



VINGROUP'S 2022
SUSTAINABILITY REPORT

PROGRESS TOWARDS A

SUSTAINABLE FUTURE



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Glossary

Abbreviation	Definition
COP	Conference of the Parties
GHG	Greenhouse Gas
UN	The United Nations
SDG	Sustainable Development Goal
ISO	International Organization for Standardization
EIA	Environmental Impact Assessment
MONRE	Ministry of Natural Resources and Environment
DONRE	Department of Natural Resources and Environment
EU	European Union
P&L	Profit and Loss Center
EV	Electric Vehicle
HVAC	Heating, Ventilation, and Air Conditioning
kWh	Kilowatt hour
tCO2e	Tons of Carbon Dioxide Equivalent

OVERVIEW



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About the report

Reporting purposes and relevant frameworks

This sustainability report has been prepared with reference to the Global Reporting Initiative (GRI) and the United Nations Sustainable Development Goals (SDGs). The report highlights our Environment, Social and Governance (“ESG”) journey and details our approach, and efforts to achieve Vingroup’s sustainability target in 2022.

At Vingroup (“the Group”), we are committed to operating in a sustainable manner, and we believe that this report will provide our stakeholders with a comprehensive understanding of our sustainability performance.

Reporting Scope

The reporting scope covers all entities in the ecosystem of Vingroup. The reporting period is from January 1, 2022 to December 31, 2022 (hereafter “the reporting period”), which is in line with Vingroup’s fiscal year.

Information Resources

The information and data cited in this report are derived from Vingroup’s official documents, statistical and annual reports, as well as other ESG information that was collected, summarized and reviewed by Vingroup, unless otherwise specified.

Access to the report

The electronic version of this report is available in both Vietnamese and English. Please view and download this report from the official website of Vingroup.



Message from CEO



At Vingroup Joint Stock Company (hereinafter referred to as “Vingroup”), with the aspiration to be a pioneer and the capability to deploy sustainable investment and development strategies, we focus on three key pillars:

- Technology – Industrial;
- Real Estate and Services; and
- Social Enterprises

Vingroup is committed to continuous innovation and creativity in offering a premium product and service ecosystem to enhance the quality of life for all individuals while simultaneously elevating the status of Vietnamese brands in the global market, aligning with our mission to create a better life for everyone.

At Vingroup we believe that Environmental Social and Governance (ESG) can only be made sustainable through long-term strategic initiatives significant in nature and supported by resilient leadership commitments.

We pride ourselves in upholding our core values and continuously driving our vision of sustainability:

- **Credibility:** Vingroup vigorously protects its Credibility as one would protect their honor, continuously strengthening its deployment readiness and execution competences; and spares no effort in delivering its commitments.
- **Integrity:** Integrity lays the foundation for Vingroup where we strictly respect and comply with the laws and ethical standards, putting the interests of our customers first.
- **Creativity:** Vingroup sees Creativity as its vitalizing catalyst for growth, embracing the entrepreneurial spirit to build an enterprise of constant learning.
- **Speed:** Vingroup values Speed and Efficiency as the principles of its Decision-making – “Fast to Decide, Fast to Invest, Fast to Deploy, Fast to Sell, Fast to Change, and Fast to Adapt”.
- **Quality:** Vingroup’s commitment to high quality in its operations is expressed as: “Best in People, Best in Products and Services, Best in Quality of Life, and delivering the Best in Society.”
- **Humanity:** Vingroup nurtures its relationships with Humanity, treasuring human capital as its most valuable asset and harmonizing all the stakeholders’ benefits on the basis of fairness, integrity and solidarity.

As we continually challenge our ESG ambitions we have:

- Identified material ESG Factors for our operations in accordance with strong and moral Environmental, Social and Governance (ESG) practices in various industries and international standards. We have put into place robust internal processes and an effective internal control environment that facilitate the identification and management of risks and regular communication with the Board, Management and internal teams such as Human Resources, Procurement, Legal, and Finance;
- Developed our environmental and social management systems in accordance with ISO 14001, ISO 45001 (selected subsidiaries) and the International Finance Corporation (IFC) Performance Standards to minimize our environmental footprint, achieve the highest safety and environmental standards for our product design and manufacturing, and protect our workers and the environment as certified by reputable organizations. We pursue continuous improvement of our environmental, health and safety performance through tracking key indicators and developing our personnel’s capacity in accordance with strict management measures;
- Continued to place the safety of our customers at the center of everything we do. We demonstrate credibility in all of our interactions with customers and continuously improve the quality of our service to ensure customer satisfaction. We value customers’ opinions and feedback and anticipate market trends to innovate and offer superior products and services;
- As a major milestone for Vingroup, we have captured our Scope 1 and 2 emissions for all our subsidiaries for the very first time and continue our journey to pursue reporting on scope 3 emissions;

Message from CEO

- Acknowledged the global warming concern by committing our company to follow the Paris accord fundamentals reducing our emissions yearly for all subsidiaries and a bold commitment for VinFast to be net-zero by 2040 after committing to The Climate Pledge;
- Established ourselves as an industry leader in Vietnam and as an equal opportunity employer - attracting and developing an engaged workforce, providing inclusive employment, training and development opportunities. Since 2021, we have recruited 14,500 permanent staff, bringing our total number of employees to 54,212, representing a growth of 137% compared to 39,708 people in 2021. In 2022 alone, we delivered our employees over 1,500,338 hours of professional training;
- Committed to the highest ethical standards across our operations, including fostering relationships with governmental agencies, employees, suppliers and customers. We support transparency and compliance as conveyed in our Anti-Bribery Policy, Whistleblower Policy, Anti-Corruption Policy and Privacy Policy;
- Undertaken and implemented inductions that require all our employees and consultants to adhere to the Vingroup internal regulations and applicable governance policies on anti-corruption;
- Participated in social and charitable activities that help disadvantaged members of the society; and

- Contributed to the best of our ability in the workplace to build the economy, innovate, create sustainable ecosystems of quality products and services, to improve the lives of people, and elevate the position of Vietnamese brands globally. Disclosure Project (CDP) and the Green House Gas Protocol.

At Vingroup, we support and commit to making the UN Global Compact and its principles part of our company's strategy, culture, and day-to-day operations and engaging in collaborative projects that advance the broader development goals of the United Nations, particularly the Sustainable Development Goals.

We foster and promote diversity, equity, and inclusion into our business ethics in a manner that is holistic and transparent. Our people are at the forefront of our business decisions - fostered to be innovative, aspirational, and to work in unison. We ensure that all our operations adhere to high health and safety standards, conduct rigorous risk management practices, work in interdependent relationships with our communities, and promote local development capacity by supporting social upliftment programs.

We acknowledge the need to advance our business landscape towards ESG values and have undertaken strategic ambitions that are both tangible and measurable to align our practices with globally recognized frameworks and voluntary principles. These include the Global Reporting Initiatives (GRI), The Task-force on Climate-related Financial Disclosure (TCFD), which is in line with the Securities Exchange Commission (SEC) reporting initiatives, the United Nations Global Compact (UNGC) ten principles,

the Science-Based Target initiatives (SBTi), as well as the Carbon Disclosure Project (CDP) and the Green House Gas Protocol.


Vingroup believes in providing our shareholders, customers, and community with transparency through public disclosure in line with international sustainability reporting standards. Our 2022 Sustainability Report, based on the GRI framework, covers insights into our Environmental, Social, and Governance strategy and our engagement activities throughout the year. Moving forward, we will be implementing a Climate Transition Action Plan (CTAP) with the aim of reducing our environmental footprint towards net zero by 2050, in line with the Vietnamese government's commitment at COP26. We will track and report on our progress from our 2023 Sustainability Report onward.

Sincerely yours,

2022 sustainability highlights and commitments

Striving for a green

Climate resilience




Net Zero by 2050

the commitment of Vingroup




Discontinuation of ICE vehicles

by VinFast in 2022. VinFast announced the strategy of discontinuing production of ICE vehicles, becoming a pure EV manufacturer by 2023




8,600 tons of CO₂

reduced by Vinbus




Zero carbon emissions by 2040

VinFast signed the COP26 ZEV declaration to produce zero emission vehicles, and joined The Climate Pledge (TCP)




50 out of 83

retail malls of Vincom Retail were equipped with solar panels for the company's operations, producing 23.2 million kWh, equivalent to 17 thousand tons of CO₂ reduced with the use of solar panel systems



972 tons of CO₂

offset with solar power output at Vinhomes Ocean Park



20 thousand trees

planted in 2022 during the “A Green Future for Everyone” project of VinFast in Phu Quoc and Hai Phong

2022 sustainability highlights and commitments

Striving for a green

Waste Management

Green materials



100%

engineered wood used instead of natural timber in Vinhomes buildings



5%

increase in the usage of unburnt bricks and Acotec panels in the high-rise buildings of Vinhomes



15%

The total amount of domestic waste in Vinhomes decreased compared to 2021



25.3%

decrease in waste per capita of Vinhomes compared to 2021



17%

increase in recycled hazardous and domestic waste at the VinFast factory in Hai Phong compared to 2021

VinFast's hazardous components that are mixed in waste and then polished and recycled by the licensed contractor decreased by 40% compared to 2021



100%

of urban areas and malls have signed contracts for the collection, transportation, and treatment of domestic and hazardous waste with companies licensed by the MONRE



2022 sustainability highlights and commitments

Striving for a green


Water Stewardship

Conservation of water resources

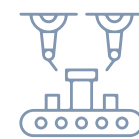
 **32,000** m³
of treated wastewater was reused in VinFast factory, marking an increase of 155% in comparison to 2021

 **30,000** m³
of treated wastewater was reused in 3 residential urban areas of Vinhomes

 **38,000** m³/day-night
The capacity of Vinhomes Ocean Park's wastewater treatment plant


 **321,000**
The number of plastic bottles at VinUniversity saved in 2022 thanks to the system of direct faucet drinking water machines

Material Sourcing and Efficiency


 The localization rate of VinFast was up to 60% by the end of 2022(*)

Responsible Investment

Green space

 **15-19%** m³
construction density of Vinhomes mega cities in satellite districts of Hanoi, spending most of the land fund for green space, water surface and public utilities

 **84%**
is the density of landscape and trees at VinUniversity

 **100%**
Of projects applied the “green” principles in all stages of project development from supplier selection to project selection and implementation

(*) Excluding battery



2022 sustainability highlights and commitments

Corporate Social

More than
55 thousand children
in all Vinhomes urban areas nationwide joined Vinhomes opened swimming classes to equip children with swimming and drowning-prevention skills

First social housing projects
in Thanh Hoa and Quang Tri provinces

3,300 people
in extremely difficult circumstances were supported with monthly living expenses

1,000 families
were supported with aid in regions affected by drought and seawater intrusion

1.3 trillion VND
was contributed to society by Kind Heart Foundation in 2022

1,500 birthing women
supported with maternity and childcare aid

188 houses
of compassion, gratitude and flood relief for the poor

150 thousand Tet gifts
donated to the poor



2022 sustainability highlights and commitments

Corporate Social

17.9 thousand gifts
donated to disabled veterans, and heroic Vietnamese mothers on War Heroes and Martyrs Day

8,000 scholarships
awarded to poor students nationwide

3,400 sets of computers
donated to 157 of the nation's most disadvantaged schools

1,900 orphans
supported with Covid-19 pandemic aid

Over **1,000** patients
successfully received transplanted stem cells

Employees Empowerment
26,072 new recruits
More than 1.5 million training hours provided to employees at all levels

100% of employees
returned to work after parental leave

Vingroup made the list of The Best Places To Work in four industry sectors: Engineering, Tourism, Education, and Real Estate

70 thousand gifts
exchanged in Vinhomes' "Go Green" Program, which deployed long-term solutions to build Green Urban Areas and Green Communities, and raised Vinhomes residents' awareness of sorting waste at source and collecting recyclable waste

Governance

1,1%
of Vietnam's GDP was contributed by Vingroup's revenue

60%
of the members of Vingroup's Board of Management are women

32.75%
of the management level is female¹

44,915,636 million VND
Total Vingroup payments on tax and other statutory obligations in 2022

Note
1. Tier 4 (Professional/ Expert/ Director/ Manager) upward.



About Vingroup

Company Profile

As measured by market capitalization, which was VND 38.7 trillion as of 31 December 2022. Initially demonstrating development of hotel and residential properties under the Vinpearl and Vincoms brands, Vingroup is now constantly diversifying and expanding its business segments in the spirit of sustainable and professional development. Vingroup now operates in three pillars:

Vingroup is
recognized as
one of the largest
listed companies
in Vietnam



(Pillar A) Technology - Industrials

- 01 **VINFAST**
vinfastauto.com
Originating from Vietnam, VinFast is committed to the vision of becoming a global smart EV brand.
- 02 **VinES**
vines.net.vn
Established in 2021, VinES specializes in R&D and the manufacture of high-technology lithium batteries and comprehensive energy solutions.
- 03 **VinAI**
www.vinai.io
VinAI Artificial Intelligence Application and Research Joint Stock Company under Vingroup - formerly known as the VinAI Research Institute.
- 04 **VinBigdata**
vinbigdata.rg
VinBigData Joint Stock Company was established based on Vingroup Big Data Institute's scientific achievements in the field of Data Science and Artificial Intelligence, especially in image and language processing.
- 05 **VinCSS**
vincss.net
VinCSS Internet Security Services LLC focuses on R&D and the supply of comprehensive, intelligent and automated cybersecurity products and services, as well as passwordless Identity & Access Management (IAM) solutions.
- 06 **VinHMS**
www.vinhms.com
VinHMS is a software development company specializing in cutting-edge technology products aimed at optimizing business operations for customers.
- 07 **VinBrain**
vinbrain.net
VinBrain is a pioneering technology company in the field of AI products for Healthcare.

About Vingroup

Company Profile

(Pillar B) Real Estate & Services

01 Vinhomes
vinhomes.vn
Vinhomes is the leading real estate brand in Vietnam.

02 Vinhomes Serviced Residences
vinhomes.vn
Premium serviced apartments and villas.

03 Vinhomes Office Leasing
vinhomes.vn
Premium offices for lease.

04 Vinhomes IZ (VHIZ)
vinhomes.vn
Industrial real estate.

05 Vincom Retail
vincom.com.vn
As a premier operator of shopping malls, Vincom Retail owns four distinct brands: Vincom Center, Vincom Mega Mall, Vincom Plaza, and Vincom+.

06 Vinpearl
vinpearl.com
As a proud leader in the hospitality industry in Vietnam, our mission at Vinpearl is to bring the very best 5-star holiday and resort experience to all our guests.

07 VinWonders
[Vinpearl.com](https://vinpearl.com)
The leading entertainment and leisure brands in Vietnam.

08 Vinpearl Golf
[Vinpearl.com](https://vinpearl.com)
World-class golf courses.



About Vingroup

Company Profile



(Pillar C) Social Enterprises

01 Vinmec
vinmec.com
Vinmec is a not-for-profit healthcare system that is invested in and developed by Vingroup. Our vision is to become an international-standard academic healthcare system through groundbreaking research and to provide our customers with outstanding treatment quality and perfect care services.

04 Vinbus
vinbus.vn
VinBus Ecology Transport Services LLC is a member of Vingroup, established in 2019, engaging in public passenger transport under the non-profit model.

02 Vinschool
vinschool.edu.vn
Vinschool is a not-for-profit K-12 education system, operating under and funded by its parent company, Vingroup, with the goal of becoming a Vietnamese education system based on the highest international standards.

03 VinUniversity
vinuni.edu.vn
VinUniversity (VinUni) is an excellent, private, not-for-profit university established by Vingroup. VinUni aspires to develop talents for the future, to make a breakthrough in Vietnam's higher education and to become a world-class university.

Vision, Mission and Values

Our vision is to be a pioneer and the capability to deploy sustainable investment and development strategies.

Vision

The Group will continue to innovate in building an ecosystem of high-quality products and services aimed at improving the lives of everyone and enhancing the international reputation of Vietnamese brands in support of our mission to create a better life for people.

We at Vingroup believe that Environment, Society and Governance are sustainable only through long-term strategic initiatives significant in nature and supported by resilient leadership commitments.

Mission

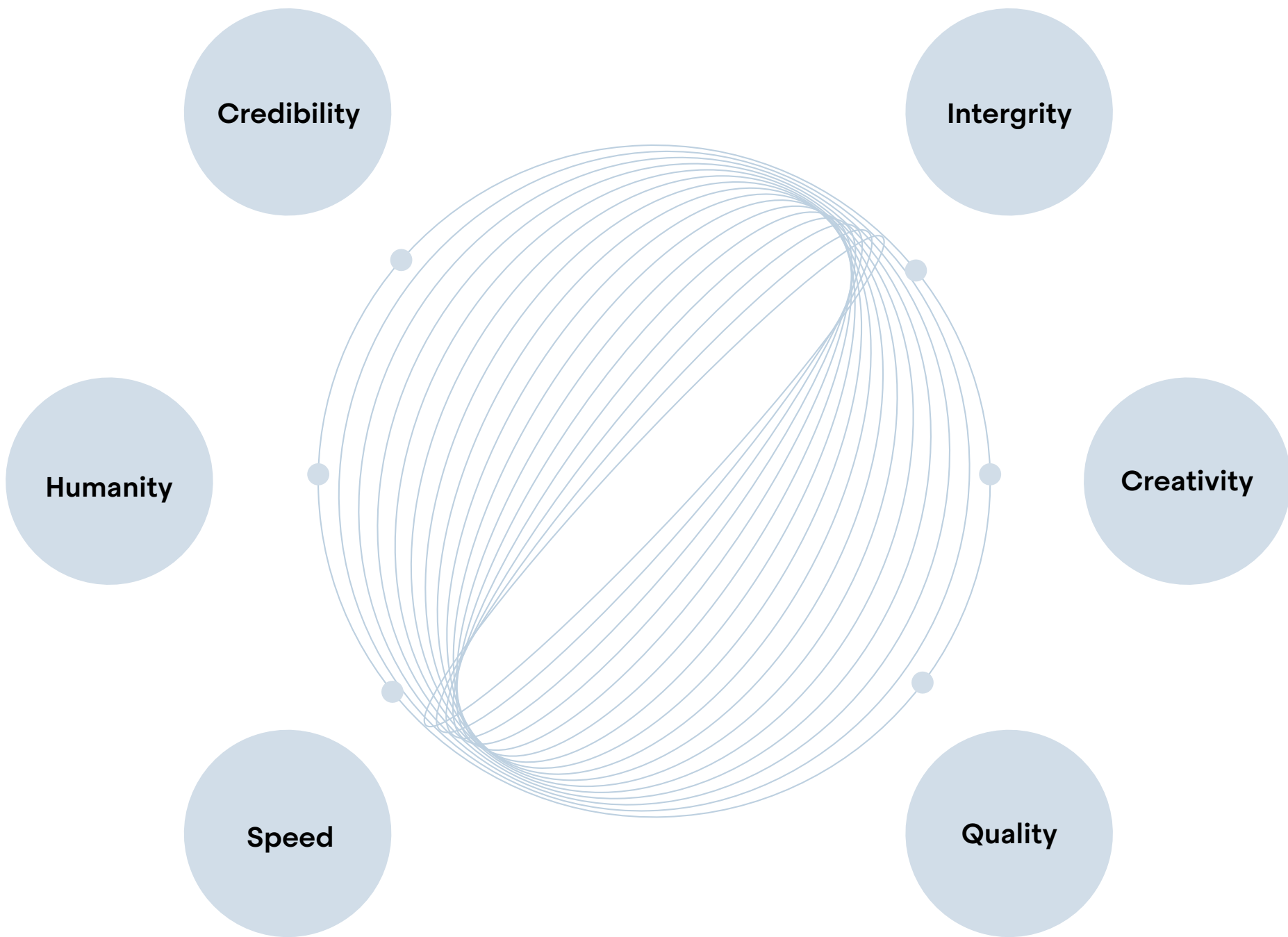
To create a better life for people.



Vision, Mission and Values

Core values

We pride ourselves in upholding our core values and unremittingly drive our vision of sustainability:



Credibility

Vingroup places utmost importance on building our Credibility. The Group believes Credibility is a competitive advantage and vigorously protects its Credibility as one would protect one’s honor.

Vingroup is fully prepared for its plans and spares no effort in meeting its commitments, even going beyond the expectations of customers and partners, particularly on those related to product quality services and implementation progress.

Integrity

Integrity lays the foundation for Vingroup, where we strictly respect and comply with the laws and maintain the highest level of professional and social ethics.

Vingroup adopts a customer-centered approach, in which the Group places the interests and wishes of the customers above its own. Vingroup strives to provide its customers with the best products and services and considers customer satisfaction as the measure of success Vingroup upholds a customer-service approach, and only takes on a task when the Group is confident of its execution capability.

Creativity

Vingroup considers Creativity as the source of vitality and innovation in each of its products and services. Creativity enables the Group to deliver on its philosophy of “Dare To Think, Dare to Do” aimed at building an organization eager to learn and to apply modern scientific and technical technologies into its production and management.

The Group always looks into improving its efficiency and enhancing the quality of its products and services. Vingroup promotes the development philosophy of a “Learning enterprise” in which its employees are not afraid to learn, to self-study and to overcome their limits.

Quality

Vingroup aims to gather the best people to deliver the best products and services and to contribute to building the best society. Vingroup strives to develop a force of effective and efficient human capital with sound Ethics and Knowledge, where each member is an expert in his field.

Vingroup believes that: The Group must be like a healthy and well-shaped body without redundant fat. We attract and retain the right person for each position, allowing each employee to grow in role or face elimination if unsuited.

Speed

Vingroup considers “Speed and efficiency in every activity” as our guiding principle and “Fast Decision-Fast Investment-Fast Deployment-Fast Sales-Fast Change and Quick Adaptation” as our core values. Vingroup believes that “Glory goes to those who meet deadlines”. Vingroup understands the importance of speed whilst upholding its commitment to quality.

Humanity

Vingroup fosters close relationships with our customers, business partners, colleagues, investors and society with goodwill, compassion and a humane spirit. We value employees as our most important resource; we build a professional, dynamic, creative and compassionate work environment, and provide a superior compensation package and fair development opportunities to all employees.

Vingroup fosters “Harmony” based on fairness, integrity and compassion. The values teamwork solidarity, discipline and loyalty, and demonstrates corporate social responsibility that harmonizes corporate goals with community contributions.

Our Footprint

The extensive network of business operations of Vingroup encompasses prime locations throughout the world.¹

As of 31 December 2022, we were proud that Vingroup and the subsidiary companies in our ecosystem conducted operations in all of Vietnam’s 63 cities and provinces.

The presence of Vingroup ecosystem in Vietnam in 2022

1. For details of the presence of typical companies in Vingroup's ecosystem, refer to Appendix 3. The presence of typical companies in Vingroup's ecosystem in 2022.

Hanoi 95 BUs

Pillar A: 32
Pillar B: 31
Pillar C: 32

Hai Phong 17 BUs

Pillar A: 6
Pillar B: 7
Pillar C: 4

Other provinces 286 BUs

Pillar A: 6
Pillar B: 7
Pillar C: 4

Ho Chi Minh 63 BUs

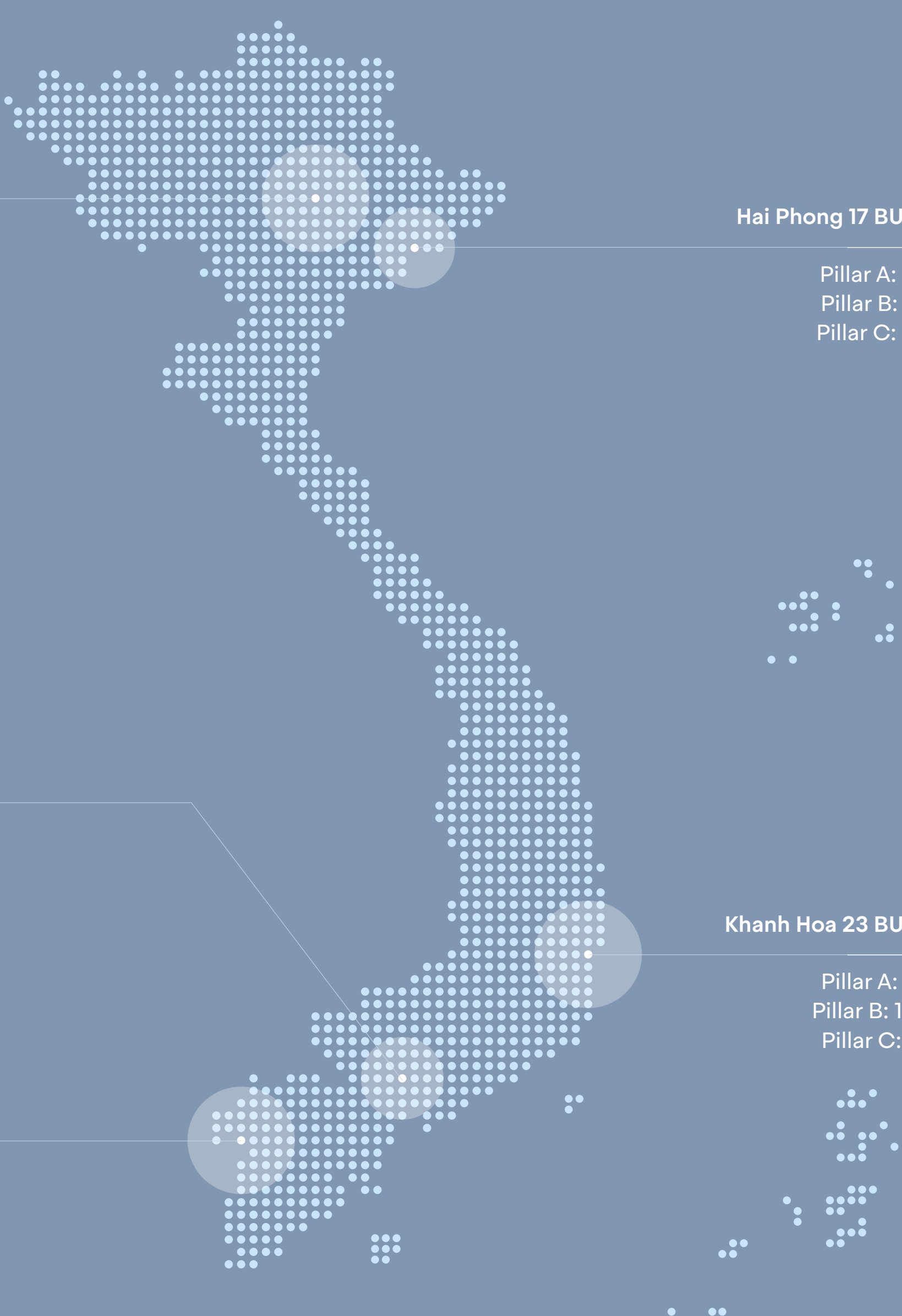
Pillar A: 34
Pillar B: 18
Pillar C: 11

Khanh Hoa 23 BUs

Pillar A: 7
Pillar B: 15
Pillar C: 1

Kien Giang 12 BUs

Pillar A: 3
Pillar B: 8
Pillar C: 1



By the end of 2022, VinFast, one of the outstanding businesses in our technology-industrials pillar, had expanded its business operations internationally, mainly via the production and distribution of electric cars in North American and European markets.

The presence of VinFast in 2022

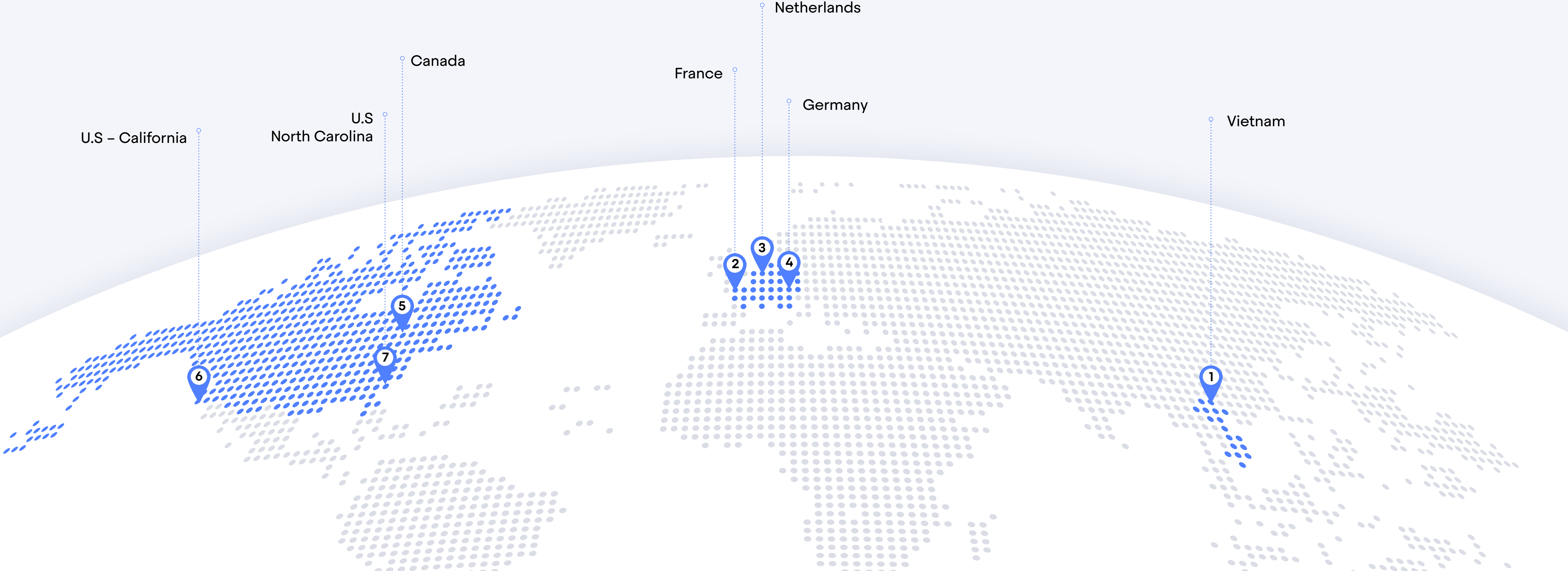
1	Vietnam	Hai Phong	★▲
2	France	Paris	★
3	Netherlands	Amsterdam	★
4	Germany	Frankfurt	★
5	Canada	Toronto	★
6	U.S – California	Los Angeles	★
7	U.S – North Carolina	Chatham Country	▲

★

Headquarters

▲

Manufacturing Facilities



Other footprint highlights

Technology – Industrials

VinFast
vinfastauto.com
The first Vietnamese all-electric brand was established on 2 September 2017.



VinAI
www.vinai.io
VinAI Artificial Intelligence Research and Application Joint Stock Company (VinAI), formerly known as VinAI Artificial Intelligence Research Institute, was established on 17 April 2019 as the first world-class AI research institute in Vietnam.



VinCSS
vincss.net

TOP 1
in Southeast Asia's passwordless authentication industry according to research by Frost & Sullivan.



VinBrain
vinbrain.net

The first and only AI company in Southeast Asia
to have an AI product for chest X-ray diagnosis approved for use in the United States by the FDA.



Other footprint highlights

Real Estate & Services

Vinpearl


vinpearl.com

31

luxury hotels, resorts, entertainment services, and golf courses with a total of

15,400

rooms in popular tourist destinations.



Vinhomes

vinhomes.vn

As at 28 February 2023, Vinhomes managed 28 projects with more than 117,000 apartments, villas, and shophouses, serving a combined total of 425,000 residents in eight provinces and cities nationwide.

TOP 10

developers in Vietnam

28

projects

117,000

apartments

425,000

residents



VinWonders

vinpearl.com

The Largest Theme Park in Vietnam, the largest semi-wild park in Vietnam.



Vincom Retail

vincom.com.vn

83 operational retail malls on 1.75 million square meters of gross retail floor area. Top 50 valuable brands in Vietnam (according to 2022 Brand Finance and inspirational brands at the Asia Pacific enterprise awards)

• Seven Vincom Center malls across Vietnam, including five Vincom Center malls in Hanoi and two in Ho Chi Minh City, with 280,000 square meters of gross retail floor area, accounting for 16% of Vincom Retail's portfolio.

• 56 Vincom Plaza malls in 41 cities and provinces throughout Vietnam, with 883,000 square meters of gross retail floor area, accounting for 51% of Vincom Retail's portfolio.

• Five Vincom Mega malls nationwide, including four in Hanoi and one in Ho Chi Minh City, with 512,000 square meters of gross retail floor area, accounting for 29% of Vincom Retail's portfolio.

• 15 Vincom+ retail malls in 11 provinces throughout Vietnam, with 72 million square meters of gross retail floor area, accounting for 4% of Vincom Retail's portfolio.



Other footprint highlights

Social Enterprises

VinUniversity
vinuni.edu.vn

Constructed by Vingroup in 2018 and officially began its first academic year at the end of 2020. VinUniversity is an excellent, private, not-for-profit university that operates under a social enterprise model. There were 719 students from 20 countries studying at VinUniversity in 2022.

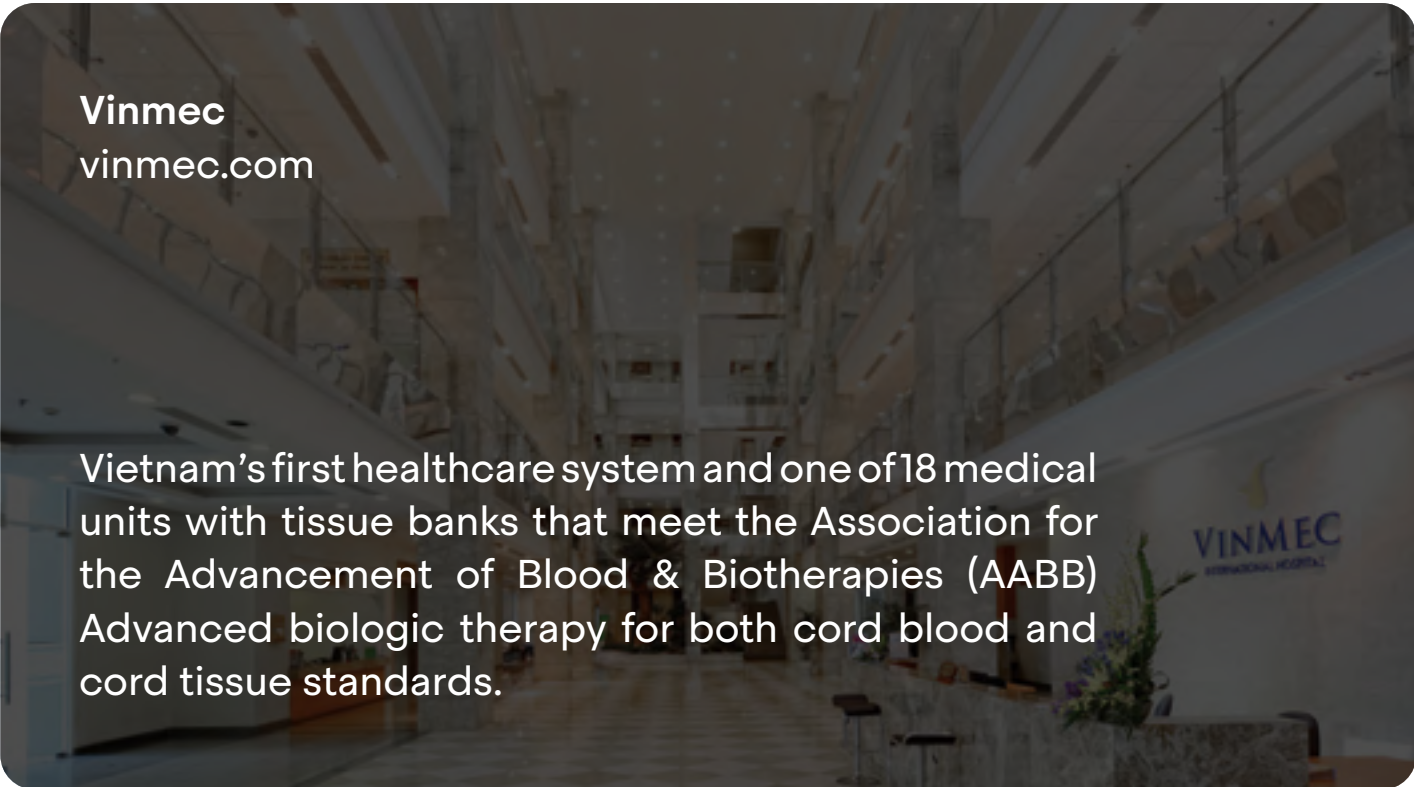


Vinschool
vinschool.edu.vn



Established in 2013 under a social enterprise model, Vinschool is a comprehensive educational system of kindergartens, elementary schools, secondary schools, and high schools with the goal of becoming Vietnam's leading international school system and "An incubator of talent". Vinschool had 43 kindergartens, and elementary, secondary and high schools with 43,000 students as of the end of 2022.

Vinmec
vinmec.com



Vietnam's first healthcare system and one of 18 medical units with tissue banks that meet the Association for the Advancement of Blood & Biotherapies (AABB) Advanced biologic therapy for both cord blood and cord tissue standards.

VinBus
vinbus.vn

Established on 25 April 2019 with the mission of promoting modern and green public transport.

VinBus had served
21 million customers
by the end of 2022



Awards and Accolades

VINGROUP

The Best Issuer for Sustainable Finance

Best Green Loan

by the Asset Magazine for its capital raising activities.

VINGROUP

The Best Places to Work in four industry sectors: Engineering, Tourism, Education, and Real Estate.

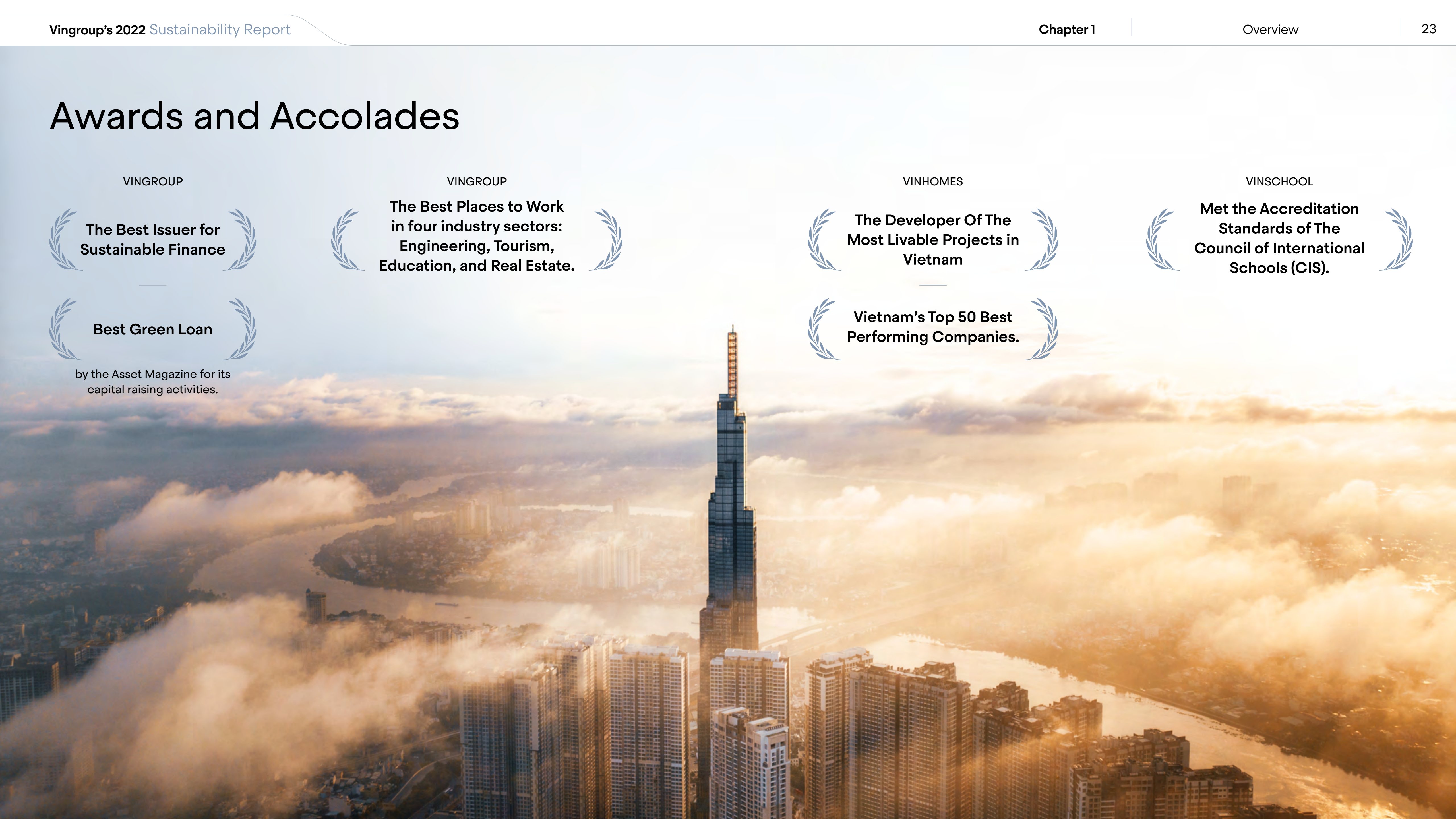
VINHOMES

The Developer Of The Most Livable Projects in Vietnam

Vietnam's Top 50 Best Performing Companies.

VINSCHOOL

Met the Accreditation Standards of The Council of International Schools (CIS).



Stakeholder engagement

Stakeholder engagement is one of the key processes in Vingroup’s sustainable development. The Group regularly reviews our stakeholder groups by considering the positive and negative impacts on each group, as well as impacts on stakeholders’ interest. Vingroup aims to balance the interests of our stakeholders, to develop long-term sustainable partnerships based on mutual trust, transparency, and corporate ethical standards. We place importance on understanding our stakeholder’s needs so that we can continuously facilitate innovations in governance, product development and service quality improvement.

Table 1. Stakeholder engagement

Stakeholders	Engagement forms	Topic	Value brought by Vingroup
Shareholders and Investors	<ul style="list-style-type: none">Organize the annual general meeting of shareholdersOrganize the meetings to report business results and announce quarterly financial statementsAttend seminars organized by the largest domestic and foreign securities companies to update investorsOrganize annual visits to businesses and the Vingroup ecosystemRespond questions and inquiries from investors via email: ir@vingroup.net	<ul style="list-style-type: none">Business performanceDividend paymentCorporate governanceTransparency and regulatory complianceEnvironmental impactSupply chain managementHuman Resource ManagementCommunity Engagement	<ul style="list-style-type: none">Implement transparent and fair governance to protect shareholder interestsDisclose information and promptly seek shareholders consent for important decisions through annual general meeting or written opinionsCreate opportunities for shareholders and investors to arrange meetings with Management to understand Vingroup’ business strategyEnsure transparency on social and environmental strategies
Customers, residents	<ul style="list-style-type: none">Website and newslettersDirect and social media interaction with customers 24/7 hotlineLoyalty programPrograms of Vingroup ecosystemSurvey of customers/ resident satisfactionVinhomes: Apartment conference meetings	<ul style="list-style-type: none">Quality of products and servicesHealth and safetySustainable materials and products	<ul style="list-style-type: none">Make commitments to the quality of products and servicesBring the best experience for customersImprove the design, landscape, and living environment of facilities. Coordinate within Vingroup ecosystems to incentivize customers to create convenience and exceptional value for customers/ residents.Value integrity as the foundation of our business and putting customers first. Maintain a friendly, respectful, and supportive attitude toward customersListen to customers in order to clearly understand their needs and balance customers’ interests with those of the Group while providing a team of highly qualified consultants to provide accurate informationDemonstrate credibility in all interactions with customers. Make every effort to deliver on commitments to customersAnticipate market trends to enhance quality of service and to offer superior products and service while customizing products based on the demand of customers with outstanding valueRetail mall tenants: tenants can benefit from regular large-scale events to attract shoppersVinhomes residents: Vinhomes residents can enjoy frequent community programs to connect with one another in a harmonious environment

Stakeholder engagement

Table 1. Stakeholder engagement

Stakeholders	Engagement forms	Topic	Value brought by Vingroup
Local community	<ul style="list-style-type: none">Volunteer activities, philanthropic investmentsMeetings, conferences, forums, and dialogues with the community/regulators	<ul style="list-style-type: none">Environment, climate, waste and energyCommunity EngagementEmployment and labor	<ul style="list-style-type: none">Deploy environmental and community impact assessment studies prior to implementation of real estate developmentsBuild iconic works in cities where Vingroup operates, thereby actively enhancing the image of Vietnam and promoting a high-quality, cultural, and identity-rich lifestyle.Preserve natural resources and protect the natural environment, develop ecological, green, and smart cities, and aim to hit a “net-zero” carbon emissions target by 2050Uphold a commitment to social responsibility and people-centered, sustainable development of products and services for a better life for everyoneRegularly exchange and coordinate with local management agencies to improve the environment and invest in local infrastructure developmentMobilize the local workforce, create new jobs, and raise the level of social well-being in areas where the Group operatesParticipate in social and charitable activities that help disadvantaged members of society
Regulators	<ul style="list-style-type: none">Meetings with the local authoritiesOfficial written or spoken statementsTrade associations and public policy organizations	<ul style="list-style-type: none">Climate, environment and energyEmployment and laborTaxLaw compliance anti-corruptionContribution in development of public policy	<ul style="list-style-type: none">Participate in conferences and seminars organized by state regulators or organizations and associations to contribute ideas to build healthy industries in which Vingroup is actively involvedClosely monitor compliance with government policies and regulationsContribute comments for draft policies and legal documentsPropose proper solutions and policies with an impact on businesses, customers, industry, and the community for management agencies
Employees	<ul style="list-style-type: none">E-newsletters, team and company-wide meetings, social mediaEmails and letters from ManagementHotlinePersonal and career development training	<ul style="list-style-type: none">Competitive salary and benefitsDiverse and comprehensive job opportunitiesOpportunity to learn and growPhilanthropyHealth and safetyWorker well-being	<ul style="list-style-type: none">Treat employees as our most valuable assetEstablish a work environment that is professional, dynamic, creative, and compassionateAdopt outstanding human resources policies, offering excellent remuneration and fair career development opportunities for employees at all levelsExpand the metrics and information we share externally, including information on wages, benefits, and diversity, to enhance our transparency and accountability
Business partners and Suppliers	<ul style="list-style-type: none">Email, official lettersHotlineMeetings, seminarsPeriodic assessments	<ul style="list-style-type: none">Environmental impactHuman rights and labor practicesMaterialsDiverse suppliersSupply chain managementTransparency and information disclosure	<ul style="list-style-type: none">Maintain relationships with suppliers and business partners based on fairness, transparency and mutual benefitSelect suppliers based on criteria including compliance with the law and human rights and commitment to environmental protection and sustainability

Sustainability strategy and goals

Vingroup has a lofty ambition of becoming a sustainable corporation model and green platform to inspire ESG initiatives in Vietnam and nations all over the world. This constantly motivates us to continue making breakthroughs and contribute to driving the “green” revolution for today and future generations. The Group’s sustainability strategy towards 2023 requires Vingroup to strike a balance among the interests of stakeholders, according to the four following principles:



Table 2. Sustainability strategy and goals

Vingroup's Sustainability Principle	Vingroup's Objectives and Activities
Economic Optimization for Sustainable Growth	<ul style="list-style-type: none">• Maximize growth in ways that are sustainable• Maintain a leadership position in the real estate market, as well as in all the other business segments• Make sustainable contributions to the economy• Observe applicable project development, environmental, and social standards• Strengthen corporate governance and management capability
Ongoing Development of Human Capital	<ul style="list-style-type: none">• Protect employee rights and equality• Develop a strong culture and solidarity• Focus on sustainable development of the human resources• Foster team spirit by organizing union and community activities
Managing Corporate Social Responsibilities	<ul style="list-style-type: none">• Undertake community-friendly product development• Raise the level of social well-being in areas where Vingroup operates• Demonstrate a sense of social responsibility towards business partners, customers, colleagues and the community
Environmental Protection	<ul style="list-style-type: none">• Minimize energy and water use and noise pollution, in all of the Group’s projects• Observe environmental protection plans in each of the buildings that the Group manages• Adhere to the highest standards in construction, and design products with “Green Living” in mind

Vingroup supports the ten principles of the United Nations Global Compact on human rights, labor, the environment, and anti-corruption. With this document, we express our intent to implement those principles. We are committed to making the UN Global Compact and its principles part of the strategy, culture, and day-to-day operations of Vingroup and to engage in collaborative projects that advance the broader development goals of the United Nations, particularly the Sustainable Development Goals.

We foster and promote diversity, equity, and inclusion into our business ethics in a manner that is holistic and transparent. Our people are at the forefront of our business decisions - we foster them to be innovative, aspirational, and to work in unison. We ensure that all our operations comply with a high level of health and safety standards, conduct rigorous risk

management practices, work in interdependent relationships with our communities, and promote local development capacity by supporting social upliftment programs.

We acknowledge the need to advance our business landscape towards ESG values and have adopted strategic ambitions that are both accountable and tangibly aligned to recognized international frameworks and voluntary principles such as the Global Reporting Initiatives (GRI), The Task-force on Climate-related Financial Disclosure (TCFD) in alignment with the reporting initiatives of the Securities Exchange Commission (SEC), the ten principles of the United Nations Global Compact (UNGC), the Science-Based Target initiatives (SBTi), and the frameworks and principles of the Carbon Disclosure Project (CDP) and Green House Gas Protocol.

We at Vingroup believe in providing our shareholders, customers, and communities with transparency through public disclosure in line with international sustainability reporting standards. Our 2022 Sustainability Report, based on the GRI framework, covers insights into our Environmental, Social, and Governance strategy, our engagement activities throughout the year, and our objectives going forward. In the following years, we will adopt a Climate Transition Action Plan (CTAP) with targets to reduce our environmental footprint towards net zero by 2050 in alignment with the Vietnamese Government’s commitment at COP26, and our progress on such matters will be reported from our 2023 Sustainability Report onward.






Materiality assessment

Vingroup constantly reviews its operations and maintains communications with stakeholders to identify critical issues facing the Group. These issues are ranked based on the level of concern of stakeholders and their impact on corporate operations in order to help us prioritize action plans and resources.

List of Materiality Topics

In 2022, we identified twelve key issues through the materiality assessment process. The issues were divided across three sustainability categories:

Table 3. Materiality assessment

Environmental	1	Climate Resilience		<p>This topic covers Vingroup’s exposure to climate-related physical risks such as flooding and forest fires; and transition risks, such as policy changes to tackle climate change, shifts in market preference as the world moves towards a lower-carbon future.</p> <p>Energy management covers Vingroup’s ability to implement and maintain energy efficient processes across operations to reduce energy consumption.</p> <p>The direct and indirect greenhouse gas emissions released from Vingroup’s operations.</p>
	2	Water Stewardship		<p>Water stewardship covers Vingroup’s water use, water consumption and other impacts of operations on water resources.</p>
	3	Waste Management		<p>Waste management covers managing solid waste material and airborne pollutants generated from Vingroup’s operations by reducing, recycling and reusing hazardous and non-hazardous waste.</p>
	4	Material Sourcing and Efficiency		<p>Vingroup’s ability to manage the efficiency of key resources consumption, through product design, manufacturing, and end-of-life management, such as fostering purchase materials from local suppliers, using recycled and renewable materials, reducing the use of key materials (dematerialization), maximizing resource efficiency in manufacturing, and making R&D investments in substitute materials.</p>
	5	Responsible Investment		<p>Vingroup’ ability to manage environmental impact resulted from investment activities through screening, selection, monitoring, and engagement with suppliers to ensure our resilience to external risks.</p>

Materiality assessment

Table 3. Materiality assessment

Social	6	Human Capital Development		<p>Vingroup's ability to uphold commonly accepted labor standards in the workplace, including compliance with labor laws and internationally accepted norms and standards.</p> <p>Addresses the issues of discriminatory practices on the basis of race, gender, ethnicity, religion and other relevant factors.</p> <p>Vingroup's ability to ensure that its culture, hiring, training and promotion practices embrace the building of a diverse and competent workforce.</p>
	7	Employee Welfare and Well-being		<p>Vingroup's ability to create and maintain a safe and healthy workplace environment that is free of injuries, fatalities, and illness (both chronic and acute).</p>
	8	Product Quality and Customer Satisfaction		<p>Management of products and services that meet customer expectations with respect to health and safety, including, issues involving liability, and management of recalls and chemical content of products.</p>
	9	Innovation and Technology		<p>Vingroup's ability related to innovation and technology, and building sustainability into products.</p>
	10	Social Responsibility and Inclusion		<p>Management of the relationship between the Company and the communities in which it operates, such as socio-economic community impacts, community engagement, environmental justice, cultivation of local workforces and impact on local businesses.</p>
Governance	11	Responsible Corporate Behavior		<p>Vingroup's ability related to risk and opportunity management pertaining to the ethical conduct of business, encompassing issues such as fraud, corruption, bribery and facilitation payments, fiduciary responsibilities, and conflicts of interest.</p> <p>Vingroup's point of view and actual practices on compliance with the local and international legal environment.</p> <p>Tax strategy and transparency of Vingroup.</p>
	12	Cybersecurity and Data Privacy		<p>Safeguarding organization and customer information to enhance trust and manage risks relating to breaches and leakages of sensitive and confidential information (e.g. personally identifiable information (PII), proprietary data, intellectual property).</p>

Sustainability governance

In Vingroup, corporate governance drives our strong growth, high efficiency, and sustainable development while maintaining our core values. We understand that building sustainable principles not only helps to build a solid foundation for an organization and boost its competitiveness in volatile situations, but also improves life and human equality, as well as maintaining the integrity of the environment and natural resources. Therefore, integrating sustainability into every part of our business and value chain requires an alignment of priorities at the highest levels of corporate strategy.

The Group has also set goals (short and long term) and operational guidelines that meet not only the global trends but also the interests of stakeholders. Heads of Vingroup's departments are responsible for implementing and integrating the Group's sustainability initiatives as part of daily operations. They monitor and communicate feedback to senior management and the Group's sustainability working team.

Table 4. Sustainability governance

Governance body	Roles and Responsibilities
Board of Directors	<ul style="list-style-type: none">• Have an overview and oversight of the sustainability matters of the Group, as a part of corporate governance and risk management.• Review and endorse the sustainability agenda, sustainability framework, sustainability policy, and annual sustainability report and goals.• Receive assistance from the Sustainability Working Team in carrying out its sustainability duties.
Management	<ul style="list-style-type: none">• Promote the strategic management of the material sustainability issues of Vingroup.• Guide the ESG Department and report all relevant key issues to the Board for discussion.• The ESG Director is the designated person within senior management to focus expertise on the strategic management of sustainability, including the integration of sustainability considerations across the operations of the Group.
The Corporate Office	<ul style="list-style-type: none">• Guide and support the Board of Directors, the CEO, and the Management of the Company in formulating the Group's business strategies and directions, as well as overseeing subsidiaries to ensure that they operate most effectively.
ESG Department	<ul style="list-style-type: none">• Prepare the annual sustainability report.• Compile all the subsidiaries and departments' ESG data.• Proactively propose ESG initiatives appropriate to each subsidiary's business field.
Heads of Departments	<ul style="list-style-type: none">• Execute and incorporate maintainability drives as a component of day-to-day tasks.• Monitor and communicate feedback to the Corporate Office and the ESG Department.



Supporting the UN SDGs

In 2015, the United Nations established the 17 Sustainable Development Goals (SDGs) which provide the goals and roadmap for sustainable development in all three dimensions, namely economic growth, social coverage, and environmental protection.

With the goal to become a global Group, we understand that integrating the United Nations Sustainable Development Goals into our value chain and operations is inevitable, not only helping to bring positive impacts to our society, but also helping our activities and operations through following the proposed strategy.

The table below presents the most relevant sustainable development goals and the Group's contributions to these goals:

Table 5. Supporting the UN SDGs

Relevant UN SDGs	Vingroup's Contributions	Linked to material topics
<div><div><div>3</div><div>GOOD HEALTH AND WELL-BEING</div></div><div><div>5</div><div>GENDER EQUALITY</div></div><div><div>8</div><div>DECENT WORK AND ECONOMIC GROWTH</div></div><div><div>10</div><div>REDUCED INEQUALITIES</div></div></div>	<p>We focus on health and well-being in our operations through promoting welfare in the workplace for employees and contractors. Furthermore, we continuously develop and improve products for a better life and better health for customers.</p> <p>At Vingroup, we prioritize gender diversity and aim to increase the percentage of women leaders in all levels. We also empower women in society through a number of our social investment projects. With operations in all of Vietnam's 63 cities and provinces, we created work for more than fifty thousand employees.</p> <p>We also protect labor rights in the workplace, equal pay for work and equal value. Last but not least, we promote social inclusion of all people, regardless of age, gender, disability, race, ethnicity, origin, religion or status. Find out more on pages 88 - 107.</p>	<ul style="list-style-type: none">• Human Capital Development• Employee Welfare and Well-being• Product Quality and Customer Satisfaction• Social Responsibility and Inclusion
<div><div><div>11</div><div>SUSTAINABLE CITIES AND COMMUNITIES</div></div><div><div>12</div><div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div></div></div>	<p>We create green products, living spaces close to nature, contributing to environmental protection. We also support community activities and bring a positive impact to society. We utilize technology in our operations to practice responsible production. Find out more on pages 101 - 107.</p>	<ul style="list-style-type: none">• Innovation and Technology• Social Responsibility and Inclusion
<div><div><div>6</div><div>CLEAN WATER AND SANITATION</div></div><div><div>7</div><div>AFFORDABLE AND CLEAN ENERGY</div></div><div><div>12</div><div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div></div><div><div>13</div><div>CLIMATE ACTION</div></div><div><div>15</div><div>LIFE ON LAND</div></div><div><div>17</div><div>PARTNERSHIPS FOR THE GOALS</div></div></div>	<p>We manage and minimize CO2 emissions. At Vingroup, we provide training programs, educational campaigns to raise awareness among Vingroup's employees and leadership about climate change and encourage sustainable practices. We also invest in and apply technology to increase resource efficiency.</p> <p>The Group collaborates with relevant stakeholders including government agencies, local communities, non-governmental organizations, Universities and Research Institutions to develop innovative solutions and share best practices in, aligning with our sustainability targets in environmental protection. Find out more on pages 66 - 82.</p>	<ul style="list-style-type: none">• Climate Resilience• Water Stewardship• Waste Management• Material Sourcing and Efficiency• Responsible Investment
<div><div><div>12</div><div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div></div><div><div>16</div><div>PEACE, JUSTICE AND STRONG INSTITUTIONS</div></div></div>	<p>Integrity and ethics are at the heart of Vingroup's business operations. We have established the Code of Conduct to enable employees at all levels to work with ethics, transparency and equality. We have also established the Risk Management Process to prevent and minimize inherent risks that are able to incur to manage unpredictable incidents.</p> <p>Furthermore, we recognize that it is crucial to provide protection for data on our suppliers, partners, customers, employees and operational processes. Therefore, we strive to develop and enhance cyber data protection systems for all our stakeholders. Find out more on pages 38 - 59.</p>	<ul style="list-style-type: none">• Responsible Corporate Behavior• Cybersecurity and Data Privacy

GOVERNANCE



02

1. Management approach

2. Responsible Corporate Behavior

3. Cybersecurity and Data Privacy

Strong governance adds tremendous value when it comes to raising money, making a profit and premising the long-term sustainability of business success. It helps the organization attract the interest of investors and buyers and demonstrates that its business operation is well-managed and transparent. Vingroup's business environment is currently undergoing a period of significant transformation, and efforts to address environmental safety concerns have become urgent. It is Vingroup's responsibility to continue to meet the expectations of society as soon as possible. Furthermore, we will continue to provide new value to our customers by fully leveraging Vingroup's strengths, as well as our originality, and by taking on new challenges. Vingroup strives to not only be addressed for its size and profitability but also for the strong governance, value and work ethics of its people



Management Approach

Our business context is highly diversified as Vingroup operates in five countries and economies across the globe under complex and uncertain conditions that are constantly changing. Accordingly, Vingroup must take into account the different laws and regulations imposed by each country and economy. Therefore, the Group faces a key challenge of ensuring stakeholders, particularly the government sector, investors and society, that our operations will comply with applicable laws and that we will create a “New Horizons” for all. Vingroup has always adhered to ethical, transparent,

honest, and responsible corporate governance practices in order to ensure operational efficiency and long-term sustainable value creation for all stakeholders. Vingroup has also integrated corporate governance, risk management and compliance operations in order to enable systematic and efficient management, increase competitiveness and promote positive performance in the long run. At the same time, we aim to create value for the environment, society and other stakeholders to navigate our business towards sustainable growth.

Our contributions are aligned with the UN SDGs




During 2023, the Board of Directors have continued to set the following four governance directions:

- To prioritize internal training to ensure an adequate supply of well-trained staff members and to develop the next generations of leaders.
- To pursue growth in both breadth and depth.
- To maintain the holding company model, each P&L will be more independent.
- To emphasize efficiency. The “Five Transformational Principles” will continue to be reinforced in business management and operations.

Management Approach


Our Strategies

During 2022, we have proceeded to set the following four sustainable governance directions:



MAINTENANCE

The holding company model will be maintained, and each P&L will be more independent.




BREADTH & DEPTH

We pursue growth in both breadth and depth



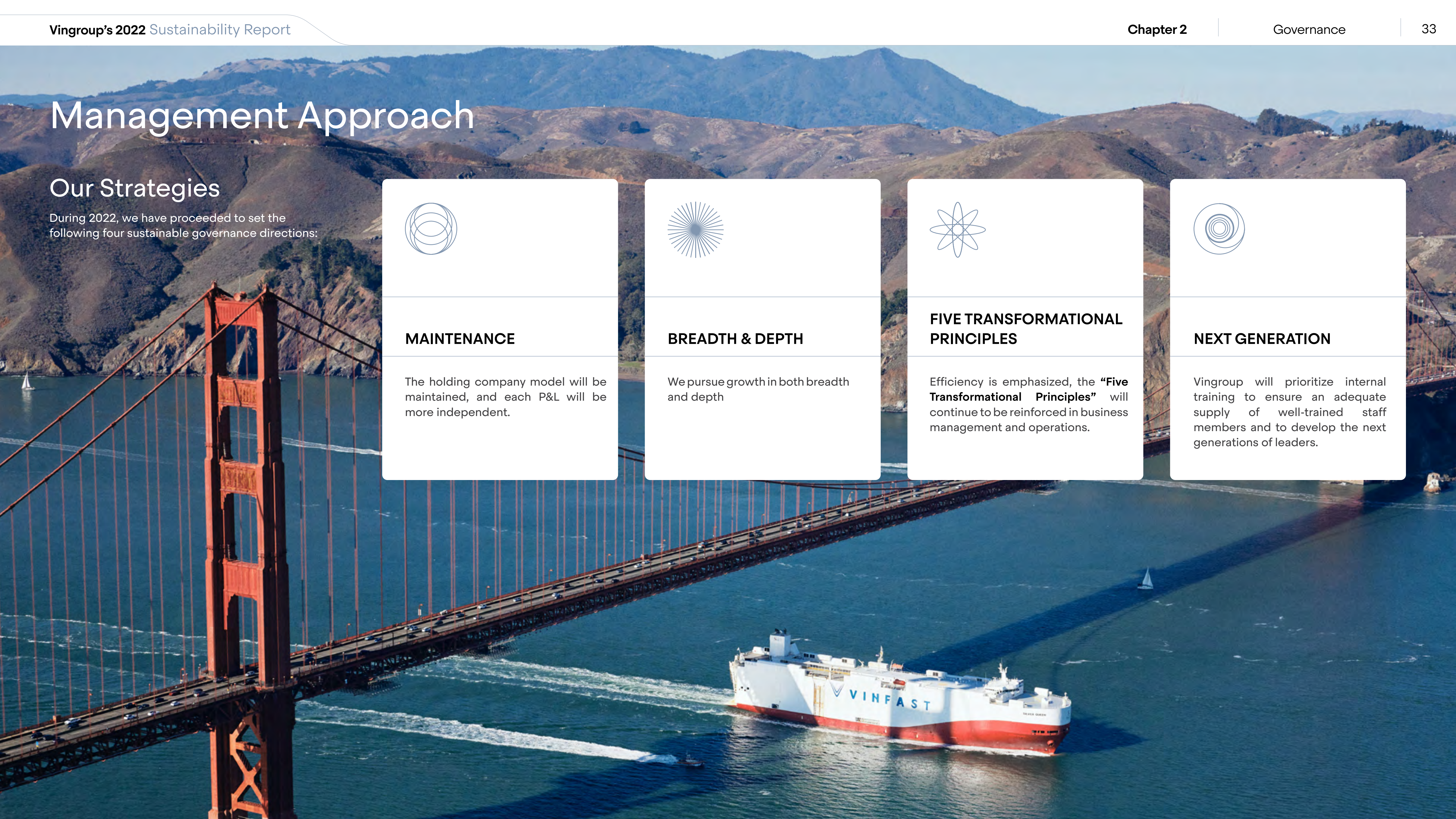
FIVE TRANSFORMATIONAL PRINCIPLES

Efficiency is emphasized, the **“Five Transformational Principles”** will continue to be reinforced in business management and operations.



NEXT GENERATION

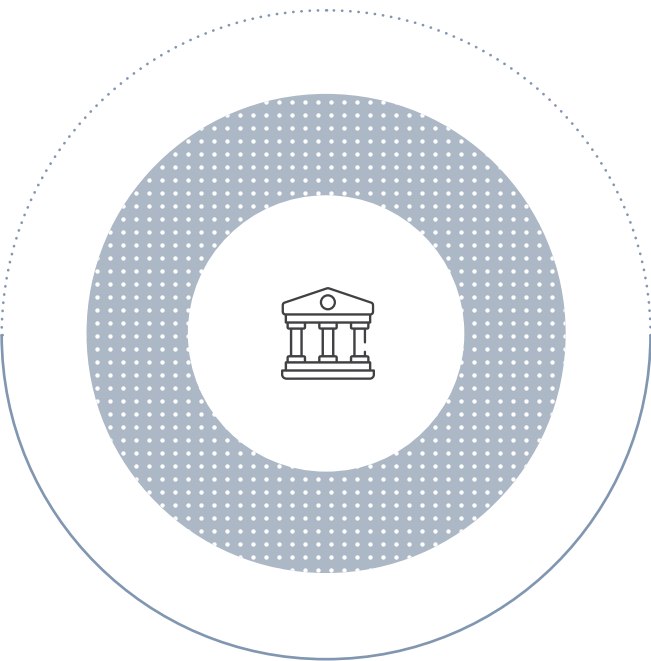
Vingroup will prioritize internal training to ensure an adequate supply of well-trained staff members and to develop the next generations of leaders.



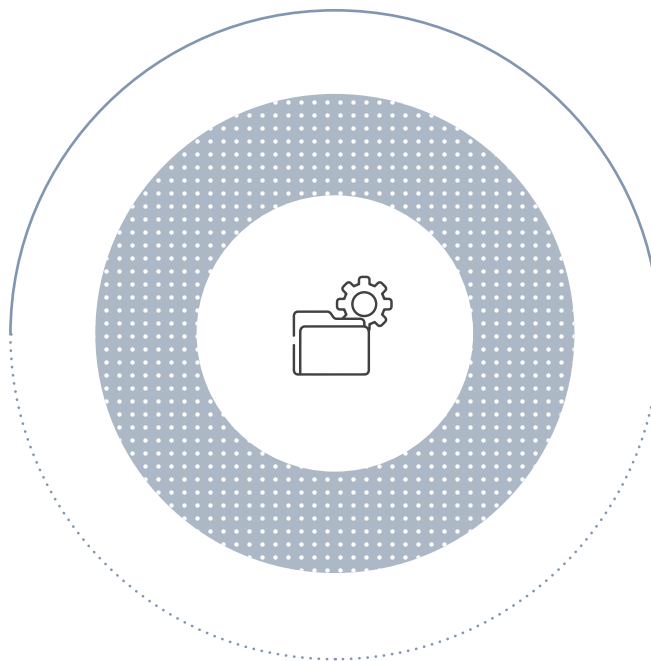
Management Approach

Our Objectives

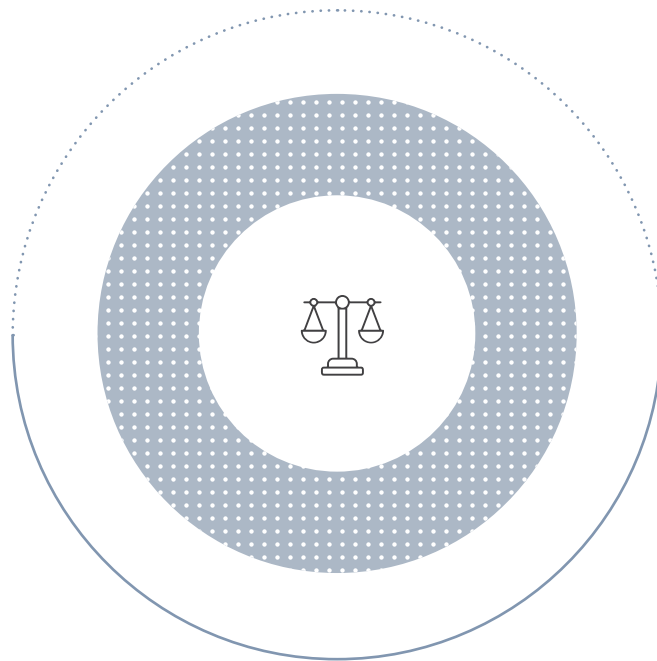
The sustainable development objectives of Vingroup in 2022 were set as follows:



We continue to standardize the governance model to base a solid foundation for the Group's expanding development needs in the next period.



We ensure that the management process is coherent and simplified to the greatest degree possible, so as to alleviate stress from our people



We commit to complying with the law, preventing risks, ensuring benefits and a transparent and equal business environment

The long-term sustainability of our business is driven at the highest level of the organization through a strong and effective board, good corporate governance, prudent risk management including the evaluation of ESG risks, and a safe cybersecurity system. As such, the Group defined two material governance topics in terms of sustainable governance as follows:

- G1 Responsible Corporate Behavior
- G2 Cybersecurity and Data Privacy



Management Approach

Our Initiatives

Material Topics	Code	Initiatives
Responsible Corporate Behavior	G1-1	Corporate Governance: We promote greater autonomy and decentralization, as well as the restructuring of the centralized governance model, to create a system that provides more autonomy for each business segment. Under the new model, subsidiaries will become independent profit-and-loss centers, or “P&Ls”, while their parent company, Vingroup Joint Stock Company, plays the role of strategizing, evaluating and managing subsidiaries.
	G1-2	Risk Management and Compliance: We build a risk management framework in accordance with international rules and standards (ISO 31000), while ensuring that it is suitable to the Group’s corporate structure and the business environment in Vietnam.
	G1-3	Transparency: We adhere to the law to assure honesty, transparency, and consistency in handling inquiries, disclosing information, and managing communications with shareholders, investors, analysts, and other interested parties.
	G1-4	Taxation: Our commitment is to comply with all applicable tax laws, rules, regulations, and reporting and disclosure requirements through the implementation of standard, simplified, cost-effective, and automated compliance procedures.
Cybersecurity and Data Privacy	G2-1	Information Security Process: We digitize the governance operation not only to simplify and learn the business model but also to protect the data and information of Vingroup and our valuable stakeholders.
	G2-2	Privacy Policy: We establish the Privacy Policy to ensure that operations in such areas meet international standards and protection of Vingroup’s data.

G1. Responsible Corporate Behavior

Corporate Governance Management Principle

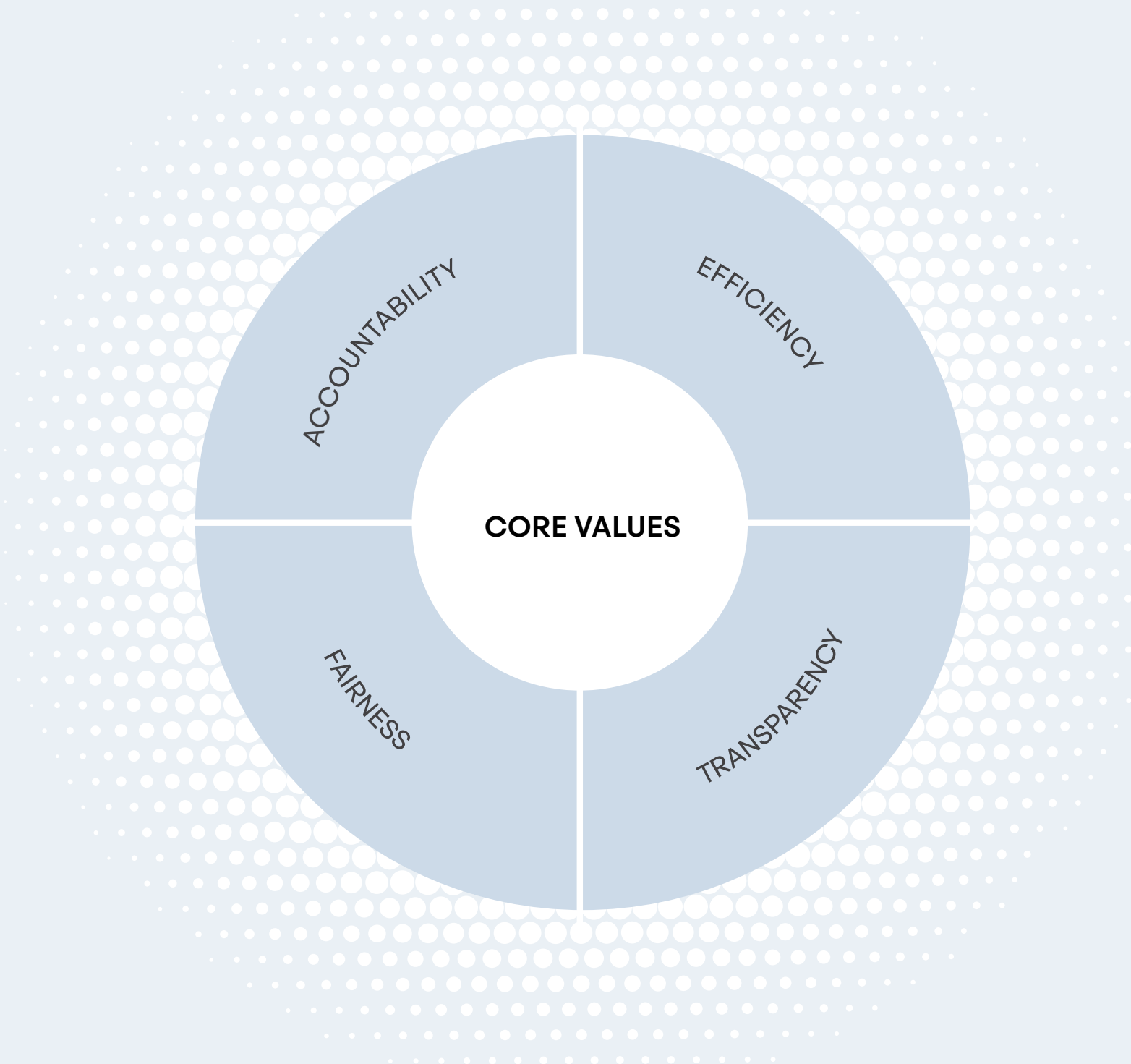
At Vingroup, we are committed to strong corporate governance practices that are designed to maintain high standards of oversight, accountability, integrity and ethics, while promoting long-term growth in shareowner value.

These standards are reflected in our Code of Conduct and Core Values of Vingroup's Management Models. This applies to our employees, board members, and hired personnel. We provide our employees with training on how to apply the Code of Conduct in their daily work, and we require them to certify every year that they understand and are going to comply with it.

PRINCIPLES OF THE MANAGEMENT CODE OF CONDUCT



CORE VALUES OF VINGROUP'S MANAGEMENT MODELS



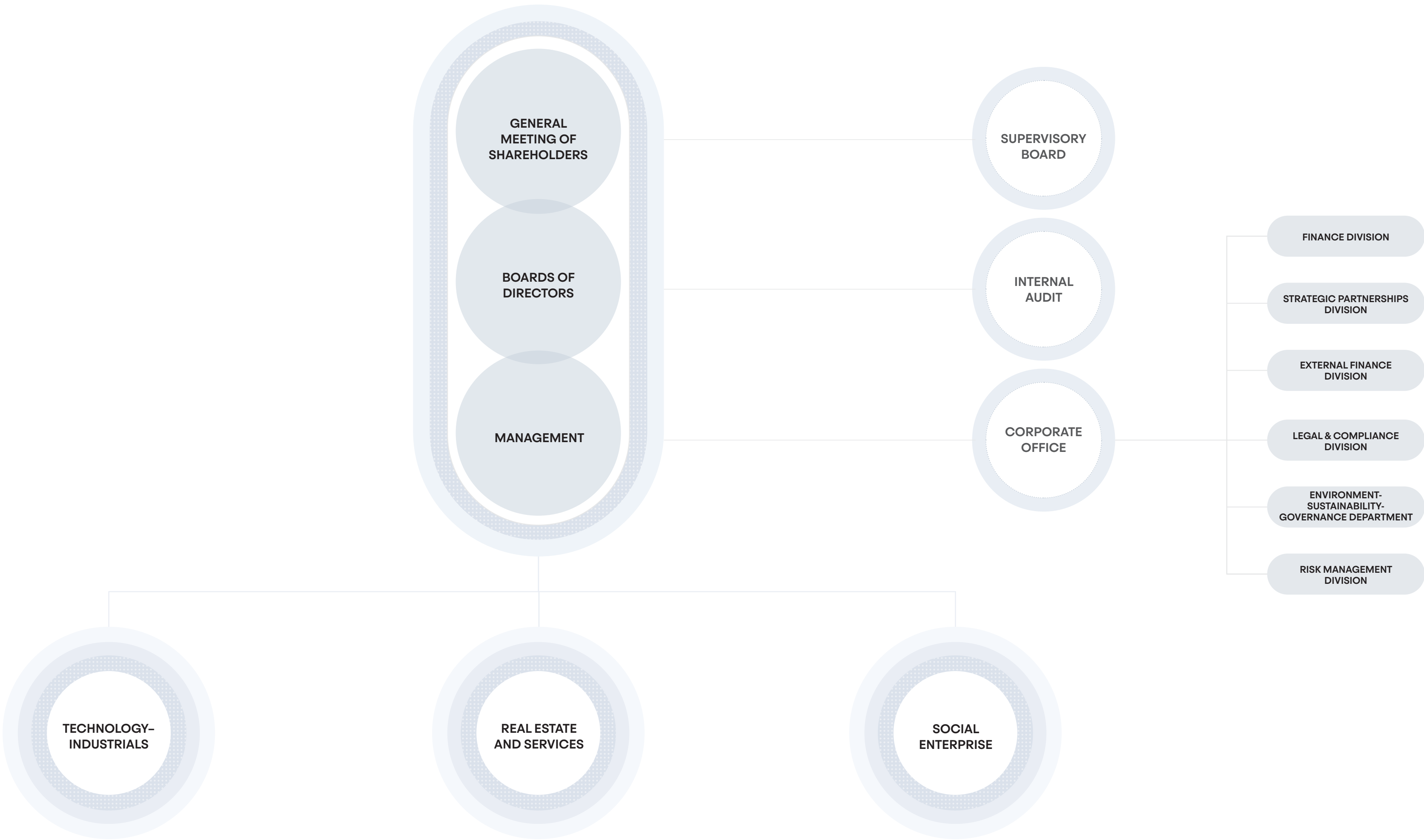
Vingroup's Core Values of Management Model is based on four pillars namely accountability, fairness, efficiency, and transparency. The Core Values determine all business activities, control business operations and delegate the responsibilities to its constituent business units. These are the fundamental basis to help the Group meet its business goals.

G1. Responsible Corporate Behavior

Management and Governance Structure

Vingroup operates in core areas that are operated independently by independent profit centers (P&Ls), with separate accounting and self-responsibility for business plans and results. The corporate divisions in Vingroup JSC, the parent company, provide support, supervision, and operational guidance to the P&Ls. They also play a leading role in the committees and working groups that meet to assess, monitor, and make decisions regarding the Group and its business units.

Chart 1. Governance structure of Vingroup in 2022



G1. Responsible Corporate Behavior

Table 6. Roles and responsibilities of Governance Body

Governance Body	Roles and Responsibilities	Governance Body	Roles and Responsibilities
General Meeting of Shareholders (“GMS”)	The General Meeting of Shareholders (“GMS”) has the highest level of authority within Vingroup and includes all shareholders with voting rights. The GMS determines our organization and dissolution, decides on the direction of the Group, determines key governance structures, and has the power to appoint members of the Board of Directors and Supervisory Board.	Internal Audit	The Internal Audit Committee under the Board of Directors of Vingroup shall advise and assist the Board of Directors in inspection, evaluation and consulting activities, including the provision of independent and objective recommendations. The Internal Audit Committee consists of three members. On a regular basis, the person in charge of the Internal Audit Committee shall report to the Board of Directors on the purpose, powers, responsibility, and performance of the Internal Audit Committee against its work plans. The reports also cover significant risks and risk management issues, including fraud risks, governance issues and other matters as required by Management and the Board of Directors.
Board of Directors	The Board of Directors (“BOD”) is our highest management body, elected by the General Meeting of Shareholders and entrusted with the authority to make business decisions for the Group, and exercise rights and responsibilities that do not fall within the jurisdiction of the General Meeting of Shareholders. The Board consists of nine members, with three independent directors. This structure ensures transparency and is in line with prevailing Vietnamese legislation and international standards.	Corporate Office	The Corporate Office is the professional unit functioning to consult, support the Board of Directors, the CEO, and the Management of the Company in formulating the Group’s business strategies and directions as well as overseeing subsidiaries to ensure that they operate most effectively. The Corporate Office also carries out functions that have far-reaching effects on the whole Group. These functions include governance, human resource policy making and training, legal advice, brand-building, investor relations, communications, corporate advertising, capital allocation, fund raising, mergers and acquisitions, investments – all aimed at ensuring effective investment returns and maximizing benefits for shareholders. In addition, a number of departments in the Corporate Office also perform governance and interact with subsidiaries to ensure their highest performance, through validating, verifying and approving the business plan of each subsidiary. The P&Ls are responsible for implementing Group decisions, resolving issues reserved under its jurisdiction. According to the laws and Group regulations, the P&L directly runs the day-to-day operations of the business units and reports to the Group management. The P&Ls are also responsible for escalating issues to the Group on matters that affect shareholder interests
Management	The Management includes the CEO and Deputy CEOs who are appointed by the Board of Directors. The Management implements the plans and strategies outlined by the Board of Directors for the Group. The CEO is the legal representative of the Group and has the highest authority in managing our daily operations.		
Supervisory Board	The Supervisory Board is elected by the General Meeting of Shareholders and operates independently from the Board and Management.		

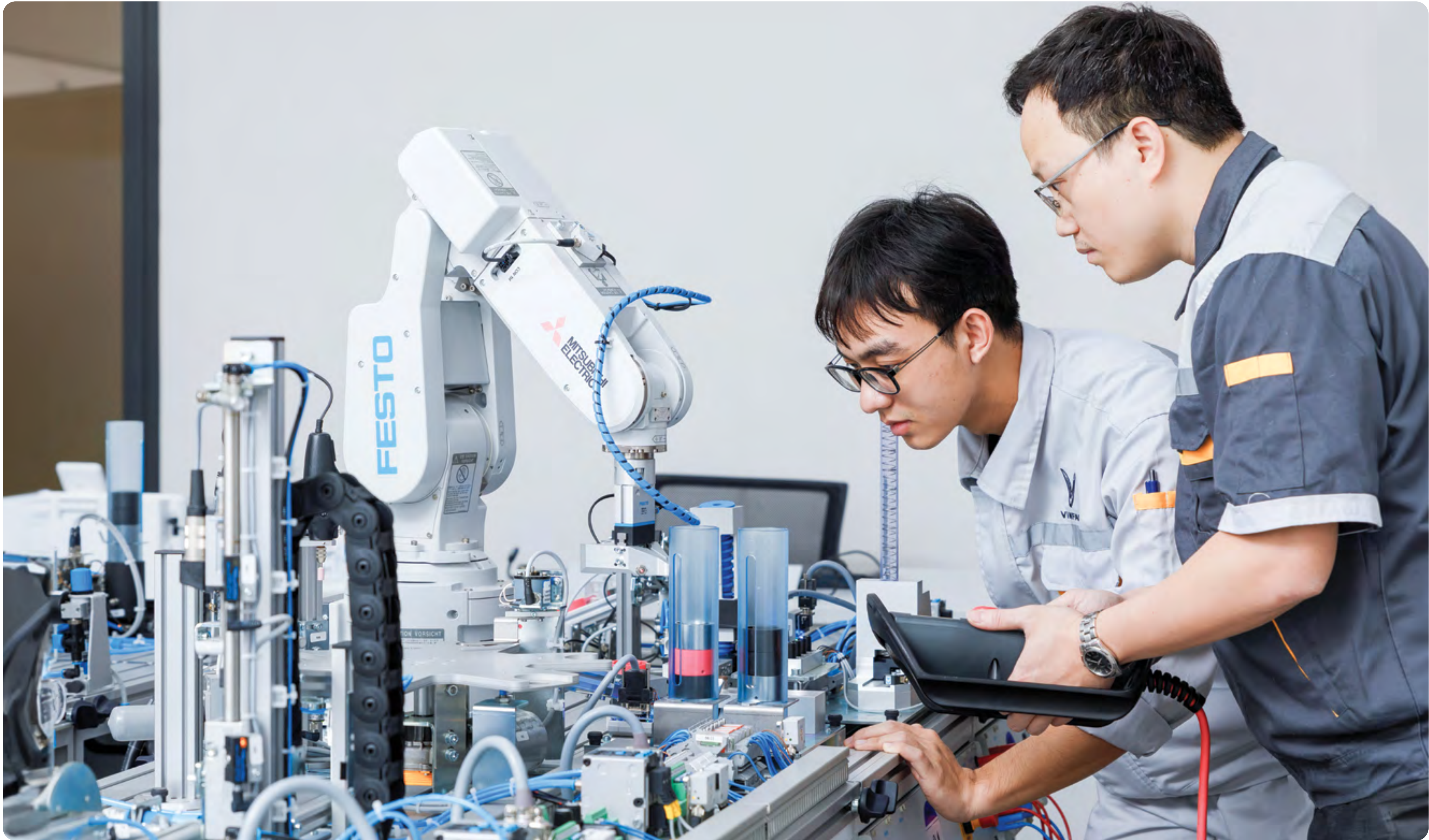
G1. Responsible Corporate Behavior

Relationship between the Corporate Office and P&Ls and affiliates

Relationships between the Corporate Office and the business units are managed in accordance with the Enterprise Law, the Charter, Management Code of Conduct, Vingroup regulations and other prevailing laws. Vingroup exercises its rights and responsibilities as member, owner, or shareholder in the P&Ls in accordance with the laws and internal regulations of the Group. When projects require coordination between multiple divisions within the Corporate Office or between P&Ls and the Corporate Office, they are managed under the terms of Vingroup's Responsibility matrix: "Responsible – Approver – Support – Consulted – Informed" or RASCI. This framework is used to clarify responsibility, facilitate cooperation and promote transparency.

Mechanism for Coordination between the Corporate Office and the PLs

Vingroup's business units are directed to cooperate with each other for mutual long-term benefit under arm's length principles. The Group also sets policies and guidelines to ensure that business units work harmoniously with each other and with the Parent Company to utilize resources efficiently, leverage their individual strengths, and enhance the professionalism and specialization of the P&Ls.



G1. Responsible Corporate Behavior

The Board's Activities in 2022

Supervision Activities

In 2022, the Board of Directors conducted significant supervision activities in accordance with provisions in the Group Charter and Governance Regulations, internal rules and regulations, and prevailing laws:

- Supervised the implementation of Vingroup development projects, investments, and business operations of the Group's companies and subsidiaries;
 - Supervised the implementation of the GMS and BOD resolutions, oversaw and reviewed management operations;
 - Ensured completion of the 2021 and 2022 quarterly, semi-annual, and annual financial statements and annual reports;
- Presided over information disclosure to stakeholders, to ensure timely and transparent reporting;
 - Successfully directed the Annual General Meeting on May 11, 2022;
 - Maintained oversight over the activities of Management in order to improve operational performance and meet business targets.
 - Arranged the issuance of two bonds in international capital markets in May and June of 2022.



Supervision Results

OVERALL ECONOMIC PERFORMANCE⁽¹⁾



G1. Responsible Corporate Behavior

Business Performance of Three Pillars ⁽²⁾

TECHNOLOGY - INDUSTRIALS



- **70,000 electric cars** reserved by customers
- Over **24,000 cars** and **60,000 e-scooters** delivered, including **7,400 EVs**
- **Driver Monitoring System (DM)** was developed by the Group's Technology Institute, integrated with 360-degree Surround View Monitoring (SVM), and functions to memorize the driver's profile for seating and mirror adjustment.

REAL ESTATE AND SERVICES



- **VND 131 trillion** in contracted sales, reflecting the launch of two large-scale projects, Vinhomes Ocean Park 2, and Vinhomes Ocean Park 3
- **19,000** apartments, villas, and commercial town houses handed over across the country
- **VND 110.5 billion** confirmed bookings
- Revenue from leasing and hospitality entertainment grew by **43%** and **107%** year-over-year, to **VND 7.7 trillion** and **VND 6.7 trillion**, respectively.

SOCIAL ENTERPRISES



- Healthcare revenues grew **55%** to **VND 4.3 trillion**
- Education revenues grew **67%** to **VND 3.8 trillion**
- International partnerships were a strong focus for Healthcare and Education segments in the Social Enterprises pillar.
- Vinmec Times City hospital became a member of Cleveland Clinic Connected – Global healthcare system of Cleveland Clinic (U.S.). Vingroup partnered with Brighton College U.K.

BOARD MEETINGS AND THE PROMULGATION OF THE GROUP'S MAJOR RESOLUTION

During the year 2022, the Board held a total of four online and many offline meetings with a 100% member participation rate. The Board issued 31 resolutions (including solicitations of written opinions), approving important policy changes that impacted the Group's operations and development prospects. The resolutions can be summarized as follows:

Table 7. Number of resolutions issued by the Board in 2022

Contents	Number of resolutions
Reorganizing the corporate management and operational structure, establishing P&Ls, making executive appointments at the Group and P&L levels, and appointing an authorized representative to manage contributed capital in P&L.	19
Fund raising, issuance of corporate bonds, pledging of assets	12
Total	31

⁽²⁾ The data above is presented as at 31 December 2022

G1. Responsible Corporate Behavior

Corporate Governance

Governance Plans for 2023

During 2022, Vingroup implemented its Five Transformational Principles to align business needs and actual results. These Principles, which extend across the Corporate Office and the P&Ls are Empowerment, Standardization, Simplification, Automation, and Optimization.

In 2023, Vingroup will continue to implement these principles to support the rapid growth of its operations and governance in the Industrials and Technology segments.

Table 8. Governance plan for 2023

Transformational Principles	Definition	Our Objectives	Actions to take
Empowerment	Empowerment is the process of identifying and developing talents who are leaders at all levels and high-quality personnel with the capability to lead the teams, significantly contributing to the success and sustainable development of the organization.	<ul style="list-style-type: none">Each leader of Vingroup must be an excellent leader with Heart and Vision, and be a leader of their department.Each employee will be a Vingroup Ambassador and a role model for society.	<p>The leading role of leaders:</p> <ul style="list-style-type: none">Enhance the awareness of the LEADING role of each leader.Enhance problem solving capacities of each leader (comprehensively, completely, effectively), based on the common goal of the organization.Foster the responsibility of leaders in training and developing their teams. <p>Seeking and developing leadership nuclear</p> <ul style="list-style-type: none">Recruit talents and connect them with common vision and goals.Standardize requirements on capabilities and conduct training to upgrade leadership standards. <p>appointment rate.</p> <ul style="list-style-type: none">Empower, and create challenges for leaders at workplace.Shape and promote the role of the “Company Management Board”.Encourage leaders to actively follow the “Self-learning & Self –development” program.
Standardization	Standardization is the process of establishing and implementing various standards, rules, regulations, and processes in order to ensure the alignment, consistency and quality of the organization's activities.	All tasks must be standardized across the entire Vingroup system to generate a unified and efficient system, from the simplest tasks, such as purchasing office supplies and supporting tools for construction projects, to core factors of the system.	<ul style="list-style-type: none">Standardizing general product and services standards offered to external and internal customers.Standardizing technical processes, especially processes/touch points along the customer experience journey.Standardizing employees' titles, salaries, and competency framework.Standardizing productivity.Standardizing legal documents, report templates, proposals, compliance checklists, control checklists.

G1. Responsible Corporate Behavior

Corporate Governance

Table 8. Governance plan for 2023

Transformational Principles	Definition	Our Objectives	Actions to take
Simplification	Simplification is the process of removing complications, bureaucracy, waste, and unnecessary elements of the system, or within processes, tasks or in products and services to make them easy to understand and use, optimizing cost and improving work quality and efficiency.	<ul style="list-style-type: none">• Simplification of thinking, with the aim of delivering outstanding performance.• Simplification in building the system; in processes and procedures to increase productivity and efficiency.• Simplification in problem solving. Always think about a problem from all angles and think creatively to come up with smart but simple solutions.	<ul style="list-style-type: none">• Train and communication to first make Simplification a thinking and working habit, and then an integral part of P&Ls and Vingroup culture.• Review the system and processes/procedures.• Minimize the number and complexity of processes and regulations.• Reduce steps in the working process while meeting all standards.• Minimize the number of middle layer leaders.• Simplify reporting templates and schemes; training documents/methods, etc.
Automation	Automation is the process of applying technology to replace or reduce the participation of human resources in activities, processes or systems for the purpose of increasing performance, optimizing processes, and minimizing errors at work.	Apply automated solutions in a standardized and simplified system in order to increase efficiency.	<div>Review and Evaluation</div> <ul style="list-style-type: none">• Review the current state and identify opportunities for automation, minimizing manual work.• Plan demands, and provide tools/software which are missing for processes to be automated.• Increase connectivity and interactivity among IT systems in order to increase the efficiency of tools/software.• Provide training and raise awareness and compliance of end-users. <div>Digital transformation at higher level</div> <ul style="list-style-type: none">• Simply apply technology to replace manual work. It is necessary to change our mindset, approach, and business model to meet the increasingly high demand of our customers.• Think over a strategy to set up a new business model (with old/new products) in the digital economy.

G1. Responsible Corporate Behavior

Corporate Governance

Table 8. Governance plan for 2023

Transformational Principles	Definition	Our Objectives	Actions to take
Optimization	<p>Optimization is the process of optimizing the use of resources (including human resources, finance, knowledge, experience, relationships...) to achieve the best performance and maximize the organization's value.</p> <p>Optimization refers to the improvement of performance and productivity of activities, reducing waste and enhancing the efficiency of the organization or system.</p>	<ul style="list-style-type: none">• Revenue – Cost optimization• Quality – Performance optimization• Enterprise value optimization	<p>Cost Optimization</p> <ul style="list-style-type: none">• Consider and get rid of unnecessary items that do not have clear value and waste resources.• Re-define standards of commodities or services tbe purchased to a reasonable extent, so there is just enough – no more, no less.• Review operational processes, ensuring optimization and efficiency.• Provide training on optimization mindset, combining both Top-down and Bottom-up optimization methods. <p>Performance Optimization</p> <ul style="list-style-type: none">• At the individual level: overcome personal weaknesses or disadvantages at work (passiveness, lack of responsibility, superficiality and lack of productivity).• At the organizational level: P&Ls need to research models of management and constant quality improvement which have been successful in the world and might be suitable for P&Ls, and promote the study of quality improvement.• Constant improvement model: Plan – Do – Check – Act. <p>Enterprise Value optimization</p> <ul style="list-style-type: none">• Value to the Customer: Products must be excellent, meeting the demands of customers, addressing social demands and issues in general through the products provided. Services must be excellent.• Value to the Investor: Apart from current business performance, it is necessary to keep eyes on the Company's Model, Valuation and the set of indicators for future efficiency assessment, such as IRR, NPV, RNAV... Special capability indicators (exclusively for that Enterprise).• Value to the Employee: Not only individual income (remuneration policy), but also Corporate Culture, Working Environment, and Leadership Capabilities, for which employees are always highly appreciated.• Value to Society: A good enterprise might be the one creating plenty of profit, but an outstanding enterprise must make significant contributions to society, communities and to humankind.

G1. Responsible Corporate Behavior

Corporate Governance

Conflicts of Interest

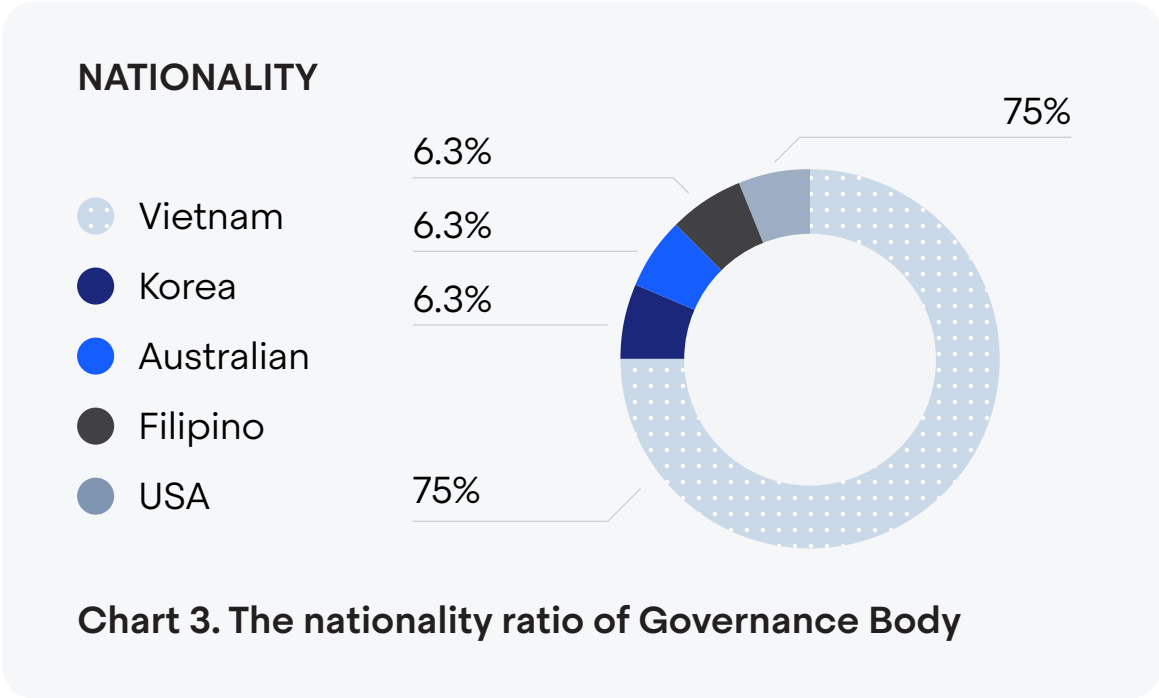
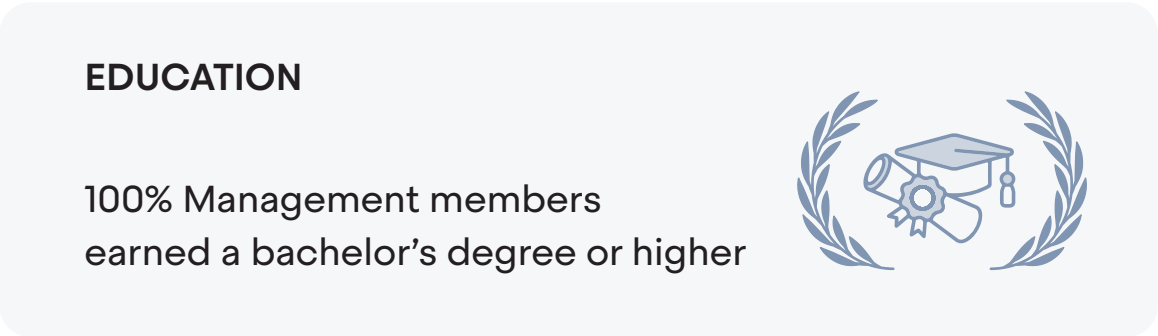
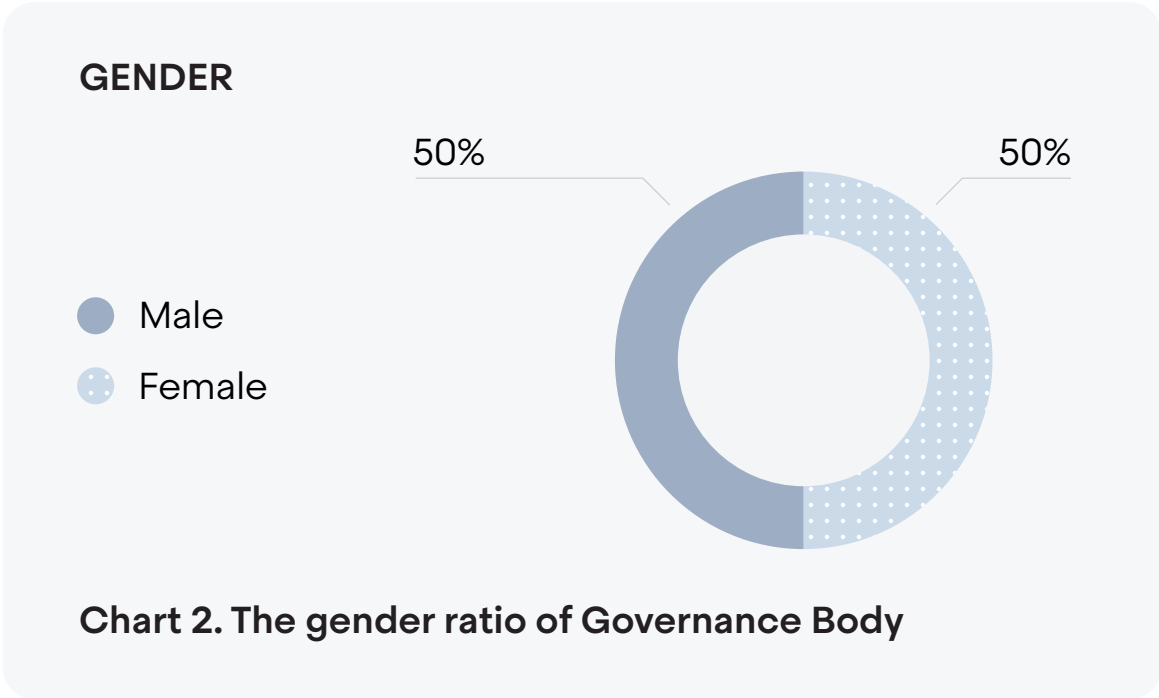
The Regulations on Corporate Governance of Vingroup Joint Stock Company effective on 31 May 2018 regulates governance principles and statutory regulations to be applied for governance and control of the Group, guarantee the legitimate rights and benefits of the Shareholders and the Group and minimize the risks for the Group. This regulation also includes the Conflicts of Interest, which states Responsibility of Truthfulness and Avoidance of Interest Conflicts of members of the BoD, the Supervisory Board and the Managers.

- Members of the BoD, the Supervisors and the Managers must disclose the related interests in accordance with the Law on Enterprises and the relevant laws.
- Members of the BoD shall not vote on the transactions which may result in benefits for such members or their Related Persons in accordance with the Law on Enterprises and the Charter.
- Members of the BoD, the Supervisors and the Managers shall notify the BoD, the Supervisory Board on the transactions between the Group, the subsidiaries, the companies which the Group owns 50% or more of the charter capital with such individuals and their Related Persons in accordance with the laws. For the transactions of the above-mentioned persons approved by the GMS or the BoD, the Group must disclose the information on those resolutions in accordance with the securities laws on information disclosure.
- Members of the BoD, the Supervisors, the Managers and the Related Persons of such individuals shall not use the information obtained by virtue of their position for their personal benefit or for the benefit of other organizations or individuals.
- Members of the BoD, the Supervisors and the Managers shall not use or disclose to other persons the Group's information which is not yet permitted to be published to conduct the related transactions.

Competence and Diversity

Vingroup recognises that diversity acts as the root foundation in the composition of the corporate governance structure. Diversity comprises a range of aspects such as educational background, gender, age, race, ethnicity, nationality and professional experience, which provides a diversified range of perspectives, outlooks and insights into decision-making so as to ensure that the Group possesses the opportunity to benefit from all appropriate talent.

The table and chart analysis below illustrate the existing characteristics of diversity in the Governance Structure of Vingroup.



Board of Directors

Table 9. Members of Governance Structure

Mr. Pham Nhat Vuong Chairman	Mr. Pham Nhat Vuong was elected to the Board in 2002 and elected Chairman in 2011. He has an established track record as an entrepreneur both inside and outside Vietnam. He established the Group’s core businesses, starting with its two initial brands, Vincom and Vinpearl. In 2012, Mr. Vuong was honored as the first billionaire in Vietnam by Forbes and retained the position as the billionaire with the highest net worth in Vietnam since then.	Mr. Yoo Ji Han Board Member	Mr. Yoo Ji Han was elected an independent board member on 11 May 2022. He is the Vice Chairman of SK Group in charge of investments and was formerly the Vice President of SK Siltron’s Business Development Division. He was also Head of the Commercial sector China business and Manager of Global Sales at Samsung C&T Group. Mr. Han also served as Manager of Global Strategy Group for Samsung.
Ms. Pham Thuy Hang Vice Chairwoman	Ms. Pham Thuy Hang was elected to the Board in 2005 and elected Vice Chairwoman in 2010. Ms. Pham Thuy Hang is a graduate of Hanoi University with a B.A. degree in Russian Linguistics and Literature.	Mr. Adil Ahmad Independent Board Member	Mr. Adil Ahmad was elected as an independent Board member on 24 June 2021. He is currently the Chairman of the Board at FWD Takaful Bhd, a Board Director at HSBC Amanah Malaysia Bhd and at FIDE Forum. He has nearly 40 years of experience in the banking and insurance sectors, being the CEO of Kuwait International. Bank from 2006 to 2009, and CEO & Country Manager of ANZ Bank in Vietnam from 2000 to 2005. He has also held senior executive positions with ANZ Banking Group in the UK, Australia and Pakistan. He holds a master’s degree in business administration (Finance & Accounting) from Cornell University, USA.
Ms. Pham Thu Huong Vice Chairwoman	Ms. Pham Thu Huong was elected to the Board as the Vice Chairwoman in 2011. She is a graduate of the National University of Kiev (Ukraine) with a B.S. degree in International Law.		
Ms. Nguyen Dieu Linh Vice Chairwoman and Authorized Spokesperson	Ms. Nguyen Dieu Linh has been a member of the Board since 2008 and Authorized and Deputy CEO of the Group from 2005 to August 2016. She was also appointed the authorized person for information disclosure of the Group. Prior to joining Vingroup, she was a legal expert at Ngo Miguere & Partners in Hanoi from 1996 to 1999. She graduated from Hanoi University with a B.A. degree in English and French. She also received a B.A. in Law from the University of Social Sciences and Humanities. Ms. Nguyen Dieu Linh is the Chairwoman of Vinhomes Joint Stock Company.	Mr. Ronaldo Dy-Liacco Ibasco Independent Board Member	Mr. Ronaldo Dy-Liacco Ibasco was elected as an independent Board member on 24 June 2021. He is currently the President, Chief Executive Officer, and Board Member at Emerging Power Inc. (Philippines), and the Founder & Managing Partner at Treetop Lane Capital Ltd. (Hong Kong). He was a Board Member & Treasurer at Boldr (Philippines), and an Independent Board Member at Cebu International Finance Corp. (Philippines). Ronaldo has nearly 40 years of experience in areas of investment finance in different countries, including those in Asia and the Americas, having held senior positions at Barclays Capital, Goldman Sachs or Credit Suisse First Boston. He holds a master’s degree in business administration with Distinction from the Kellogg School, Northwestern University, USA.
Mr. Nguyen Viet Quang Vice Chairman and Chief Executive Officer (“CEO”)	Mr. Nguyen Viet Quang was elected to the Board in 2017. He was appointed to the position of CEO of the Group from February 2018. Prior to joining Vingroup in 2010, he was a Board Member and Head of the Supervisory Board of Y Cao Company Limited during the period from 1996 to 2009. Mr. Nguyen Viet Quang graduated from the National Economics University with a B.A in Business Administration.	Mr. Chin Michael Jaewuk Independent Board Member	Mr. Chin Michael Jaewuk was elected as an independent Board member on 24 June 2021. He is currently the CEO of Shareable Asset. He has more than 30 years of experience in investment banking, securities and investment management, having served as the CEO and Senior Director at prestigious investment institutions such as Kakao Bank, Lumen Capital Investors, UBS, Credit Suisse AG, Schrodgers & Co. and Lehman Brothers. In particular, he spent 22 years with UBS in Hong Kong, Seoul, Taipei and Singapore in various functions including Global Head of Asian Equity Distribution and CEO of UBS Asset Management in Seoul as well as Singapore. He holds a Senior Management Certificate from the Korea National University of Arts and a Bachelor’s Degree in International Relations from the University of Virginia.

Board of Management



Mr. Nguyen Viet Quang
Refer to the Board of Directors Section

Refer to the Board of Directors Section



Ms. Mai Huong Noi
Deputy CEO

Ms. Mai Huong Noi has been a Board Member since 2008 and CEO from 2006 to 2012. She was also Deputy CEO of the Group since 2012. Prior to joining Vingroup, she was Deputy Director of the Customer Service Division at Hanoi Post Office from 2004 to 2006. Ms. Mai Huong Noi received a B.S degree in Economics and Banking from the National Economics University.



Mr. Pham Van Khuong
Deputy CEO

Mr. Pham Van Khuong was appointed Deputy CEO in 2007. He has nearly 40 years of experience in construction and industrial technology. From 1996 to 2003, he was the General Director of the Construction and Water Resources Equipment Technology Company in the Ministry of Construction. He started his career in 1982 as a design engineer at Vietnam Water, Sanitation, and Environment JSC. He received a B.S. degree in Engineering from Hanoi Architecture University.



Ms. Duong Thi Hoan
Deputy CEO

Prior to being appointed Deputy CEO in August 2016, Ms. Hoan held the position of the Head of Vingroup Communication Division from 2007 to 2016. She was General Director of Hung Viet Company from 2005 to 2007. Ms. Hoan received a B.S from Vietnam University of Commerce and completed her Joint B.A. degree and Master's degree in Business Administration degree between Hanoi National University and Benedictine University of Illinois, USA.



Ms. Nguyen Thi Thu Hien
Chief Accountant

Ms. Nguyen Thi Thu Hien has been Vingroup's Chief Accountant since 2008. She was Chief Financial Officer of Ha Viet Investment JSC from 2005 to 2008 and Chief Accountant from 2003 to 2005. She graduated from Hanoi University of Finance and Accounting with a B.A. degree in Economics and from the University of Languages and International Studies with a B.A. degree in English. She is also a member of ACCA.

Supervisory Board

Mr. Nguyen The Anh
Head of Supervisory Board

Mr. Nguyen The Anh was elected to the Supervisory Board in 2007. Prior to joining the Supervisory Board, he was a Deputy Head of the Corporate Office of the Joint Stock Commercial Bank for Foreign Trade of Vietnam (Vietcombank) from 2005 to 2007 and Assistant to the General Director from 2001 to 2005. From 1997 to 2000, he worked at Vietnam Financial Leasing Company and Vietcombank’s Secretariat Office from 1995 to 1997. He received a Master of Political Economics from the National University of Vietnam.

Ms. Nguyen Hong Mai
Member of Supervisory Board

Ms. Nguyen Hong Mai was elected to the Supervisory Board in 2021. Previously, she was an Auditor at Deloitte Vietnam Co., Ltd from 2007 to 2016. She holds a Master’s Degree in Corporate Finance and Management Control from the University of Toulon (France). She also holds a Bachelor’s Degree in Finance and Accounting and is a certified public accountant.

Ms. Do Thi Hong Van
Independent Member of Supervisory Board

Ms. Do Thi Hong Van was elected as an Independent Member of the Supervisory Board in 2011. She is currently Chief Accountant at Nghe An Sugar Pte. Ltd. (previously known as Nghe An Tate & Lyle Sugar Co. Ltd.) since 2008 and was a Financial Controller with Shell Vietnam Ltd. from 1998 to 2007. Ms. Do Thi Hong Van holds a B.S. degree in Economics and Accounting and is a senior member of ACCA. She is also a licensed auditor recognized by the Vietnam Association of Certified Public Accountants (VACPA).



G1. Responsible Corporate Behavior

Corporate Governance

Remuneration for Members of the Board, Supervisory Board, and Management

REMUNERATION POLICIES				
Remuneration for members of the Board of Directors, the Management, and the Supervisory Board complies with regulations on compensation, incentives, and operating expenses prescribed in the Group’s Charter. Remuneration is further approved periodically by the GMS and complies with applicable laws.		In addition, the Group applied other benefits to members of the Board of Directors such as regular health check-ups, health insurance, and discounts when using the Group services. The Board of Management members receive salaries and incentives as agreed in the labor contracts and have no remuneration scheme.		
OTHER BENEFITS FOR MEMBERS OF THE BOARD, THE SUPERVISORY BOARD, AND THE MANAGEMENT				
Regular health check-up	Health Insurance	Company telephone	Discount for using Group services	Business trip-related expenses
Full reimbursement is provided for the actual cost of the annual health examinations at any Vinmec International Hospital.	In addition to social and medical insurance required by law, members of the Board, the Supervisory Board and Management are provided with health insurance.	Members of the Board, the Supervisory Board and Management are supplied with a mobile phone with services plus reimbursement for usage costs.	Members of the Board, the Supervisory, and Management receive free-of-charge or preferential pricing for certain Group products and services. Such discounts are applicable for services at Vinmec International Hospitals, Vinpearl Hotels and Resorts, VinWonders amusement parks, Vinschool, and VinUniversity, purchase of VinFast e-motorcycles / cars.	Actual expenses for business trips are reimbursed for members of the Board, the Supervisory Board, and Management as follows: business class ticket for air, free car pickups and services during the trip, entitlement to free services at Group hotels or dormitories (if available locally), and other business trip fees.

G1. Responsible Corporate Behavior

Corporate Governance

Sustainability Governance

In August 2022, we established the Environment - Sustainability - Governance department with its predecessor, the Vingroup's Environmental Protection Department.

The ESG department is responsible for all issues related to the Environment, Society, and Governance of Vingroup and its subsidiaries, including:



- Support the Board of Directors in creating goals, metrics, and targets to be included in the long-term sustainability strategy and framework.
- Include policies and standards, materiality topics, climate risks and scenarios, climate- related and global impact platforms (such as CDP, RMI, GRI, SBTi...) into the strategy and framework.
- Gather ESG data and information and create policies and standards, conduct training and information sections based on the framework, strategy, and critical areas of approved platforms.
- Evaluate, monitor the performance and achievement of the ESG strategy to pursue the Sustainable Development Goals (SDGs) and to meet all stakeholders's requirements and sentiments, and compliances.
- Manage ESG reporting and disclosure, including the creation of annual Sustainability, CDP, and TCFD reports and other approved reporting mechanisms.
- Interdisciplinary auditing and reporting on sustainability framework and strategy as regulated, ad-hoc compliance, and regularly re-evaluating against market trends, green bond issuance criteria, and funding opportunities.
- Deploy overall ESG communications strategy. Serve as the subject matter expert and voice for Vingroup's Sustainability Initiative, representing VGR internally with executives, board, and employees and externally with relevant industry coalitions and investors.
- Coordinate with P&Ls and divisions of Vingroup to ensure that the above activities are implemented holistically and consistently.

G1. Responsible Corporate Behavior

Corporate Governance

Sustainability Governance

SUSTAINABLE DEVELOPMENT TARGET

It is believed that Vingroup has to be recognised as a sustainable development corporation so as to bring the golden value to society in Vietnam in particular and all over the world in general. Based on sustainability governance, we promote numerous strategies to enhance human capital, environmental protection and social responsibility. The Group’s sustainability strategy towards 2023 requires Vingroup to strike a balance among the interests of stakeholders, following by the three-segment target:

Environment	Social	Governance
<ul style="list-style-type: none">• Circular economy through recycling of scrap materials; Step by step and move towards completely eliminating single-use plastic from our operations by 2030.• Net Zero by 2050 as committed by the Government of Vietnam at COP26.• Increasing the use of renewable energy contributes to building a sustainable future.• Save electricity and water, limit emissions, create green products, living spaces close to nature, contributing to protecting biodiversity.• Continuously improve environmental performance, minimizing impacts through the application of environmentally friendly technologies.	<ul style="list-style-type: none">• Promote anthropological ethics and activities.• Work toward a future that is free from accidents and workplace injuries.• Create a truly diverse culture of diversity, equity and inclusion where everybody feels like they belong.	<ul style="list-style-type: none">• Strengthen the monitoring of regulatory compliance in the management of the Group and P&Ls.• Coordinate with internal departments of the Group to conduct regular and ad-hoc inspections of the P&Ls to thorough legal compliance in all departments.• Actively explore and apply inspection and supervision methods to respond to actual developments as the Group expands.• Actively develop innovative methods of supervision and inspection in a new context where the Group is now present in more countries and continents.



G1. Responsible Corporate Behavior

Risk Management and Compliance

Objective of Risk Management

Vingroup has built a risk management framework in accordance with international rules and standards (ISO 31000), while ensuring that it is suitable to the Group's corporate structure and the business environment in Vietnam. Risk management at Vingroup is based on these principles:

- 01

A comprehensive risk management framework, coupled with effective risk management tools, should support the Group's business development strategies.
- 02

Risk management should identify risks in a timely manner and help minimize the impact of unfavorable outcomes and maximize the upside of the favorable opportunities.
- 03

Vingroup will clearly allocate responsibilities and ownership in risk management and establish regular risk supervision and reporting mechanisms.
- 04

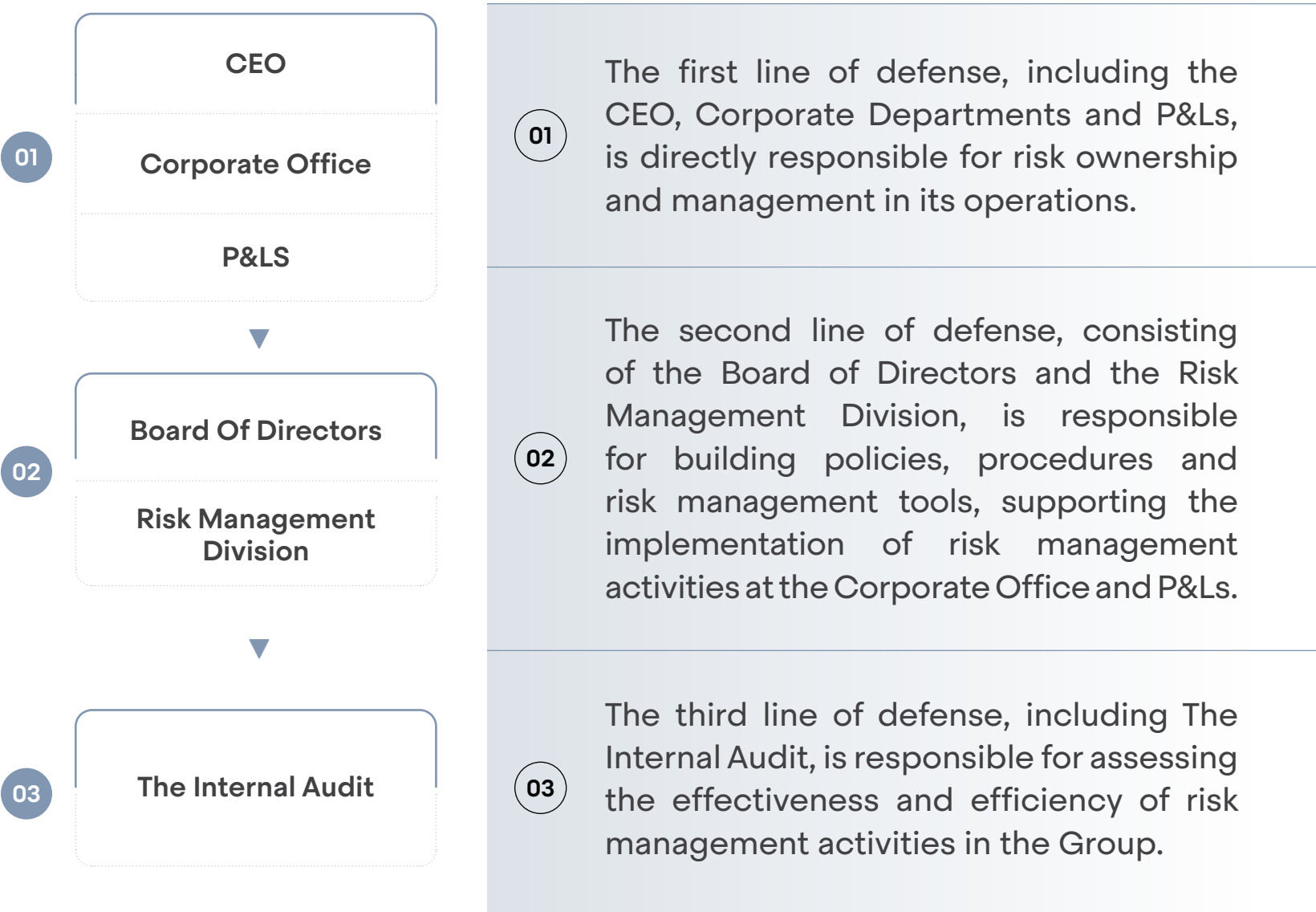
Vingroup will establish a common risk management system in order to strengthen the risk management culture at Vingroup.

The Group recognizes that opportunities arise from risks. Therefore, risk management does not only include risk minimization, but also study risks carefully to optimize the balance between risks and opportunities, and accept risks within a predefined risk appetite. Vingroup is prepared to take selective risks in a prudent manner for justifiable business rationales.

Risk Management Structure

There are three lines of defense that Vingroup structures in the risk management model to ensure the independence and objectiveness of the Risk Management Model.

Chart 4. Risk Management Structure



The risk management responsibilities are premised on the three lines of defense, which are assigned to the Board, Management and the Divisions as follows:

Table 10. Risk Management Responsibility

Responsible Party	Risk Management Responsibility
Board of Directors	Issues regulations, strategies and policies on risk management, and determines the organization structure, functions and responsibilities of the risk management.
CEO	Supervises and ensures that risk management activities are carried out in line with strategies and policies on risk management
The Risk Management, Internal Audit Division, and Risk Management departments at the P&LS	Coordinate with other Divisions to manage risks with approved risk management tools, limits, procedures appropriate for the Group and P&LS.

The risk management model operates throughout the Group, from the Parent Company to P&LS, to ensure coherent and continuous management of risk.

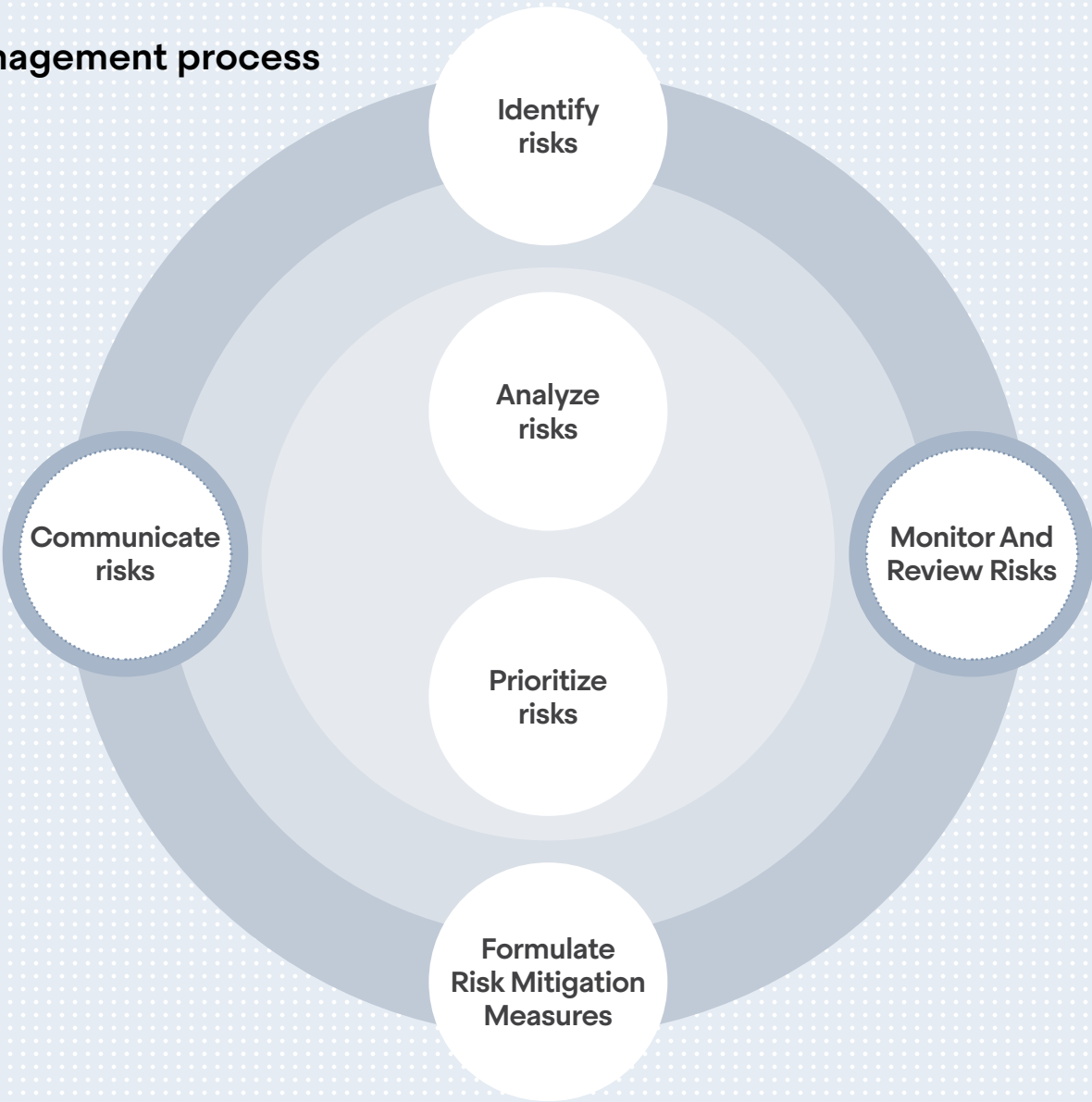
G1. Responsible Corporate Behavior

Risk Management and Compliance

Risk Management Process

The Group uses a risk management process consisting of six components. This process provides a logical and systematic approach to identify, analyze, assess the level of priority, formulate the risk mitigation measures, monitor and review, and communicate risks to provide information to the Management for decision-making and timely response to both risks and opportunities. This six-component risk management the system is constructed based on the principles and guidelines of ISO 31000 standards as well as best risk management practices in the industry. The CEO proposes risk management policies to the Board for approval at least once a year. The major risk factors of the Group are reviewed and assessed at least once a quarter

Chart 5.
Risk management process



IDENTIFY RISKS

The first component of risk management is to identify all of the risks that may affect the Group's goals, including the sources and potential impacts of all risk factors. Each business area and group is studied in detail to identify risk factors and the Group's risk portfolio is regularly updated.



FORMULATE RISK MITIGATION MEASURES

Risk mitigation strategies and plans are identified. Then, risk management measures are assessed, selected, and implemented to capture opportunities while offsetting the negative impacts of each identified risk factor.



ANALYZE RISKS

The sources, impacts and likelihood of each risk factor are analyzed both quantitatively and qualitatively.



MONITOR AND REVIEW RISKS

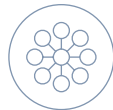
Risk mitigation measures are continuously monitored to ensure that they remain relevant and effective, in order to:

- Continuously improve the Group's risk management activities;
- Ensure the effectiveness of risk management activities;
- Monitor the progress and effectiveness of risk mitigation strategies;
- Anticipate and react to risk events (if they occur), and identify root causes for better management in the future.



PRIORITIZE RISKS

All risk factors are ranked and weighed based on predetermined risk assessment criteria built on many aspects, including quantitative and qualitative criteria.



COMMUNICATE RISKS

Risks and risk management processes are widely communicated to employees to raise awareness and vigilance. Risk owners solicit and consider the opinions of the various parties involved to ensure that all stakeholders are fully aware of the role and responsibility of risk management.





G1. Responsible Corporate Behavior

Risk Management and Compliance

Analysis of Risk Factors

The Group analyzed, assessed, monitored and managed the risks that are considered to have a material impact on the Group's operations and strategies, including:






Table 11. Analysis of risk factors in 2022

No.	Risk Factors	Risk Responses
1	Macroeconomic Risks 	<p>Important macroeconomic factors include growth rates, inflation, credit growth, exchange rates, consumer indexes, savings rates, investments, and unemployment rates. All of these factors influence Vingroup's operations and results. Specialized divisions monitor the macroeconomic environment and advise the Management and P&Ls to forecast future trends and their potential impact on business developments. This analysis helps Management prepare appropriate strategies and policies.</p> <p>After five years of expanding into new business segments, the Group has achieved a higher level of revenue diversification, largely from Technology-Industrials. This has enabled the Group to align with international trends, as well as to reduce the risk of business concentration.</p> <p>The real estate business, which continues to account for the majority of Vingroup's revenue, tends to fluctuate with macroeconomic conditions. The Group frequently innovates and diversifies its real estate products.</p>
2	Financial Risks 	<p>Financial risks for Vingroup include liquidity, interest rates and foreign currency risks. Quarterly, the Finance Division and External Finance Divisions assess and review conditions in the capital and financial markets to proactively manage the debt portfolio and other commitments of the Group. The Finance Department consults with the External Finance Division and local and international banking and finance experts to propose and implement risk management solutions, such as using derivatives, especially ahead of large transactions or transactions in foreign currencies. In order to manage liquidity risks, Vingroup always actively manages and supervises its receivables and ensures that cash flows are carefully controlled.</p>
3	Competition Risks 	<p>Vingroup operates in highly competitive business segments, especially industrial manufacturing, residential real estate, and commercial property. Competitors include multinational groups and domestic rivals offering similar products and services. To maintain its competitiveness, the Group continuously innovates to launch attractive new and high-quality products and services. This was best seen in its global debut of five smart electric car line-up with many advanced technologies and reasonable pricing thanks to the introduction of a battery rental model.</p>
4	Production Risks 	<p>In the Technology - Industrials segments, the Group's manufacturing plants may be exposed to supply chain risks such as shortages of components and raw materials, and operational risks such as industrial accidents or equipment failures. To minimize supply chain risks, the Group conducted annual production planning, proactively built ancillary industrial parks, expanded its business segments such as construction of a battery factory in Ha Tinh, to stay in control of input supplies. Vingroup consistently applied strict quality assurance standards and inspection processes and performed regular reviews and inspections to minimize operational risks during production.</p>

G1. Responsible Corporate Behavior

Risk Management and Compliance

Table 11. Analysis of risk factors in 2022

No.	Risk Factors	Risk Responses
5	Investment Risks 	Strategic business and investment planning are carried out at the beginning of the year. Every investment has to be financially viable compared to the average cost of capital of the Group or the vertical PnLs, or meaningful to the Group's overall strategy. Besides considering investment efficiency, prior to implementing each project, market, legal, licensing, tax or operational risks have to be carefully assessed, and risk mitigation solutions are accordingly.
6	Project Development Risks 	Vingroup developed a thorough project management system, comprising several components for budgeting, cost management, quality and progress control, regulatory compliance and execution review. Stringent criteria of experience and reputation are put in place to select highly qualified vendors who are frequently monitored and reassessed. Senior executives in the Construction Supervisory department at entities in the Group are experienced architecture, mechanics, and engineering practitioners and experts in their fields, capable of thoroughly reviewing designs and the quality of external contractors.
7	Personnel Risks 	The Group's compensation framework is transparent, competitive and results-driven, to attract and motivate talent, especially experienced managers. Vingroup has successfully built its own distinctive culture through various cultural and team-building activities. This has made the Group a Common Home for all employees, promoting long-term staff commitments. To maintain high quality and stable human capital while continuously striving for breakthrough growth, Vingroup has launched learning campaigns throughout the Group. The Human Resource unit at each P&L frequently organizes large-scale training programs and online learning for employees. In addition, the Group emphasizes developing the next generation of leaders, in particular young talent.
8	Environmental and Social Risks 	The Group pays close attention to the potential environmental impact of each project (air, noise or water pollution, etc.) that may impact the surrounding ecological environment or economic, social, and human environments of nearby areas. Therefore, projects undertaken by Vingroup follow the strictest standards in design and material selection and undergo rigorous social and environmental analysis by reputable local and international experts before development begins.
9	Natural Disaster and Disease Risks 	Natural disaster and disease risks are force majeure risks which are beyond the control of the Group. For these risks, Vingroup closely monitored developments, took timely and relevant preventive measures and applied business initiatives that could minimize the impact of any events on the Group's business performance. impact of any events on the Group's business performance

G1. Responsible Corporate Behavior

Transparency

Transparency Compliance

Vingroup fosters transparency in every business practice to advocate ethical business principles, fair practices and professional conduct in our financial and non-financial dealings. To improve the discipline and compliance with ethical standards within the Group, Vingroup implemented a Transparency Policy applicable to all employees (including employees on probation period and trainees), suppliers and other relevant people as regulated therein. The Policy covered (i) Anti-Money Laundering, (ii) Prevention of anti-bribery and corruption, (iii) Internal Transaction Control and (iv) Notes for Sanctions of International Law that applied to all staff of our body.

Anti-Money Laundering and Anti-Corruption

Money laundering and corruption at work have negative effects on business development, including undermining the legitimacy of the private sector, undermining financial integrity, resulting in loss of control over economic policy, economic distortions and instability, revenue losses, risks associated with privatization efforts, and reputational risks. So the Policy sets out the requirements on customer identification, customer classification and handling according to risk categories, procedures to review, detect and handle suspicious transactions, in addition to regulations on record keeping, confidentiality, internal control and internal audits for proper implementation of the Policy. And regarding the anti-corruption measures, apart from anti-bribery clauses in its purchasing agreements, Vingroup and its P&Ls also encourage all employees to renounce fraud and corruption within their companies and by their suppliers, rewarding employees who strongly “say No” to bribery, integrating anti-corruption components into corporate culture training programs, and repeating these messages on a regular basis to maintain a high level of compliance among employees at all times.

Internal Transaction Control

Regarding control of internal transactions so as to ensure fairness for shareholders and investors, the Policy provides definitions on insiders’ duty of confidentiality and insider transactions they are not supposed to proceed. Given the Group’s expansion into the international markets, the Policy also provides information on provisions regarding foreign sanctions laws.

Notes for Sanction of International Law

The Group ensures that its business activities and transactions do not violate the obligations stipulated in any loan, credit, guarantee or other contract or agreement to which the Group is a party. Sanctions Law means (i) any law, regulation, enforcement order or commercial, economic or financial restraint administered, adopted, promulgated or enforced by the Office of the Comptroller of the United States.

Foreign Assets Control of the United States Department of the Treasury (“OFAC”), the United States Department of State or any other United States government agency; and (ii) any commercial, economic or financial law, regulation or restrictive measure administered, adopted, enacted or implemented by the United Nations Security Council, the EU or any other member of this organization, Vietnam, Switzerland, Singapore or other countries and international organizations.

Remarkably, to expand business globally, VinFast, as a noticeable case, is committed to complying with all domestic and foreign anti-corruption laws, especially the American AntiCorruption Act. VinFast is developing and will soon introduce its “Ethics and Compliance” Program, which includes an Anti-Corruption Policy in Foreign Countries, covering such areas as Compliance Policy Coordination, Auditing and Reporting, Training, Document Retention, and Violation Reporting. Anti-bribery and Anti-corruption sample clauses are standard clauses for all contracts signed by and between the Company and its partners.

G1. Responsible Corporate Behavior

Transparency Training Enhancements

We organize periodic training and communication for all employees to ensure knowledge and compliance with applicable regulations and procedures. We also organize many periodic tests to assess employees’ acknowledgement of the Transparency policy.

Internal Audit for a transparent Corporate Governance

A summary of result of internal audit activities

The Internal Audit did not record any material violations that may impact the Company’s reputation and operations in 2022.

2023 Directions

The Company will continue to comply with the provisions of the Law, the Charter, and resolutions of the GMS, the BOD, and the Company’s internal management regulations and procedures.

The Internal Audit Division will continue to refine the Company’s money-laundering or corruption risk profile and update the risk assessment for 2023; recommendations from the latest audit will be implemented according to the plan approved by the Board of Directors, focusing on business segments, lines of business, and entities with identified risks.

The Internal Audit Division will coordinate closely with the Board of Directors, Management, the Corporate Office, and the P&Ls to strengthen inspection and supervision of activities throughout the Company to detect violations and deficiencies and to make timely corrections that will improve the efficiency and effectiveness of internal controls.

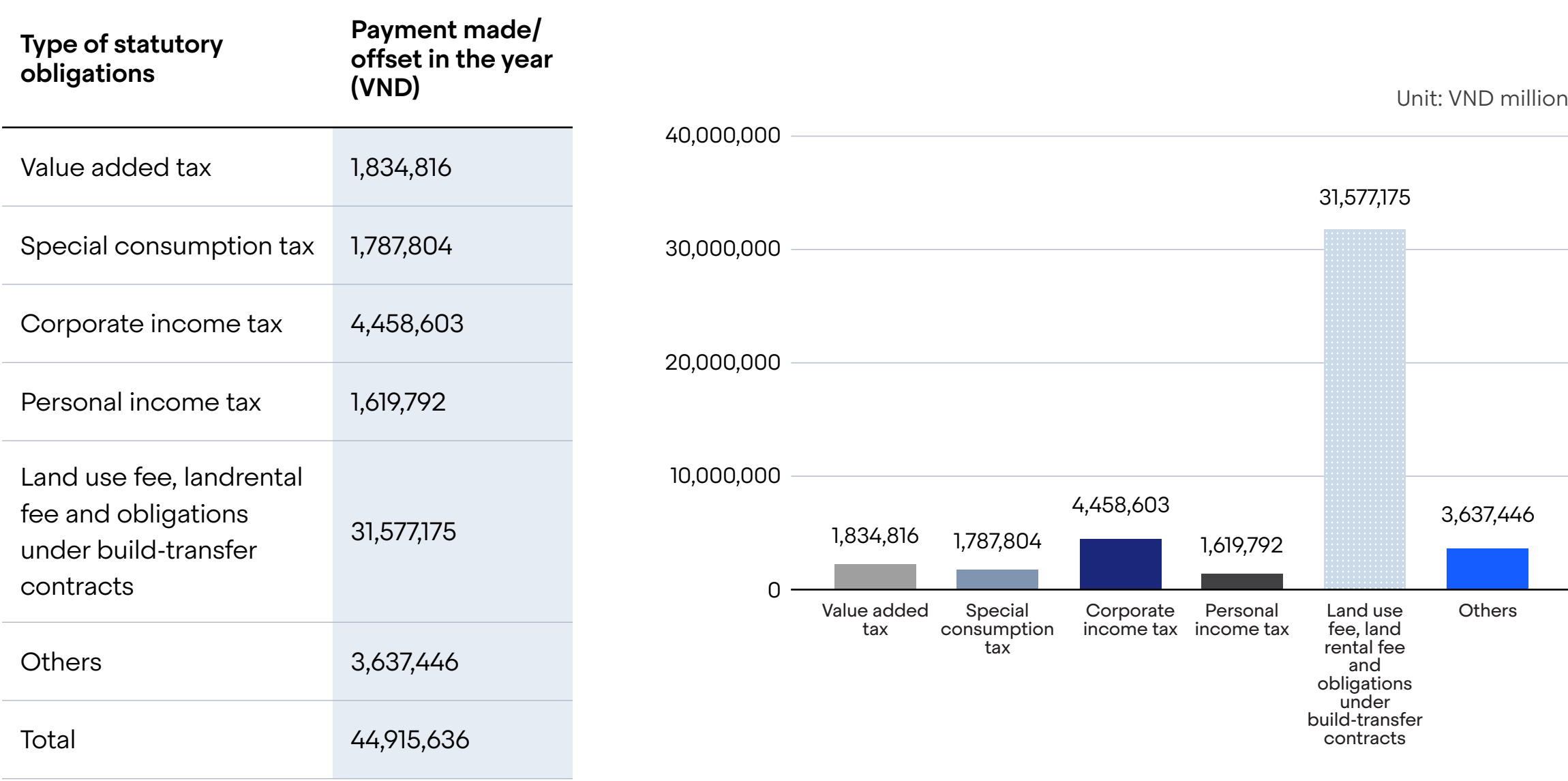
The Company will enhance the capabilities of the Internal Audit Division to meet the requirements of newly assigned tasks and to familiarize themselves with changes in the work of the business segments.

Taxation

Vingroup is committed to complying with all applicable tax laws, rules, regulations, and reporting and disclosure requirements through the implementation of standardized, simplified, cost-effective, and automated compliance processes. As a result, the tax must be paid at the correct place and at the right time, as well as disclosing all relevant facts and circumstances to the tax authorities and claiming reliefs, incentives, and exemptions in accordance with and in harmony with the applicable tax legislation.

The table and chart below present data on statutory obligations of Vingroup in the year 2022.

Chart 6. Total Vingroup payments on tax and other statutory obligations in 2022 (3)



Note:
3. For details of changes in statutory obligations of Vingroup in 2022, please refer to the Annual Report 2022.

G2. Cybersecurity and Data Privacy

2022 Figures

Number of data security breaches or other cybersecurity incidents

0

Number of data security breaches or other cybersecurity incidents

0

Number of data leakage incidents

0

Total amount of fines in connection to data security breaches or other cybersecurity incidents

0

Total number of customers and employees affected by company leaks

Information Security Process

The protection of Vingroup’s data and that of all relevant stakeholders is one of our core missions to build sustainability and stability. Vingroup prides itself on not having received any complaints about the company violating the privacy of its customers. In order to address arising issues of network security, Vingroup has implemented information security regulations as well as a network safety and security system, which includes the following aspects:

- Vingroup has a dedicated cybersecurity department with different teams for IT/OT networks and vehicle programs. We have skilled staff in each of the key areas of cybersecurity, including management, defense and response, forensics, penetration testing, threat tracing, and cloud security, among others, with world-class certificates from SANS Institute (USA).
- Vingroup continuously conducts risk assessments and vulnerability analyses. We have fully implemented monitoring, protection, and defense solutions with the Zero Trust strategy, and Defense-in-Depth makes it possible for us to continuously monitor and detect unusual behavior or cyberattacks in IT/OT systems and networks early, then we can act quickly to prevent them and minimize risks and damages. Specifically, we have implemented solutions that protect against network (external and internal/zone network firewalls, network IDS/IPS, other network sensors, etc.), device (endpoint security, endpoint threat detection, etc.), application security (app security, email security, cloud security, etc. with continuous vulnerability assessment/penetration testing), data (encryption data, data rights management, data privacy, etc.), users (awareness training, phishing and ransomware prevention, access and permissions control, etc.), and processes (compliance, regulatory coordination of security and operations management, etc.) with both industrial/commercial solutions and in-house development “tailored” for Vingroup.
- Vingroup also applies many measures to protect customer information, which are as follows:

Encrypt data at storage and in transit



Assessment of application security — the place to receive and process customer information in order to detect and fix maximum vulnerabilities or risks that may affect application systems as well as client information



Decentralization of access —performed by the App Owners to control and ensure the right authorization according to business requirements, avoiding risks to customer information from redundant authorization, abusing access rights, or using information for the wrong purpose/wrong business



Security measures for infrastructure and endpoints — to detect and prevent unauthorized access, network attacks, and other risks



The Data Security Team still often conducts risk analysis according to the DPIA (Data Privacy Impact Assessment) form for some specific cases related to customer information



The tasks of Vingroup-CSS have been planned according to the framework of both ISO 27001 and NIST Cybersecurity Framework



G2. Cybersecurity and Data Privacy

Privacy Policy

We issue an Internal privacy policy to protect the privacy and information security of our customers, employees and partners. The policy has been implemented on all the Group’s businesses. This policy includes the following categories:

1	What We Collect	the categories of collected personal information
2	How We Use and On What Legal Basis	the purpose of personal information collected and used
3	Collection and use of cookies	the method of personal information management
4	When We Share and How We Share With	the guideline of personal information shared
5	Where We store	the location of personal information storage
6	How We Secure	the approach of personal information protection
7	Internet Advertising and Third Parties	the guideline of personal information advertising for third party
8	Access and Option	the applications of personal information accessing
9	Minor’s Personal Information	the guideline for minors using personal information
10	How Long We Store Personal Information	the duration of personal information storage
11	Contacts, Notices, and Amendments	the information of supportive channel
12	Additional Information for the EU	the privacy, collection, and use of personal information is provided for prospective and current customers of Vingroup Products in the European Economic Area, as well as for websites operated by Vingroup’s affiliates or subsidiaries in the EU
13	California Consumer Privacy Act Notice	the privacy, collection, and use of personal information is provided for prospective and current customers of Vingroup Products in California
14	Examples of Information	the example of personal information used

ENVIRONMENTAL



03

- 1. Management approach
- 2. E1. Climate resilience
- 3. E2. Water Stewardship

- 4. E3. Waste Management
- 5. E4. Material Sourcing and Efficiency
- 6. E5. Responsible Investment

Changes in climate, nature and biodiversity have sparked ever-growing concern and attention on a global scale, including in Vietnam. At the 26th Conference of the Parties (COP 26), Vietnam stated its commitment to bring net GHG emissions to “zero” by 2050. At COP27, despite being a developing country and facing countless difficulties, such commitments were re-affirmed by the Vietnamese Government and viewed as one of the most challenging decisions of the country.

Vingroup acknowledges that the Group’s development plans need to be connected to environmental responsibility. Every business decision has a certain impact on the environment and vice versa. As a Vietnamese enterprise, Vingroup’s leadership always strives to accompany the Government and people of Vietnam in the fight against climate change. Vingroup aims to reduce its environmental footprint towards Net Zero by 2050 and our progress will be reported from our 2023 Sustainability Report onward. We firmly believe that although moving towards Net Zero is a challenge, it is also a great goal for Vingroup to strive towards.



Management Approach

Being the largest conglomerate group in Vietnam and a leader in real estate and hospitality aiming for sustainable development, Vingroup clearly understands the importance of ensuring environmental protection. We put all our efforts into each phase of our projects, including the design, construction, development and operation of our resorts, shopping malls, offices, and residential properties.

From our first projects, Vinpearl Resort Nha Trang and Vincom Center Ba Trieu, to recent urban projects such as Royal City, Times City and Vinhomes Riverside and mega cities such as Vinhomes Ocean Park, Vinhomes Smart City, we have always ensured that we incorporate “green” design elements, featuring open natural areas and energy-saving technology. The “green” principle has been prominently applied during each stage of Vingroup’s development.

Vingroup considers environmental protection a key criterion throughout our business operations and project development activities. Vingroup not only makes all efforts to preserve and protect the environment, but also emphasizes raising customer and community awareness to collaborate in building and preserving a healthy environment that is worthy of Vingroup’s 5-star brand.

Our contributions are aligned with the UN SDGs



Management Approach

We comply with environmental laws and regulations and beyond

The Group is strictly compliant with the laws and regulations on environmental protection such as the Law on Environment Protection no. 72/2020/QH14, Decree no. 08/2022/ND-CP on guiding the implementation of the Environmental Protection Law, and the Vietnamese standards on Industrial wastewater treatment no. 40:2011/BTNMT.

Vingroup has obtained Environmental Impact Assessment (EIA) Reports approved by the Ministry of Natural Resources and Environment for all projects pursuant to Article 25 in Decree no. 08/2022/ND-CP.

For projects that require Vingroup to carry out production and business activities that affect the environment such as waste discharge, Vingroup has obtained Environmental Licenses in accordance with the requirements in Decree 08/2022/ND-CP regulating subjects, duration, time and authority to issue environmental permits.

In addition, Vingroup has the continuous wastewater monitoring systems with real time data and transfer to DONRE and regularly executes environmental monitoring programs to uphold the commitment in the approved EIA or Environmental Licenses as well as the annual environmental reports submitted to MONRE/DONRE.

Under the effectiveness of Decision 01/2022/QĐ/TTG on Greenhouse Gas Inventory, the Group will conduct GHG inventory reports for the below business facilities and gradually reduce energy usage.

Table 12. List of business units in Vingroup which have conducted a Greenhouse Gas Inventory

No.	Type of statutory obligations	Payment made/offset in the year (VND)
1	VinFast Trading and Production Joint Stock Company	Auto manufacturing
2	Vincom Center Ba Trieu Shopping Mall	Commercial services
3	Vincom Mega Mall Royal City Shopping Mall	Commercial services
4	Vinpearl Resort & Spa Ha Long	Hospitality
5	Vincom Plaza Tran Phu Thanh Hoa Shopping Mall	Commercial services
6	Vincom Center Dong Khoi Shopping Mall	Commercial services
7	Vincom Center Dong Khoi Office Building	Commercial services
8	Vincom Xuan Khanh Can Tho Shopping Mall	Commercial services

Management Approach

We comply with environmental laws and regulations and beyond

Going beyond compliance, companies in Vingroup’s ecosystem also follow strict environmental standards from internationally world-renowned organizations such as the International Organization for Standardization (ISO). For example, the environmental management system (EMS) of VinFast, a Vingroup subsidiary, is certified to meet the ISO 14001:2015 standards, which helps the company to identify, monitor, and control its environmental impact. Vingroup develops plans to ensure compliance with updated reviews during operations. Not only that, we implement robust quality control measures, regular internal audits, and continuous improvement processes to address any issues identified in reviews. We also prioritize transparency and accountability by actively seeking feedback from customers and stakeholders.

Table 13. Vingroup’s key pillars in compliance with environmental law protection for projects

Environmental Impact Assessment	Environmental Permits/ Licenses	Operational Management	Environmental Monitoring	Stakeholder Engagement
Vingroup conducts an EIA for all projects, including real estate development, industrial parks, and infrastructure projects. The EIA helps the Group identify potential environmental impacts and develop measures to mitigate them. The Group also engages independent consultants to review the EIAs and provide recommendations.	We obtain environmental discharge permits and licenses from the relevant authorities before releasing any waste or effluent into the environment. The Group ensures that its waste management practices comply with the requirements of the discharge permits and licenses.	We adhere to international environmental standards. The Group also ensures that its suppliers and contractors comply with these standards.	For each approved EIA, Vingroup has an environmental monitoring program in place to ensure compliance with environmental regulations. The program includes regular and / or automatic monitoring of air and water quality, and waste management. The Group also conducts periodic audits to ensure the effectiveness of its environmental monitoring program.	Vingroup engages with stakeholders, including local communities, NGOs, and government agencies, to ensure that its environmental protection efforts are effective and responsive to their needs. We also provide training and education to employees and stakeholders on environmental protection best practices.

Management Approach

Strategy, Objectives, and Implementation Initiatives

In 2022, Vingroup released a comprehensive environmental strategy as our serious commitment to fighting climate change and protecting nature. We defined five strategic material topics as follows:



Name of material topics	Code
Climate Resilience	E1
Water Stewardship	E2
Waste Management	E3
Material Sourcing and Efficiency	E4
Responsible Investment	E5

For definition of material topics, please refer to Chapter 1, Section 8. Materiality assessment

Net-zero GHG emissions: Vingroup and VinFast are targeted to achieve net-zero GHG emissions across their operations by 2050 and 2040 respectively. We aim to send zero waste to landfill and minimize operation waste.

- VinFast, Vinhomes and Vinpearl aim to stop using single-use plastic and reuse 30% of treated wastewater by 2024
- VinFast and VinES factories aim to sort 100% waste at source to provide community awareness activities for Vinhomes residents and migrate to other entities by 2024

Table 14. Vingroup’s strategic initiatives

No.	Strategic initiatives*	
	Code	Description
All	A1	Behavioral Change: Provide training programs and educational campaigns to raise awareness among Vingroup's employees and leadership about the five material topics and encourage sustainable practices.
All	A2	Stakeholder Collaboration: Collaborate with relevant stakeholders including government agencies, local communities, NGOs, Universities and Research Institutions to develop innovative solutions and share best practices, aligning with the Group’s sustainability target.
<div>Climate Resilience</div> <div></div>	E1-1	GHG Measurement & Monitoring: Conduct regular GHG inventories and assessments to measure Vingroup’s emissions accurately. This includes tracking emissions from direct sources (e.g., energy consumption) as well as indirect sources (e.g., supply chains).
	E1-2	GHG Reduction and Mitigation: Implement various initiatives to reduce GHG emissions across Vingroup's operations. This includes investing in energy-efficient technologies, adopting renewable energy sources, and optimizing processes throughout the organization. Additionally, Vingroup explores opportunities for carbon offset projects to mitigate any remaining emissions.
	E1-3	Energy Audits and Assessments: Conduct comprehensive energy audits and assessments across all Vingroup facilities to identify areas of high energy consumption and potential efficiency improvements.
	E1-4	Transportation: Promote sustainable transportation options for employees and customers, such as electric vehicles or public transportation incentives, to reduce GHG emissions from transportation activities.
<div>Water Stewardship</div> <div></div>	E2-1	Water Conservation: Establish water consumption reduction targets and foster wastewater reuse for each business unit and implement water-efficient technologies and practices across all business units.
	E2-2	Water Audit and Assessments: Conduct a comprehensive water audit to identify areas of high-water consumption and potential efficiency improvements.

Management Approach

Strategy, Objectives, and Implementation Initiatives

Table 14. Vingroup’s strategic initiatives

No.	Strategic initiatives*	
	Code	Description
Waste Management	E3-1	Waste Management: Implement measures to improve waste efficiency across all operations, such as installing low-flow fixtures and optimizing irrigation systems.
	E3-2	Research and Development: Invest in research and development to improve the efficiency of the Group’s production processes and develop new technologies that can help reduce waste and improve resource utilization.
Material Sourcing and Efficiency	E4-1	Raw Material Source Diversification: Explore alternative sources of raw materials, including local suppliers, to reduce dependence on imported materials and mitigate risks associated with price volatility.
	E4-2	Material Traceability System: Implement a traceability system to track the origin of raw materials and ensure their quality, safety, and compliance with local regulations.
	E4-3	Inventory Management: Optimize inventory levels by implementing just-in-time practices, reducing carrying costs, and minimizing waste.
	E4-4	Risk Management: Prioritize risk assessment and mitigation strategies to address potential disruptions in the supply chain caused by factors such as natural disasters or political instability.
	E4-5	Sustainable and Responsible Sourcing Practices Development: Source raw materials in a responsible and sustainable manner, taking into account factors such as social and environmental impact, ethical considerations, and compliance with local regulations.
Responsible Investment	E5-1	Supplier Evaluation: Focus on evaluating and selecting reliable suppliers based on their quality, reliability, and ethical practices; Integrate safety, health and environment factors in the assessment process.
	E5-2	Project Selection and Implementation: Integrate sustainability factors into all processes: <ul style="list-style-type: none">• In project feasibility assessment reports, environmental and community impacts are an area of special concern to the Group.• In the process of project implementation, the sustainability factor is also thoroughly grasped throughout all stages.

*The adoption of strategic initiatives will be described in detail in the respective material topic sections below.

E1. Climate resilience

Vingroup incorporates sustainability into every company activity and climate resilience is considered a top priority in our sustainability strategy. Aiming to achieve carbon neutrality across the Group's operations by 2050, we constantly strive to reduce our environmental footprint.

Our GHG footprints

Thanks to the successful implementation of strategic initiatives A1, A2, E1-1, E1-2, E1-3, and E1-4, Vingroup's energy results achieved milestones in 2022 across all three pillars of P&Ls in Vingroup's ecosystem.

Note:
1. The three pillars of P&Ls in Vingroup's ecosystem are as follows:
Pillar A: Technology - Industrials
Pillar B: Real Estate & Services
Pillar C: Social Enterprises
2. For detailed results of Vingroup's GHG emissions and the structure of Vingroup's ecosystem, please refer to Appendix 4 - Figures on environmental aspect

Chart 7. Vingroup's total GHG emissions (Scope 1) in 2022 - Breakdown by Ecosystem

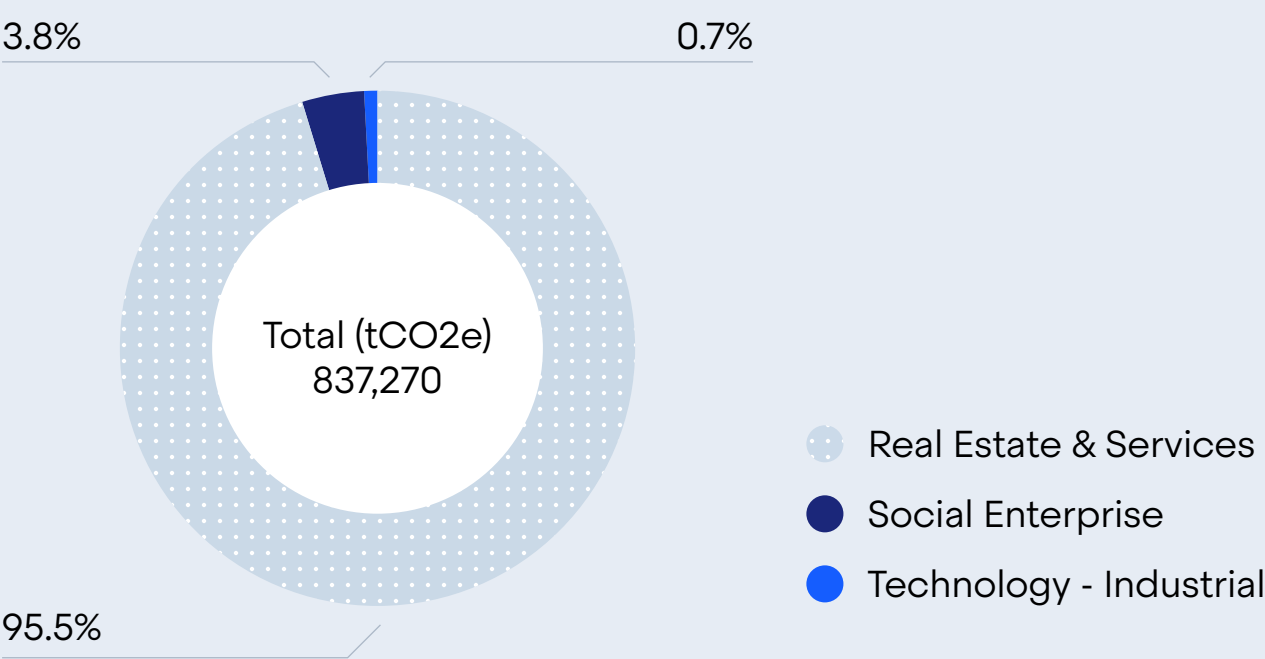


Chart 8. Vingroup's total GHG emissions (Scope 2) in 2022 - Breakdown by Ecosystem

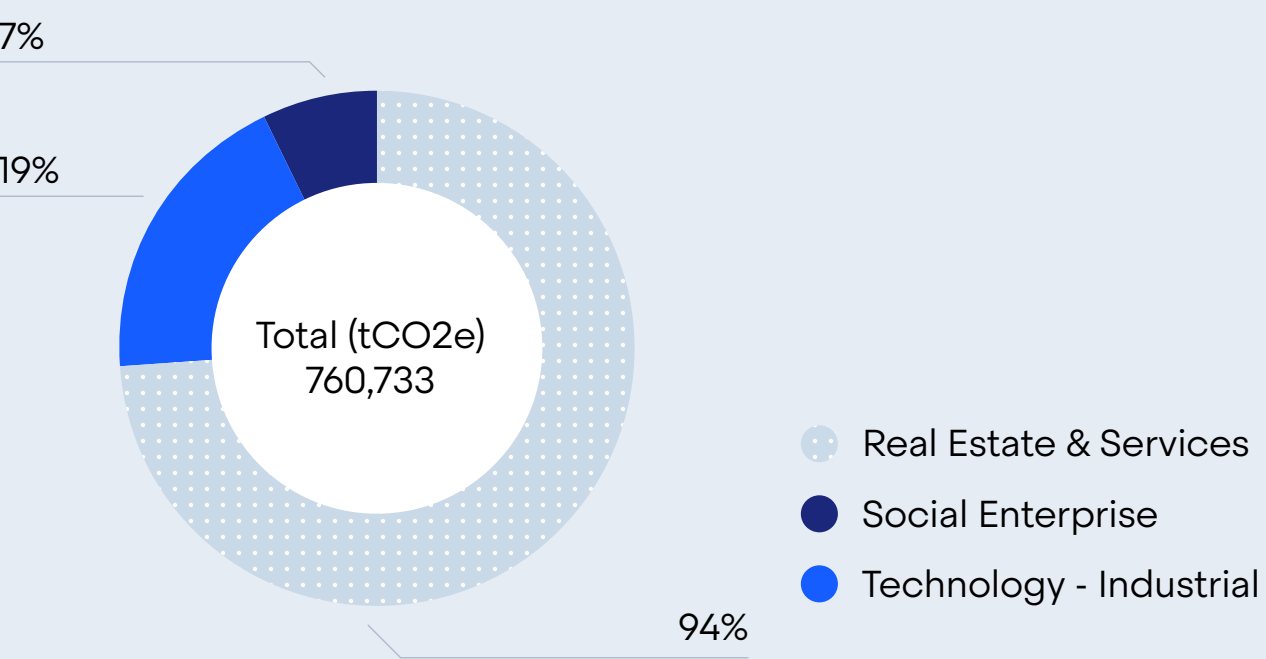


Chart 9. Vingroup's total GHG emissions (Scope 1) in 2022 - Breakdown by P&Ls

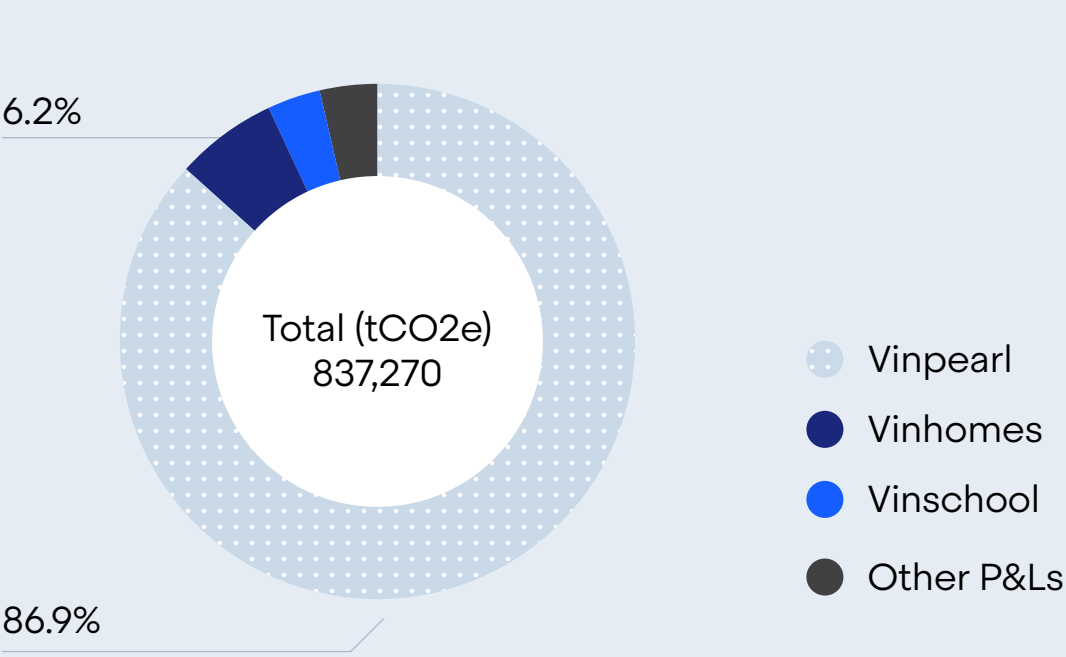
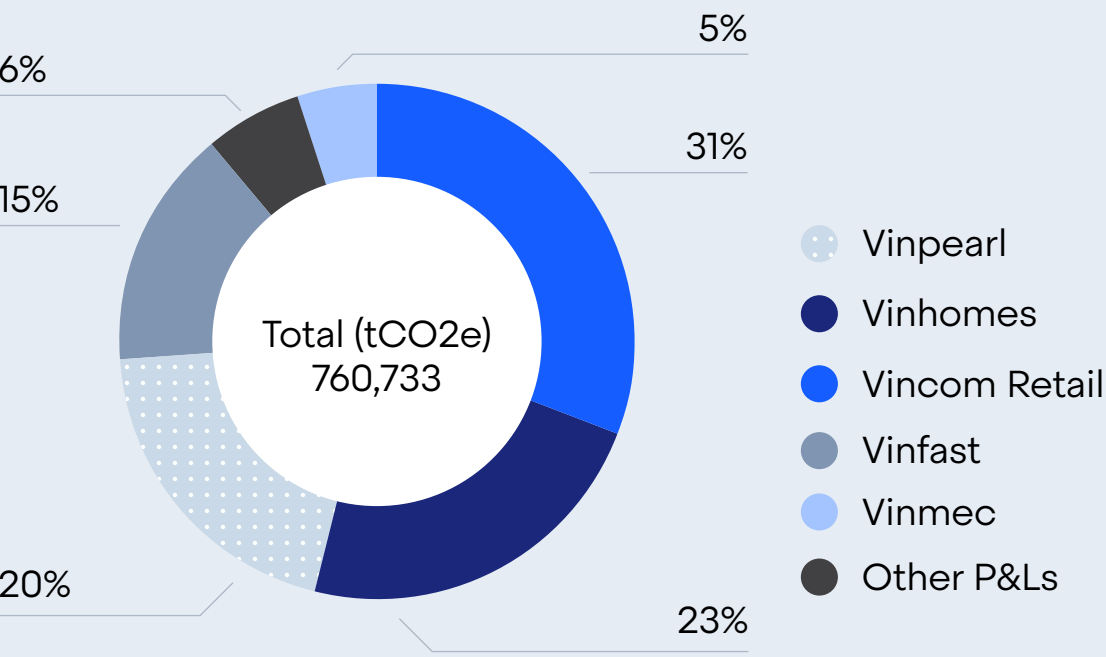


Chart 10. Vingroup's total GHG emissions (Scope 2) in 2022 - Breakdown by P&Ls



E1. Climate resilience

Chart 11. Vingroup's P&L electricity consumption in 2022

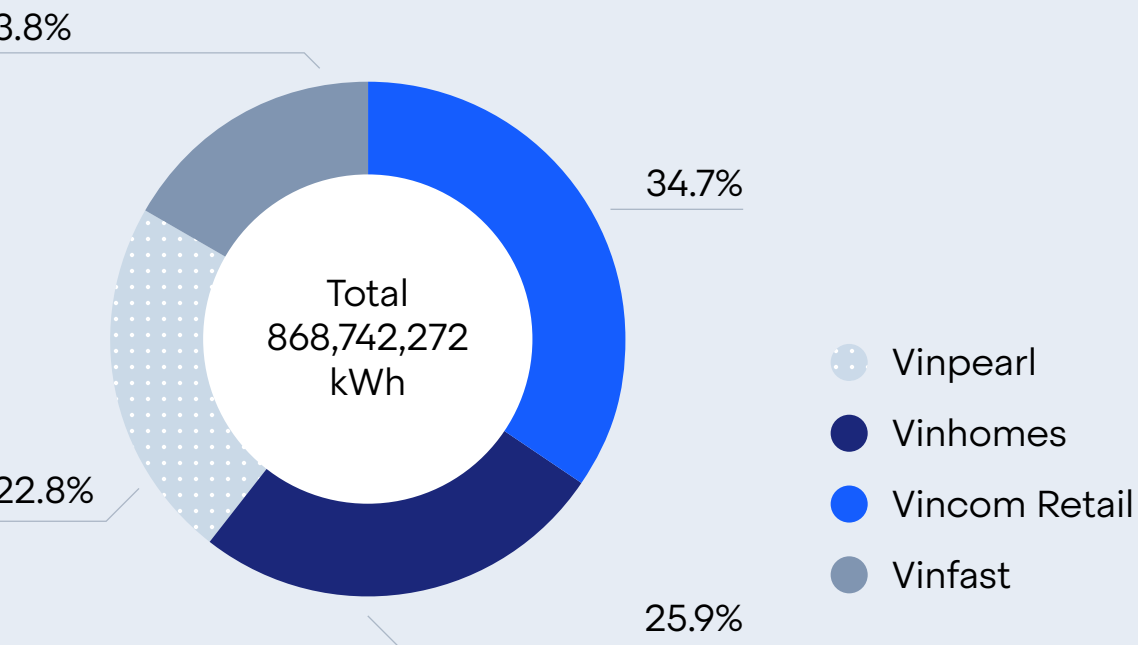
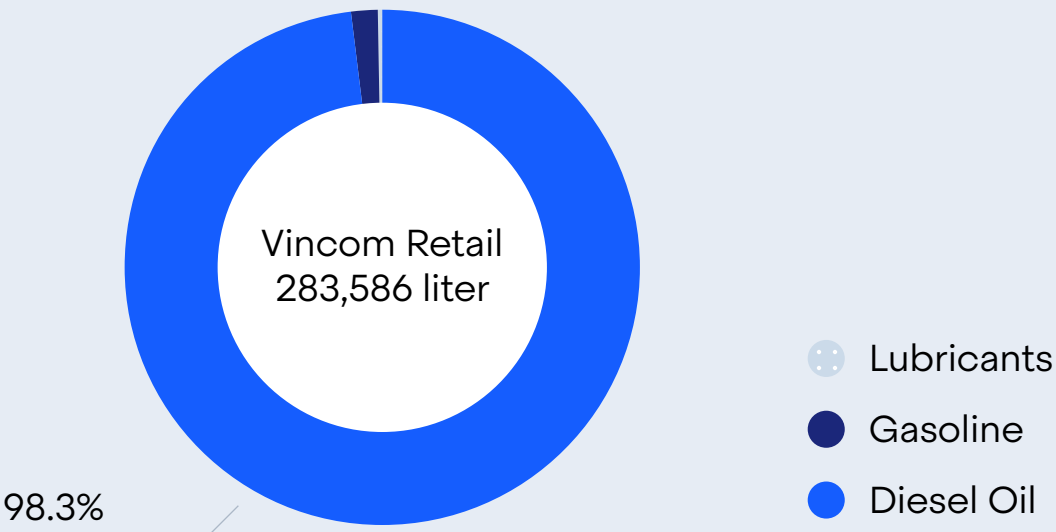
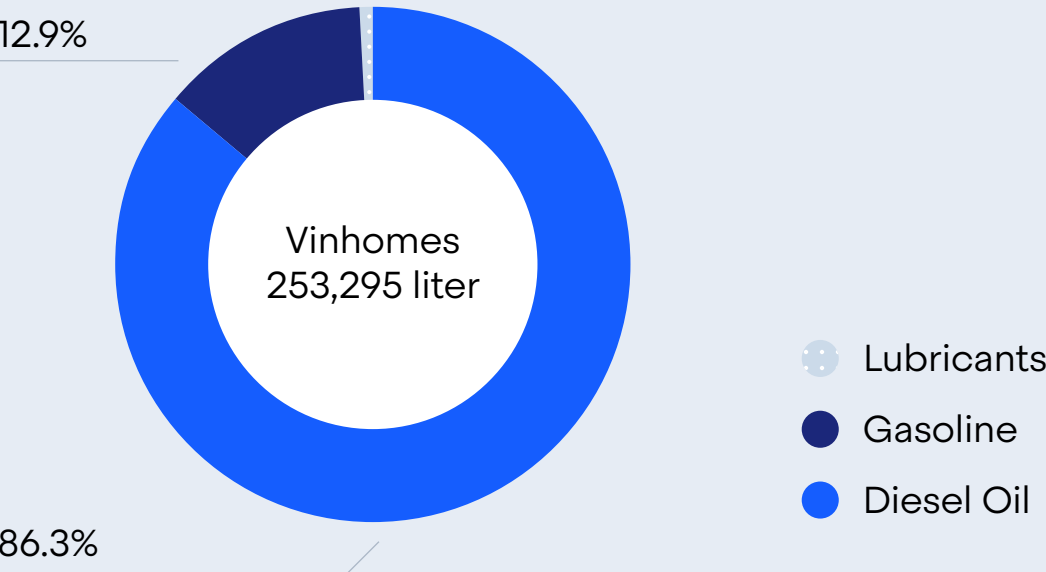
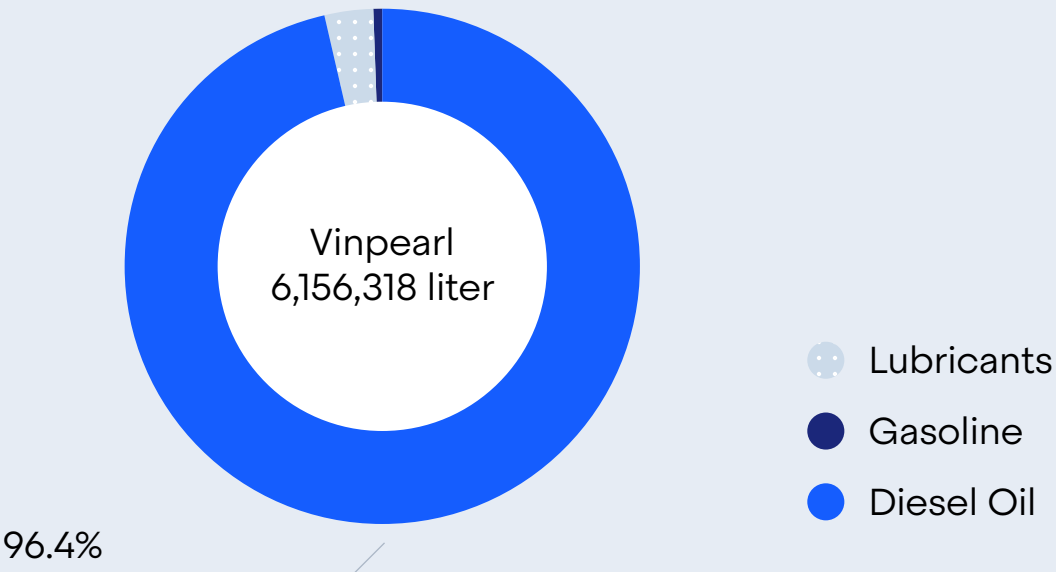
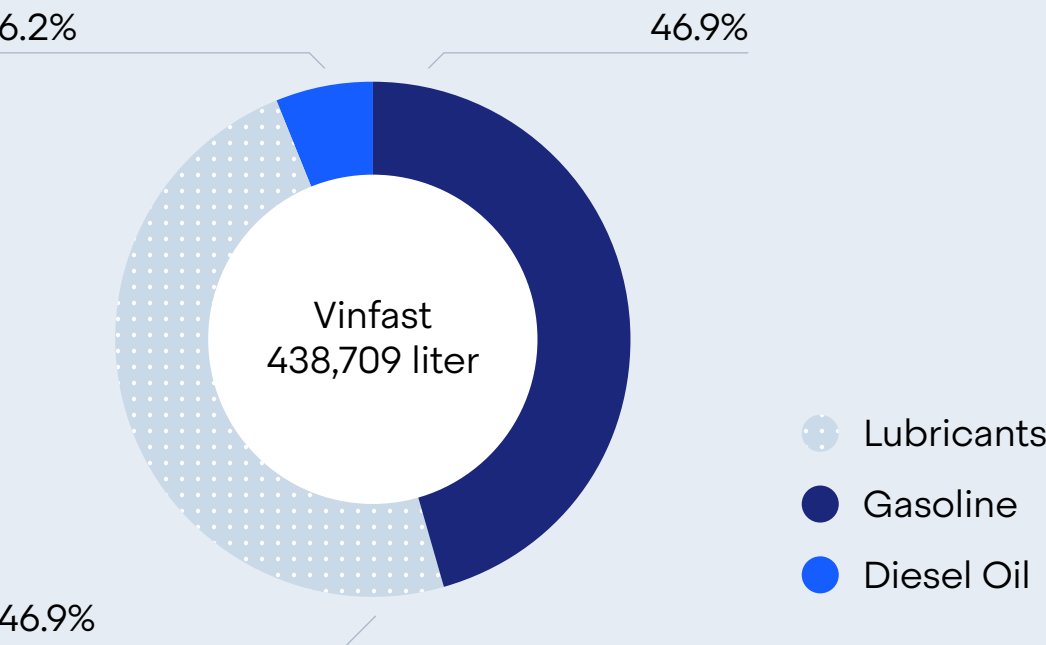


Chart 12. Vingroup's P&L fuel consumption in 2022



E1. Climate resilience

In the Pillar A, VinFast's Energy Committee periodically evaluates energy-saving solutions for each process of the factory. In 2022, VinFast has been constantly innovating and implementing initiatives towards energy-saving such as:

- Optimize the operation of chiller and Heating, Ventilation, and Air Conditioning (HVAC) in offices by not operating the chiller when not utilized; adjusting temperature setting. This solution saves an estimated 47,000 kWh/month.
- Implement and maintain measures to electricity saving for general lighting to save about 15,000 kWh/month: Installed automatic ON/OFF sensor application to fit seasonal light (summer: 18:30 – 6:00; winter: 17:30 – 6:30); Reviewed and cut-off 30-40% unnecessary lights in car testing and final car parking areas.
- Implement and maintain measures to optimize the operation of the chiller and HVAC in Car painting shop to reduce the electricity consumption, saving approximately 132,000 kWh/month.
- Optimize the technology line operation in the painting shop by reduce the electricity consumption and the LPG consumption to dryer, estimated saving 131,000 kWh/month.

Vinfast also cooperates with reputable entities to conduct energy audits in accordance with the provisions of the Law on Economical and Efficient Use of Energy. In 2022, the energy consumption was increased significantly since July and reached a pick in October then declined gradually to the end of Y2022. This was attributed to the transitional period from ICE vehicles to pure EV production related to the high rate of electricity consumption for installing new equipment (operational lines and charges). If excluding the effects of the transition period, VinFast operated positively below the US industry average.

The energy consumption output at Vinfast in Vietnam is shown below:

Energy consumption	2019	2020	2021	2022
Manufacturing Activities				
Electricity (million kWh)	74.8	56.8	59.0	143.9
Variation		-24%	-21%	+93%
Trading activities				
Electricity (million kWh)			1.2	2.3
Variation				+81%



E1. Climate resilience

In the Pillar B, Vinhomes has implemented solutions to save electricity in construction and operations as follows:

- Vinhomes replaced fluorescent and compact lamps with LED lights to save electricity and reduce usage costs. LED lights have better light quality, no flicker, no blur, and are safer for users as they do not contain ultraviolet rays and infrared rays. Sensor devices have been installed in many public areas that can automatically turn off lights when no people are present.
- Low-E glass with heat resistance, low radiation, energy efficiency and high aesthetics helps optimize visibility and natural light. It has been used in projects such as Vinhomes Skylake, Vinhomes Golden River, Vinhomes Metropolis, and Vinhomes Ocean Park.
- The use of new technology in construction has helped monitor and control electrical equipment throughout operations, reducing power consumption optimally.

Table 15. Vinhomes’ ratio of using environment-friendly materials

	2021			2022		
Energy consumption	High-rise	Low-rise	Landscape	High-rise	Low-rise	Landscape
Rate of using unburnt bricks instead of fired bricks	50%	0%	N/A	55%	0%	N/A
Rate of using Acotec panels instead of fired bricks	50%	0%	N/A	55%	0%	N/A
Rate of using engineered wood instead of natural wood	100%	100%	100%	100%	100%	100%

Note: N/A - Not applicable

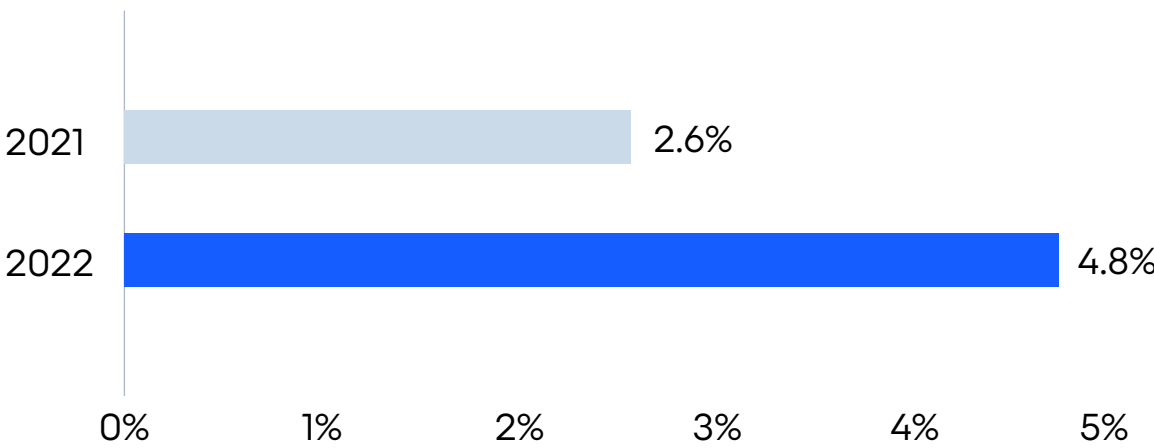


E1. Climate resilience

In the Retail Property sector (Pillar B), Vincom Retail applies new techniques to reduce energy consumption and GHG emissions.

- Since 2018, Vincom Retail has been installing solar panels to provide some of the energy for operations and to offset GHGs discharged into the environment. Electricity output from the solar panels has increased since new malls have opened to, approximately over 23.2 million kWh, thereby reducing emissions of GHG into the environment by nearly 17 thousand tCO₂e annually.
- Vincom Retail also adopts hi-tech solutions including: (i) using high-efficiency eco-LED lighting with outstanding illuminating quality and electricity efficiency for electricity cost saving, (ii) controlling the operation of air conditioning systems (including chillers and cooling towers) via Building Management Systems (BMSs) that are integrated with a Central Control Room. Collected data and performance assessments allow for timely adjustments that create a robust energy-saving system. Vincom Retail has been successfully tested in collaboration with Barghest Building Performance of Singapore at Vincom Center Tran Duy Hung and will be replicated in 2023 to other retail malls.
- Vincom Retail has standardized its operational procedures on video, using facility management software to manage maintenance schedules and regulations on equipment use based on the needs of each retail mall. This standardization has saved energy to protect the environment. For example, inverters were installed in some air-conditioning systems, cooling towers and water pumps to address peak and off-peak demands or weather conditions in order to optimize equipment performance.

Chart 13. Vincom Retail Proportion of tCO₂e Offset in 2021 and 2022



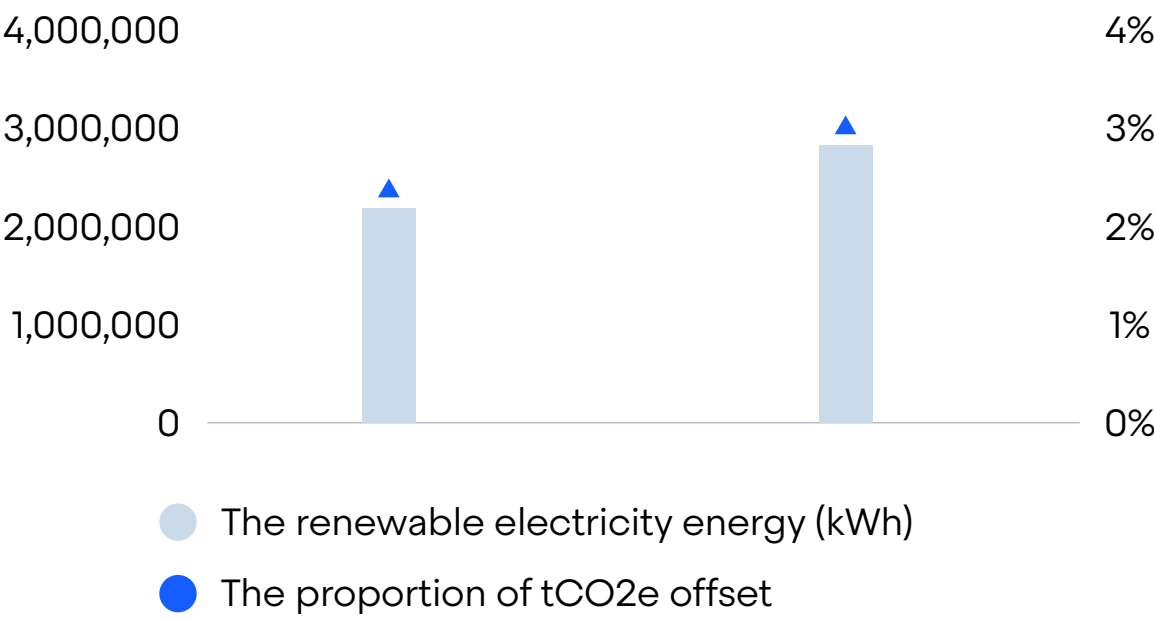
For detailed figures on Vinpearl Retail energy management, please refer to Appendix 4, Table 22. Vincom Retail Proportion of tCO₂e Offset in 2022

In the Hospitality segment (Pillar B), Vinpearl has developed solutions to optimize energy usage by reducing indoor light intensity and prioritizing the operation of large-capacity systems. Vinpearl uses touch-sensitive faucets that adjust the water in toilet tanks for reduced consumption. The company installs cooling tower water treatment using E-water electromagnetic technology to improve the efficiency of refrigeration equipment, reduce operating costs, and reduce chemical waste. Vinpearl has also converted room locks with computer chips that reduce energy use when guests leave their rooms. Vinpearl's reductions were accomplished by switching to the use of energy-efficient gas in air conditioners and optimizing temperature settings.

Under Vinpearl's ecosystem, Vinpearl Phu Quoc made remarkable achievements in environmental management and energy utilization during 2022. Total consumption amount of gasoline and lubricants in 2022 decreased by 12% and nearly 85% respectively YoY. However, electricity and oil consumption increased significantly, reflecting the operating level of service areas in 2022 due to the high number of tourists staying in resort areas after the COVID-19 pandemic. Since 2021, Vinpearl Phu Quoc has installed and put into operation rooftop solar panel systems to provide electricity to some areas with increased potential for grid electricity use.

For detailed figures on Vinpearl Phu Quoc energy consumption, please refer to Appendix 4, Table 23. Vinpearl Phu Quoc Energy Consumption in 2022

Chart 14. Vincom Phu Quoc Proportion of tCO₂e Offset



The total amount of electricity supplied from the solar photovoltaic system in some areas of Vinpearl Phu Quoc in 2022 increased by 24% YoY, saving nearly VND 4 billion per year compared to buying electricity from the national grid system. For detailed figures on Vinpearl Phu Quoc energy management, please refer to Appendix 4, Table 24. Vinpearl Phu Quoc Proportion of tCO₂e Offset in 2021 and 2022



In the Pillar C, VinUniversity installed a rooftop solar power system with a total area of 1,000 m², providing an average of 600kWh per day, and producing more than 163,800 kWh of energy in total.

E1. Climate resilience

Highlighted Case Studies

Each new project is planned systematically, scientifically, and synchronously with environmental protection design, making the most of natural strengths by embellishing and promoting available space advantages.

In the Pillar A, Vingroup focuses on the future development of products such as electric bicycles, electric motorbikes, electric cars, and electric buses to contribute to saving energy and protecting the environment. According to a survey from the Center for Energy Saving in Ho Chi Minh City, if gasoline motorbikes were replaced with electric ones, for every kilometer of a journey, users would release 1.7 kg fewer CO2 emissions into the atmosphere. Therefore, VinFast’s top priority now is to learn and research new technologies to quickly bring Vietnamese-branded cars, motorbikes, and electric buses to the market to reduce toxic emissions.

The CO2 emission reduction of each VF’s products is estimated as follows:

No.	Vehicle model	Average electricity consumption (kWh/100km)	Average annual distance travelled (km)	Number of unique vehicles 2022	Expected lifetime (years)	Emission Reduction from Grid (tCO2)
1	KLARA A1	2.6	4,452	9,980	3	1,350
2	KLARA A2	2.6	4,452	16,005	3	1,874
3	LUDO	2	4,440	17,594	3	1,171
4	IMPES	2.1	4,884	37,630	3	2,601
5	TEMPEST	2	4,440	5,952	3	392
6	FELIZ	2.6	4,452	20,742	3	2,713
7	KLARA A2-1	2.6	4,452	10,311	3	1,207
8	KLARA S	2.5	5,280	10,216	3	1,481
9	VENTO	2.6	6,756	321	3	64
10	THEON	2.6	8,076	523	3	117
11	EVO 200	1.7	7,488	8,008	3	2,067
12	EVO 200 LITE	1.7	6,240	2,660	3	
13	KLARA S2	1.8	7,488	2,612	3	544
14	FELIZ S	1.8	13,152	9,423	3	2,713
15	VENTO S	2.2	7,164	1,256	3	1,041
16	THEON S	2.3	7,908	419	3	534
17	VFe34	14.2	27,024	2,626	10	1,172
18	VF8	20.5	19,308	986	10	314

TechnoPark Tower is one of the few office buildings in Asia that is designed and operated according to Leadership in Energy and Environmental Design (LEED) Platinum standards – the highest level of the US green building standard system

In the Pillar B, Vingroup's projects are all ecological urban areas that create a "green" highlight in each province and city across the country, for example, **TechnoPark Tower**.

In the TechnoPark Tower office building in Vinhomes Ocean Park, a smart lighting and air-conditioning system was set up, integrating nearly 8,600 sensors allowing automatic light switching and adjustment, and control of temperature, humidity, and CO/CO2 concentration in each area, resulting in significant savings in energy costs. TechnoPark Tower is one of the few office buildings in Asia that is designed and operated according to Leadership in Energy and Environmental Design

(LEED) Platinum standards – the highest level of the US green building standard system, calculated to save up to 17.4% of total energy consumption annually compared to the common level.

The building is covered with 26mm thick Low-E energy-saving box glass combined with internal fireproof drywall against two-way heat transfer. The power network of the tower is equipped with a 3,000 m2 wide photovoltaic panel system floating on the adjacent lake, **providing green energy up to 606 kWh/year**, meeting nearly 20% of the electricity consumption of the TechnoPark Tower in 2022.



E2. Water Stewardship

The protection and sustainable management of Vingroup’s water sources are crucial for ensuring the continued prosperity and resilience of local communities and indigenous people.

Regarding this material topic, under the strategic initiatives A1, A2, E2-1 and E2-2, one of Vingroup’s current practices is the installation of water-saving devices and technologies across its properties. This includes the use of low-flow faucets, toilets, and showerheads. Additionally, the Group has implemented water reuse systems in some of its facilities to reduce overall water consumption.

For example, VinFast supports two water hoses to provide freshwater sources to the local community, providing drinking water to the local kindergartens around the project. These activities have supported community development and improved local hygiene and sanitation. In addition, there is an ongoing environmental campaign with community engagement to raise public awareness of the need to protect water sources. Not all Vingroup projects are located in areas with biodiversity value or conservation areas. In such cases, water is sourced from municipal water suppliers for consumption in daily activities. In addition, reservoirs/lakes/ponds are constructed in urban areas to collect the rainwater, run-off water, and groundwater to re-use for watering the landscape and cleaning-up internal roads.

Table 16. Vingroup’s P&L water stewardship in 2022

	Water withdrawal	Water discharge	Water consumption
Vinpearl	6,746,075	1,126,408	6,209,025
Vincom Retail	2,876,922	1,229,846	1,707,968
Vinhomes	2,842,794	2,274,235	2,842,794
VinFast	651,782	332,800	651,782
Vinschool	269	N/A	30
Total	13,117,842	4,963,289	11,411,598

*Vinschool did not record water discharge figures in 2022.



E2. Water Stewardship

What we have achieved

In the Pillar A, VinFast has built a wastewater treatment system at its factory workshops, which was then connected to the common wastewater treatment system of the entire factory. Its capacity is 3.2 thousand cubic meters per day, meeting the Vietnamese standards on Industrial Wastewater Treatment no. 40:2011/BTNMT column A. Treated water is discharged into the monitoring tank through a 600-meter High-density polyethylene (HDPE) pipeline leading to the coastal waters of Cat Hai Island.

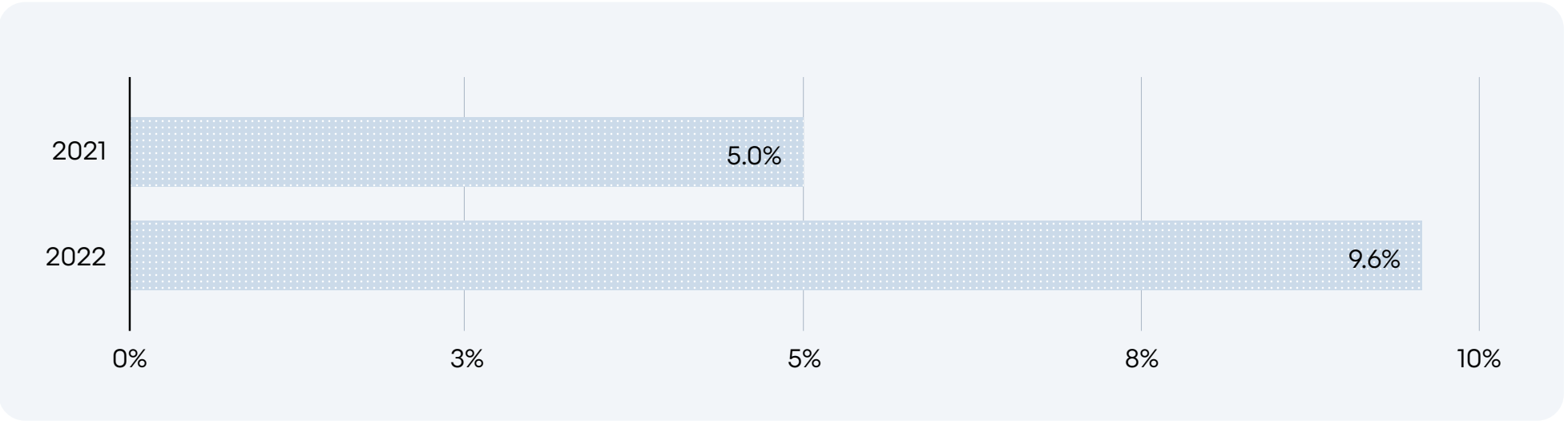
VinFast has installed an automatic wastewater monitoring system with 13 real-time parameters. Data is transmitted to the Hai Phong Department of Natural Resources and the Environment to ensure transparency and objectivity in all activities.

VinFast is an industrial pioneer in re-using treated wastewater to perform tasks such as watering trees and lawns and cleaning internal roads. This solution has been approved by the Ministry of Natural Resources and Environment. Industrial wastewater used for watering trees and recycling in 2022 totaled 32,016 m3, marking an increase of 154.76% compared to the previous year.

During 2022, VinFast reused 32,016 cubic meters of water from wastewater treatment systems, compared to 12,576 cubic meters in 2021, marking an increase of nearly 155%. The total amount of water reused is expected to increase in the future when the green area and infrastructure are expanded and newly built according to the development plan of the company.

For detailed figures on VinFast water stewardship, please refer to Appendix 4, Table 25. VinFast Water Reuse in 2021 and 2022.

Chart 15. VinFast's percentage of reused water in 2021 and 2022

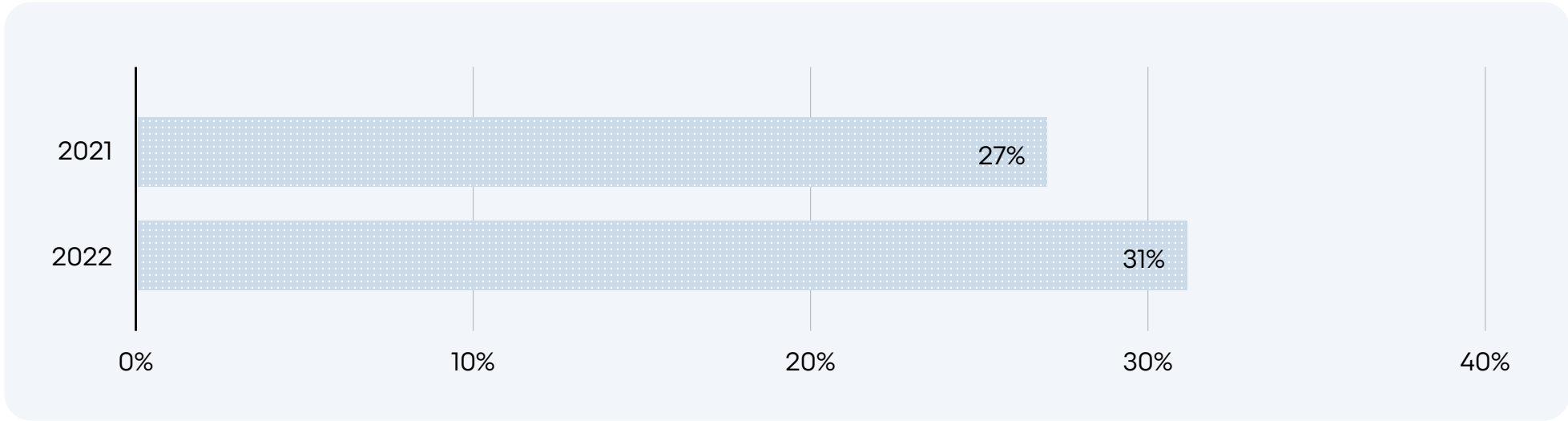


In its tourism and resort business (Pillar B), Vinpearl has set up a domestic wastewater treatment system to meet government requirements. Vinpearl has installed wastewater monitoring systems, reports from which are sent to the Ministry of Natural Resources and the Environment.

Wastewater quantities used for landscaping and internal road cleaning increased from 27% in 2021 to about 31% in 2022, helping to limit the amount of water taken from groundwater and reservoirs. Vingroup invested in automatic and semi-automatic irrigation systems, helping to ensure that water was used more effectively in irrigating plants and grass. The company also uses rainwater to reduce water consumption from other sources.

For detailed figures on Vinpearl water stewardship, please refer to Appendix 4, Table 26. Vinpearl Water Consumption Efficiency in 2021 and 2022

Chart 16. Vinpearl's percentage of reused water in 2021 and 2022



E2. Water Stewardship

Towards a Sustainable Future

Vingroup is committed to further enhancing its water management strategies. We aim to invest in advanced technology that will enable real-time monitoring and control of water usage. This will allow for more accurate measurement and analysis of water consumption patterns, facilitating targeted conservation efforts.

Furthermore, Vingroup plans to expand its water conservation initiatives by promoting awareness and education among employees and stakeholders. By encouraging responsible water usage practices and implementing training programs, the Group aims to foster a culture of sustainability throughout its operations.



E3. Waste Management

Vingroup works to raise staff awareness of environmental protection as a response to climate change. Waste treatment at Vingroup buildings helps to ensure waste minimization and the reduction of carbon emissions. During 2022, we were not cited by state agencies for any case of environmental management, and we proactively implemented strategic initiatives A1, A2, E3-1 and E3-2.

In the Pillar A, VinFast has been granted environmental license No. 224/GPMT-BTNMT by the Ministry of Natural Resources and Environment for environmental treatment at the VinFast manufacturing complex in Hai Phong. All emissions and waste are managed by VinFast in accordance with the regulations of the Ministry of Natural Resources and the Environment. The company is using its system in accordance with ISO 14001:2015 for all production activities to enhance environmental production and reduce costs.

In 2022, VinFast implemented various technical measures with the goal of significantly reducing both the quantity of generated waste and the associated treatment costs. Key initiatives included optimizing molds and utilizing steel tailored to mold and component dimensions, thereby minimizing the generation

of surplus scrap. Additionally, efforts were made to reduce residual waste post-casting in the production of pressing and casting equipment.

Furthermore, the company actively promoted training programs focusing on waste management and on-site waste sorting to raise awareness and encourage proactive behavior among employees. These endeavors led to positive transformations in waste sorting practices, with generated waste now being properly assessed and classified, consequently increasing the recyclability rate.

As a result, the amount of recycled waste increased by 17%, from 17,607 tons in 2021 to 20,563 tons in 2022. The increase in the recycling rate at the factories is expected to increase in the following years when experimental solutions have begun to yield positive results.

Table 17. VinFast' figures on waste management

	2021	2022
Waste generated		
Manufacturing activity (kg)	21,483,442	25,259,519
Trading activity (kg)	39,466	115,087
Total (kg)	21,522,908	25,374,606
Waste directed to disposal by recovery operation		
Hazardous waste (kg)	273,660	383,995
Non-hazardous waste (kg)	14,643,990	20,179,367
Total (kg)	14,917,650	20,563,362
Waste directed to disposal-by-disposal operation		
Hazardous waste (kg)	635,134	806,774
Non-hazardous waste (kg)	1,486,539	3,268,530
Total (kg)	1,486,539	4,075,304

E3. Waste Management

In the Real Estate sector (Pillar B), at Vincom Retail's malls, solid waste is collected and classified at its source. Waste is stored following waste management laws before being transported and recycled by functional units licensed by the Ministry of Natural Resources and the Environment. Vincom Retail uses cooling water treatment technology for the chiller systems: replacing existing chemical wastewater treatment systems with E-Water cooling water treatment technology at all Vincom retail malls across the country. Malls have also adopted the “No Plastic Waste” program to guide employees and customers in reducing plastic waste.

Both Vinhomes and Vincom Retail comply with the latest environmental regulations and standards, such as QCVN 06:2009/BTNMT solid waste. 100% of urban areas and malls have signed contracts for the collection, transportation, and treatment of domestic and hazardous waste with companies licensed by the Ministry of Natural Resources and the Environment.

Vinhomes Go Green campaign has reduced the total amount of domestic waste by 15% by improving waste collection and recycling. The program exchanges waste for gifts, collects batteries and single-use plastics, and transports recyclable products to locations in 25 urban areas. Hundreds of thousands of residents take part every Sunday morning and receive gifts for their participation.

Waste volumes have decreased year-on-year as a result of this participation: Vinhomes Greenbay's waste volume is down by 30.6%, Vinhomes Smart City by 17.4%, and Vinhomes Metropolis by 10.1%. The average waste volume in Vinhomes urban areas is down by 25.3%.

In the Hospitality segment (Pillar B), Vinpearl has adopted programs to collect waste at its source. Waste is sorted, stored, transported, and treated. Vinpearl also assesses collected waste before processing to minimize emissions. Vinpearl has built exhaust gas treatment systems, covering gas from wastewater treatment systems that is also treated for odors using activated carbon. Not to mention, the company continues to implement the Go Green project to minimize the use of plastics and single-use plastic bags and convert most of the items to environmentally friendly materials. Vinpearl has deployed, throughout the system, the use of 100% paper or rice flour straws, bagasse trash can liners and food containers, micro-plastic knives, spoons and forks, bamboo and straw combs, brushes, and shavers, cornstarch bags instead of other plastic bags and nylon items. Over the past three years, Vinpearl has developed a set of standards for dry and wet consumables, such as tea, coffee, and towels, ensuring such items are eco-friendly for the whole system.

In the Healthcare segment (Pillar C), Vinmec's hospitals and clinics have invested in equipment that stores, collects, and classifies solid waste. This technology has been transferred to units licensed by the Ministry of Natural Resources and the Environment.

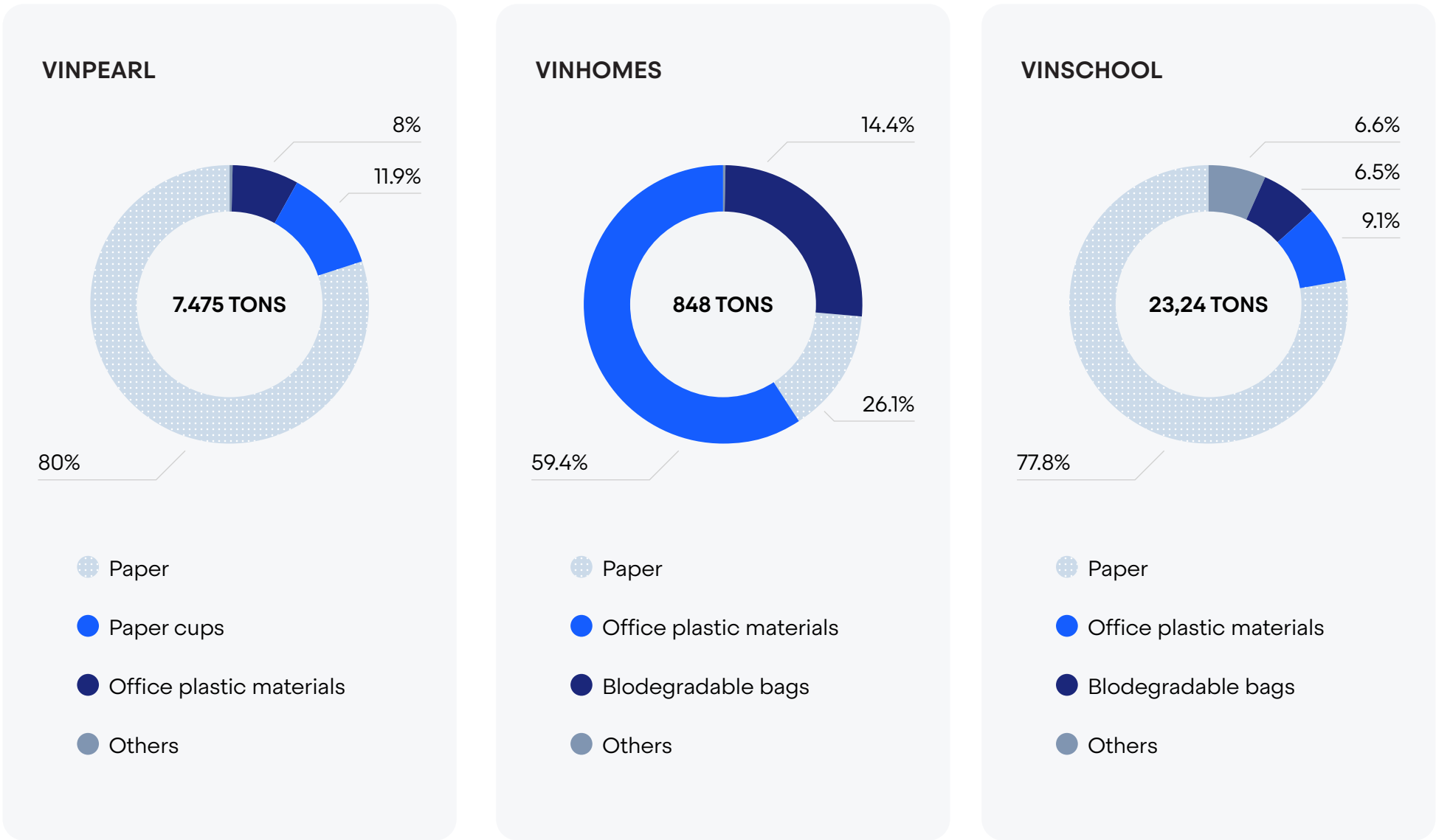


E4. Material Sourcing and Efficiency

Climate change has created an opportunity for Vingroup to embrace new circular business models, and replace linear economy principles with those of a circular economy that is regenerative rather than depleting natural resources. We aspire to be part of the circular economy in order to achieve success with less resource consumption and bring more value to our stakeholders. Our leaders have determined that the use of renewable and recycled materials will play a key role in the transformation process. Vingroup and its P&Ls have implemented recycling and reuse initiatives for materials under the defined strategic initiatives A1, A2, E4-1, E4-2, E4-3, E4-4 and E4-5.

Vingroup is moving towards a green lifestyle within the company through innovative initiatives to reduce plastic waste and save materials such as using glass cups, paper cups instead of plastic cups, and using biodegradable bags.

Chart 17. Vingroup's P&L office materials consumption in 2022



Sourcing Local Materials

Vingroup prioritizes sourcing local materials for its construction projects. This not only supports the local economy but also reduces transportation costs and carbon emissions associated with long-distance transportation of materials. This viewpoint has spread to member companies, and we have recorded many significant achievements in recent years. For example, in 2022, the localization rate of VinFast was up to 60% (*).

(*) Excluding battery

Supply Chain Optimization

Vingroup has optimized its supply chain management to reduce lead times and improve the efficiency of material delivery. Typically, at VinFast's after sale warehouses (one in Hung Yen province and one in Binh Duong province), we have engaged third-party logistics (3PL) services with DHL group to handle operations, including facilities, human resources and technology with clean operating technology to reduce shipping emissions.

Collaboration with Universities and Research Institutions

Vingroup collaborates with universities and research institutions to develop innovative materials and technologies for its projects.

On 18 November 2022, in Hanoi, the Technical University of Dortmund (Germany), together with WILO Group (Germany) and Vinhomes held a conference to kick off the Smart City – Solutions for Sustainable Urban Development – SUA (Smart Urban Areas) Project within the framework of the Environmental Export Initiative program of the Federal Ministry for the Environment – Germany. The project applies technologies to build smart towers with energy-saving, environmental protection, and climate resilience features toward sustainable development in Vietnam. Specifically,

modern and smart technologies (including replicating digital copies of buildings, installing IoT smart sensor systems, and using high-performance smart pumping technology of WILO corporation, green roof coating technology, green walls and recycling equipment that uses rainwater and greywater) are applied on a 40-story tower in the Vinhomes Smart City project with the long-term goal of reducing emissions and increasing energy efficiency. Through the pilot implementation of this project, Vinhomes hopes to develop green and smart solutions to apply on a large scale in all urban areas in the future. The project will be in operation for three years (until August 2025). When completed, the project will meet six sustainable development goals of the United Nations.

E4. Material Sourcing and Efficiency

Digitalization and Data Analytics

Vingroup is leveraging digitalization and data analytics to optimize its material resource management. The Group uses software applications to track material usage, monitor inventory levels, and predict future demand. This enables Vingroup to make more informed decisions about material procurement and reduce waste.



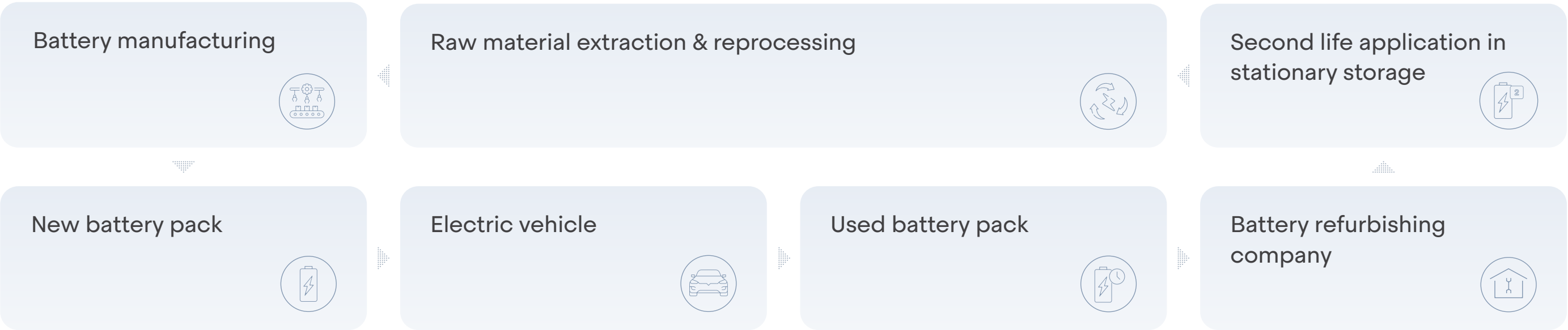
Waste of Sold Products

Vingroup's P&Ls have great waste treatment initiatives, e.g. VinFast. The company established the Innovative Battery Lease Model in order to retain control over the lifecycle and disposal of batteries. VinES Energy Solutions JSC is the entity responsible for battery-related control measures of VinFast. The batteries from VinFast's EVs are classified as damaged and used batteries. Regarding the control measure for damaged batteries, VinFast will collect and transfer them to our partner VinES to recycle. However, used batteries with a capacity (SOH) of below 70% will be replaced and go through a Reusing or Recycling process. These processes will optimize battery lifetime and create EV second-life batteries.

In the future, Vingroup plans to further expand its sustainable development efforts by investing in renewable energy sources, using materials that can be recycled and reused, and switching from single-use plastic to more sustainable materials. We have established a five-year implementation roadmap starting from 2023 as follows:

- Year 1: Conduct a comprehensive assessment of the Group's current raw material management practices and identify areas for improvement. Develop a detailed plan for implementing Vingroup raw material management strategy.
- Years 2-3: Implement the traceability system and invest in research and development to improve the efficiency of production processes. Develop partnerships with suppliers and invest in employee training and development.
- Years 4-5: Continue to optimize the use of raw materials in production processes and explore alternative sources of raw materials. Review and refine the Group's raw material management strategy based on performance metrics and feedback from stakeholders.

Chart 18. VinFast Reusing or Recycling process



E5. Responsible Investment

We integrate strict criteria and standards into our business processes to ensure that our projects and investments are responsible in regard to the environment and align with Vingroup's sustainability strategy.

One way that Vingroup demonstrates its commitment is by refraining from sponsoring projects that violate environmental laws or that have detrimental effects on the environment. As we determined strategic initiatives A1, A2, E5-1 and E5-2, we carefully evaluated potential partnerships and investments to ensure they align with our environmental values. Vingroup also prioritizes sustainable practices in its own operations, such as energy efficiency, waste management, and water conservation.

Furthermore, Vingroup actively engages in environmental initiatives and supports sustainable development projects. The Group has implemented various programs aimed at raising awareness about environmental issues and promoting eco-friendly practices among its employees, customers, and stakeholders. We have established the Sustainable Finance Framework to demonstrate and govern how Vingroup deals with Sustainable Financing Transactions ("SFTs"), collectively fund projects that would deliver positive environmental impacts, and fosters sustainable practices in support of the Group's green and sustainability strategy. SFTs include bonds (including convertible bonds or exchangeable bonds), loans and other forms of debt financing with structures tailored to contribute to sustainable development or environmental and social protection by earmarking or allocating the proceeds for eligible projects.

Supplier Evaluation

Vingroup continues to cooperate and collaborate with thousands of prestigious domestic and foreign suppliers. Therefore, the management of suppliers and partners is considered a key element in our sustainable development strategy.

The suppliers and partners selected by Vingroup must ensure that they meet numerous criteria in areas such as labor issues, social impacts, and environmental protection in terms of legal compliance, quality standards for input materials and components, and capacity and sustainability standards. The selection of suppliers and partners will be done through a rigorous evaluation process by the Group's Procurement Department. Specifically, an assessment of safety, health, and environment is a mandatory part of the selection and proposal process to appoint a supplier for industrial production activities.

For example, VinES controls its sources and suppliers to avoid conflict-based raw materials such as tin, tantalum, tungsten, and gold. VinES suppliers are required to ensure that their supplies are controlled and traceable, and that they prioritize clean energy, reduced emissions, and the prevention of child labor.

Project Selection and Implementation

The sustainability factor is reflected in Vingroup's investment activities right from the project selection stage. The study, assessment, and treatment of the risks of investment projects help Vingroup to recognize and minimize potential risks that may have negative impacts on the environment and society.

- In project feasibility assessment reports, environmental and community impacts are an area of special concern to the Group.
- In the process of project implementation, the sustainability factor is also thoroughly grasped throughout all stages. For example, right from the design stage, green building has been one of the top goals with energy-saving designs, airy landscapes, and a high density of trees.

E5. Responsible Investment

Project Selection and Implementation

Technology & Industry

In the Industrial sector (Pillar A), Vingroup focuses on modern and environmentally friendly products such as electric motorcycles, electric cars, electric buses, and in the future, electric bicycles. With the goal of energy saving, **VinFast's** production complex is designed to be eco-friendly. To fulfill the corporate responsibility to the community around the production complex in Hai Phong and the people affected by the project, VinFast has implemented a plan to consult with stakeholders, participate in management, and preserve and protect cultural heritage from potential impacts of the project. At the same time, the company also developed a process to resolve community complaints and made it available to the local authorities and related parties.

Social Enterprises

In the Pillar C, Vinmec's hospital system strictly adheres to classification, collection, and storage in accordance with regulations on types of waste generated in professional activities. Output wastewater quality is monitored regularly and always meets or exceeds standards according to environmental regulations through large-scale investment in wastewater treatment systems using biological treatment tank technology. Measures to prevent fires and explosions and ensure laboratory safety, radiation safety, and food safety are also strictly regulated, with employees being guided, trained, and supervised to ensure implementation at a system-wide scale according to the highest international standards.

Trade & Services

In the Hospitality and Entertainment sector (Pillar B), **Vinpearl** regularly organizes cleaning activities for the surrounding area and neighboring beaches during the construction and operation management of projects, in order to contribute to environmental protection and increase awareness about clean seas and beach maintenance. Vinpearl has also set out specific action plans and set different standards in the Company's business operations, such as setting energy-saving targets, setting norms for domestic water and water for plants for each facility and each region, and seeking energy commitment from its business facilities with clear targets, by analyzing monthly electricity and water consumption to identify causes of waste and propose effective saving solutions.

Vinpearl is constantly exploring and creating measures to protect the environment in the most natural way possible. One of the measures adopted is the use of sea salt instead of chemicals to prevent and eliminate the growth and spread of weeds and foreign weeds on golf courses.



In the Real Estate sector, **Vinhomes** projects such as Vinhomes megacities in satellite districts of Hanoi are designed with low construction density, at only about 15% - 19%, with most of the land fund used for green space, surface water, and public utilities. Particularly impressive highlights such as a 6.1-hectare saltwater lake, a large central lake of 24.5 hectares, parks, and trees contribute to creating a cool natural campus for residents, improving the climate, and creating the ideal public space.

In addition, the projects focus on integrating many facilities such as a system of exercise machines and sports fields, and a BBQ park to encourage physical activities and outdoor interactions and improve community health. With such achievements in past years, Vinhomes is confident that it can continue to deploy megacities in the future with a zero-emission orientation and meet international green building standards in accordance with the Sustainable Urban Development – City of Net-Zero strategy. By developing ecological, green, and smart cities, Vinhomes is committed to pursuing the goal of “zero greenhouse gas emissions” by 2050 alongside the Government.



E5. Responsible Investment

Products and services of Vingroup

All products of Vingroup are strictly controlled in terms of quality and built according to the goals of the Group's sustainable development strategy. We strongly believe that each product and service provided demonstrates not only our high level of respect for customers, but also our responsibility towards efforts to protect the Earth's environment.

SOCIAL



04

- 1. Management approach
- 2. S1. Human Capital Development
- 3. S2. Employee Welfare and Well-being

- 4. S2. Employee Welfare and Well-being
- 5. S4. Product Quality and Customer Satisfaction
- 6. S5. Social Responsibility and Economic Contribution

As one of the leading multi-industry companies in Vietnam, Vingroup builds and develops with the goal of serving as the catalyst for constructive social change. We constantly invent, research, and develop products and services that are enriched with quality and value in order to improve the lives of everyone, enhance the international reputation of Vietnamese brands, and promote sustainable growth for stakeholders. In addition, we set six core values: “Credibility – Integrity - Creativity - Speed - Quality - Compassion” that express the culture and spirit of the Group.

In the word “Compassion”, the Group treasures human capital as our most valuable asset and vital element for sustainable development, therefore we always offer opportunities for development of staff and build a working environment with diversity, equity and inclusion.

On the other hand, we also have activities to support vulnerable groups by not only “giving” but also giving them “the tools” to create changes for life, to bring both material and spiritual encouragement for sustainable and long-term educational opportunities, to give high quality health care opportunities to everyone and to promote the nation’s good tradition of “Drinking water, remember the source”, “Good leaves cover torn leaves”.

All of our activities and actions are directed towards our mission: To create a better life for people and to build the Group that creates long-term values and secures its future development.



Management Approach

With the mission: To create a better life for people, Vingroup understands that human capital development is a core element for growth and stability. Therefore, we always focus on investing in people, building a leadership team with strategic vision and orienting the Group to sustainable development. We ensure the employee’s well-being by building a safe, healthy and balanced working environment, simultaneously fair wage. In addition, we care about the diversity, equity and inclusion in the Group, which helps to promote a balanced and healthy working environment for employees to closely connect and positively contribute to our development.

Besides ensuring employee welfare, Vingroup also promotes our social responsibility year by year. We expanded the presence of Vingroup brands in provinces and cities nationwide, integrating with improving the social environments in areas and developing community-friendly products. Moreover, we maintain the Kind Heart Foundation to support the vulnerable people group, improve living conditions and social health; besides, the Group established the VinFuture to catalyze meaningful change in people’s everyday lives.

In short, we are aiming to develop a global group with people who are the core element of sustainable development.



Management Approach

Our Strategy

Continuity training and recruitment

To build a leadership pipeline and strong management bench to support the Group's growth plans, Vingroup organizes extensive training, learning and development programs for its employees on a regular basis. In addition, we emphasize developing younger employees to prepare them for future roles as managers. The Group also recruits highly qualified personnel and leading experts in core businesses to maintain a high level of expert talent.

Ongoing development of human capital

We continue to protect employee rights and equality while focusing on sustainable development of human resources. In addition, we develop a strong culture and solidarity; and focus team spirit by organizing union and community activities.

Managing corporate social responsible

By developing community-friendly products, we create positive impacts for society and create a better life for people. Moreover, Vingroup continues to raise the level of social well-being in areas where the Group operates and demonstrates a sense of social responsibility towards business partners, customers, colleagues and the communities.

Our Objectives

Our objectives are divided into the following areas:

Human development

- 100% of employees received training on sustainability every year
- 100% of employees participated in sustainability activities or projects

A balanced work environment

- Fair wage for 100% employee, wage based on the contribution of each employee
- Ensure work-life balance for all employees

Diversity, Equity, and Inclusion

- Protect employee rights and equality
- Develop Equal opportunity policy in the companies of the Vingroup's ecosystem
- Ensure diversity and inclusion part of new employee induction

Commitment to communities

One of the core missions of the Vingroup has been the sustainable development of societies and communities, in order to develop the Group sustainably as well as to support the UN Sustainable Development Goals.

- Vingroup is committed to creating positive social impacts by addressing societal challenges and improving the well-being of communities.
- We actively engage in community development projects, including affordable housing programs, infrastructure development in rural areas, and support for underprivileged communities.

These initiatives aim to improve living conditions and promote social inclusion.

Management Approach

Our Initiatives

To execute our strategies and reach our objectives, the Group follow initiatives that are divided into the following areas:

Human development

- Provide professional training courses and learning opportunities for all employees
- Enhance core values of employees
- Nurture a new generation of leaders

A balanced work environment

- Comply with regulations to improve the physical health of all employees
- Ensure transparency among all employees
- Pay wages and incentives and apply welfare policies fairly
- Organize programs to improve mental health for all employees

Diversity, Equity, and Inclusion

- Comply with regulatory requirements on human rights and employee rights
- Training on diversity and inclusion for new employees at all P&Ls

Commitment to communities

- Develop the activities of the Kind Heart Foundation
- Develop the activities of the VinFuture Prize



Management Approach

FY2022 at a glance

People

15.4

Average hours of training per employee

Performance appraisal for

83.3% of employees

5,700

Average training courses in each company in the ecosystem

65

entertainment events for employees

20.8

VND million/person/month
Average income*

More than

90%

Generation Y and Z employees**

Female Innovators by VinFuture

Dedicated to outstanding female researcher(s) or innovator(s)

Management level by Gender

Female	60%
Male	40%

Product

87.1%

Customer satisfaction index for VinBus service

Vinmec.com

Top 20

of the world's leading health websites

4-star

certification from ASEAN NCAP
Achieved by VinFast VF e34

VinPearl - Traveller Review Awards 2022

by Booking.com

82%

Customer satisfaction on Customer call center of Vinhomes

84.71%

Net Engagement Score - Vinpearl

Community

1.1%

of Vietnam's GDP
Contributed by Vingroup's revenue

51.4

Thousand Employees

81.5

VND Billion
VinFuture Prize

* In 2022, based on the Press Release on the labor and employment situation in the fourth quarter and 2022 posted on the Electronic Information Portal of the General Statistics Office, the average monthly income of Vietnam employees was VND 6.7 million.
** Gen Y, or Millennials, were born between 1981 and 1996
Gen Z was born between 1997 and 2012.

S1. Human Capital Development

In the midst of rapid changes, at Vingroup, we commit to the development of human capital for more than 54 thousand people with knowledge, competence and skills to drive our sustainable growth. In addition to actively supporting our employees’ professional development, we foster a culture of continuous learning and development. As such, human capital development is of paramount importance

to Vingroup and in order to scale as a global company, we invest in training and development programs for our employees. In addition, we apply the innovation and technology in our training methods, which creates opportunities for staff to learn and raise their skill sets continuously and everywhere.

Our Approach

At Vingroup, we focus on attracting and retaining talent. By creating an environment that fosters a positive and productive work culture, we strive to attract and retain the right talent. Our initiatives include:



Professional training courses and learning opportunities for all employees

The Group offers professional development training programs, skill upgrades for employees, and executive development programs aimed at encouraging internal promotions. Moreover, corporate culture, skill-development, and professional-training programs are available to employees, enhancing experience in different jobs through rotations and job postings as well as gaining practical knowledge about our business operations and advancing their own development.

By directly engaging managers as trainers in training sessions, we emphasize managers’ role in training and development. Further, Vingroup’s people regularly attend conferences and workshops with leading experts, professors, and researchers.

Enhance core values of employees

At Vingroup, we integrate our core values in training courses for all levels of employees. Through training courses, we delivered the core values about corporate’s honor and commitment to the Group’s stakeholders; respecting and complying with the laws and ethical standards, and putting the interests of our customers first; and promoting creativity among employees.

Nurture a new generation of leaders

We attract and welcome all candidates who have the desire, ability and willingness to work in a dynamic, fast, creative and effective environment.

To attract and retain the right talent pool, we offer competitive remuneration packages and benefits, which vary by capacity and base on merit. We make a fair and competitive offer based on the qualifications, skills, experience, and capabilities of the candidate as well as the role and responsibilities of the job. At Vingroup, we strive to ensure equal pay for equal work. The basic salary and the remuneration ratio of women and men is equal at 1:1.

In addition, we seek candidates who are adept at working in a fast-paced, dynamic, creative, and professional environment with a clear and effective recruitment process. We cultivate an environment that is modern, efficient, and professional, balancing the needs of the businesses with the needs and goals of our employees.

A commitment to continuous improvement of human resources

“Training is a priority and should be carried out in an efficient manner” is one of the Vingroup’s Work Environment criteria. We constantly innovate training methods and apply advanced technology and techniques, such as: digitizing training materials, deploying online courses and new courses to encourage employees to raise their awareness and knowledge not only in their expertise but also in all fields which help self-growth. Besides, testing and assessing employees’ skills is strictly organized by maintenance units in order to determine, screen and classify skill levels and to develop training content and programs accordingly.

In 2022, Vingroup continued to implement the Self-Learning - Beyond Yourself program, fire-breathing seminars, and the Group’s internal cultural development programs for all employees.

S1. Human Capital Development

Technology and Industrials

VinFast

1,088 training courses were held in 2022, in which 32% were online training courses. This showed an increase of 45% against a tally of 750 courses in 2021. The content of training related to job-related skills, human rights and employee applications to security.

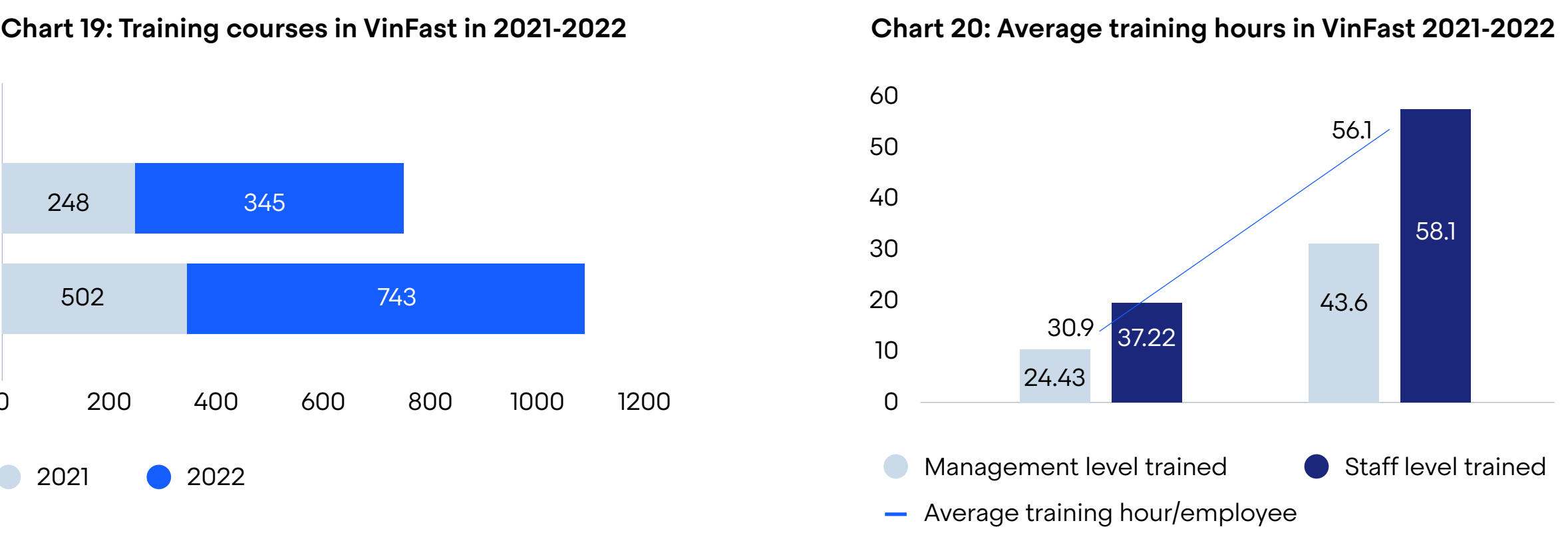
In 2022, total training hours of VinFast was 390,443 hours with an average number of training hours per employee of 56.1 hours, (against a tally of 183,919 hours and 30.9 average training hours per employee respectively in 2021) with an increased respectively of 112% and 81% compared to 2021. In 2022, the total number of employees who attended training decreased by 78% compared to 2021 because we organized training for new joiners and advanced training programs for specific levels (instead of for all employees as in 2021).

One of the typical trainings was an advanced training program on electric vehicles covering welding and international standards ISO 9606-2:2004, which included German EDAG experts to improve skills for the leader of the aluminum casting factory.

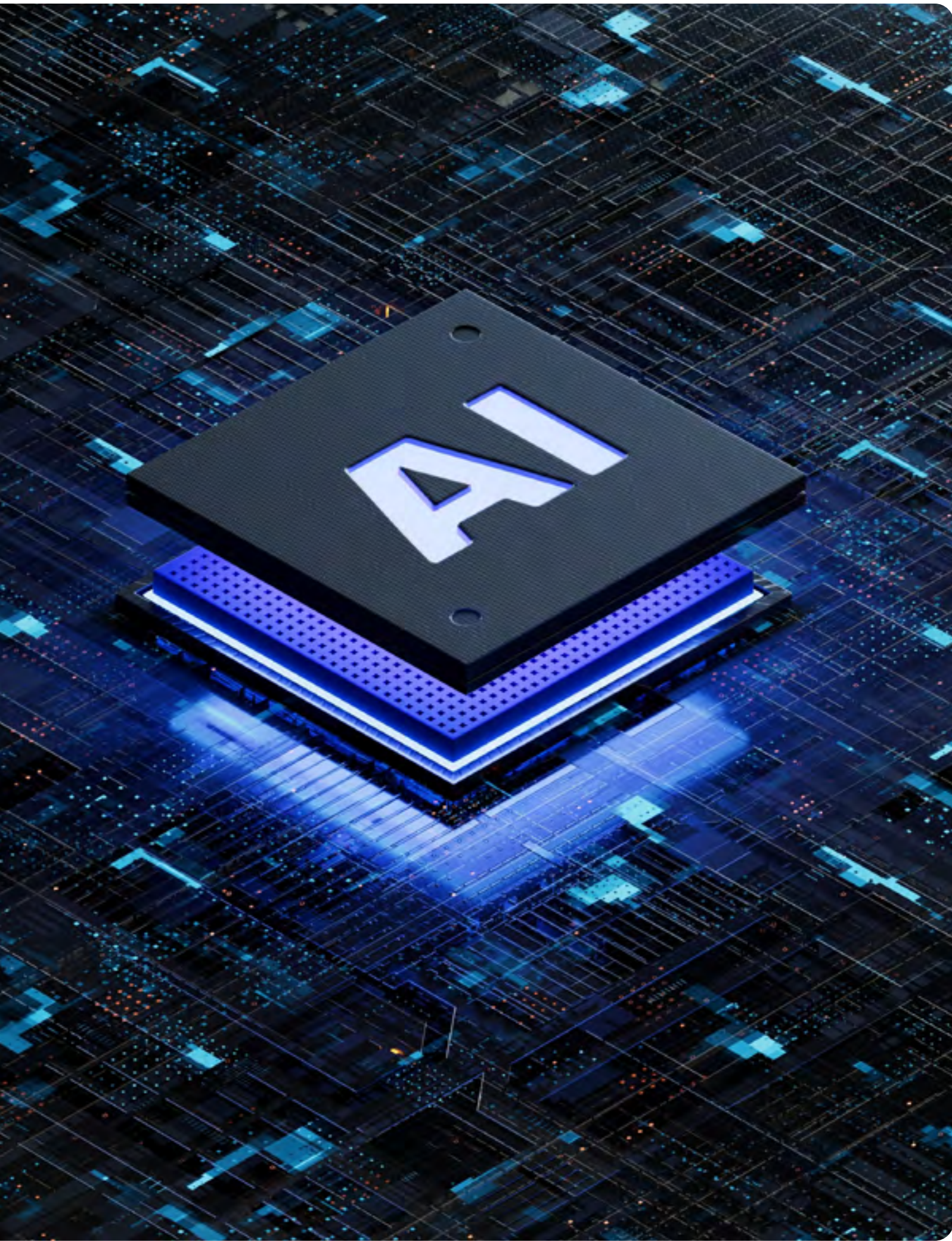
VinFast invited training directors from Canada, France and Germany. In April 2022, VinFast implemented training for 8,000 employees at 16 factory workshops to improve customer service, reduce service backlogs, and especially the operations of Showrooms and Service Departments. The training to promote quality culture with the motto: “Do not receive defective goods, do not create defective goods and do not ship defective goods”.

Table 18: Summary of training in VinFast

	2021	2022	Variation (%)
1. Online training	248	345	+39%
2. Offline training	502	743	+48%
Total number of courses	750	1088	
3. Total training hour	183,919	390,443	+112%
4. Total employee attended	88,289	19,522	-78%
5. Average training hour/employee	30.9	56.1	+81%
5.1. Management level trained	24.43	43.6	+78%
5.2. Staff level trained	37.22	58.1	+56%



Technology and Industrials



VinAI

VinAI provided individual employees with a comprehensive system of training plans covering both general and professional topics. In 2023, VinAI also plans to rotate managers and staff in different areas of the organization and provide additional on-the-job and on-the-job training opportunities for future leaders.

VinBigData

At VinBigData, we prioritize employee training by developing the talent pool, soft skills training, international training, seminars, sharing between employees, outside influencers, and meetings with the General Director and representatives from leading tech companies aimed at offering employee direct dialogues in a dynamic and diverse setting. In addition, each employee receives a personalized development roadmap and participates in regular meetings with the General Director to reinforce the development direction and formulate an overview and detailed strategy and action plan.

VinBrain

VinBrain organized periodic meetings for employees to enhance their professional and technical skills. VinBrain also promotes the new ideas from employees by periodic creative competitions (Hakathon) or building a specific set of KPIs for departments/divisions.

Chart 22: Total training hours in 2022

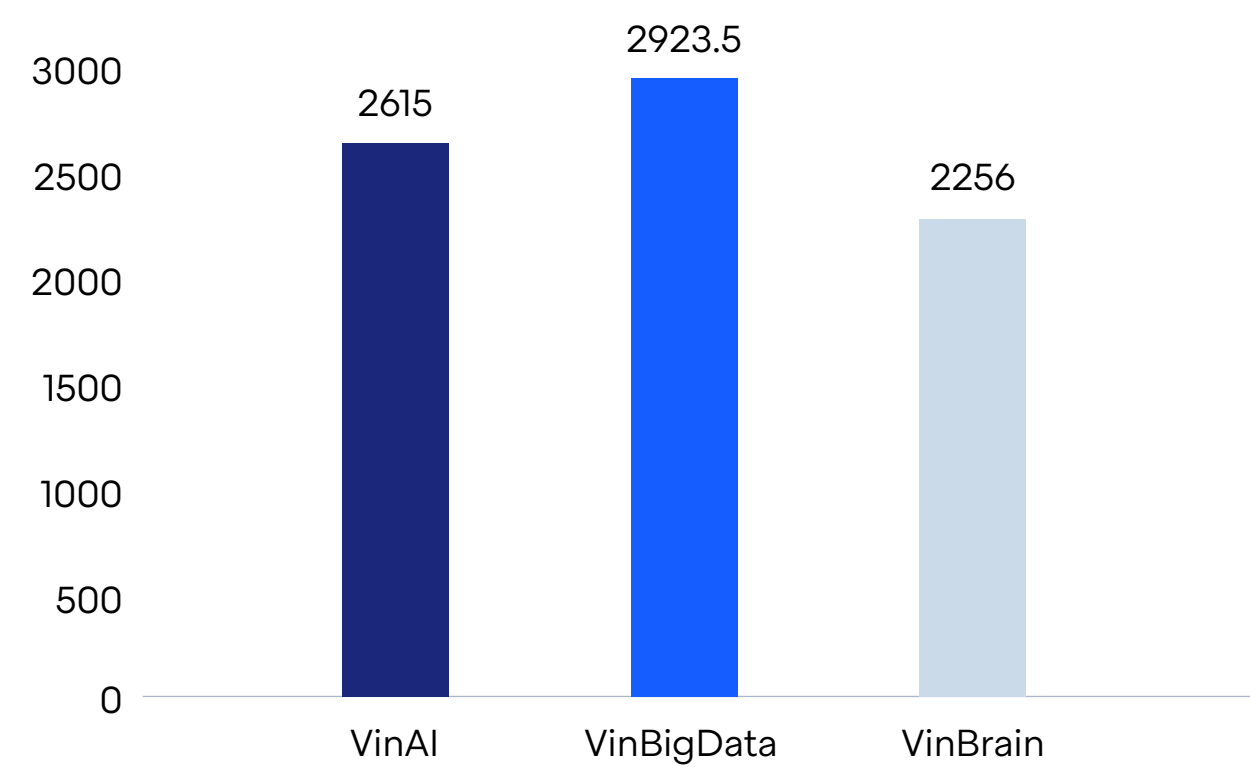
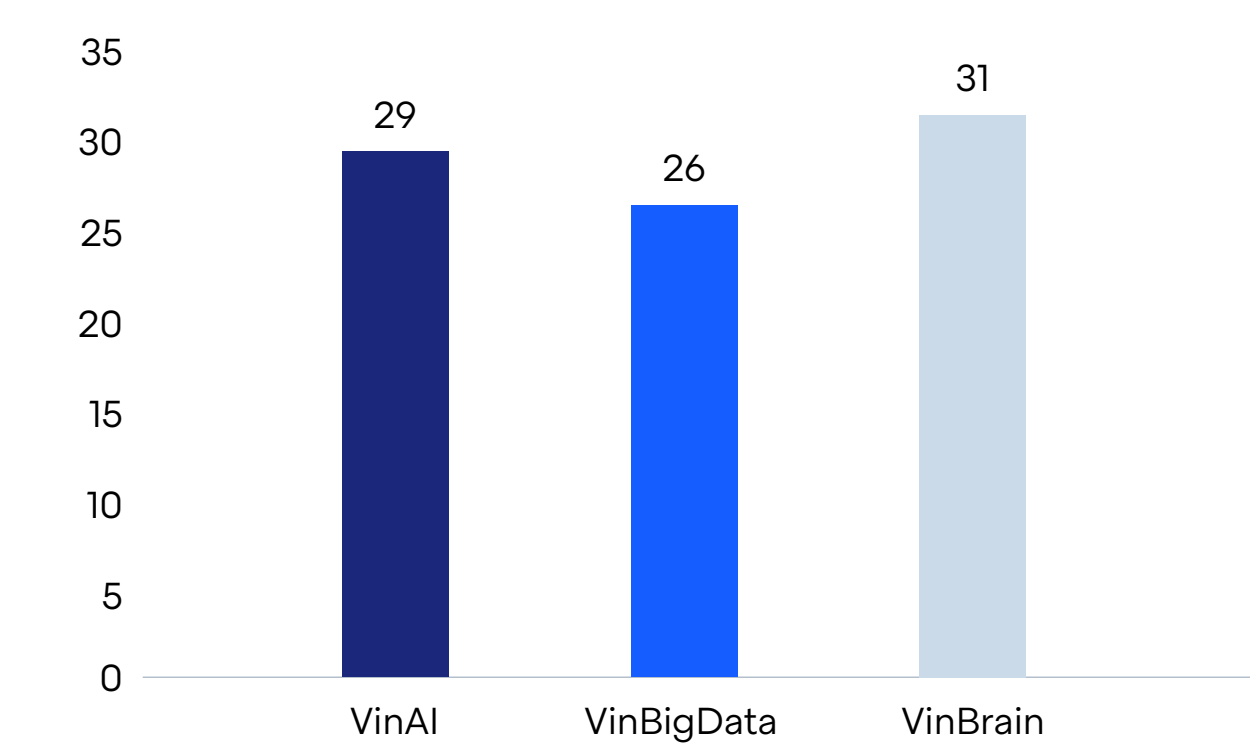


Chart 21: Number of courses in 2022



Real Estate and Services

i. Summary of trainings

Both Vinhomes and Vincom Retail make internal and external training for development of human resources and build the next generation leader.

- Vincom Retail organized the training program: Standardize professional competencies for Operations Department staff (including staff level for housekeeping, engineering, and operational security) to enhance customer experience when using services.
- At Vinhomes, we provided the training related to Leader Mindset for 66 management staff, standardized training program on behavioral standards, communication attitudes, and appearance for 3,400 employees of the Operations Department, and 13,000 staff were trained on improving the quality of security services.

At Vinpearl, a training status report is provided to each employee monthly, which helps to plan and tailor their development based on their interest and capability reasonably. A major emphasis was placed on customer service availability and quality, with a training framework called “Focus on Service Quality Summer 2022” and “Quality Service Even at Peak Season”, that covered eight occupational groups. These training programs help employees improve their professional expertise, foreign language skills, corporate culture and customer service as well as training senior leaders, with the aim of improving teaching skills and standardizing the internal teaching staff, thereby improving training effectiveness at the facility. Various employee training initiatives were rolled out at VinPearl to encourage team members to take ownership of their skill set development through more self-directed learning.

Chart 23: Total training hours in 2022

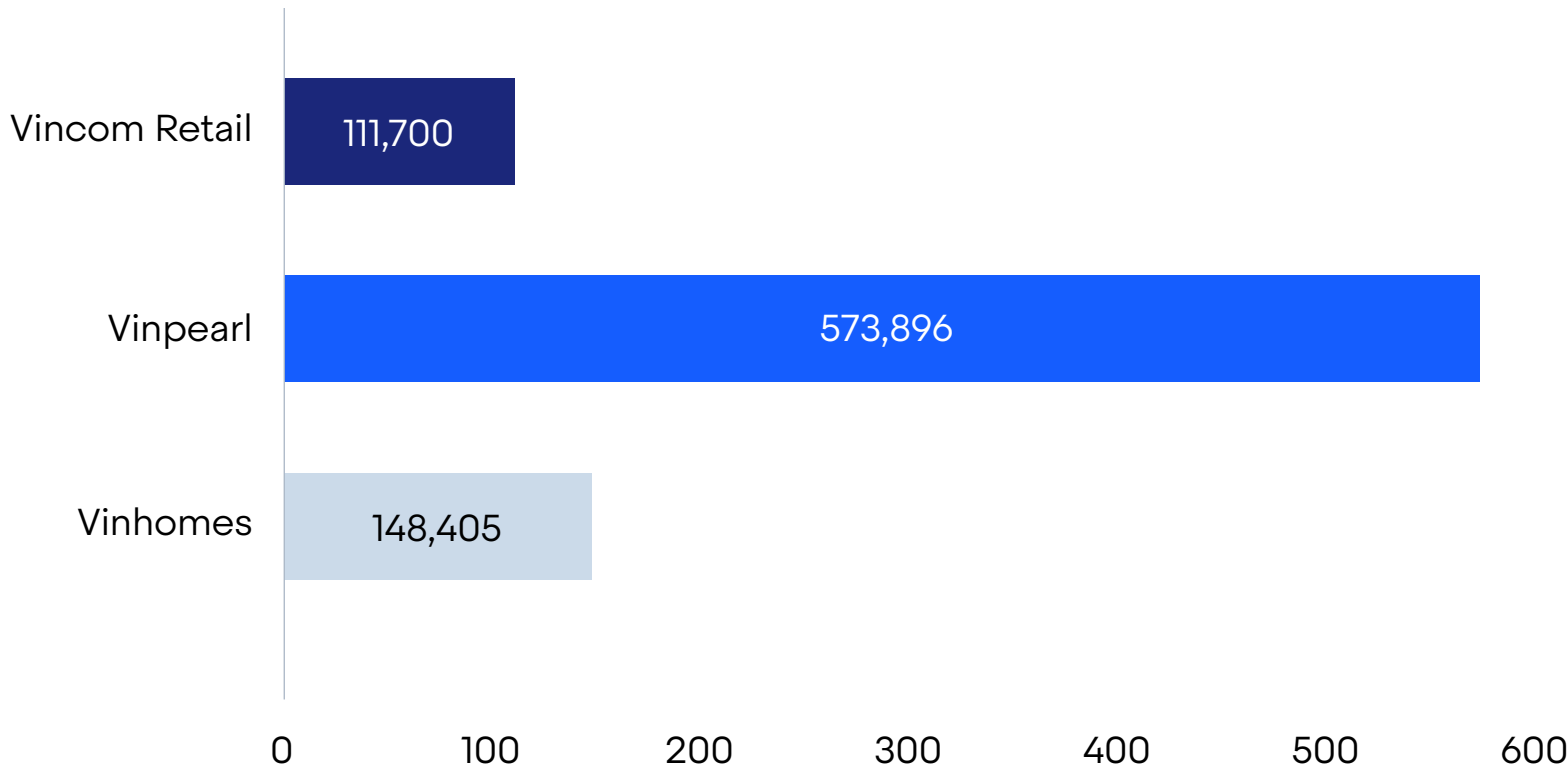
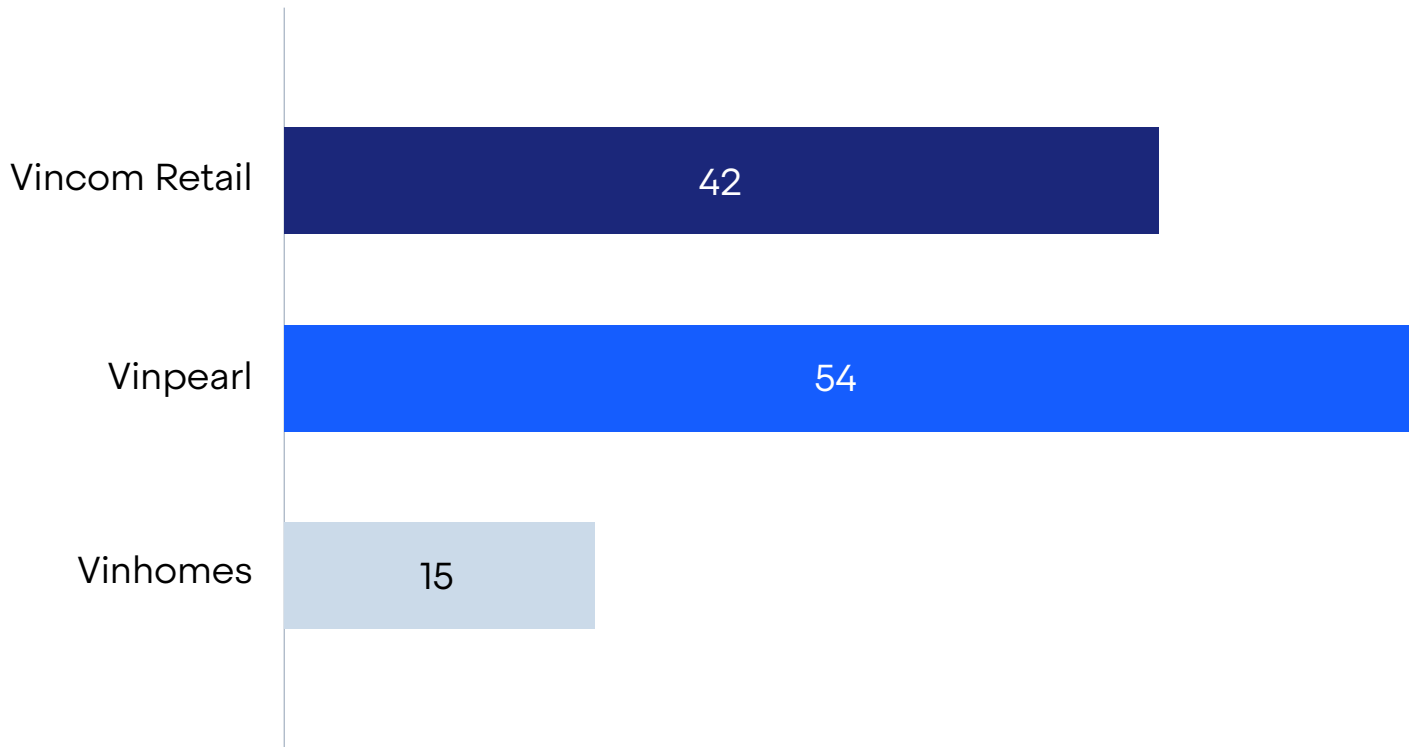


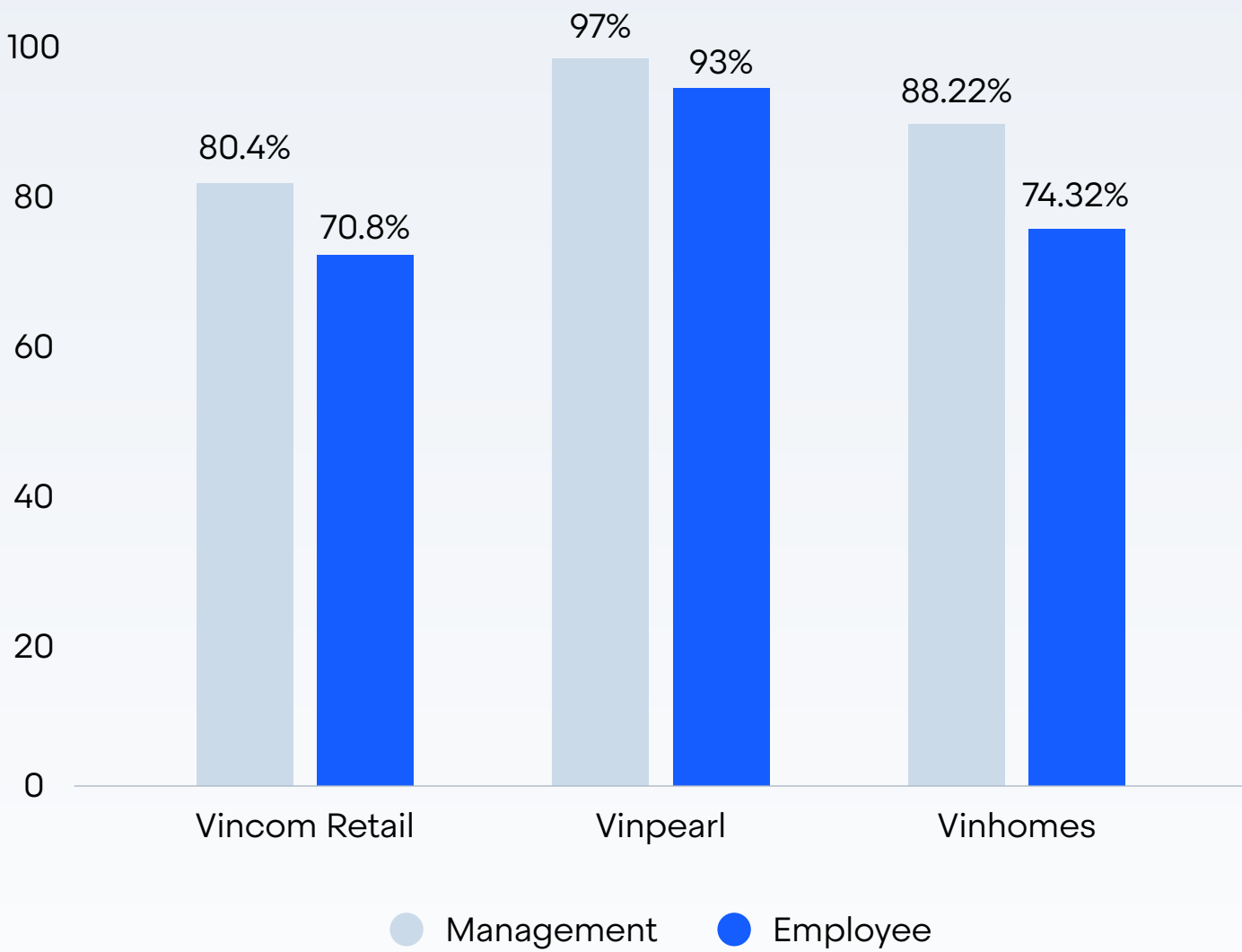
Chart 24: Average training hours/ employees in 2022



ii. Appraisal of performance

Over 70% of employees received an appraisal of performance on a periodic basis. This is 72.24% at Vincom Retail, 93% at Vinpearl and 75.7% at Vinhomes. After appraisal of performance, we will discuss and tailor the career development of each employee.

Chart 25: Appraisal of performance classified by level in 2022



Social Enterprises

Both Vinhomes and Vincom Retail make internal and external training for development of human resources and build the next generation leader.

- Vincom Retail organized the training program: Standardize professional competencies for Operations Department staff (including staff level for housekeeping, engineering, and operational security) to enhance customer experience when using services.
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Chart 26: Total training hours in 2022

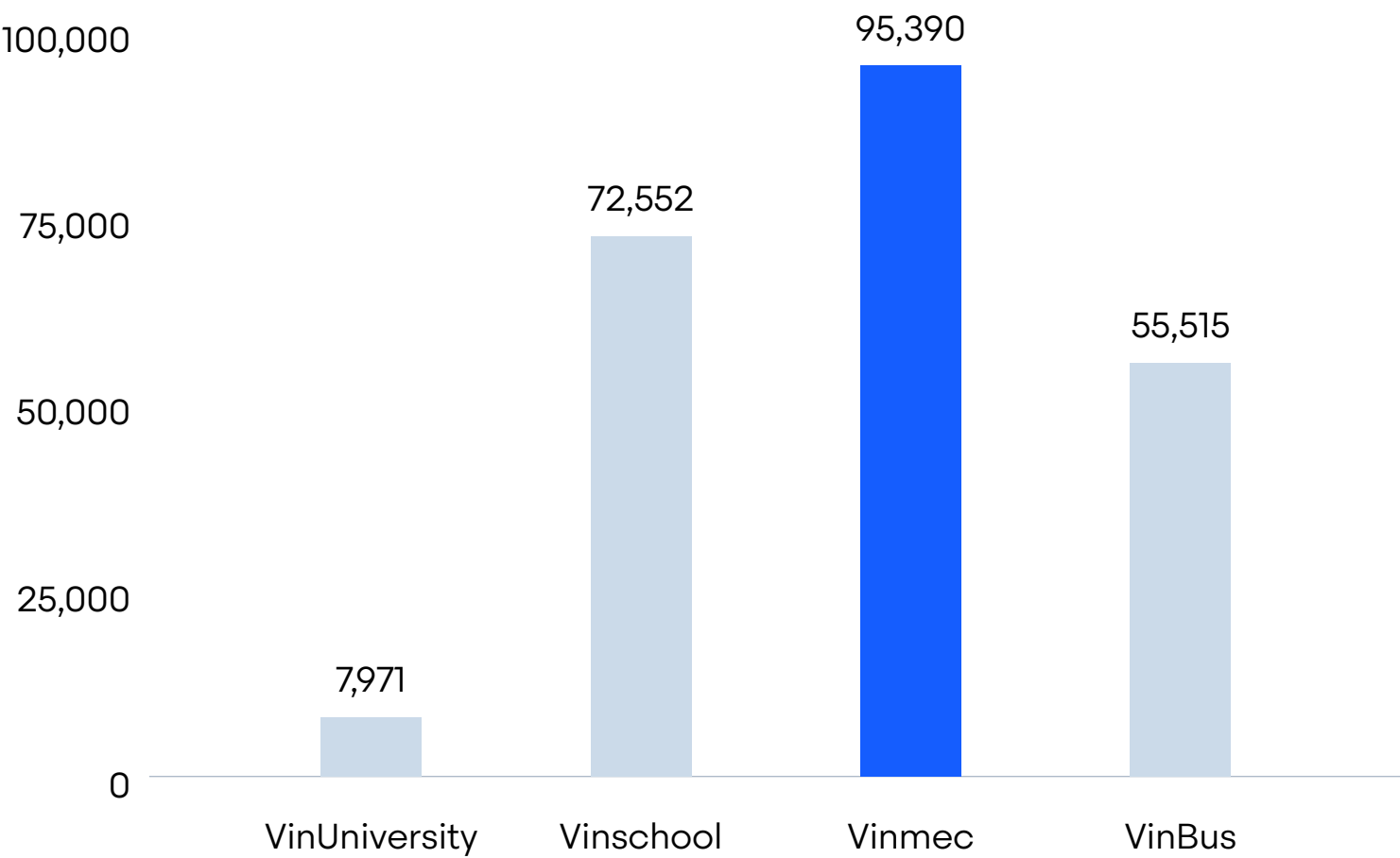
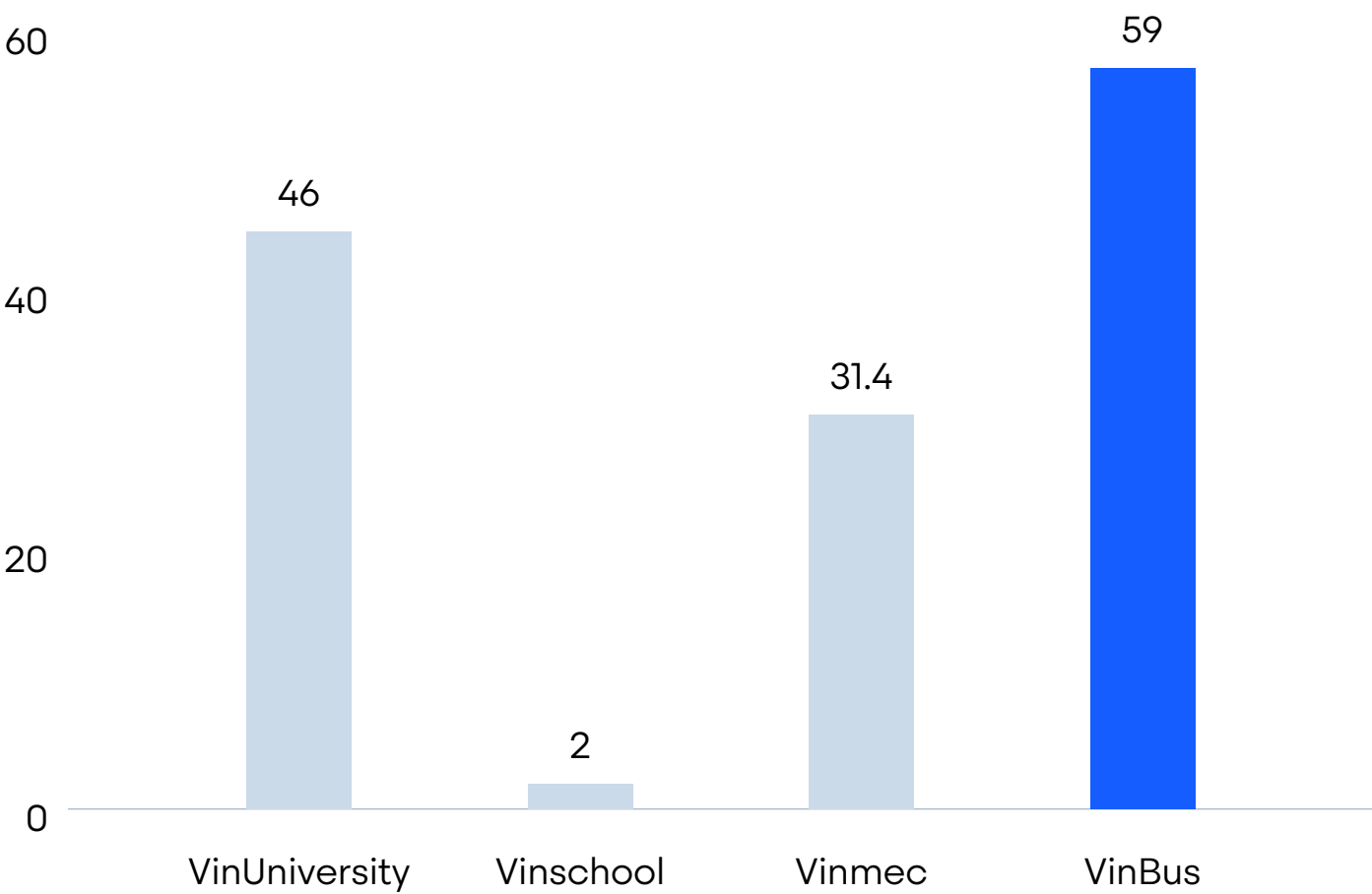


Chart 27: Average training hour per employee in FY22



Vinmec

95,390 training hours

for 3,037 employees
31.4 hours/employee

Vinschool

72,552 training hours

for 45,452 employees
02 hours/employee

VinUniversity

7,971 training hours

for 175 employees
46 hours/employee

VinBus

55,515 training hours

for 946 employees
59 hours/employee

Healthcare sector

more than
5000 in person
and online classes
were conducted

95,000 training
hours

31.4 hours/
employee
per year in FY2022

In 2022, more than 5,000 in person and online classes were conducted, totaling more than 95,000 training hours. This roughly equates to an average of 31.4 hours per employee per year in FY2022, which has recorded an increase of 26% from 2021 to 2022. Content is organized and aligned to directly support our organizational priorities, including leadership, professional skills and soft skills; and covered specific medical topics such as typhus, neonatal respiratory failure, obstetric pathology, obstetric ultrasound, coronary artery disease, regional anesthesia, and other pathologies.

Vinmec Times City Hospital has become a member of Cleveland Clinic Connected program created by Cleveland Clinic - one of the largest academic medical systems and one of the top in medical quality in the world. This cooperation helps to promote the goal of becoming an academic medical system and meeting international standards in management and operation for Vinmec in the period 2022 – 2026. A number of initiatives have been taken, including:

- Cleveland Clinic has participated in strategic consulting on management and operations and open training courses for Vinmec’s medical staff to improve professional quality and service for customers;
- Vinmec’s medical staff will participate in Cleveland Clinic’s leading professional development courses and programs such as: Samson Global Leadership Academy, Emerging Leader Fellowships and Executive Visitors Program;
- Cleveland Clinic also provides management and operations training programs selected and built based on Vinmec’s actual needs;
- Eight doctors took part in training in foreign universities all over the world: Osaka University (Japan), the University of Pennsylvania (United States), and the University of Paris (France).

Vinmec

Vinmec has implemented several critical programs to improve its staff’s clinical professional training and development. One such program is the “Mini Internship,” which has standardized 9 difficult and complex professional programs such as typhus, neonatal respiratory failure, complicated diseases in obstetrics and gynecology, obstetric ultrasound, coronary artery disease, regional anesthesia, safety in anesthesia, and other diseases. This program was implemented for 303 doctors and nurses throughout the system.

To overcome problems in communication between doctors and patients in the medical field in 2021, Vinmec continues to promote the program to standardize medical consulting skills for doctors.

In terms of professional development training, Vinmec has implemented the American Heart Association (AHA) training program. In 2022, 261 participants successfully passed the exam and were awarded AHA certificates.

Vinmec also focused on international cooperation training activities in 2022. Eight doctors participated in training at prestigious medical systems across the world, including Osaka Metropolitan University (Japan), the University of Pennsylvania (USA), and Paris Descartes University (France).



Education sector



**Top 100
Universities based on
QS ranking**



By the end of 2022, VinUni has signed cooperation agreements with 30 leading universities worldwide, the majority of them ranked among the world’s Top 100 universities based on QS rankings to build the highest possible standards in research, teaching, employment, and international collaboration and to become the first university of excellence in Vietnam.

To consolidate its global education approach, VinUni became the youngest university in the Asia-Pacific region to receive a QS 5-star rating in seven categories, after only two years of establishment. VinUni was rated 4-star overall by Quacquarelli Symonds (UK), a renowned global education analysis and ranking company, and received an excellent 5-star rating in seven criteria: Teaching, Academic Development, Internationalization, Arts and Culture, Facilities, Social Responsibility, and Inclusiveness. In addition, VinUni has cooperated with prestigious organizations to facilitate training and development, such as:

- VinUni cooperated with VinMec and GE Healthcare Vietnam to organize continuing medical training courses on health-care imaging and anesthesia.
- VinUni established the Entrepreneurship Lab (E-Lab) and pledged to sponsor \$100,000 annually for student startup projects, research, and community initiatives to promote entrepreneurship.



**Rated 4-star overall
by Quacquarelli
Symonds (UK)**



The percentage of employees receiving regular performance and career development reviews at VinUni in 2022 was 100%.

Vinschool has a tradition of upgrading human resources going back to its earliest days. During the 2022-2023 academic year, Vinschool implemented the Principal Standards and the International Teacher Standards. Australia’s Institute of Teaching and School Administration supported the implementation of these standards through training, assessment, and development programs.

In service of our mission to nurture talents, Vinschool has established the Gifted and Talented Education (GATE) Center in 2018. In the GATE Center, gifted or talented students are provided with a customized enrichment program in an environment that is conducive to nurturing their talents and maximizing their potential. Vinschool teachers are continuously trained by the world’s leading education experts in accordance with the US education standards to improve their professional qualifications and keep their pedagogical thinking up to date with international demands.



Public passenger transport

VinBus encouraged its employees to participate in industry training programs and offered a variety of specialized training programs competitions with prizes, focused mainly on the operations staff, with between 60 and 72 hours each year of training for each driver or bus attendant.

Recently, VinBus won the first prize and two consolation prizes in the “Good and safe bus driving contest 2022”, a competition amongst 45 candidates from 10 public transport companies in Hanoi. The purpose of the Contest is to help enhance driving skills and awareness of compliance with road traffic laws of Hanoi’s bus drivers, contributing to ensuring traffic order and safety, limiting traffic congestion and accidents. The contest also honors typical individuals who represent the image of capital city bus drivers who are skilled, knowledgeable about the law, civilized, and friendly in behavior.

AI Residency

VinAI is building a team of highly capable researchers and technology engineers who are skilled problem-solvers. During 2022, there were 26 new trainees who joined the Company’s AI Residency training program. At the end of 2022, there were 80 trainees in the program at VinAI. Program members published 22 research papers, accounting for 53% of VinAI’s total number of articles published in 2022. 47 full scholarships to attend Ph.D. programs at leading universities in the fields of AI and computer science were awarded to program members

Our case studies

VinUniversity Hackathon 2022 - Where VinUniversity students’ creativity and entrepreneurial mindset shine through

From 17 to 23 December 2022, more than 200 freshmen from all three VinUniversity colleges participated in the “VinUni Hackathon 2022”, with the theme “Active Ageing Vietnam”. The Hackathon is an opportunity for VinUniversity students to apply what they’ve learned in the “Agile & Innovation” course to come up with and pitch their innovative proposal for an “elderly-friendly coastal megacity” in the “silver economy”.

During this 36-hour challenge, they had the chance to experience first-hand and speak directly to elders, learn about the healthcare system at VinUniversity Medical Simulation Center, as well as participate in design thinking and lean canvas workshops. This is a way to nourish students’ Empathy and Social Responsibility, through the process of creating solutions to common societal problems, thereby contributing to positive changes and large-scale impacts.

Through the competition, we congratulated the 6 best solutions of VinUni Hackathon 2022:

- Adudu: “Medipen” - a solution that reminds the elderly to take medicine
- Sixsense: “Camerall” - trip warning app for the elderly
- 3N2S: “Campelder” - a non-profit project to help elderly people settle down after retirement
- ForeverYOUNG: “School for the elderly” - providing a net-working environment for the elderly
- TNPT: “Vinherb” - a product extracted from nature suitable for the elderly’s condition
- BOTH: “Helpify” - A device to assist elders use and locate personal belongings.



S2. Employee Welfare and Well-being

As one of the largest manufacturing centers globally, Vietnam has been making efforts to improve working conditions, prevent labor accidents and occupational diseases, ensure worker safety and contribute to sustainable development. One of the main goals of the National Program on Occupational Safety and Health for the period 2021-2025 is to reduce the frequency of fatal occupational accidents by 4% each year. Additionally, on average, the number of workers receiving occupational

disease examinations increases by 5% every year and 5% of establishments have their working environment monitored.

To support the National goals, Vingroup strives to create a healthy and safe working environment, ensuring the employee welfare and well-being.



Our Approach

With the motto: “Treat employees as our most valuable asset”, at Vingroup, we appreciate the values created and contributed by employees to the business. At Vingroup, We ensure and improve the employee welfare and well-being thorough Collective Labor Agreement, Union in each company and below initiatives:

Comply with the regulations to escalate the physical health for all employees

We comply with the regulations requiring the establishment of Occupational Safety and Health (OSH) Departments and Councils.

- Occupational Safety and Health Departments
- Companies with fewer than 300 employees where at least one employee is engaged in OSH work on a part-time basis
 - Companies with at least 300 but fewer than 1,000 employees where at least one employee is in charge of OSH on a full-time basis
 - Companies with more than 1,000 employees must set up an OSH department or have at least two full-time employees in charge of OSH work

Occupational Safety and Health Councils: Companies with more than 1,000 employees, or employ more than 300 employees and do business in construction, must establish an OSH Council with the following functions and duties:

- Check and review the work of OSH in all areas to ensure that shortcomings are minimized and solutions are planned
- Control the inspection and maintenance of machinery, equipment, and supplies with strict requirements on occupational safety
- Organize instructions on OSH measure to ensure full briefings for all employees
- Handle occupational accident cases
- Supervise the implementation of OSH standards, regulations, and rules
- Participate in the development of OSH plans and measures

Our Approach

Deliver transparency among all levels of employees

To improve the discipline and compliance with ethical standards within the Group, Vingroup implemented a Transparency Policy (“Policy”) applicable to all employees (including employees on probation period and trainees), suppliers and other relevant persons as regulated therein. The Policy covered (1) anti money laundering, (2) prevention of anti-bribery and corruption, (3) internal transaction controls, and (4) guidelines on sanctions laws of other countries.

For more information on transparency, see the Governance part - Section 3. Transparency on page 56,57.

Wages, incentives and welfare policies

Vingroup employees work eight hours a day. Non customer-facing employees, including those from the administrative functions, work five and a half days a week, while operations or service employees work six days a week. All employees receive paid public holidays, vacation and personal days in accordance with labor law.

Vingroup salaries are competitive with other companies in the same sectors. The Group continues to standardize and optimize its direct compensation system, as well as its allowance and incentive-payment programs to attract and retain talent. We also have a compensation, allowance and incentive payment policy that is particularly competitive for well-qualified and experienced employees in relevant fields, on the one hand to retain employees, and on the other hand to well treat staff, attracting human resources of high quality from various sources to the Group.

About the incentive scheme, we have an incentive system for the Corporate Office and all Group companies. We also reward employees with outstanding achievements in the form of performance awards and bonuses.

Social, Health and Unemployment insurance are provided in accordance with applicable laws. Besides, the Group engages Bao Viet Group and PVI to develop and implement health-insurance programs exclusively for its employees.

The Group regularly reviews and revises welfare policies, offering more practical remuneration for all employees. Besides, we offer a basic employee benefit package including: mobile phones, where required for specific jobs, meals and vehicle fuel.

Organize the programs to escalate the mental health for all levels of employee

In addition to safety and occupational health in the workplace, the Group also attaches importance to employees’ mental health as we believe that being happy at work will raise the level of employee engagement, enhance work efficiency, reduce medical expenses and lower the number of employee resignations. Furthermore, the Group also provides benefits and various programs to promote employee happiness, such as offering appropriate holidays, providing adequate health insurance and medical expenses, promoting good health, arranging exercise clubs, encouraging employee participation, and organizing ergonomic work settings, and more.

In addition, there are some highlights in the Group’s major welfare policies:

- Gifts on personal events and milestones such as birthdays, marriages, childbirths, visits and gifts in times of sickness, or on public holidays;
- Corporate team building & family retreats;
- Rewards for employees’ children with outstanding achievements in academic performance, sports, and arts; summer camp with life skills training programs for children;
- Develop a multi-purpose sports area with beautiful landscape, adequate facilities, where all employees can participate in regular physical activity.

Our Case Studies

At Vingroup, women are always respected and held in high regard. Every year, Vingroup women eagerly anticipate International Women’s Day and Vietnamese Women’s Day. These celebrations are carefully planned, with special gifts and various programs organized exclusively for women. During the week of Vietnamese Women’s Day, Vinmec facilities throughout the country are adorned in pink, celebrating the occasion with the theme “Pink Wind.” The system-wide celebration includes various activities such as Talent Contests, Photo Contests, Music Live shows, and Cosmetics Workshops. The “Pink Wind” event aims to bring new energy to the entire system. It encourages Vinmec sisters to love life, family, work, passion, and most importantly, to love, cherish, and not forget themselves.

Vinschool organized the “A Match Made in Heaven” competition, which included dance, fashion, and vocal music contests. The teams showcased their talent and passion and delivered an impressive final night with stunning costumes and unique performances.

To celebrate International Women’s Day on March 8th, male employees of Vincom Retail Company organized a program to welcome the occasion and presented women with fresh flowers and meaningful wishes. Vincom Retail also launched the “Vincom Gift Hunt - Sending Love” competition, which received an enthusiastic response from all management boards under Vincom. Many carefully crafted and meaningful clips and videos were submitted for the contest.

S3. Employee diversity, equity, and inclusion

Over the past decades, the fight for gender equality in the world as well as in Vietnam has made much progress. Women have many opportunities to assert themselves, participate in many leadership positions, and make great contributions in politics, economics, society, family and community.

According to the World Economic Forum’s Global Gender Gap Report 2023, Vietnam has increased 11 places in gender equality compared to 2022, from 83rd to 72nd out of 146 countries participating in the ranking, with a 0.711 score on a scale of 0 to 1 on the gender gap index. In particular, the index of gender equality in economic activities has made clear progress, Vietnam ranked 31st (74.9%) in the economic field, with a female labor force reaching 24.2 million people, accounting for 46.8% of the country’s workforce.

At Vingroup, we believe that diversity, equity, and inclusion (DEI) in the workplace are competitive advantages that contribute to greater innovation and problem solving. With the core value “Compassion”, we aim to create an environment and equal opportunities for employees as well as achieve gender and cultural balance in the company’s leadership team.

Our Approach

In summary, we commit to comply with the regulatory requirements about human right and employee right including in but not limited to:

- Vietnam Labor Code 2019 No. 45/2019/QH14
- Labor Regulation of the International Labor Organization
- United Nation declaration on the Rights of Indigenous Peoples

We maintain a non-discriminatory workplace with the practice to recruit, hire, train and promote individuals without regard to race, color, religion or any other status.

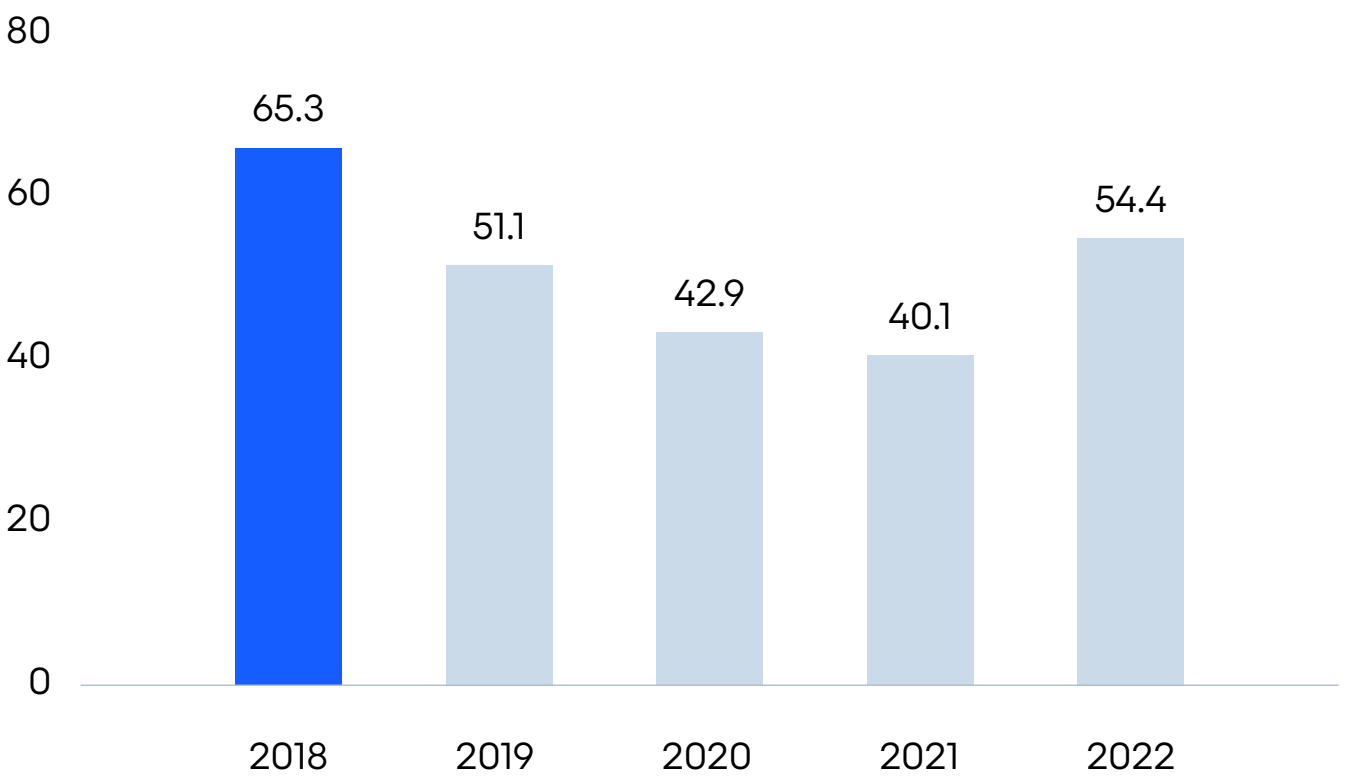
In addition, we aim to outline non-discrimination practices in the Code of Conduct of all companies in the ecosystem, in which all forms of discrimination in the workplace are prohibited and that every individual has an equal right and voice to make a difference.

For example, VinFast has the Equity Opportunity Policy that aims to ensure that VinFast provides an equal working environment for all employees and avoids discrimination in the workplace. The company ensures that decisions regarding compensation, promotions, benefits, transfers and any social or welfare programs are made based on the principle of Equal Opportunity. This policy is reviewed annually to make appropriate adjustments when necessary. In the near future, the Group aims to release this Policy in the other companies of the Vingroup’s ecosystem in order to promote diversity, equity and inclusion (DEI) among all employees.

The increase of our workforce has marked a total change of about 35.6%

compared to 2021 mainly due to the Real Estate and Services pillar that requires more personnel. In 2022, Vinhomes had launched two major projects Vinhomes Ocean Park 2 - The Empire and Vinhomes Ocean Park 3 - The Crown.

Chart 28: Number of employees (thousand people)



Employee distribution

Among over 54 thousand full time employees, a diverse range of qualifications is maintained. In particular, the percentage of postgraduate employees accounted for 49.8%, compared to only 4.6% in 2021. This contrasted to the trend witnessed with college degrees, which decreased from 57.3% in 2021 to 17.7% in 2022. Bachelor degrees accounted for 32.5%, showing a slight decrease against 38.1% in 2021.

According to data from the International Finance Corporation (IFC), Vietnam has the second highest rate of women participating in the board of directors of publicly listed companies in the ASEAN region with 15.4% (ranked after Thailand with 20.4%). In Vingroup, at the headquarter, the ratio of females in the management team is 60%, which is higher than the average rate of Vietnam. We are proud of being one of pioneers in promoting the representation of women in leadership positions in Vietnam that helps to reduce gender gap in executive levels.

Our employee composition for ages below 30 years was 47% in 2022 (2021:49%), between age 31 to 50 years was 49.3% in 2022 (2021:48.4%) and age above 50 years was 3.7% (2021:2.8%).

Chart 29: By Qualification

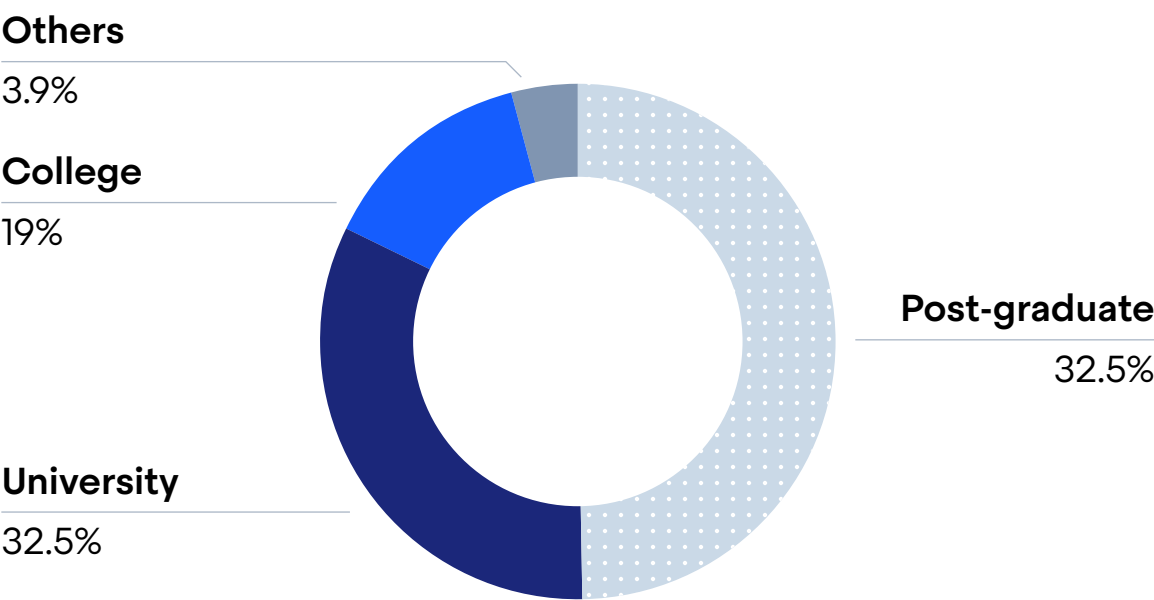


Chart 31: By Gender



Chart 30: By Age

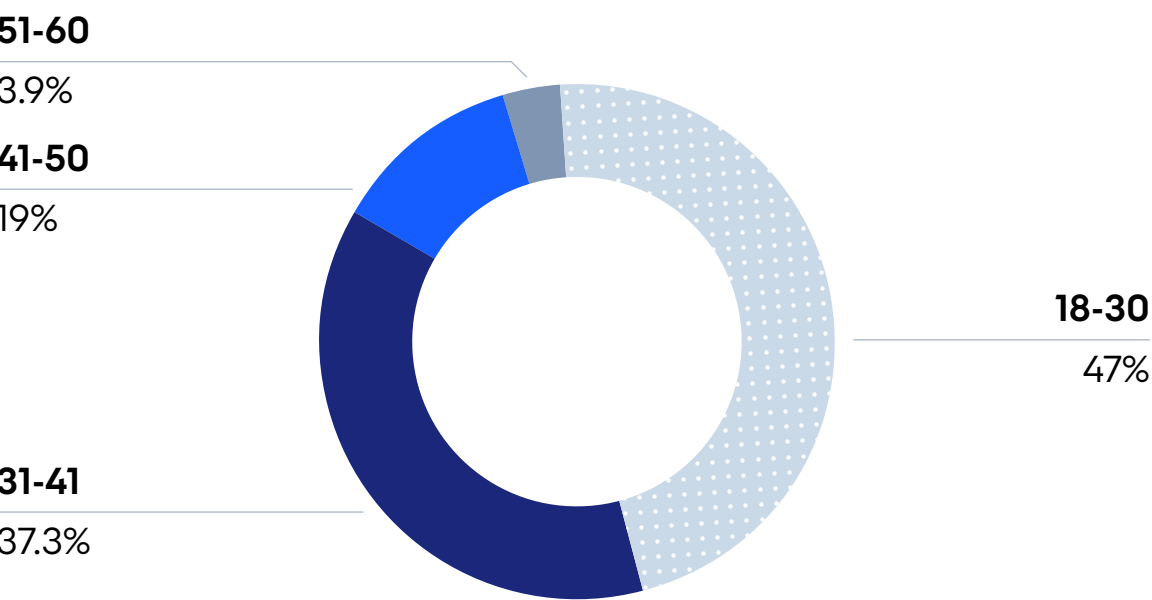


Chart 32: Management level by gender at Group level



S4. Product Quality and Customer Satisfaction

Our Approach

Developing community-friendly product

Vingroup always aims to provide cleaner, more environmentally friendly products in each business area. Vingroup's products and services in Industry, Complex Real Estate, Healthcare, or Education sectors are all community-oriented and highly social models.

Vingroup cognitively understands the importance of the quality and safety of products and services that we offer in three pillars, including Technology-Industrials, Real Estate and Services, and Social Enterprise. We spontaneously place the safety of our customers at the center of everything we do. We proceed to develop our product or service management system in accordance with international standards such as ISO 14001, ISO 45001, ASEAN NCAP, etc. We ensure that all our operations manage a high level of health and safety standards, conduct rigorous risk management practices, work in interdependent relationships with our communities and promote local development capacity by supporting social upliftment programs.

Specifically, for electric car products, VinFast applies a battery rental solution, taking all risks on battery quality and life, bringing comfort and convenience to customers during use, and at the same time actively managing and planning to recycle expired batteries, minimizing the impact on the environment.

At Vinhomes, cultural and sports activities are widely and vibrantly built and developed, contributing to creating a civilized community of residents, building relationships for family members, as well as building a community of friendship and mutual love. In addition, we deployed the Vinhomes Resident application exclusively for residents of Vinhomes

urban areas, conveniently used on the smartphone. Through this application, residents can:

- Set a schedule to use free facilities such as badminton, fitness field, football, etc.
- Register for services: Resident card, entrance/exit card, vehicle card...
- Payment of management fees, service fees, etc.
- Receive notifications from the Management Board and reflect and give suggestions to the Management Board on issues occurring in the urban area.
- Register your Face ID and let guests enter the apartment, receive a guest arrival bell, etc.
- Report parking space, etc.

To enhance customer experience, Vinmec has developed the My Vinmec application, which has become one of the top six medical applications in Vietnam on the App Store. Features include scheduling appointments, medical declarations, tracking exam and treatment results, supporting health insurance claims, and entertainment options to serve customers while they are at hospitals. Vinmec's website (Vinmec.com) rose into the Top 20 of the world's leading health websites. Vinmec's YouTube channels have also risen in their rankings. These channels have become very popular in Vietnam because of the information they provide on health and wellness.

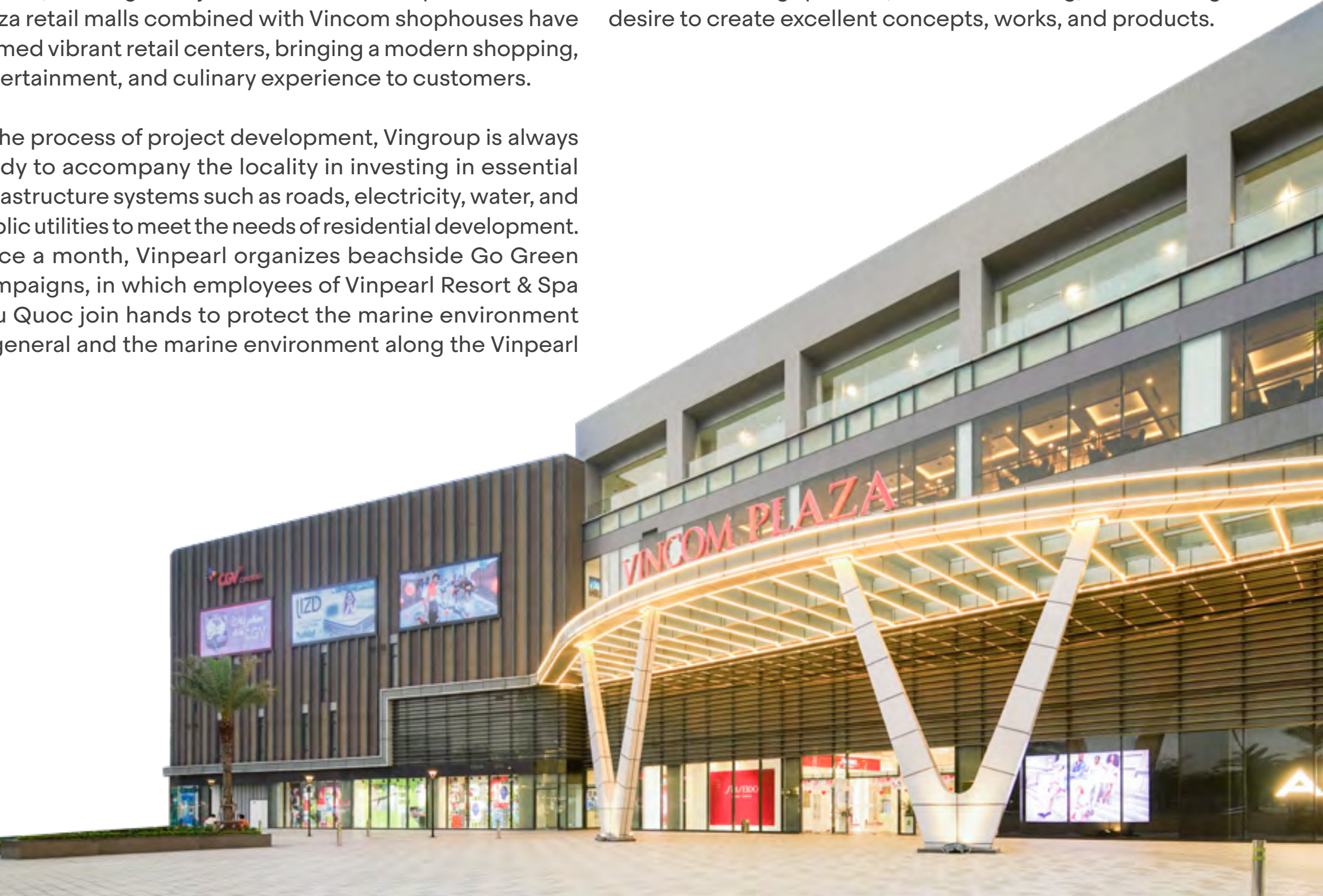
In 2022, VinBus had been present in 3 areas of Hanoi, Ho Chi Minh City and Phu Quoc with more than 200 vehicles for business. We are proud of the first electric bus brand in Vietnam, we served 18 million passengers with a satisfaction index reaching 87.1%.

Improving the social environment in areas with the economic presence of Vingroup

In 2022, the Group continued to expand the presence of Vingroup brands in provinces and cities nationwide with the desire to improve the social environment in these regions. Large-scale but affordable public real estate projects will be the highlight in the suburban areas of the cities or the regions, creating more jobs and social development. Vincom Plaza retail malls combined with Vincom shophouses have formed vibrant retail centers, bringing a modern shopping, entertainment, and culinary experience to customers.

In the process of project development, Vingroup is always ready to accompany the locality in investing in essential infrastructure systems such as roads, electricity, water, and public utilities to meet the needs of residential development. Once a month, Vinpearl organizes beachside Go Green campaigns, in which employees of Vinpearl Resort & Spa Phu Quoc join hands to protect the marine environment in general and the marine environment along the Vinpearl

Resort & Spa Phu Quoc in particular. Vinmec, Vinschool, and VinUniversity operate under a not-for-profit model that best demonstrates Vingroup's sense of social responsibility. VinUniversity, a private not-for-profit higher education institution in Vietnam, is realizing its goal of finding talents with outstanding qualities, creative thinking, and a strong desire to create excellent concepts, works, and products.



Our case studies

Vinhomes Go Green

VINHOMES GOGREEN is a program in the Green Living Project implemented in 24 urban cultural areas nationwide from July 17 to December 2022 with the following activities:

- Communication activities to build residents' awareness about waste classification
- Incentive program: "Exchange trash for gifts" held weekly to stimulate residents' habit of sorting waste at source
- "Green Points" competition program between buildings
- Adding battery and electronic collection boxes in court halls to support and create the habit of collecting hazardous waste centrally, not discharging it into the environment.

The program has attracted hundreds/thousands of residents/urban areas to participate in exchanging trash for gifts every Sunday morning and excitedly sharing and spreading the Green Living lifestyle on community websites.

The goal of the program is to help raise awareness for the Vinhomes community in classifying waste at source, collecting recyclable waste, contributing to preserving resources and reducing pollution impacts on the environment. At the same time, promote and increase the participation of the resident community in collecting and classifying single-use plastic waste; recyclable products are transported to places for management and recycling according to regulations.



S5. Social Responsibility and Economic Contribution



The year 2022 was said to be the year the country's economy began to recover after a period of serious crisis due to the negative impacts of the COVID-19 pandemic, Vietnam moved into the “new normal” status.

Vietnam's economy has gradually regained strong recovery momentum and rapid growth in all fields in 2022 thanks to the government promptly adjusting appropriate policies and seizing opportunities, with an emphasis on opening up comprehensively in March 2022.

Bouncing back together with Vietnam, Vingroup continuously showed our commitment to local people, society and economy. Therefore, Vingroup has continued to direct its constant efforts to overcoming external challenges and speeding up the post-COVID-19 recovery, as evidenced by the year's positive results from Vingroup's pillars, including Technology & Industrials, Real Estate & Services, and Social Enterprises.

Our Approach

At Vingroup, we try our best to improve the community welfare through charitable and social tasks across the country as well as joining the national efforts in fighting the COVID-19 pandemic and upgrading the quality of health services. In addition, the Group always aims to develop and provide community-friendly products and services in each business area. Vingroup's products and services are community-oriented and highly social models in Industry, Real Estate, Healthcare and Education sectors. Furthermore, we continued to expand the presence of Vingroup brands in provinces and cities nationwide with

the desire to improve the social environment in these areas. In summary, we have main approach as below:

- Directly support the local community to improve community welfare;
- Improve the social environment in areas with the economic presence of Vingroup.

Our Approach

Kind Heart Foundation - Sharing from Heart - Spreading Change

The Kind Heart Foundation, which has been established since 2016, up to now, has implemented 50 charity programs in all fields with a budget of VND 12,926 billion after 17 years. We have four areas of activity:

Culture - Education

Developing society's core resources



Social Security

Care, share timely, with right people, right things

Community Health Care

Developing society's core resources

Livelihood Support

Do not give fish, we give fishing rod

The activities of the Kind Heart Foundation are included in: donation of homes to war heroes and their families, housing improvements, school construction, boarding facilities for students, and free medical examinations and treatment programs:

Phat Tich Charity and Career Center

Established on the occasion of the 999th anniversary of Thang Long, the Phat Tich Charity and Career Center Project became a loving home for more than 192 orphaned children and single elderly people with no one to rely on. The Center's care activities are carried out 24/7 with a team of enthusiastic and responsible staff and nurses, creating a convenient, cozy and love-filled living environment like in a family. In 2022, nine of the orphans took high school graduation exams, and five were admitted to universities, two to colleges, and two to vocational schools.

Vingroup Scholarship

With the desire to join hands to bring encouragement to poor students, in the 2022-2023 school year, the Kind Heart Foundation continued to implement the Vingroup Scholarship program and has coordinated with 63 out of 63 provinces and cities all over the country. Nearly 8,000 scholarships were awarded to children in extremely difficult circumstances who overcame difficulties and studied well. The value of each scholarship is VND 6,300,000/child for 9 months of the school year and is transferred by the fund to the students each quarter of the year. For students studying at universities, colleges, vocational schools, and vocational training, they will receive tuition support with a maximum of VND 20 million/school year. After each school year, the program will reevaluate each child's academic results and family situation to continue awarding scholarships in the following year. With regular connection and support each year, many students have received scholarships from the Foundation and have studied up to university.

Reading culture development programs

With the desire to revive and ignite the fire of reading in the community, we coordinated with the Ministry of Culture, Sports and Tourism to launch the program: Developing reading culture.

Accordingly, in each locality, the Kind Heart Foundation decided to donate a mobile library vehicle with nearly 1,000 books, 6 laptops, 1

projector set, 1TV with internet connection and many other equipment, accompanying accessories such as chairs, umbrellas... to serve readers. Every day, mobile library vehicles diligently travel on the roads to bring the light of knowledge to people in rural, remote and remote areas. With the ability to serve 1,000 readers at the same time, the mobile library vehicle hopes to contribute to "eradicating information hunger, eradicating technology illiteracy", cultivating a passion for reading among students and people here. many localities across the country.

Up to now, the Kind Heart Foundation has donated 44 multimedia mobile library cars to 44 provincial/city libraries, serving millions of readers and hundreds of thousands of internet accesses. Especially in one locality, mobile vehicles have been present at prisons to meet the reading needs of tens of thousands of prisoners.

Construction and upgrading of equipment for semi-boarding schools and houses

To create conditions for teachers and students in difficult areas to access high-quality educational programs through online learning, the Kind Heart Foundation has continued to donate more than 3,400 computers for the most difficult schools across the country. These supports make an important contribution to standardizing the Informatics program at many schools, creating conditions for students in remote areas to access the subject of Informatics - Technology to expand their knowledge and help students in remote areas to keep up with developments in the digital technology age.

Besides donating computers, the Kind Heart Foundation also participates in donating swimming pools to schools. Realizing the importance of popularizing safe swimming skills for children, starting in 2018, we have coordinated with the Community Fund for Natural Disaster Prevention to build and put into use 119 swimming pools in 36 provinces/cities across the country.



Initiatives to improve community welfare

In 2022, in order to strengthen the nation’s agricultural sector and to provide farmers with the ability to weather economic downturns and lift themselves out of poverty, the Kind Heart Foundation continually supported rural development programs.

In Ca Mau province, the Foundation sponsored VND 3 billion for Community fund for natural disaster prevention to complete the project which a total pipeline length of more than 17,380m, providing clean water for more than 1,000 households who affected by drought and saltwater intrusion, in Tam Giang Tay and Phong Dien commune. The project contributes to providing clean water, taking care of people’s health, protecting the environment and building new rural areas locally. In addition, we coordinated with the local government in some provinces to implement the “Cooperatives associated with farmers for economic development and sustainable poverty alleviation” concept.

In Thai Nguyen province, the Kind Heart Foundation sponsored 02 Cooperatives with 100 breeding cows and beef cows, worth VND 2 billion; associated with 50 households (poor and near-poor) to care and nurture in 5 years. The purpose of the program is to build a cooperative model linking with disadvantaged farming households to raise high-tech livestock and escape poverty sustainably.

Giving high quality health care opportunities to everyone

Since 2019, Kind Heart Foundation has held “Free cataract examination and cataract surgery program” with the goal of bringing light sources to those with difficult cataracts. In 2022, Kind Heart Foundation provided free funding for 4,700 cases for cataract surgeries and eyeglasses aid (including senior citizens and low-income students). This program helps the provinces achieve good results in blindness prevention, improves vision quality, reduces the burden on families and

society, and contributes to local economic development. Since 2012, “Social health care program” has been presented in the most remote areas of the country where people do not have many conditions to access modern medical services. The goal of the program is to give poor people the opportunity to capture, understand and protect their own health. In 2022, the program supported funding specialist training for 100 district-level doctors in 28 remote provinces; sponsoring operating costs for 1,500 village midwives to improve reproductive health care for mothers and children in highland areas. Health care social program is a clear testament to the efforts of people who do good deeds with the mind, in protecting public health and advancing to build a healthy Vietnam nation.

Helping individuals and families in trouble to overcome poverty

With the motto providing opportunity and solution, the Kind Heart Foundation helps individuals and families in trouble to overcome poverty through programmes to give them heifers and houses and thus make them believe in a brighter future. In addition to large-scale long-term programs, the Kind Heart Foundation always spends a large part of its budget on regular support/subsidies for difficult circumstances across the country, contributing to helping families overcome their difficulties and soon stabilize life. In 2022, we supported monthly living expenses for 3,300 people in extremely difficult circumstances.

With the tradition of “Drinking water and remembering the source”, Kind Heart Foundation cooperates with localities to implement “ Charitable house program” to beneficiaries of social policies war veterans, martyrs’ families with meritorious services to the revolution, and people with difficult housing conditions in 62 out of 63 provinces/cities nationwide. In 2022, the Kind Heart Foundation built 01 housing area for resettlement in the landslide area due to natural disaster and 188 houses of compassion, gratitude, and flood relief for the poor. It is the hope of the Kind Heart Foundation that warm and loving homes will not only become homes, but will also motivate

the poor households to overcome poverty sustainably, enrich themselves, and contribute to society as a whole.

On the other hand, we also have other programmes, such as: supporting employees of Vingroup Group in difficulties; Mutual Friendship Fund.

Care and share with the right people at the right time

Following the country’s tradition of “Gratitude is the sign of noble souls” and “The leaves protect tattered ones”, the Kind Heart Foundation has tenaciously maintained charitable activities in recent years. We send meaningful gifts for disadvantaged people; help them overcome the aftermath of natural disasters. As a leader in charitable work, Kind Heart Foundation does not forget to pay special attention to policy beneficiaries and unhappy lives.

In 2022, we donated 17.9 thousand gifts to disabled veterans, and heroic Vietnamese mothers on War Heroes & Martyrs Day and 150 thousand Tet gifts to the poor. Besides, the Foundation also supported 1,900 orphans due to the COVID-19 pandemic, most of them have difficult lives and suffer many disadvantages. Moreover, hundreds of kilometers of bridges and concrete roads connecting villages; Thousands of kilometers of electric lights illuminate especially difficult communes - seemingly meaningless numbers, but hidden behind them is the enthusiasm of a group of volunteers wholeheartedly serving the people in the highlands. Up to now, 400 km of rural roads and electric lights and resettlement areas and hundreds of construction works were built.



Our vision is to catalyze meaningful change in people's everyday lives

The vision of the VinFuture Prize is to catalyze meaningful change in people's everyday lives through tangible and highly scalable improvements in areas such as productivity, prosperity, connectivity, health, safety, environment, sustainability, and people's overall happiness regardless of their socioeconomic status.

The award honors advances in science and technology that are aligned with the United Nations' 17 Sustainable Development Goals (SDGs) such as eradicating poverty, ending hunger, improving health and quality of life, creating opportunities for progressive education, clean water, renewable energy, reducing inequality, and responding to climate change.



Our Case Studies

VinFuture Awards 2022 - Honoring research that promotes global recovery and sustainable development

With the theme “Reviving and Reshaping”, the VinFuture Award 2022 seeked and honored outstanding scientific and technological works that have a positive impact during and after the pandemic to help sustainable development for the lives of million people across the planet. In December 2022, the second VinFuture Award was held in Hanoi and broadcast live world-wide. There were more than 970 nominations from 71 nations on six continents. Notable nominations consist of outstanding inventions in areas such as healthcare, food, the environment, and sustainable development, as well as a range of other technological innovations for all aspects of life. VinFuture’s \$3 million prize is awarded to an invention that connects global network technology - changing the way of communication and working and laying the foundation for modern economic and social development, named 5 scientists including Professor Sir Timothy John Berners-Lee (the UK), Dr Vinton Gray Cerf (the US), Dr Emmanuel Desurvire (France), Dr Robert Elliot Kahn (the US), and Prof. Sir David Neil Payne (the UK).

The VinFuture main award recognizes the invention of the World Wide Web, the Internet and fiber optic Internet that have become the dominant communication tools worldwide. Billions of people enjoy the result of research, use it to get information, exchange and connect easily every day. In addition to the main prize, VinFuture also awarded 3 special prizes for scientists from developing countries, female scientists and scientists in pioneering new fields, each worth USD 500,000.

The special award for scientists from developing countries was awarded to Professor Thalappil Pradeep, Indian Institute of Technology Madras, Chennai, with a low-cost water filtration system to remove Arsenic from groundwater. Professor Pradeep

discovered that metal nanoparticles can be used to break the bonds that connect and transport arsenic in groundwater. This bond-breaking technology effectively cleans groundwater at a very low cost, helping millions of affected households.

Special award for female scientist Professor Pamela C. Ronald, University of California, Davis, USA, for her basic research on rice varieties that are resistant to flooding, and for creating new high-yield varieties. The rice variety researched by Professor Ronald is especially suitable for growing conditions in Laos, Bangladesh, and India and can be further applied in rice growing in other countries. This is a breakthrough discovery in the field of rice growing and harvesting.

The special prize for scientists in new fields was awarded to Dr. Demis Hassabis (UK) and John Jumper (USA), for their work on AlphaFold - an artificial intelligence system that predicts the 3D structure of proteins. Two DeepMind scientists developed AlphaFold 2, which uses deep learning to predict protein structure. With AlphaFold, artificial intelligence (AI) is proven to accurately predict the shape of proteins with atomic precision, at scales and in minutes. The team has produced and made publicly available a database of the structures of more than 200 million proteins empowering thousands of scientists to solve problems affecting all communities, countries and the world, enabling everyone benefits.

Vingroup Innovation Foundation - VINIF sponsored 24 Science, Technology and Culture - History projects

VINIF’s mission is to sponsor scientific research and training related to data science, thus supporting technology solutions that bring practical benefits to the community.

In October 2022, we sponsored nearly VND 90 billion for 19 Science and Technology projects and 05 Culture - History projects of practical value, with the potential to contribute to the sustainable development of the country. In addition to financial support, VINIF will accompany the research team in accessing scientific resources, connecting with a network of consultants and accessing large databases from the Vingroup ecosystem. In particular, a number of application-oriented scientific projects will also be consulted by VINIF to register for patent protection and introduce investment sources to continue to deploy into practical products and solutions.

At the end of 2022, VINIF has accompanied 102 science and technology projects with a total funding of up to VND 530 billion. Regarding Culture - History, after two years of implementation since 2019, VINIF also supported nearly VND 8 billion to develop 8 projects and 11 events.



APPENDIX



05

1. Our portfolio companies
2. Materiality assessment process
3. The presence of typical companies in Vingroup's ecosystem in 2022
4. Figures on environment pillar
5. GRI Indexes
6. List of tables and charts used in the report

1. Our portfolio companies

Vingroup holds shares of subsidiaries in Vietnam and overseas. The group operates in many industries, including technology, manufacturing, hospitality and education. The table below represents a key group of business operations in Vietnam and overseas as of 31 December 2022.

Core Business	Name of Companies	Year established	Principle Activities
1. Technology - Industrials	VinFast Production and Trading Joint Stock Company (VinFast)	2017	VinFast is the first electric car brand in Vietnam, and is the leading smart electric vehicle manufacturer globally.
	VinES (Energy Solutions) Joint Stock Company	2021	Vin ES is a joint stock company which develops and produces high-quality batteries for electric vehicles and green energy solutions. VinES has a team of more than 300 scientists and engineers working on new technologies and designs for battery packs and cells.
	VinBigData Joint Stock Company (VinBigData)	2021	VinBigData provides platform technology solutions and advanced products based on Big Data and Artificial Intelligence for five areas: Banking - Finance - Insurance, Hospitality, Retail, Real Estate, and the Automotive Industry with core technologies including Big data analysis and processing, Speech and language processing, and Computer vision.
	VinAI Artificial Intelligence Research and Application Joint Stock Company (VinAI)	2019	VinAI is the first world-class AI research institute in Vietnam, with over 200 dedicated and competent personnel, of whom almost 180 are AI scientists, SW engineers, embedded engineers, and AI residents. VinAI undertakes the mission of transforming our state-of-the-art AI research into impactful technology solutions for the global market.
	VinBrain Joint Stock Company (VinBrain)	2019	VinBrain is the first and only AI company in Southeast Asia to have an AI product for chest X-ray diagnosis approved for use in the United States by the FDA.
	VinHMS Software Production and Trading Joint Stock Company (VinHMS)	2018	VinHMS is a partner of Agoda, Booking.com, TripAdvisor, Traveloka, Expedia, iViVu.com, BestPrice.vn, Google Hotel Ads, and other travel brands. VinHMS was the first Vietnamese company to become a member of HTNG – Hotel Technology Next Generation – a global association that defines communication protocols for hospitality software.
	VinCSS Internet Security Services Joint Stock Company (VinCSS)	2018	VinCSS is a leading organization working mainly in the field of researching, developing, and producing products as well as providing cybersecurity services.

1. Our portfolio companies

Core Business	Name of Companies	Year established	Principle Activities
2. Real Estate & Services	Vinhomes	2008	Vinhomes is the leading real estate developer in Vietnam. Vinhomes develops, leases and manages mixed-use residential property projects that target the mid- to high-end market segments.
	Vincom Retail	2012	Vincom Retail stands as the developer, owner, and operator of retail malls with its extensive network of retail malls in Vietnam.
	Vinpearl	2001	As a leader in the hospitality industry in Vietnam, Vinpearl operates an expansive network of 5-star and 5-star-plus resorts and beach villas in Vietnam.
	VinWonders	2006	With its world-class theme parks and position as the number one entertainment, discovery, cultural, and festival brand in the world, VinWonders is a world-class entertainment brand of Vingroup
3. Social Enterprises	Vinmec	2012	Vinmec is currently known as a social enterprise with seven general international hospitals and three clinics, with a capacity of 1,500 beds.
	Vinschool	2013	Vinschool is a comprehensive educational system of kindergartens, elementary, secondary schools, and high schools with the goal of becoming Vietnam’s leading international school system and “An incubator of talent”.
	VinUniversity	2020	VinUniversity is an excellent, private, not-for-profit university that operates under a social enterprise model, which aspires to develop talents for the future, make a breakthrough in Vietnam's higher education system and become a world-class university.
	VinBus	2019	VinBus is a next-generation smart bus fleet manufactured by VinFast. The electric buses are equipped with the latest technologies and safety techniques. These include driver monitoring, security, and user-friendly features for older drivers, people with disabilities, pregnant women, and children.

2. Materiality assessment process

Vingroup’s materiality assessment process consists of two stages:

1. Material topic identification

Developing a comprehensive list of material issues, including those identified by stakeholders, as well as new global issues. The list of materials is also analyzed and issues are taken into consideration based on three major sources:

- (1) Significant and emerging issues that peers are dealing with.
- (2) Material topics identified by international sustainability standards and initiatives (e.g. SASB, S&P Global, GRI, UN SDGs).
- (3) Local regulations and national commitments towards sustainable development.

2. Material topic determination and prioritization

2.1 Assessment on the Importance of Material Topics to Stakeholders

Mapping identified material issues to internal and external stakeholders.
Engaging with stakeholders and understanding their perspectives.
Rating the importance of issues to stakeholders.

2.2 Impact Assessment of Material Topics on Vingroup’s Business

Vingroup assesses the impacts (both negative and positive) of key issues on the social, environmental and financial aspects in the short-to-long term.
Vingroup assesses the financial impact of sustainability issues on the economic value creation of the Group.
Our assessment is based on analysis of ESG information from financial institutions, rating agencies and internal analysts.

2.3 Prioritization of Key Sustainability Topics

Short-listing the significance of the Group’s material issues.

3. The presence of typical companies in Vingroup’s ecosystem in 2022

Ecosystem pillar	Technology		Real estate & Services			Social enterprises			Total
Province/City	VinFast1	Vinpearl2	Vinwonders	Vinhomes	Vincom Retail	VinUniversity	Vinmec	Vinschool	
Hanoi	32	1	1	17	12	1	3	28	63
Hai Phong	6	3	-	2	2	-	1	3	11
Ho Chi Minh	34	1	-	4	13	-	2	9	29
Khanh Hoa	7	9	1	-	5	-	1	-	16
Kien Giang	3	5	2	-	1	-	1	-	9
Other provinces/cities	207	17	2	5	50	-	2	3	79
North America and European	22	-	-	-	-	-	-	-	0
Total	311	36	6	28	83	1	10	43	207

Notes:
1. Includes VinFast 1S, 2S, and 3S showrooms, authorized dealers and manufacturing complexes.
2. Includes Vinpearl Golf and F&B center

4. Figures on environment pillar

Table 19. Vingroup’s total greenhouse gas emissions in 2022¹

		2022	
Vingroup Ecosystem		Scope 1 (tCO ₂ e)	Scope 2 (tCO ₂ e)
Technology - Industrials	VinFast	6,249	115,745
	VinES	42	26,073
	VinITIS	N/A	3,525
	VinCSS	1	118
Real Estate & Services	Vinhomes	52,106	181,228
	Vincom Retail	20,031	217,609
	Vinpearl	727,372	159,262
	Vinmec	1,667	35,923
Social Enterprises	Vinschool	26,076	12,712
	VinUniversity	31	2,322
	VinBus	3,695	6,216
Total Scope		837,270	760,733
Total Scope 1 & 2 (tCO ₂ e)			1,598,003

Notes: N/A - Not applicable
¹Excluding VinAI, VinBigData, VinBrain, and VinHMS as these companies lease offices from Vinhomes and have been included in Vinhomes’ greenhouse gas emissions. Vinhomes’ greenhouse gas calculation data includes emissions of residential area management and operation activities. VinFast’s greenhouse gas calculation data includes the emissions of VinFast Manufacturing Plant (VinFast Trading and Production JSC).
Scope 1: Direct greenhouse gas (GHG) are measured in tons of CO2-equivalent, measured directly from energy consumption, and losses from cooling system (HFC emissions)
Scope 2: Indirect greenhouse gas emissions are measured in tons of CO2-equivalent.

4. Figures on environment pillar

Table 20. Vingroup’s P&L electricity consumption in 2022

Unit: kWh

VinFast	Vinhomes	Vincom Retail	Vinpearl	Total
143,944,138	225,379,736	301,355,729	198,062,669	868,742,272

Table 21. Vingroup’s P&L fuel consumption in 2022

Unit: Liter

	2022			
	DO	Gasoline	Lubricants	Total fuel
VinFast	27,235	205,737	205,737	438,709
Vinhomes	218,573	32,712	2,010	253,295
Vincom Retail	278,867	4,295	424	283,586
Vinpearl	5,934,630	32,498	189,190	6,156,318
Total	6,459,305	275,242	397,361	7,131,908

Table 22. Vincom Retail Proportion of tCO2e Offset in 2022

	2022
Total electricity consumption at retail malls (kWh)	14,454,302
Total renewable electricity (kWh)	301,355
Converting tCO2e emissions from electricity consumed by retail malls	217,609
Convert tCO2e from renewable electricity	10,472
The proportion of tCO2e offset	4.8%

4. Figures on environment pillar

Table 23. Vinpearl Phu Quoc Energy Consumption in 2022

	2022
Fuel consumption	6,156,318
Oil (DO) (liter)	1,566,836
Gasoline (liter)	4,300
Lubricants (liter)	5,309
Total electricity consumption (kWh)	45,615,215

Table 24. Vinpearl Phu Quoc Proportion of tCO2e Offset in 2021 and 2022

	2021	2022
The renewable electricity energy (kWh)	2,385,574	2,956,420
Dormitory and Laundromat	1,390,981	1,765,879
Safari Area	994,593	1,070,741
Renewable energy from solar panels installed on the roofs of VinBus's electric bus charging stations	N/A	119,800
Convert to tCO2e	1,918	2,377
The proportion of tCO2e offset	2%	3%

Table 25. VinFast Water Reuse in 2021 and 2022

	2021	2022
Total amount of wastewater discharged (m3)	250,875	332,800
Total amount of water reused (m3)	12,576	32,016
Percentage of reused water	5.0%	9.6%

Table 26. Vinpearl Water Consumption Efficiency in 2021 and 2022

	2021	2022
Total amount of water used (m3)	3,528,364	5,468,929
Total amount of water reused (m3)	952,596	1,698,353
Percentage of reused water	27%	31%

5. GRI Indexes

GRI	Description	Chapter	Page
GRI 2: General Disclosures			
GRI 2-1	Organizational details	Chapter 1	13
GRI 2-2	Entities included in the organization's sustainability reporting	Chapter 1	13
GRI 2-3	Reporting period, frequency and access to the report	Chapter 1	5
GRI 2-6	Activities, value chain and other business relationships	Chapter 1	13
GRI 2-9	Governance structure and composition	Chapter 2	37
GRI 2-10	Nomination and selection of the highest governance body	Chapter 2	46
GRI 2-11	Chair of the highest governance body	Chapter 2	46
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	Chapter 2	38
GRI 2-13	Delegation of responsibility for managing impacts	Chapter 2	38
GRI 2-14	Role of the highest governance body in sustainability reporting	Chapter 2	38
GRI 2-15	Conflicts of interest	Chapter 2	45
GRI 2-17	Collective knowledge of the highest governance body	Chapter 2	46
GRI 2-19	Remuneration policies	Chapter 2	49

5. GRI Indexes

GRI	Description	Chapter	Page
GRI 2-20	Process to determine remuneration	Chapter 2	49
GRI 2-22	Statement on sustainable development strategy	Chapter 1	6
GRI 2-29	Approach to stakeholder engagement	Chapter 1	24
GRI 3: Materiality Topics			
GRI 3-1	Process to determine materiality topics	Chapter 1	27
GRI 3-2	List of materiality topics	Chapter 1	27
GRI 201: Economic Performance			
GRI 201-1	Direct economic value generated and distributed	Chapter 2	40
GRI 205: Anti-corruption			
GRI 205-2	Communication and training about anti-corruption policies and procedures	Chapter 2	56
GRI 207: Tax			
GRI 207-1	Approach to tax	Chapter 2	57
GRI 301: Materials			
GRI 301-1	Materials used by weight or volume	Chapter 3	78-79

5. GRI Indexes

GRI	Description	Chapter	Page
GRI 302: Energy			
GRI 302-1	Energy consumption within the organization	Chapter 3	67
GRI 302-4	Reduction of energy consumption	Chapter 3	68-72
GRI 303: Water and Effluents			
GRI 303-3	Water withdrawal	Chapter 3	73
GRI 303-4	Water discharge	Chapter 3	73
GRI 303-4	Water consumption	Chapter 3	73
GRI 305: Emissions			
GRI 305-1	Direct (Scope 1) GHG emissions	Chapter 3	67
GRI 305-2	Energy indirect (Scope 2) GHG emissions	Chapter 3	67
GRI 305-5	Reduction of GHG emissions	Chapter 3	68-72
GRI 306: Waste			
GRI 306-3	Waste generated	Chapter 3	76-77
GRI 306-4	Waste diverted from disposal	Chapter 3	76-77
GRI 306-5	Waste directed to disposal	Chapter 3	76-77
GRI 308: Supplier Environmental Assessment			
GRI 308-1	New suppliers that were screened using environmental criteria	Chapter 3	80

5. GRI Indexes

GRI	Description	Chapter	Page
GRI 403: Occupational Health and Safety			
GRI 403-1	Occupational health and safety management system	Chapter 4	97-98
GRI 403-2	Hazard identification, risk assessment, and incident investigation	Chapter 4	97-98
GRI 403-3	Occupational health services	Chapter 4	97-98
GRI 403-4	Worker participation, consultation, and communication on occupational health and safety	Chapter 4	97-98
GRI 403-5	Worker training on occupational health and safety	Chapter 4	97-98
GRI 403-6	Promotion of worker health	Chapter 4	97-98
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Chapter 4	97-98
GRI 404: Training and Education			
GRI 404-1	Average hours of training per year per employee	Chapter 4	88-96
GRI 404-2	Programs for upgrading employee skills and transition assistance programs	Chapter 4	88-96
GRI 404-3	Percentage of employees receiving regular performance and career development reviews	Chapter 4	88-96
GRI 405: Diversity and Equal Opportunity			
GRI 405-1	Diversity of governance bodies and employees	Chapter 4	99-100
GRI 406: Non-discrimination			
GRI 406-1	Incidents of discrimination and corrective actions taken	Chapter 4	99-100
GRI 407: Freedom of Association and Collective Bargaining			
GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Chapter 4	97-98

5. GRI Indexes

GRI	Description	Chapter	Page
GRI 408: Child Labor			
GRI 408-1	Operations and suppliers at significant risk for incidents of child labour	Chapter 4	99-100
GRI 409: Forced or Compulsory Labor			
GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Chapter 4	99-100
GRI 411: Rights of Indigenous Peoples			
GRI 411-1	Incidents of violations involving rights of indigenous peoples	Chapter 4	99-100
GRI 413: Local Communities			
GRI 413-1	Operations with local community engagement, impact assessments, and development programs	Chapter 4	103-107

6. List of tables and charts used in the report

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