO 45001 certified (re-certified Jun 2023)	Direct + on-site contractors (16,043 emp)
VinFast Ha Tinh (commissioned 2025)	ISO 45001-aligned SHE framework	[certification scheduled]	Direct + on-site contractors (4,871 emp)
VinFast India (Tamil Nadu, commissioned 2025)	ISO 45001-aligned SHE framework	[certification scheduled]	Direct + on-site contractors (1,416 emp)
VinFast Indonesia (Subang)	ISO 45001-aligned SHE framework	ISO 45001 training[Vingroup to confirm]	Direct + on-site contractors (419 emp; construction phase)
VinES Ha Tinh	ISO 45001-aligned SHE framework with battery-cell thermal/chemical protocols	ISO 45001 certified[Vingroup to confirm]	Direct + on-site contractors
Vinhomes	Construction Supervisory Department framework	ISO 45001 certified	Direct + contractor workers on active sites (GRI 403-9 expanded scope 2025)
Vinpearl	OHS programs across hospitality + VinWonders entertainment portfolio	ISO 45001 in the roadmap[Vingroup to confirm]	Direct workforce (15,233 emp)
Vinmec	Clinical-environment safety protocols	JCI, CAP, ACC, RTAC, ADCARE, UCARE, AABB, especially ISO 15189:2012 at Vinmec Nha Trang laboratory.	Clinical and administrative staff (4,530 emp under Vinmec contracts)
Vinschool	OHS Policy issued April 2024	100% communication to staff and workers	56 campuses + Head Office
Group contractor framework	Group-level pre-qualification framework in development for 2026 issuance	In development	2026–2028 construction program

Looking ahead

Three priorities shape the 2026 OHS agenda. First, the Group will deliver on the 2026 zero-contractor-fatalities target through the Group-level contractor pre-qualification framework, supported by intensified Vinhomes Safety Committee oversight and assurance-scope inclusion of contractor workers under GRI 403-9. Second, the Group will establish baseline OHS systems and disclosure for the new pillar entities — VinEnergO as it transitions from pipeline development to construction execution; VinMetal as Phase 1 operations commence; VinSpeed as rail-construction execution scales — so that 2026 disclosure can include these entities on a Group-consolidated basis.

Social Metrics



Diversity, Equity, and Inclusion

Vingroup's DEI framework is anchored in the Group core value of NHAN — treasuring human capital as the most valuable asset and harmonizing stakeholder interests on the basis of fairness, integrity, and solidarity — and in the Responsibilities to Employees principles in the Sustainable Development Vision. The framework extends beyond gender representation to age diversity, professional-discipline diversity on the Board, representation of persons with disabilities, and equitable compensation. The Group measures DEI at three levels: governance-body composition, leadership representation by subsidiary, and pay equity across employment categories.

Governance-body diversity

Female representation on the Vingroup Board, Management and Supervisory Board stood at 57% at year-end 2025 (compared with 50.0% at year-end 2024 and 44.4% at year-end 2023) — a level that compares with the regional diversified-conglomerate practice range of 20–40%. Female representation on the Vingroup Supervisory Board remained stable at 66.7% across 2023–2025, and female representation in Group-level senior management (Board of Management) remained at 50.0%. The Vingroup Board of Directors collectively brings 4 nationalities and 9 professional disciplines, providing both international perspective and disciplinary breadth on strategic and oversight matters. Independent members bring international experience in finance, governance, and infrastructure to Board deliberations.

At Group level, DEI policy is articulated in the Code of Conduct and in the Responsibilities to Employees framework. At subsidiary level, several entities issued or refreshed DEI policies during 2025; most notably, VinUniversity issued its Diversity, Equity, and Inclusion Policy on 30 October 2025, formalizing the university's commitment to an inclusive academic environment and setting out procedures for admissions, faculty recruitment, curriculum design, and student support.

Social Metrics

Diversity targets and representation

In 2025, Vingroup subsidiaries continued to monitor gender representation across selected workforce and leadership categories. While DEI data systems continue to mature across the Group, several entities maintained measurable targets for female representation in governance or leadership roles.

VinFast maintained DEI-related targets covering new-employee training and female representation in senior leadership. As of 31 December 2025, VinFast reported that 100% of employees received DEI training, and that women accounted for 43% of Board of Management members, compared with a target of more than 50%. At the Hai Phong Plant, 14,376 new employees were trained on DEI through the integrated "ESG Awareness" training program. VinFast's 2026 ESG target includes maintaining a minimum of 40% female representation on the Board of Directors throughout the 2026 fiscal year.

Vinhomes maintained targets to increase diverse hiring — including women, persons with disabilities, and people from underrepresented groups — to at least 30% of new hires annually, and to maintain at least 30% female representation on the Board of Directors. In 2025, female new hires represented 35% in Q1, 35% in Q2, 39% in Q3, and 34% in Q4, meeting the annual diversity-hiring target. Women accounted for 37% of Vinhomes' Board of Directors, exceeding the minimum target.

Vinpearl continued to monitor female representation at leadership level T4 and above, with a target of at least 30%. In 2025, Vinpearl reported 56 female leaders and 54 male leaders at T4 and above, resulting in 51% female representation at this level. Vinmec maintained a target for women to account for more than 30% of senior leadership; as of 31 December 2025, women represented 30.3% of the leadership group covering the Company leadership, hospital Boards of Management, and centers of excellence. Vinmec also reported that 100% of new employees participated in onboarding training and 100% of newly appointed leaders participated in the new-leadership training program, which included content emphasizing diversity in hospital operations and employee integration.

VinUniversity maintained female-leadership representation above 30%; as of 31 December 2025, women accounted for 38% of VinUniversity's leadership team. VinUniversity also reported that 100% of new employees and faculty members received onboarding, culture, and sustainability training from September 2025. VinSmart Future reported that women accounted for approximately 28% of total employees and that more than 1,000 new employees participated in onboarding programs from September to December 2025; the company organized approximately 28 onboarding sessions, with post-training evaluation scores reaching 4.5 out of 5.



Table 6.13. Gender representation in governance bodies 2025

Body	Unit	2025
Vingroup Board of Directors — % female	%	42.9
Vingroup Board of Directors — nationalities	number	4
Vingroup Board of Directors — professional disciplines	number	9
Supervisory Board — % female	%	66.7
Senior management (Group-level, "BoM") — % female	%	75

Social Metrics



DEI training and inclusive workplace culture

DEI-specific training reached 100% of employees at VinFast, VinSmart Future, and Vinmec during 2025. The Vingroup Annual Report 2025 (Chapter 5, page 202) records 100% Group-level coverage as the year-end aggregate; the methodology applied to roll subsidiary-level coverage to a Group figure is being formalized in coordination with the assurance provider, and the 2026 cycle will provide subsidiary-level disaggregation. Roll-out across Vinhomes, Vinpearl, and Vinschool is in progress and is targeted for completion in 2026.

At VinFast, DEI awareness was incorporated into the ESG Awareness training program for new employees; VinFast also maintained channels for employees to raise concerns through managers, Human Resources, Internal Audit, Legal, and the Speak-Up mechanism. At Vinpearl, inclusion-related activities were integrated into broader ESG awareness and employee engagement programs across VP Hotels, VP Golf, and VW; activities included training programs for employees, programs for female employees, and appreciation and wellbeing activities during women-focused events. At VinSmart Future, monthly internal events, sports clubs, health check-up programs, sharing channels, Confession Day, themed workshops, minigames, and employee engagement campaigns were implemented to strengthen connection and belonging; the "Than toc 100 ngay Kien tao sieu ung dung VinSmart Future" campaign aimed to build a culture of companionship, support, and inspiration for employees. At VinBus, employees facing hardship, illness, or accidents were supported through the Trade Union Fund, with special cases considered for additional support from the Group-level support fund. At VinRobotics, workplace culture was supported through Hackaday, weekly workshops, team-building activities, sports activities, outdoor outings, and festive engagement events; VinMotion's human-centered technology philosophy, human-in-the-loop development approach, and Residency Program supported a people-centric and collaborative technology culture.

Beyond formal training, the Group's inclusion infrastructure includes special-needs-education investment and disability-support programs. During 2025, Vingroup supported the launch of Vin Nexus Center, a special-needs-education institution operated by EduCore (opening September 2026). The Kind Heart Foundation, in partnership with the National Center for Special Education, developed Braille textbooks, educational software, and infrastructure for people with disabilities. VinUniversity's 1,871 students from 36 countries provide an international academic-community dimension to inclusion at the Social Enterprises pillar.

Social Metrics

Equal opportunity, non-discrimination, and fair remuneration

Vingroup is committed to maintaining a workplace based on equal opportunity and non-discrimination. Recruitment, development, remuneration, and promotion practices are expected to be based on role requirements, capability, performance, and business needs, without discrimination.



In 2025, several subsidiaries provided workforce and average salary data to support monitoring of remuneration practices. Vinmec reported 4,530 employees under Vinmec legal employment contracts (housekeeping, engineering, security, and IT employees) with an average gross salary of VND 38.4 million per month. VinUniversity reported 346 employees with an average salary of VND 129.21 million per month. VinBus reported 1,442 employees as of 31 December 2025 with an average gross salary of approximately VND 11.79 million per month. VinSmart Future reported 2,583 employees with an average salary of VND 96 million per employee per month. These data points provide a foundation for broader pay-transparency and workforce-equity monitoring; for full alignment with GRI 405-2, additional

information is required to disclose the ratio of basic salary and remuneration of women to men by employee category and significant location of operation.

Pay-equity disclosure under GRI 405-2 — ratio of basic salary and remuneration of women to men by employment category — is a 2026 first-cycle commitment. The Group has historically operated equal-pay-for-equal-work principles at subsidiary level under the Code of Conduct, but consolidated-Group disclosure of the GRI 405-2 ratio set requires a methodology that aggregates across diverse subsidiary compensation structures. Methodology design is in coordination with Group HR, the subsidiary HR Divisions, and the assurance provider.

The 2026 reporting cycle will provide the first disclosed ratio set, in conjunction with the broader Circular 96/2020/TT-BTC paragraph 6.6 wage disclosure described in Chapter 6, Section 6.2.1.

Non-discrimination outcomes under GRI 406-1 — incidents reported and remediated — are aggregated across the Group and subsidiary speak-up and whistle-blowing channels (including VinFast EthicsPoint and Group-level channels). Aggregation of subsidiary-level outputs into a consolidated GRI 406-1 disclosure is a 2026 workstream.

Social Metrics

Accessibility and support

Vingroup recognizes that inclusion also requires practical support for employees with different needs and circumstances. In 2025, support initiatives were implemented at selected subsidiaries through welfare programs, union funds, and employee engagement activities. VinBus provided support to employees facing difficult circumstances, illness, or accidents through the Trade Union Fund, with special cases considered for additional Group-level support. Vinpearl implemented activities to recognize and support female employees, including appreciation and wellbeing programs linked to women-focused events. VinSmart Future implemented regular engagement and wellbeing activities, including health check-up programs, sports clubs, and employee sharing channels.

Governance and accountability

DEI governance is implemented through a combination of Group-level values, subsidiary-level targets, Human Resources processes, and management accountability. In 2025, DEI-related objectives were embedded in selected subsidiary ESG targets, particularly on female-leadership representation and DEI training for new employees. VinFast's 2026 ESG target includes maintaining a minimum of 40% female representation on the Board of Directors throughout the 2026 fiscal year. Vinhomes maintained board-level female-representation targets, while Vinpearl, Vinmec, and VinUniversity maintained female-leadership representation targets. VinSmart Future and selected technology entities continued to promote people-centric and collaborative workplace cultures.

For external comparability, the Group refers to board-diversity disclosure as a voluntary governance-transparency practice. Nasdaq's former board-diversity framework, including Rule 5605(f) and Rule 5606, was vacated by the U.S. Court of Appeals for the Fifth Circuit in December 2024.

External recognition

Vingroup was recognized as "Most Committed to Diversity, Equity and Inclusion" at the FinanceAsia Awards 2025, alongside related recognitions including "Most Committed to ESG," "Best Investor Relations," "Best Use of Technology," and "Best Conglomerate." Vinpearl received the Best Workplace Practices and Best Community Programme awards at the HR Asia Awards 2025 (Vietnam).

Looking ahead

The 2026 DEI agenda is shaped by three priorities: extending DEI training coverage to 100% across all subsidiaries, disclosing the GRI 405-2 pay-equity ratio set on a methodology agreed with the assurance provider, and consolidating Group-level GRI 406-1 incident data from subsidiary speak-up channels. These commitments are reflected in the consolidated targets schedule in Part 3.



Social Metrics

Product Safety and Customer Satisfaction

Product and service safety spans every consumer-facing pillar in Vingroup's portfolio: vehicles at VinFast; battery cells and packs at VinES; AI, cybersecurity, and software products at VinAI, VinBigdata, VinCSS, VinSOC, and VinSmart Future; residential developments and managed estates at Vinhomes; hospitality and entertainment at Vinpearl, VinWonders, and Vincom Retail; healthcare at Vinmec; education at Vinschool; higher education at VinUniversity. Each pillar applies sector-appropriate quality systems and post-market surveillance; the disclosure below captures the Group-level architecture and the most material 2025 outcomes by pillar.

Quality systems by pillar

Vingroup's manufacturing pillar applies ISO 9001, ISO 14001, and ISO 45001 at the VinFast Hai Phong main plant; certifications at VinFast Ha Tinh, India (Tamil Nadu), and Indonesia (Subang) are in progress as first-year operations stabilize. VinES adheres to battery-manufacturing-specific thermal and chemical protocols. Vinhomes operates ISO 14001 and ISO 45001 across its development and operating-estate functions and is pursuing BREEAM Communities certification at Vinhomes Green Paradise (approximately 70% complete at year-end 2025). Vinmec maintains JCI accreditation at

Vinmec Times City and Vinmec Central Park, with clinical-quality programs extending across the other hospitals within Vinmec Healthcare System. Vinpearl operates internal-audit and guest-feedback aggregation across the resort portfolio. Vinschool operates education-quality protocols at all 56 campuses. VinUniversity operates academic and research-quality frameworks aligned with international university accreditation standards.

Product-safety incidents and recall events in 2025

In Vingroup's automotive operations, VinFast voluntarily reported a safety recall under United States National Highway Traffic Safety Administration (NHTSA) jurisdiction on 27 August 2025 (Recall Report 25V559), covering certain VF 8 vehicles in the United States. Dealer notifications commenced on 5 September 2025. Recall 25V559 is the fourth recall in the VF 8 model history. Recall events at scale are a structural reality of the global automotive industry — the leading global manufacturers each manage tens of recall actions annually — and the Group treats the disclosure with transparency rather than as an exceptional event. The financial-impact assessment for SASB TR-AU-150a.1 is in scoping; the 2026 reporting cycle will include the

financial-impact disclosure and the cumulative-recall trend that mature global automotive manufacturers typically provide.

In the Group's other consumer-facing pillars, no material product-safety incidents required regulatory disclosure during 2025. Vinmec's clinical-quality programs recorded no material patient-safety events in the disclosed scope; Vinhomes' building-quality framework recorded no material safety failures in delivered estates; Vinpearl's hospitality and entertainment programs operated without material guest-safety events. The aggregation of subsidiary level safety-event data into a consolidated Group GRI 416-2 disclosure is a 2026 workstream.

Customer satisfaction by pillar

Customer satisfaction is measured at subsidiary level on cycles ranging from immediate post-service surveys to monthly and quarterly reviews. Methodologies vary by sector: Net Promoter Score at VinUniversity; structured monthly review at Vinhomes management boards; customer

feedback survey using the NES (Net Experience Score) tool following discharge at Vinmec; faculty-satisfaction survey on six-monthly cadence at VinUniversity; guest feedback at Vinpearl; customer-service hotline measurement at VinFast.

Social Metrics

Table 6.14. Customer satisfaction and quality indicators by pillar, 2025

Pillar / Subsidiary P&L	Indicator	2025 disclosure	GRI / SASB
VinFast	Recall events (reportable)	1 (NHTSA Recall 25V559) — fourth in VF 8 model history	SASB TR-AU-250a.3
VinFast	Customer-service hot-line satisfaction	[Vingroup to confirm 2025 score]	TR-AU
VinFast	Comprehensive customer-experience surveys conducted in 2025	2	qualitative
Vinhomes	BREEAM Communities certification — Can Gio Green Paradise		
Assessment criteria and gap analysis was completed at the end of 2025			
Vinhomes	External recognition — ESG++ at FIABCI-Thai Prix d'Excellence 2025	Awarded	qualitative
Vinhomes	Customer-experience review cadence	Monthly review at management boards	qualitative
Vinpearl	Service-quality framework	Internal audit + guest-feedback aggregation across resort portfolio	SV-HL
Vinpearl	External recognition	Vinpearl Wonderworld Phu Quoc named Trip.Best 2025 Land of Joy	qualitative
Vinmec	Clinical-quality accreditation	JCI at Times City and Central Park; clinical-quality program at Vinmec Can Tho first year	HC-DY-260
Vinmec	Records digitization outcomes	100% imaging films digitized; 753,753 paper records eliminated; 4.57 tonnes printing paper reduced	416 / 418
VinUni	Student satisfaction NPS	[Vingroup to confirm 2025 NPS]	qualitative
VinUniversity	Faculty satisfaction	Reported in Workforce sub-section #6.24.1 (declined H1 54% to H2 41%)	qualitative

Social Metrics

Community Engagement and Socioeconomic Impact

Vingroup's community engagement is structured around three channels. First, the philanthropic and scientific-research activities of the Kind Heart Foundation, the Vingroup Innovation Foundation (VINIF), the VinFuture Prize, and the For a Green Future Fund. Second, the social-enterprise model under which Vinmec, Vinschool, and VinUniversity operate — every Dong of operating profit is reinvested into the social mission, distinguishing these entities structurally from for-profit healthcare and education businesses. Third, the Group's direct economic contribution to the Vietnamese state through tax payments and through job creation across the six pillars.

This framework reflects the Group's position that long-term commercial success and the prosperity of the communities in which Vingroup operates are inextricably linked — a principle articulated in the Sustainable Development Vision and reinforced in the Group core values, particularly NHAN (harmonizing stakeholder interests on the basis of fairness, integrity, and solidarity).

Direct economic contribution

Vingroup contributed VND 148,773 billion in total taxes to the State Budget in 2025 — the largest private-sector contribution in Vietnam, on CafeF statistics published in early 2026 (Vingroup Annual Report 2025, Chapter 5). The Group discloses this as the principal direct-economic-contribution metric for the year, treating tax revenue as a community-impact variable

because tax revenue funds public services. In addition, the Vietnam-consolidated workforce of 104,253 employees and the global workforce of approximately 200,000 represent the second principal channel of direct economic contribution to the communities in which Vingroup operates.

Foundation and prize architecture

Four philanthropic and scientific-research vehicles operate at scale across the Group.

Kind Heart Foundation

The Foundation provided VND 2,500 billion in support of communities in 2025 (Vingroup Annual Report 2025, Chapter 5, page 192). Major programs during the year included the "Warm Tet for the Poor" campaign and the partnership with

the National Center for Special Education on Braille textbooks, educational software, and disability-inclusion infrastructure for people with disabilities.

The 2025 VinFuture Prize

The 2025 VinFuture Prize awarded VND 118 billion across 1,705 nominations, recognizing breakthrough scientific research in healthcare and agriculture. The Prize is the principal global-scale science platform of the Group and reflects Vingroup's commitment to advancing scientific solutions for sustainable development.

Vingroup Innovation Foundation (VINIF)

VINIF provided VND 90 billion in support of 24 science, technology, and cultural-heritage projects during 2025. The Foundation's scope includes basic-science research grants, cultural-heritage preservation, and applied-research funding for Vietnamese principal investigators.

Social Metrics

Pillar-level community programs

Each pillar runs community programs calibrated to its operating context.



Vinmec
Community health

Vinmec organized more than 60 free health-screening programs for approximately 7,000 residents in local communities during 2025. The "Heart for the Community" cardiology program delivered free cardiac surgeries to disadvantaged children. Vinmec Excellence Awards 2025 recognized "Hospital Group of the Year" and "Technology Innovation of the Year" (Vingroup Annual Report 2025, Chapter 5, page 193).

VinFast
Green-mobility outreach and disaster relief

VinFast contributed to public engagement on green mobility through demonstration events and direct-to-consumer programs; during the 2025 typhoon season (October–November), VinFast offered targeted recovery support to affected customers in nine provinces.

Vinschool
Edurun and education access

Vinschool's Edurun fundraising program continued through 2025, supporting school construction and education infrastructure in mountainous and remote provinces.

VinUniversity
International academic community and special-needs education

VinUniversity hosted 1,871 students from 36 countries in academic year 2025–2026 and continued the UNESCO Chair status in 2025. The Group is supporting the launch of Vin Nexus Center, a special-needs-education institution operated by EduCore (opening September 2026).

Vinpearl
Coastal and marine community programs

Vinpearl conducted 233 green initiatives across its hospitality portfolio during 2025, including coastal clean-up, coral-reef restoration ("coral miles"), and marine-debris removal across ten establishments at HT Resort and Oceanhome locations. The programs combine ecological-impact reduction with guest-facing educational outreach. Detail on biodiversity outcomes is at Part 1 #6.1.4.

Vinhomes
Affected-area engagement

Vinhomes operates community-engagement programs at the four flagship mega-project locations (Can Gio, Co Loa, Long An, and the Golden City site) and at established residential estates. Programs include neighborhood consultation, infrastructure contribution, and resettlement-support arrangements where applicable.

VinSmart Future

VinSmart Future reached 100% of its engagement targets by August 2025 through a multifaceted calendar of internal events. The subsidiary hosted monthly themed gatherings, including Mid-Autumn Festival and Women's Day celebrations, alongside "Sharing Workshops" and "Energy Boost Stations" to support mental and social health. A standout initiative was the "100-day Rapid Campaign", which utilized a dedicated internal app and "TechTalk" sessions to inspire a culture of companionship. These efforts were reinforced by a robust internal-communications strategy involving newsletters and cultural nucleus groups to align employees with the Group's mission.

Social Metrics

Performance data — community contribution

Table 6.15. Community and economic-contribution indicators, 2025

Indicator	2025 disclosure	Source / GRI
Total tax contribution to the State Budget	VND 148,773 billion (largest private-sector contributor in Vietnam)	CafeF; AR 2025 Ch.5 / 201-1
Vietnam-consolidated workforce	104,253 employees	AR 2025 Ch.5 p.192 / 201-1
Global workforce (incl. VinFast in-ternational)	~200,000	TIME WBC 2025
Kind Heart Foundation total support	VND 2,500 billion to communities in 2025	AR 2025 Ch.5 p.192 / 413-1
Vinmec free health screenings	>60 programs; ~7,000 residents served	AR 2025 Ch.5 p.193 / 413-1
VinFuture Prize 2025	VND 118 billion across 1,705 nominations	AR 2025 Ch.5 p.193
VINIF research and cultural-heritage support	VND 90 billion across 24 projects	AR 2025 Ch.5
VinUniversity international student community	1,871 students from 36 countries; Continuation of the UNESCO Chair status UNESCO UNITWIN biodiversity recognition	AR 2025 Ch.5
Vinpearl green initiatives — coastal and marine	233 initiatives across portfolio; 10 es-tablishments active	AR 2025 Ch.5 / 304-3
For a Green Future Fund — Act for Blue Sky	4-pillar campaign launched 2025; par-ticipation across Group subsidiar-iesP&Ls	AR 2025 Ch.5

Looking ahead

Vingroup is moving from input-based reporting (how much was spent, how many people were engaged) toward outcome-based reporting (what changed for the people the Group engaged with). This transition requires impact-assessment frameworks at the Foundation and pillar-program level, beneficiary-tracking

infrastructure, and longitudinal evaluation. The 2026 reporting cycle will provide the impact-assessment frameworks for Kind Heart Foundation, VINIF, VinFuture, and the For a Green Future Fund, and the GRI 413-1 site-mapping disclosure of the percentage of operating sites with named community programs.



Social Metrics

Responsible Supply Chain

Vingroup's supply chain spans every pillar and is most material at three points: the upstream-of-Tier-1 inputs to the Industrials-Technology pillar (battery cells, electrochemistry, vehicle components, steel from VinMetal once operational); the construction-input flows for Vinhomes, VinSpeed, the Olympic Sports City, and the Vietnam Exposition Center; and the consumables and operating-service flows for Vinpearl, Vinmec, Vinschool, and VinUniversity. The framework rests on Supplier Codes of Conduct that set the minimum environmental and social standards Vingroup expects from its partners, supplier screening and onboarding processes that apply those Codes to existing and new suppliers, and engagement and capability-building programs that support compliance and continuous improvement.

Tier-1 supplier governance — high baseline, structural gaps remaining

At VinFast — the most supply-chain-intensive of the Group's subsidiaries, with global Tier-1 supplier coverage spanning Vietnam, China, South Korea, Japan, Europe, India, and Indonesia — the Tier-1 Supplier Code of Conduct sign-off and exception rate stood at 99.3% at year-end 2025. The Code covers legal compliance, prohibition of child labor, prevention of labor exploitation and abuse, and environmental criteria. Among 243 new suppliers onboarded during 2025, 89.7% formally signed, 9.6% under the "exception" category (corporate policies verified as equivalent to VinFast standards), and 0.7% currently under follow-up.

At Vinhomes, supplier-and-partner governance reached 100% of the targets set under the 2024 Labor and Training protocols, ensuring that all units adhere to the standardized procurement and labor

guidelines defined in those protocols. At Vinschool, the material-traceability policy issued during 2025 reached 100% of its August 2025 implementation targets, ensuring that resources used across the 56 campuses meet quality and ethical-sourcing standards. At Vinpearl, hospitality-procurement processes embed environmental and social criteria including single-use-plastic elimination targets and sustainable-sourcing standards (the single-use plastic conversion outcome — 100% conversion, equivalent to 2.4 million bottles or 40.86 tonnes annually — is reported at Chapter 6, Section 6.1.5). At Vinmec, clinical-procurement processes apply pharmaceutical and medical-device responsible-sourcing standards.

Tier 2+ visibility — the structural gap the Group acknowledges

The high Tier-1 baseline reflects mature processes. The more candid disclosure is the Tier 2+ visibility gap. Vingroup's material risk register at Chapter 2, Section 2.6 — entries R-E6-01 (critical minerals) and R-S6-01 (supply-chain visibility) — recognizes that the upstream-of-Tier-1 chain is not yet covered by the Group's direct screening. Three sub-chains are mostly material: the upstream battery-cell material chain (lithium, cobalt, nickel, graphite mining and refining); the upstream steel-input chain at VinMetal once operations commence in 2026; and the upstream construction-input chain at Vinhomes and the Infrastructure pillar. Visibility into Tier 2 mining and Tier 3 smelting/refining is the next frontier of supply-chain disclosure for diversified industrial groups in the region, and it is the topic on which Vingroup has most to do.

The Group acknowledges this gap directly because the strength of the 2025 disclosure rests on candor about what the Group covers and what it does not. The 2026 commitment is the Tier 2+ Battery Materials Program — a structured assessment of material flows upstream of the

Group's Tier-1 battery-cell suppliers — together with a critical-minerals traceability framework that aligns with the EU Battery Regulation (EU) 2023/1542 due-diligence timeline. The framework will subsequently be extended to construction inputs at Vinhomes and to steel inputs at VinMetal, with phasing through 2027–2028.

Vingroup does not currently file under SEC Rule 13p-1 (Conflict Minerals) at Vingroup-parent level, as Vingroup JSC is listed in Vietnam (HOSE: VIC) and is not a Nasdaq-listed registrant. VinFast Auto Ltd. (Nasdaq: VFS) operates a separate conflict-minerals due-diligence program aligned with SEC Rule 13p-1 and the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals. The 2026 disclosure cycle will clarify the boundary between the VinFast Nasdaq-level filing and the broader Vingroup Group-level supply-chain framework and will set out the route by which 3TG (tin, tungsten, tantalum, gold) due-diligence learnings from VinFast inform the Group critical-minerals framework.

Social Metrics



Performance data

Indicator	2025 value	Boundary / GRI
VinFast aggregate signature status — for-mal sign-off	89.7%	308-1
VinFast aggregate signature status — ex-ception (verified equivalent)	9.6%	—
VinFast aggregate signature status — cur-rently unsigned	0.7%	—
Vinhomes 2024 Labor and Training proto-col adherence	100% of targets	414
Vinschool material-traceability policy im-plementation	100% of August 2025 targets	308 / 414
Vinpearl single-use plastic conversion (cross-ref Part 1 #6.3.2)	100% (2.4M bottles / 40.86 tonnes annual)	306
Tier 2+ visibility — battery materials (lithi-um, cobalt, nickel, graphite)	Program in development for 2026 (R-E6-01, R-S6-01)	308
Tier 2+ visibility — steel inputs (VinMetal)	Pre-operational; framework scoped 2027	308
Tier 2+ visibility — construction inputs (Vinhomes)	Framework scoped 2027–2028	308
BatX India end-of-life battery recycling channel	Partnership active	301-3
Conflict minerals due diligence — VinFast Nasdaq-level	Annual disclosure under SEC Rule 13p-1	—
Conflict minerals due diligence — Group level	Boundary clarification scoped for 2026	—

Table 6.16. Supplier governance and screening, year-end 2025

Looking ahead

Three priorities shape the 2026 supply-chain agenda. First, the Group will issue and begin operationalizing the Tier 2+ Battery Materials Program, with phased extension to construction inputs and steel inputs through 2027–2028. Second, Vingroup will consolidate Group-level disclosure under GRI 308-1, 308-2, 414-1, and 414-2 — moving beyond the Tier-1 sign-off baseline to

substantive environmental-and-social impact disclosure across the supplier base. Third, the Group will clarify the boundary between the VinFast Nasdaq-level conflict-minerals filing and the Group-level supply-chain framework and articulate the route by which 3TG due-diligence learnings inform the broader Group critical-minerals framework.

Governance Metrics

Sub-section 6.3.1 covers anti-corruption and ethics; sub-section 6.3.2 covers data privacy, cybersecurity, and AI governance — the governance topic identified at Section 2.6.3 R-G2-01 as Vingroup's highest-severity material risk. Anti-corruption and ethics disclosure under GRI 205 and 206 is intentionally framed as a 2026 disclosure-upgrade priority, since the Group has historically reported these matters in narrative form and is now consolidating quantitative metrics for first-cycle disclosure under the Sustainability Report's ISSB-aligned framework. Data privacy, cybersecurity, and AI governance disclosure is intentionally framework-and-capability-focused for 2025, with material-incident and substantiated-complaint quantification scoped for 2026.

Anti-corruption and Ethics

Vingroup's anti-corruption and ethics framework is anchored in the Group core values TIN – TAM – TRI – TOC – TINH – NHAN, in the Code of Conduct that applies to all employees and consolidated subsidiaries, and in the supplier-facing Supplier Codes of Conduct described at Section 6.2.6. The Code addresses gifts and hospitality, conflicts of interest, prohibition of bribery and facilitation payments, accurate books and records, and the speak-up channels through which employees and partners can raise concerns. Ethics governance is overseen at Group level and operationalized at subsidiary level through compliance functions.

Speak-up channels operate at multiple levels. VinFast operates the EthicsPoint speak-up platform, available to employees and contractors. Vingroup operates Group-level whistle-blowing channels, including dedicated email and phone routes that report to a designated function in the Corporate Office. Each subsidiary runs subsidiaries-specific speak-up arrangements consistent with sector practice. Aggregation of incident outputs into a consolidated Group-level GRI 205-3 disclosure is the principal 2026 disclosure-upgrade priority for this sub-section.



Performance data

Indicator	2025 disclosure	GRI
Code of Conduct — coverage	In place at Group and consolidated subsidiaries	205-2
Speak-up / whistle-blowing channels	In operation at Group level + VinFast EthicsPoint + subsidiaryP&L-specific arrangements	205

Table 6.17. Anti-corruption and ethics indicators, 2025

Looking ahead

The 2026 anti-corruption disclosure upgrade — covering GRI 205-1, 205-2, 205-3, and 206-1 — is the principal target for this sub-section and is set out in the consolidated targets schedule in Part 3 (T-GO-01 to T-GO-04). The upgrade requires methodology

agreement with the assurance provider, consolidation of subsidiaries-level training and incident data, and the establishment of a Group-level disclosure protocol that identifies the threshold at which incidents are reported externally.

Governance Metrics

Data Privacy, Cybersecurity, and AI Governance

Cybersecurity, data privacy, and AI governance is the governance topic that the Group risk register identifies as Vingroup's highest-severity material risk (Section 2.6.3 R-G2-01, High-Critical severity). The 2025 disclosure for this sub-section is intentionally framework-and-capability-focused rather than incident-quantitative — the Group has not yet adopted a Group-level material-cyber-incident disclosure framework, and that is the principal 2026 disclosure upgrade for governance.

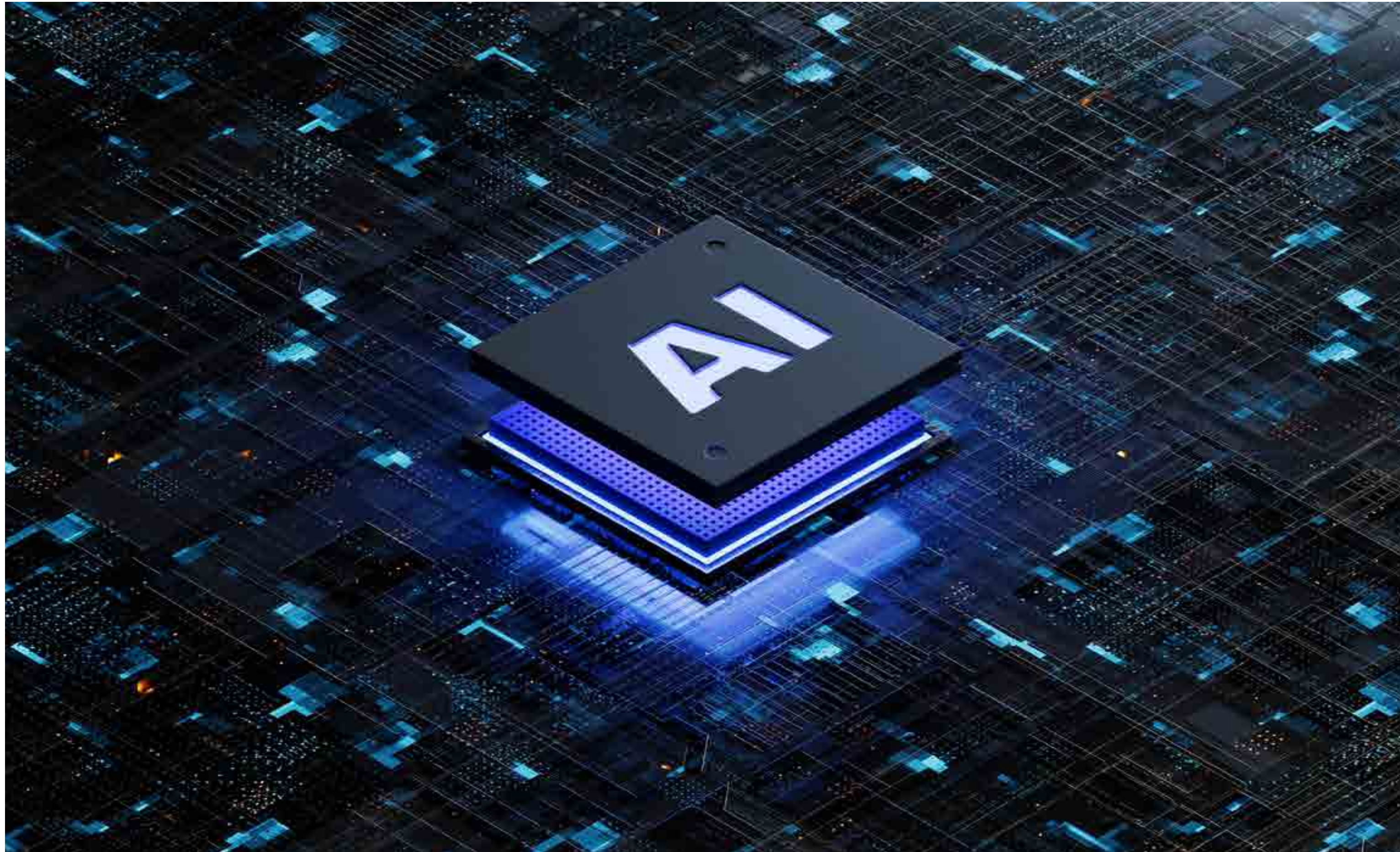


The cybersecurity surface in 2025

Three structural items shape the 2025 picture, each of which has materially expanded the Group's aggregate cybersecurity surface during the year.

- Ecosystem digitalization. The V-App super-app reached 200,000 active users within months of launch. Vinmec digitized 100% of imaging films (more than one million prints per year), eliminating approximately 281,294 hardcopy film prints annually, along with 753,753 traditional paper medical records, 31,960 contracts, and 4.57 tonnes of contract printing paper. VinFast sold 175,099 domestic-market vehicles (including eBuses) to telematics during 2025 and approximately 196,919 globally. The aggregate Group-level data footprint expanded materially during 2025 across vehicle telematics, healthcare records, financial-services data, retail-payments data, and consumer-app behaviors.
- Cybersecurity capability and recognition. VinCSS positioned post-quantum cryptography as a strategic research direction during 2025, anticipating the eventual obsolescence of current public-key cryptography under quantum-computing scaling. VinBigdata was ranked in the NIST FRTE 1:N Identification Test Top 10 globally in the Mugshot Webcam category — recognition of technical capability that supports the broader Group cybersecurity profile. VinSOC operates 24/7 centralized cybersecurity governance management service across all ecosystem entities under a Zero-Trust Network Access and Identity-and-Access-Management framework.
- AI governance. VinSmart Future operates a responsible-AI framework anchored in three principles: content filtering, sourcing of verified information, and traceability of AI-generated outputs. The framework applies across the V-App super-app environment and is being formalized for documentation and external assessment in 2026.

Governance Metrics



Material-incident disclosure framework — 2026 priority

A Group-level material-cyber-incident disclosure framework is in development for issuance in 2026. The framework will define: the threshold at which a cybersecurity incident is reported externally (in line with US SEC, Vietnamese regulatory, and best-practice global standards); the timeline within which disclosure is made; the categorical breakdown of incident types (data breach, ransomware, denial-of-service, supply-chain compromise, insider threat); and the routing of disclosure through the Audit Committee and the Board. This framework responds to the High-Critical severity rating at Section 2.6.3 R-G2-01 and aligns with the disclosure-architecture practice of mature regional peers.

Until the framework is in place, the 2025 GRI 418-1 disclosure of substantiated complaints concerning customer-privacy breaches is reported in narrative form across the consumer-facing pillars; aggregation into a Group-consolidated quantitative disclosure is a 2026 commitment.

AI governance — independent assessment in 2026

Vingroup is scoping an independent third-party assessment of the VinSmart Future responsible-AI framework for 2026. The assessment will test the framework against three reference frameworks: the NIST AI Risk Management Framework (US, voluntary); applicable provisions of the EU AI Act (binding from 2026 for prohibited-AI categories and through 2027 for high-risk AI); and ISO/IEC 42001 once adopted. The independent assessment will identify gaps relative to international practice, will support remediation, and will inform a formalized AI Governance Policy at Group level. The assessment scope and findings will be disclosed in the 2026 Sustainability Report.

Governance Metrics

Performance data

Table 6.18. Data privacy, cybersecurity, and AI governance indicators, 2025

Indicator	2025 disclosure	GRI / SASB
Cybersecurity governance framework	Zero-Trust NAC, IAM, 24/7 centralized governance across Group entities (VinCSS, VinSOC)	GRI 418 / TC-SI
Data-breach events — material	[PLACEHOLDER: Group material-incident disclosure framework in development for 2026]	418-1 / TC-SI-230a.1
Customer / user / patient data scope	V-App 200K active users; 175,099 vehicles (including eBuses) sold (domestic, 196,919 global); 753,753 medical records digitized; 31,960 Vinmec contracts digitized	qualitative
AI governance framework	Responsible-AI framework at VinSmart Future	
AI-governance framework: content filtering; verified-information sourcing; traceability	TC-SI-220a.4	
AI-governance independent third-party assessment	[PLACEHOLDER: Scoped for 2026; reference frameworks NIST AI RMF, EU AI Act, ISO/IEC 42001]	—
Post-quantum cryptography readiness	Strategic research direction declared by VinCSS; readiness roadmap with milestones in development	—
NIST FRTE 1:N ranking — Vin-Bigdata Mugshot Webcam	Top 10 globally in 2025	—



Looking ahead

Five 2026 commitments anchor the cybersecurity, data-privacy, and AI-governance trajectory. First, the issuance of the Group-level material-cyber-incident disclosure framework. Second, the consolidated GRI 418-1 disclosure of substantiated customer-privacy complaints across all pillars. Third, the independent third-party assessment of the VinSmart Future responsible-AI framework against NIST AI RMF, EU AI Act, and ISO/IEC 42001. Fourth, the

publication of the VinCSS post-quantum cryptography readiness roadmap with interim milestones to 2030. Fifth, the formalization of a Group-level AI Governance Policy that unifies the responsible-AI principles across V-App, VinAI, VinBigdata, VinRobotics, and VinMotion. These commitments are reflected in the consolidated targets in Part 3 (T-GO-05 to T-GO-09).

CHAPTER

07

Disclosure Indices

GRI Content Index	188
SASB Reference Index	194
IFRS S1 Reference Index (Qualitative)	200



GRI Content Index

Statement of use

Vingroup Joint Stock Company reports the information cited in this GRI Content Index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards.

GRI 1 used: GRI 1: Foundation 2021

Applicable GRI Sector Standards: no single GRI Sector Standard covers Vingroup's diversified six-pillar profile. The SASB industry standards mapped to each pillar are referenced as supplementary standards (see Section 7.2).

GRI Code	Disclosure	Location / Reference	Reason for omission
GRI 2: General Disclosures 2021			
2-1	Organizational details	Section 1.6; Section 1.2	
2-2	Entities included in the sustainability reporting	Section 1.2	
2-3	Reporting period, frequency and contact point	Section 1.3; Section 1.6.2	
2-4	Restatements of information	Section 1.3	
2-5	External assurance	Section 1.4	Limited (Type 1 Moderate) assurance under AA1000AS v3 over selected disclosures - BSI.
2-6	Activities, value chain and other business relationships	Section 1.7; Section 2.3	
2-7	Employees	Section 6.2.1	
2-8	Workers who are not employees	Section 6.2.2; Section 5.4.3	Partial disclosure. Contractor workforce on active construction sites brought into the GRI 403-9 / AA1000AS perimeter in 2025; full quantitative non-employee headcount sequenced for 2026.
2-9	Governance structure and composition	Section 3.2; AR 2025 Chapter V	
2-10	Nomination and selection of the highest governance body	AR 2025 Chapter V	
2-11	Chair of the highest governance body	Section 3.2	
2-12	Role of the highest governance body in overseeing the management of impacts	Section 3.1; Section 3.2	
2-13	Delegation of responsibility for managing impacts	Section 3.3	
2-14	Role of the highest governance body in sustainability reporting	Section 3.2.2; Section 1.1	
2-15	Conflicts of interest	Section 3.2.4	
2-16	Communication of critical concerns	Section 3.5.2; Section 2.4.5	
2-17	Collective knowledge of the highest governance body	Section 3.2.3	

GRI Content Index

GRI Code	Disclosure	Location / Reference	Reason for omission
2-18	Evaluation of the performance of the highest governance body	Section 3.6	Partial disclosure. Remuneration arrangements disclosed; formal sustainability-linked performance evaluation/remuneration linkage remains under development for 2026.
2-19	Remuneration policies	Section 3.6; AR 2025 Chapter V	
2-20	Process to determine remuneration	Section 3.6	
2-21	Annual total compensation ratio	—	(2) Information unavailable. Plan: methodology agreement and disclosure in the 2026 cycle.
2-22	Statement on sustainable development strategy	Section 2.2; Chairman's Message	
2-23	Policy commitments	Section 2.2; Section 3.5.1	
2-24	Embedding policy commitments	Section 3.1; Section 3.3	
2-25	Processes to remediate negative impacts	Section 5.4; Section 3.5.2	
2-26	Mechanisms for seeking advice and raising concerns	Section 3.5.2	
2-27	Compliance with laws and regulations	Section 6.3.1; Section 1.1	
2-28	Membership associations	—	Information unavailable; systematic association-membership listing sequenced for 2026.
2-29	Approach to stakeholder engagement	Section 2.4	
2-30	Collective bargaining agreements	—	(1) Not applicable at Group consolidated level. Employee rights are protected under the 2019 Labour Code; subsidiary-level arrangements vary.

GRI Code	Disclosure	Location / Reference	Reason for omission
GRI 3: Material Topics 2021			
3-1	Process to determine material topics	Section 2.5.1	
3-2	List of material topics	Section 2.5.2	
3-3	Management of material topics	Section 2.5; Chapters 4, 5, 6	
GRI 200: Economic Topics			
201-1	Direct economic value generated and distributed	Section 1.5; AR 2025; Consolidated FS 2025	
201-2	Financial implications and other risks and opportunities due to climate change	Section 2.6.3; Section 4.3; Section 4.5	Qualitative disclosure. Quantitative financial-impact ranges and IFRS S2 scenario quantification sequenced for the 2027 cycle — see Section 6.4.
201-3	Defined benefit plan obligations and other retirement plans	Section 6.2.1	Statutory social-insurance contributions disclosed; defined-benefit detail not material to the Group's model.
201-4	Financial assistance received from government	—	(2) Information unavailable at consolidated level; assess materiality and disclosure approach in 2026.
202-1	Ratios of standard entry-level wage by gender compared to local minimum wage	—	(2) Information unavailable. Plan: systematize by gender and region in 2026.
202-2	Proportion of senior management hired from the local community	—	(2) Information unavailable. Plan: define and systematize in 2026.
203-1	Infrastructure investments and services supported	Section 6.2.5	Qualitative disclosure (social-enterprise and community investment). Consolidation under GRI 203 framework sequenced 2026–2027.
203-2	Significant indirect economic impacts	Section 6.2.5; Section 2.3	

GRI Content Index

GRI Code	Disclosure	Location / Reference	Reason for omission
204-1	Proportion of spending on local suppliers	—	(2) Information unavailable. Plan: integrate into the supply-chain visibility workstream 2026–2028.
205-1	Operations assessed for risks related to corruption	Section 6.3.1	Partial disclosure. Operations-assessment coverage is the principal 2026 upgrade (T-GO-01 to T-GO-04).
205-2	Communication and training on anti-corruption policies and procedures	Section 6.3.1	Code of Conduct coverage disclosed; consolidated training-coverage quantification sequenced for 2026.
205-3	Confirmed incidents of corruption and actions taken	—	(2) Information unavailable at consolidated level. Group-level GRI 205-3 consolidation is the principal 2026 disclosure-upgrade priority.
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	—	(2) Information unavailable at consolidated level. Sequenced for 2026 first-cycle disclosure (R-GI-01).
207-1	Approach to tax	Section 1.5; Section 6.3.1	Partial disclosure. Largest private-sector contributor to the State Budget;
207-2	Tax governance, control, and risk management	Section 3.4; AR 2025 Chapter V	
207-3	Stakeholder engagement and management of concerns related to tax	Section 2.4	
207-4	Country-by-country reporting	—	(2) Information unavailable. Plan: assess scope as the international manufacturing footprint (India, Indonesia, North America, EU) matures.

GRI 300: Environmental Topics

301-1	Materials used by weight or volume	Section 6.1.6	Partial disclosure. Material-use quantification concentrated at VinFast manufacturing; Group-consolidated framework sequenced for 2026.
-------	------------------------------------	---------------	---

GRI Code	Disclosure	Location / Reference	Reason for omission
301-2	Recycled input materials used	Section 6.1.6	Partial disclosure (recycled aluminium, recyclable packaging). Quantitative recycled-input share sequenced for 2026.
301-3	Reclaimed products and their packaging materials	Section 6.1.6	Partial disclosure (BatX battery recovery; recyclable packaging). Quantification sequenced for 2026.
302-1	Energy consumption within the organization	Section 6.1.2	
302-2	Energy consumption outside of the organization	—	(2) Information unavailable. Scope 3 energy (incl. downstream EV use-phase) sequenced for 2027 (E1).
302-3	Energy intensity	Section 6.1.2	Partial disclosure. Group energy total disclosed; normalized intensity metric sequenced for 2026.
302-4	Reduction of energy consumption	Section 6.1.2	Vinhomes reduces existing-area electricity; Vinpearl energy-saving measures.
302-5	Reductions in energy requirements of products and services	Section 4.3.1.1	Qualitative (use-phase electrification via VinFast EV fleet and VinBus).
303-1	Interactions with water as a shared resource	Section 6.1.3	Partial disclosure. Asset-level water-stress mapping (Vung Ang, Vinpearl coastal) sequenced 2026 (E3).
303-2	Management of water discharge-related impacts	Section 6.1.3	Discharged water met or exceeded national standards in 2025.
303-3	Water withdrawal	Section 6.1.3	Partial disclosure. Total consumption disclosed; withdrawal-by-source and water-stressed-area split sequenced for 2026.
303-4	Water discharge	Section 6.1.3	
303-5	Water consumption	Section 6.1.3	

GRI Content Index

GRI Code	Disclosure	Location / Reference	Reason for omission
304-1/ 101-5	Operational sites in or adjacent to protected areas and areas of high biodiversity value	Section 6.1.4; Section 4.3.2	Qualitative. Can Gio Green Paradise abuts the UNESCO Can Gio Mangrove Biosphere Reserve (E4); systematic site mapping sequenced 2026–2028.
304-2 / (101-6 and 101-7)	Significant impacts of activities, products and services on biodiversity	Section 6.1.4	Qualitative (EIA-led mitigation; marine and wildlife conservation). Quantitative impact assessment sequenced 2026–2028.
304-3/ 101-2	Habitats protected or restored	Section 6.1.4	Vinpearl marine conservation (233 activities); Vinpearl Safari breeding programs.
304-4/ 101-7	IUCN Red List species and national conservation list species with habitats in areas affected	Section 6.1.4	Partial disclosure (CITES Appendix I species under care). Habitat-affected species assessment sequenced 2026–2028.
305-1	Direct (Scope 1) GHG emissions	Section 6.1.1	
305-2	Energy indirect (Scope 2) GHG emissions	Section 6.1.1	
305-3	Other indirect (Scope 3) GHG emissions	—	(2) Information unavailable. Material Scope 3 categories (incl. Category 11 use-phase) sequenced for 2027 (E1).
305-4	GHG emissions intensity	Section 6.1.1	Partial disclosure. Absolute Scope 1+2 disclosed; normalized intensity metric sequenced for 2026.
305-5	Reduction of GHG emissions	Section 6.1.1; Section 6.1.2	
305-6	Emissions of ozone-depleting substances (ODS)	Section 6.1.1	Qualitative (R-32 / lower-GWP refrigerant transitions at Vinschool and Vinpearl). Quantification sequenced 2026–2028.

GRI Code	Disclosure	Location / Reference	Reason for omission
305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	—	(2) Information unavailable. First material as VinMetal integrated steelmaking commences (2027); sequenced accordingly.
306-1	Waste generation and significant waste-related impacts	Section 6.1.5	
306-2	Management of significant waste-related impacts	Section 6.1.5	
306-3	Waste generated	Section 6.1.5	
306-4	Waste diverted from disposal	Section 6.1.5	Partial disclosure (recyclable recovery; BatX recovery). Standardized diversion accounting sequenced 2026–2027.
306-5	Waste directed to disposal	Section 6.1.5	Partial disclosure. Disposal-route breakdown to be standardized together with 306-4.
308-1	New suppliers that were screened using environmental criteria	Section 6.2.6	Partial disclosure. ESG-integrated supplier-assessment framework sequenced 2026–2028 (S6).
308-2	Negative environmental impacts in the supply chain and actions taken	—	(2) Information unavailable. Aligned with the GRI 308-1 / Tier 2+ visibility timeline (E6, S6).
GRI 400: Social Topics			
401-1	New employee hires and employee turnover	Section 6.2.1	Partial disclosure. Workforce composition disclosed; standardized hire/turnover rates sequenced for 2026.
401-2	Benefits provided to full-time employees	Section 6.2.1	

GRI Content Index

GRI Code	Disclosure	Location / Reference	Reason for omission
401-3	Parental leave	Section 6.2.1	Partial disclosure. Statutory entitlements applied; return-and-retention quantification sequenced for 2026.
402-1	Minimum notice periods regarding operational changes	—	In accordance with the 2019 Labour Code and subsidiaries' internal regulations.
403-1	Occupational health and safety management system	Section 6.2.2	ISO 45001-certified systems at VinFast and Vinhomes; entity-level frameworks across the Group.
403-2	Hazard identification, risk assessment, and incident investigation	Section 6.2.2	VinFast plant-level risk assessments
403-3	Occupational health services	Section 6.2.2	
403-4	Worker participation, consultation, and communication on OHS	Section 6.2.2	
403-5	Worker training on occupational health and safety	Section 6.2.2	
403-6	Promotion of worker health	Section 6.2.2; Section 6.2.1	
403-7	Prevention and mitigation of OHS impacts directly linked by business relationships	Section 6.2.2	Contractor-management and work-at-height controls strengthened in 2025 (R-S2-01).
403-8	Workers covered by an OHS management system	Section 6.2.2	

GRI Code	Disclosure	Location / Reference	Reason for omission
403-9	Work-related injuries	Section 6.2.2; Section 5.4.3	CRITICAL disclosure. Fall-from-height accidents across Vinhomes construction sites in 2025, all involving contractor workforces, with zero fatalities. Contractor-and-subcontractor scope brought into the AA1000AS perimeter; full GRI 403-9 rate-based disclosure operating from 2026.
403-10	Work-related ill health	Section 6.2.2	Partial disclosure (occupational-hygiene monitoring; exceedance rates by site). Consolidated ill-health rates sequenced for 2026.
404-1	Average hours of training per year per employee	Section 6.2.1	Entity-level disclosure. Group-consolidated average sequenced for 2026.
404-2	Programs for upgrading employee skills and transition assistance programs	Section 6.2.1	Vingroup Way leadership program (2025); entity-level programs.
404-3	Percentage of employees receiving regular performance and career development reviews	—	(2) Information unavailable. Plan: systematize consolidated coverage in 2026.
405-1	Diversity of governance bodies and employees	Section 6.2.3; Section 3.2.1	Disclosed with data: Board nationalities, disciplines, portion of female and male; subsidiary female-leadership data and targets. Workforce by gender and age in Section 6.2.1.
405-2	Ratio of basic salary and remuneration of women to men	—	(3) Confidentiality / (2) information unavailable. Aggregate average income disclosed (Section 6.2.1); gender pay-ratio sequenced for 2026.

GRI Content Index

GRI Code	Disclosure	Location / Reference	Reason for omission
406-1	Incidents of discrimination and corrective actions taken	Section 6.2.3	(4) No material incidents identified through available reporting channels; consolidated reporting protocol sequenced for 2026.
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	—	(2) Information unavailable. Plan: integrate into ESG supplier-assessment criteria 2026–2028 (S6).
408-1	Operations and suppliers at significant risk for incidents of child labour	—	Internal: (4) No internal incidents identified through available reporting channels. Supply chain: (2) information unavailable — integrated into ESG supplier criteria 2026–2028.
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	—	Internal: (4) No internal incidents identified through available reporting channels. Supply chain: (2) information unavailable — integrated into ESG supplier criteria 2026–2028.
410-1	Security personnel trained in human rights policies or procedures	—	(2) Information unavailable. Plan: collect data with security-service partners 2026–2028.
411-1	Incidents of violations involving rights of indigenous peoples	—	(4) No incidents in the 2025 reporting period.
413-1	Operations with local community engagement, impact assessments, and development programs	Section 6.2.5; Section 2.4	Kind Heart Foundation, VINIF, VinFuture, Vinmec free-screening programs.
413-2	Operations with significant actual and potential negative impacts on local communities	Section 4.3.2; Section 6.1.4	Qualitative (coastal-development and biodiversity adjacency). Systematic assessment sequenced 2026–2028.
414-1	New suppliers that were screened using social criteria	Section 6.2.6	Partial disclosure ESG supplier criteria sequenced 2026–2028 (S6).

GRI Code	Disclosure	Location / Reference	Reason for omission
414-2	Negative social impacts in the supply chain and actions taken	—	(2) Information unavailable. Aligned with the GRI 414-1 / Tier 2+ visibility timeline.
415-1	Political contributions	—	(1) Not applicable. Vietnamese law prohibits political contributions by enterprises.
416-1	Assessment of the health and safety impacts of product and service categories	Section 6.2.4	VinFast vehicle product-safety framework; Vinmec clinical-quality accreditations (JCI).
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Section 6.2.4; Section 2.5.2	VinFast NHTSA Recall 25V559 / Transport Canada parallel recall, remediated via software updates at no cost to customers (S4). Group-level product-safety framework scoped for 2026.
417-1	Requirements for product and service information and labelling	Section 6.2.4	Partial disclosure. Concentrated at VinFast; Group-level framework sequenced for 2026.
417-2	Incidents of non-compliance concerning product and service information and labelling	—	(4) No material incidents identified through available channels; consolidated protocol to be strengthened.
417-3	Incidents of non-compliance concerning marketing communications	—	(4) No material incidents identified through available channels.
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Section 6.3.2	Partial disclosure. Cybersecurity governance (Zero-Trust NAC, IAM, VinSOC 24/7) disclosed; consolidated GRI 418-1 complaint reporting is a principal 2026 upgrade (T-GO-06).

SASB Reference Index

This index references the SASB Standards (maintained by the IFRS Foundation / ISSB) applicable to Vingroup's diversified operations. Following the multi-industry method used by leading diversified reporters, each material pillar is mapped

to its SASB industry standard via the Sustainable Industry Classification System (SICS®), and every metric in each applicable standard is listed. For the full narrative and data, refer to the report sections referenced and to Chapter 6.

Code	Indicator	Status	Section reference
AUTOMOBILES (TR-AU, v2023-12) — VinFast			
TR-AU-250a.1	Percentage of vehicle models rated by NCAP programs with an overall 5-star safety rating, by region	Not disclosed	—
TR-AU-250a.2	(1) Number of safety-related defect complaints, (2) percentage investigated	Not disclosed	—
TR-AU-250a.3	Number of vehicles recalled	Disclosed	Section 6.2.4; Section 2.5.2 (S4)
TR-AU-310a.1	Percentage of active workforce covered under collective bargaining agreements	Not disclosed	—
TR-AU-310a.2	(1) Number of work stoppages, (2) total days idle	Not disclosed	—
TR-AU-410a.1	Sales-weighted average passenger fleet fuel economy, by region	Partial	Section 4.3.1.1 (E1)
TR-AU-410a.2	Number of (1) zero-emission (ZEV), (2) hybrid, (3) plug-in hybrid vehicles sold	Partial	Section 1.5; Section 2.6.3 (O-E1-01)
TR-AU-410a.3	Discussion of strategy for managing fleet fuel economy and emissions risks and opportunities	Partial	Section 4.4.2; Section 6.1.2
TR-AU-440a.1	Description of the management of risks associated with the use of critical materials	Partial	Section 6.2.6; Section 4.3.1.5 (E6)
TR-AU-440b.1	Total amount of waste from manufacturing, percentage hazardous, percentage recycled	Partial	Section 6.1.5
TR-AU-440b.2	Weight of end-of-life material recovered, percentage recycled	Partial	Section 6.1.5; Section 2.6.3 (O-E5-01)
TR-AU-440b.3	Average recyclability of vehicles sold	Not disclosed	—
TR-AU-000.A	Number of vehicles manufactured	Partial	Section 1.5
TR-AU-000.B	Number of vehicles sold	Partial	Section 1.5
REAL ESTATE (IF-RE, v2023-06, climate-only) — Vinhomes, Vincom Retail			
IF-RE-130a.1	Energy consumption data coverage as a percentage of total floor area, by property subsector	Not disclosed	—

Code	Indicator	Status	Section reference
IF-RE-130a.2	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Partial	Section 6.1.2
IF-RE-130a.3	Like-for-like percentage change in energy consumption	Partial	Section 6.1.2
IF-RE-130a.4	Percentage of eligible portfolio that (1) has an energy rating and (2) is certified	Partial	Section 2.6.3 (O-B-01); Section 4.3.1.7
IF-RE-130a.5	Description of how building energy management considerations are integrated into investment and operations	Disclosed	Section 6.1.2; Section 4.3.1.7
IF-RE-140a.1	Water withdrawal data coverage as a percentage of total floor area (and percentage in water-stressed regions)	Not disclosed	—
IF-RE-140a.2	(1) Total water withdrawn, (2) percentage in regions with High/Extremely High Baseline Water Stress	Partial	Section 6.1.3
IF-RE-140a.3	Like-for-like percentage change in water withdrawn	Partial	Section 6.1.3; Section 2.3.3
IF-RE-140a.4	Description of water-management risks and discussion of strategies and practices	Disclosed	Section 6.1.3; Section 4.3 (E3)
IF-RE-410a.1	(1) Percentage of new leases with cost-recovery clauses for resource efficiency, (2) associated leasable floor area	Not disclosed	—
IF-RE-410a.2	Percentage of tenants separately metered or sub-metered for (1) grid electricity and (2) water	Not disclosed	—
IF-RE-410a.3	Discussion of approach to measuring, incentivising and improving tenant sustainability impacts	Partial	Section 6.2.6
IF-RE-450a.1	Area of properties located in 100-year flood zones	Partial	Section 4.3.2.1; Section 4.3.2.2 (E2)
IF-RE-450a.2	Description of climate-change risk exposure analysis, degree of systematic portfolio exposure, and mitigation	Partial	Section 4.3.2; Section 4.5; Section 6.4
IF-RE-000.A	Number of assets, by property subsector	Partial	Section 1.7.2; Section 2.3.3
IF-RE-000.B	Leasable floor area, by property subsector	Partial	Section 1.7.2

SASB Reference Index

Code	Indicator	Status	Section reference
IF-RE-000.C	Percentage of indirectly managed assets, by property subsector	Not disclosed	—
IF-RE-000.D	Average occupancy rate, by property subsector	Partial	Section 1.7.2
ENGINEERING & CONSTRUCTION SERVICES (IF-EN) — Vinhomes / VinSpeed construction			
IF-EN-160a.1	Number of incidents of non-compliance with environmental permits, standards, and regulations	Not disclosed	—
IF-EN-160a.2	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	Partial	Section 6.1.4; Section 4.3.2
IF-EN-250a.1	Amount of defect- and safety-related rework costs	Not disclosed	—
IF-EN-250a.2	Total monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	Not disclosed	—
IF-EN-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	Partial	Section 6.2.2; Section 5.4.3 (R-S2-01)
IF-EN-410a.1	Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking certification	Partial	Section 2.6.3 (O-B-01)
IF-EN-410a.2	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	Partial	Section 4.3.1.7; Section 6.1.2
IF-EN-410b.1	Amount of backlog for (1) hydrocarbon-related and (2) renewable-energy projects	Not disclosed	—
IF-EN-410b.2	Amount of backlog cancellations associated with hydrocarbon-related projects	Not disclosed	—
IF-EN-410b.3	Amount of backlog for non-energy projects associated with climate-change mitigation	Not disclosed	—
IF-EN-510a.1	(1) Number of active projects and (2) backlog in countries with the 20 lowest rankings in Transparency International's Corruption Perception Index	Not disclosed	—

Code	Indicator	Status	Section reference
IF-EN-510a.2	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery and corruption and (2) anti-competitive practices	Not disclosed	—
IF-EN-510a.3	Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive practices in the project-bidding process	Partial	Section 6.3.1 (G1)
IF-EN-000.A;			
IF-EN-000.B	Number of active projects / numbers of commissioned projects	Partial	Section 6.2.1; Section 1.7.3
IF-EN-000.C	Total backlog	Not disclosed	—
HOTELS & LODGING (SV-HL) — Vinpearl			
SV-HL-130a.1	(1) Total energy consumed, (2) % grid electricity, (3) % renewable	Partial	Section 6.1.2
SV-HL-140a.1	(1) Total water withdrawn, (2) total water consumed, % in water-stressed regions	Partial	Section 6.1.3
SV-HL-160a.1	Number of lodging facilities located in or near areas of protected conservation status or endangered species habitat	Not disclosed	—
SV-HL-160a.2	Description of environmental management policies and practices to preserve ecosystem services	Partial	Section 6.1.4
SV-HL-310a.1	(1) Voluntary and (2) involuntary turnover rate for lodging facility employees	Not disclosed	—
SV-HL-310a.2	Monetary losses from legal proceedings associated with labour-law violations	Not disclosed	—
SV-HL-310a.3	(1) Average hourly wage and (2) % of lodging facility employees earning minimum wage, by region	Not disclosed	—
SV-HL-310a.4	Description of policies and programmes to prevent worker harassment	Not disclosed	—
SV-HL-450a.1	Number of lodging facilities located in 100-year flood zones	Partial	Section 4.3.2.1
SV-HL-000.A	Number of available room-nights	Partial	Section 2.6.3

SASB Reference Index

Code	Indicator	Status	Section reference
SV-HL-000.B	Average occupancy rate	Not disclosed	—
SV-HL-000.C	Total area of lodging facilities	Not disclosed	—
SV-HL-000.D	Number of lodging facilities and % (1) managed, (2) owned, (3) leased	Not disclosed	—
SOFTWARE & IT SERVICES (TC-SI) — VinAI, VinBigData, VinCSS, VinSmart Future			
TC-SI-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable (data-centre / IT operations)	Not disclosed	—
TC-SI-130a.2	(1) Total water withdrawn, (2) total water consumed, percentage in water-stressed regions	Not disclosed	—
TC-SI-130a.3	Discussion of integration of environmental considerations into strategic planning for data-centre needs	Not disclosed	—
TC-SI-220a.1	Description of policies and practices relating to behavioural advertising and user privacy	Partial	Section 6.3.2 (G2)
TC-SI-220a.2	Number of users whose information is used for secondary purposes	Not disclosed	—
TC-SI-220a.3	Total monetary losses from legal proceedings associated with user privacy	Not disclosed	—
TC-SI-220a.4	(1) Number of law-enforcement requests for user information, (2) number of users affected, (3) percentage resulting in disclosure	Not disclosed	—
TC-SI-220a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	Not disclosed	—
TC-SI-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	Partial	Section 6.3.2 (G2)
TC-SI-230a.2	Description of approach to identifying and addressing data-security risks	Disclosed	Section 6.3.2 (G2)
TC-SI-330a.1	Percentage of employees that are (1) foreign nationals and (2) located offshore	Not disclosed	—
TC-SI-330a.2	Employee engagement as a percentage	Not disclosed	—

Code	Indicator	Status	Section reference
TC-SI-330a.3	Percentage of (1) gender and (2) diversity-group representation for technical staff and all employees	Partial	Section 6.2.3
TC-SI-520a.1	Total monetary losses from legal proceedings associated with anti-competitive behaviour regulations	Not disclosed	—
TC-SI-550a.1	(1) Number of performance issues and (2) number of service disruptions; (3) total customer downtime	Not disclosed	—
TC-SI-550a.2	Description of business-continuity risks related to disruptions of operations	Disclosed	Section 4.5; Section 6.3.2
TC-SI-000.A	(1) Number of licences or subscriptions, (2) cloud-based percentage	Not disclosed	—
TC-SI-000.B	(1) Data-processing capacity, (2) percentage outsourced	Not disclosed	—
TC-SI-000.C	(1) Amount of data storage, (2) % outsourced	Not disclosed	—
HEALTH CARE DELIVERY (HC-DY) — Vinmec			
HC-DY-130a.1	(1) Total energy consumed, (2) % grid electricity, (3) % renewable	Not disclosed	—
HC-DY-150a.1	Total amount of medical waste: % (a) incinerated, (b) recycled or treated, (c) landfilled	Not disclosed	—
HC-DY-150a.2	Total (1) hazardous and (2) non-hazardous pharmaceutical waste: % (a) incinerated, (b) recycled or treated, (c) landfilled	Not disclosed	—
HC-DY-230a.2	Description of policies and practices to secure customers' personal health data and other personal data	Partial	Section 6.3.2
HC-DY-230a.3	(1) Number of data breaches, (2) % involving (a) personal data, (b) personal health data, (3) customers affected in each category	Not disclosed	—
HC-DY-230a.4	Monetary losses from legal proceedings associated with data security and privacy	Not disclosed	—
HC-DY-240a.1	Discussion of strategy to manage the mix of patient insurance status	Not disclosed	—
HC-DY-250a.1	Number of Surgical Site Infections (SSIs) / healthcare-associated conditions (per applicable measure)	Not disclosed	—
HC-DY-250a.2	Number of serious reportable events (SREs)	Not disclosed	—

SASB Reference Index

Code	Indicator	Status	Section reference
HC-DY-250a.3	Hospital-acquired condition (HAC) rates per hospital	Not disclosed	—
HC-DY-250a.6	Number of (1) unplanned and (2) total readmissions per hospital	Not disclosed	—
HC-DY-260a.1	Description of policies and practices to manage prescriptions issued for controlled substances	Not disclosed	—
HC-DY-270a.1	Description of policies/initiatives to ensure patients are adequately informed about price before a procedure	Not disclosed	—
HC-DY-270a.2	Discussion of how pricing information for services is made publicly available	Not disclosed	—
HC-DY-270a.3	Number of the 25 most common services for which pricing is publicly available, and % of total services (by volume) they represent	Not disclosed	—
HC-DY-320a.1	Total recordable incident rate (TRIR) for (a) direct and (b) contract employees	Not disclosed	—
HC-DY-330a.1	(1) Voluntary and (2) involuntary turnover rate for (a) physicians, (b) non-physician practitioners, (c) all other employees	Not disclosed	—
HC-DY-330a.2	Description of talent recruitment and retention efforts for health care practitioners	Not disclosed	—
HC-DY-450a.1	Description of policies and practices to address climate-related physical risks, morbidity/mortality changes, and emergency preparedness	Not disclosed	—
HC-DY-510a.1	Monetary losses from legal proceedings associated with medical fraud	Not disclosed	—
HC-DY-000.A	Number of (1) facilities and (2) beds, by type	Not disclosed	—
HC-DY-000.B	Number of (1) inpatient admissions and (2) outpatient visits	Not disclosed	—
SOLAR TECHNOLOGY & PROJECT DEVELOPERS (RR-ST) — VinEnerg solar (~850 MW pipeline)			
RR-ST-130a.1	Energy management in manufacturing — (1) total energy consumed, (2) % grid, (3) % renewable	Not disclosed	—
RR-ST-140a.1	Water management — (1) total water withdrawn, (2) total consumed, % in water-stressed regions	Not disclosed	—
RR-ST-140a.2	Description of water-management risks and mitigation	Partial	Section 6.1.3

Code	Indicator	Status	Section reference
RR-ST-150a.1	Hazardous waste — amount generated, % recycled	Not disclosed	—
RR-ST-410a.1	Description of risks associated with integration of solar energy into existing energy infrastructure and efforts to manage them	Not disclosed	—
RR-ST-410a.2	Description of risks and opportunities associated with energy policy and its impact on solar integration	Partial	Section 2.6.3
RR-ST-410b.1	Description of approach to managing environmental risks associated with the polysilicon supply chain	Not disclosed	—
RR-ST-410b.2	Description of approach to product end-of-life management	Partial	Section 2.6.3
RR-ST-000.A	Total capacity of photovoltaic (PV) solar modules produced	Not disclosed	—
RR-ST-000.B	Total project development activity (e.g. total installed capacity / generation)	Partial	Section 1.7.4 (pipeline only; installed capacity/generation not disclosed)
WIND TECHNOLOGY & PROJECT DEVELOPERS (RR-WT) — VinEnerg wind (~1,791 MW pipeline)			
RR-WT-410a.1	Description of approach to mitigating ecological and community impacts of project development (siting, wildlife, noise)	Partial	Section 4.3.2
RR-WT-440b.1	Top five materials consumed, by weight	Not disclosed	—
RR-WT-440b.2	Average top head mass per turbine capacity, by wind turbine class	Not disclosed	—
RR-WT-440b.3	Description of approach to optimize materials efficiency of wind turbine design	Not disclosed	—
RR-WT-000.A	Number of delivered wind turbines, by wind turbine class	Partial	Section 4.3.2 (for installed capacity)
RR-WT-000.B	Aggregate capacity of delivered wind turbines, by wind turbine class	Not disclosed	—
RR-WT-000.C	Amount of turbine backlog	Not disclosed	—
RR-WT-000.D	Aggregate capacity of turbine backlog	Not disclosed	—
ELECTRIC UTILITIES & POWER GENERATORS (IF-EU) — VinEnerg generation			

SASB Reference Index

Code	Indicator	Status	Section reference
IF-EU-110a.1	(1) Gross global Scope 1 emissions, % covered under (2) emissions-limiting and (3) emissions-reporting regulations	Not disclosed	—
IF-EU-110a.2	GHG emissions associated with power deliveries	Not disclosed	—
IF-EU-110a.3	Discussion of long- and short-term strategy to manage Scope 1 emissions, reduction targets, and performance against them	Not disclosed	—
IF-EU-120a.1	Air emissions of (1) NOx, (2) SOx, (3) PM10, (4) Pb, (5) Hg; % of each near dense population	Not disclosed	—
IF-EU-140a.1	(1) Total water withdrawn, (2) total water consumed; % of each in High/ Extremely High Baseline Water Stress regions	Not disclosed	—
IF-EU-140a.2	Number of incidents of non-compliance with water-quality permits, standards and regulations	Not disclosed	—
IF-EU-140a.3	Description of water-management risks and mitigation strategies and practices	Not disclosed	—
IF-EU-150a.1	(1) Amount of coal combustion products (CCPs) generated, (2) % recycled	Not disclosed	—
IF-EU-150a.3	Description of CCP management policies and procedures for active and inactive operations	Not disclosed	—
IF-EU-240a.1	Average retail electric rate for (1) residential, (2) commercial, (3) industrial customers	Not disclosed	—
IF-EU-240a.3	(1) Number of residential disconnections for non-payment, (2) % reconnected within 30 days	Not disclosed	—
IF-EU-240a.4	Discussion of impact of external factors on customer affordability of electricity	Not disclosed	—
IF-EU-320a.1	(1) TRIR, (2) fatality rate, (3) near-miss frequency rate (NMFR) for (a) direct and (b) contract employees	Not disclosed	—
IF-EU-420a.2	Percentage of electric load served by smart-grid technology	Not disclosed	—
IF-EU-420a.3	Customer electricity savings from efficiency measures, by market	Not disclosed	—

Code	Indicator	Status	Section reference
IF-EU-540a.1	Total number of nuclear power units, by results of most recent independent safety review	Not applicable	—
IF-EU-540a.2	Description of efforts to manage nuclear safety and emergency preparedness	Not applicable	—
IF-EU-550a.1	Number of incidents of non-compliance with physical or cybersecurity standards or regulations	Not disclosed	—
IF-EU-550a.2	(1) SAIDI, (2) SAIFI, (3) CAIDI, inclusive of major event days	Not disclosed	—
IF-EU-000.A	Number of (1) residential, (2) commercial, (3) industrial customers served	Not disclosed	—
IF-EU-000.B	Total electricity delivered to (1) residential, (2) commercial, (3) industrial, (4) other retail, (5) wholesale customers	Not disclosed	—
IF-EU-000.C	Length of transmission and distribution lines	Not disclosed	—
IF-EU-000.D	Total electricity generated, % by major energy source, % in regulated markets	Not disclosed	—
IF-EU-000.E	Total wholesale electricity purchased	Not disclosed	—
IRON & STEEL PRODUCERS (EM-IS, v2023-12) — VinMetal			
EM-IS-110a.1	Gross global Scope 1 emissions, % covered under emissions-limiting regulations	Not disclosed	—
EM-IS-110a.2	Discussion of long-/short-term strategy to manage Scope 1 emissions, reduction targets and performance	Partial	Section 4.3.1.3 (pre-operational/planned VinMetal disclosures only)
EM-IS-120a.1	Air emissions of (1) CO, (2) NOx, (3) SOx, (4) PM10, (5) MnO, (6) Pb, (7) VOCs, (8) PAHs	Not disclosed	—
EM-IS-130a.1	(1) Total energy consumed, (2) % grid electricity, (3) % renewable	Not disclosed	—
EM-IS-130a.2	(1) Total fuel consumed, (2) % coal, (3) % natural gas, (4) % renewable	Not disclosed	—
EM-IS-140a.1	(1) Total fresh water withdrawn, (2) % recycled, (3) % in water-stressed regions	Not disclosed	—

SASB Reference Index

Code	Indicator	Status	Section reference
EM-IS-140a.2	Description of water-management risks and mitigation strategies	Partial	Section 6.1.3
EM-IS-150a.1	Amount of waste generated, % hazardous, % recycled	Not disclosed	—
EM-IS-320a.1	(1) TRIR, (2) fatality rate, (3) NMFR for (a) direct and (b) contract employees	Not disclosed	—
EM-IS-430a.1	Discussion of the process for managing iron ore or coking coal sourcing risks arising from environmental and social issues	Not disclosed	—
EM-IS-000.A	Raw steel production, % by process (BOF / EAF) and by type	Not disclosed	—
EM-IS-000.B	Total iron ore production	Not disclosed	—
EM-IS-000.C	Total coking coal production	Not disclosed	—
ELECTRICAL & ELECTRONIC EQUIPMENT (RT-EE) — VinES batteries			
RT-EE-130a.1	Energy management — (1) total energy consumed, (2) % grid, (3) % renewable	Partial	Section 6.1.2 (Group-level, not battery-segment specific.)
RT-EE-150a.1	Amount of hazardous waste generated, percentage recycled	Not disclosed	—
RT-EE-150a.2	Number and aggregate quantity of reportable spills, quantity recovered	Not disclosed	—
RT-EE-250a.1	Number of recalls issued, total units recalled	Not disclosed	—
RT-EE-250a.2	Monetary losses from legal proceedings associated with product safety	Not disclosed	—
RT-EE-410a.1	Percentage of products by revenue that contain IEC 62474 declarable substances	Not disclosed	—
RT-EE-410a.2	Percentage of eligible products, by revenue, certified to an energy-efficiency certification	Not disclosed	—
RT-EE-410a.3	Revenue from renewable-energy-related and energy-efficiency-related products	Not disclosed	—
RT-EE-440a.1	Description of risk management for critical materials	Partial	Section 4.3.1.5
RT-EE-510a.1	Description of policies and practices for prevention of (1) corruption and bribery and (2) anti-competitive behaviour	Partial	Section 6.3.1

Code	Indicator	Status	Section reference
RT-EE-510a.2	Monetary losses from legal proceedings associated with bribery or corruption	Not disclosed	—
RT-EE-510a.3	Monetary losses from legal proceedings associated with anti-competitive behaviour regulations	Not disclosed	—
RT-EE-000.A	Number of units produced by product category	Not disclosed	—
RT-EE-000.B	Number of employees	Not disclosed	—
GROUP CROSS-INDUSTRY METRICS (consolidated, where meaningful)			
Energy	Total energy consumed; renewable share	Disclosed	Section 6.1.2
Emissions	Scope 1 + Scope 2 GHG; net change	Disclosed	Section 6.1.1
Water	Total consumption; reuse	Disclosed	Section 6.1.3
Workforce safety	Work-related fatalities (Group)	Partial	Section 6.2.2 (Work-related fatalities are disclosed at Group level as a supplemental cross-industry safety metric. Full rate-based OHS metrics, including employee/contractor breakdowns where applicable, are being strengthened for future reporting cycle)

IFRS S1 Reference Index (Qualitative)

The table below references the disclosure requirements of IFRS S1 "General Requirements for Disclosure of Sustainability-related Financial Information", issued by the IFRS Foundation in June 2023. The 2025 Sustainability Report is the first year Vingroup has applied IFRS S1, using a qualitative approach structured around four pillars: Governance — Strategy — Risk Management — Metrics and Targets. For IFRS S2, apart from the qualitative approach structured around four pillars, all other quantitative climate risk assessments are under planning.

IFRS S1 paragraph	Disclosure requirement	Status	Vingroup 2025 disclosure	Reference / roadmap
I. GOVERNANCE — Paragraphs 27–28				
27(a)(i),(v)	How sustainability responsibility is reflected in terms of reference and policies; how the governance body determines the ESG skills / competencies needed	Disclosed	Section 3.1–3.2 set out the governance philosophy and the Board's role in sustainability oversight. The body responsible for sustainability oversight is identified (Section 3.2.2); Board competence on sustainability matters is described (Section 3.2.3). The Group ESG Department coordinates the cascade to subsidiary ESG / Sustainability Committees (Vinpearl, VinUniversity, Vinhomes — established 2025).	Section 3.1; Section 3.2; AR 2025 Chapter V
27(a)(ii),(iii)	How and how often the governance body is informed about sustainability-related risks and opportunities	Disclosed	Section 3.3.5 describes escalation, consolidated reporting and performance review: subsidiary ESG bodies → Group ESG Department → Board, with periodic reporting and ad hoc escalation of material matters (e.g. construction-site OHS escalated to Board level in 2025).	Section 3.3.5
27(a)(iv)	How the governance body considers sustainability-related risks and opportunities when overseeing strategy, major transactions, and risk management	Disclosed	Sections 3.1–3.2 and Chapter 4 describe the integration of the three-theme strategy and the 23-entry R&O register into Board-level strategic oversight, including new-pillar investment decisions (VinEnergó, VinMetal, VinSpeed).	Section 3.2; Section 4.1; Section 2.6.3
27(b)	Role of management in overseeing and managing sustainability-related risks and opportunities; specific roles / committees; integrated controls	Disclosed	Section 3.3 sets out management responsibility, the Group-to-subsidiary governance cascade, Group representation at subsidiaries, and subsidiary-level sustainability governance bodies. Integration with risk management is described in Section 3.4 and Chapter 5.	Section 3.3; Section 3.4; Chapter 5
II. STRATEGY — Paragraphs 29–41				
29, 30	Sustainability-related risks and opportunities that could reasonably affect the entity's prospects; short / medium / long-term horizons	Disclosed	Section 2.6 presents the 23-entry register (14 risks, 9 opportunities) across the six pillars, each classified by IFRS S2 category, affected pillar, value-chain stage, time horizon (short <3y, medium 3–10y, long >10y), likelihood and severity. Chapter 4 maps these to the three strategic themes.	Section 2.6.3; Section 4.3
29(c)	Current and anticipated effects on the business model and value chain	Disclosed	Section 2.3 maps the Group-level value chain and ESG hotspots across all six pillars (upstream → operations → downstream). Chapter 4 (Section 4.2.4) provides six-pillar pressure mapping.	Section 2.3; Section 4.2.4
29(d), 34–35	Effects of sustainability-related risks and opportunities on financial position, financial performance and cash flows (current and anticipated)	Partial	Quantitative current and anticipated financial effects of sustainability-related risks and opportunities are not disclosed in the 2025 cycle. Vingroup provides qualitative information through the sustainability-related risk and opportunity register, strategic-theme analysis and transition roadmap. Quantitative financial-effect assessment is planned for future reporting cycles as data systems, scenario analysis and Scope 3/value-chain inputs mature	Section 2.6.3; Section 4.3; Section 4.4; Section 5.5

IFRS S1 Reference Index (Qualitative)

IFRS S1 paragraph	Disclosure requirement	Status	Vingroup 2025 disclosure	Reference / roadmap
29(e)	Resilience of the strategy and business model to sustainability-related risks and opportunities	Partial	Section 4.5 presents the resilience approach and qualitative scenario analysis across the three themes. Limitation: quantitative IFRS S2 scenario analysis (orderly / disorderly / high-warming pathways) not yet performed — sequenced for 2027.	Section 4.5; Section 5.5
32	Effects of sustainability-related risks and opportunities on the business model and value chain	Disclosed	Section 2.3 (value-chain mapping) and Section 4.2 (operating environment and external-impact analysis, incl. macro / policy, climate, and energy-and-mobility transition context) describe value-chain effects across the six pillars.	Section 2.3; Section 4.2
33	How the strategy and decision-making respond to sustainability-related risks and opportunities; progress vs prior period; trade-offs	Disclosed	Chapter 4 (Section 4.4) sets out the transition plan and strategic response per theme, with assumptions and dependencies (4.4.5). Section 4.1.2 addresses balancing competing priorities. As the first ISSB-aligned cycle, 2025 is established as the baseline; the 11→14 material-topic expansion (Section 2.5.3) evidence progress.	Section 4.4; Section 4.1.2; Section 2.5.3
36	Quantitative and qualitative information about current and anticipated effects on financial position / performance, and how resources are or will be used	Partial	Quantitative financial-impact information is subject to the S1.38–40 exemption. Qualitative resource-allocation information is provided via the transition-plan roadmaps per theme (Section 4.4)	Section 4.4 (qualitative resource-allocation roadmap, not quantified financial effect)
38–40	Not providing quantitative information on financial impacts: reasons and qualitative alternatives	Partial	Vingroup does not disclose quantitative financial effects in 2025 due to input uncertainty, developing IFRS S2 modelling capability and incomplete Scope 3 inventory. Qualitative alternatives are provided via the R&O register and transition roadmaps.	Section 2.6.3; Section 4.4
41	Resilience: qualitative (and quantitative, if available) assessment of the ability of the strategy and business model to adjust to uncertainty	Partial	Section 4.5 provides qualitative resilience assessment under scenarios for Theme 1 (Powering the Green Transition) and Theme 3 (Resilience and Responsible Governance). Quantitative resilience assessment sequenced for 2027 (Section 4.5.5 methodology note).	Section 4.5; Section 5.5
III. RISK MANAGEMENT — Paragraphs 43–44				
43, 44(a)	Processes for identifying, assessing, prioritizing and monitoring sustainability-related risks; inputs and parameters; scenario analysis; integration into overall ERM	Disclosed	Chapter 5 describes the opportunity-from-risk lens (5.1), the extended Three Lines Model (5.2), and the handling of specialized ESG risk profiles (5.3). Section 2.6.1 sets out the classification framework, time horizons and five-level severity scale. Integration into ERM is described in Section 3.4 (Three Lines Model and Internal Audit's assurance role).	Chapter 5; Section 2.6.1; Section 3.4
44(b)	Processes for identifying, assessing, prioritizing and monitoring sustainability-related opportunities	Disclosed	The register identifies nine opportunities alongside risks (Section 2.6.3), monitored through Chapter 4 strategic-theme roadmaps. Section 5.1 reframes the corporate objective to capture opportunity from risk.	Section 2.6.3; Section 5.1; Section 4.4

IFRS S1 Reference Index (Qualitative)

IFRS S1 paragraph	Disclosure requirement	Status	Vingroup 2025 disclosure	Reference / roadmap
44(c)	Extent of integration between sustainability risk / opportunity management and the overall ERM process	Disclosed	Section 3.4.1 sets out the Three Lines Model applied to sustainability; Section 3.4.2 describes Internal Audit's independent review (including the 2025 construction-OHS incident-response review). Section 5.2 elevates structural accountability across the extended Three Lines.	Section 3.4; Section 5.2
IV. METRICS AND TARGETS — Paragraphs 45–53				
46(a)	Metrics required by applicable IFRS Standards (SASB industry standards per the Group's SICS® mapping)	Disclosed	See Section 7.2 — SASB Reference Index covering the eleven SASB industry standards mapped to the Group's pillars	Section 7.2
46(b)(i)–(ii), 47	Metrics used to measure and monitor sustainability-related risks / opportunities and performance; industry-specific metrics	Partial	Chapter 6 presents environmental (6.1), social (6.2) and governance (6.3) metrics.	Section 6.1; Section 6.2; Section 6.3
48	Sustainability targets: metrics, quantitative / qualitative values, time horizons, base year, interim milestones, performance vs target	Partial/ Roadmap	Vingroup discloses selected sustainability targets and 2026–2028 roadmap milestones across its three strategic themes, supported by ESG metrics in Chapter 6. The 2025 cycle establishes baseline data and selected milestones, while the full Group-level target framework — including complete base years, interim milestones and performance-tracking methodology across all material topics — remains under development.	Section 4.4; Section 5.5; Chapter 6
52, 53	Consistency of metric definitions and calculations over time; clear and meaningful naming	Disclosed	Chapter 6 presents 2023–2025 performance trends with metric definitions and data-coverage/methodology notes where available. Reporting boundary and changes are described in Sections 1.2–1.3 and in relevant metric sections.	Section 6.1; Section 6.2; Section 6.3; Section 1.2; Section 1.3