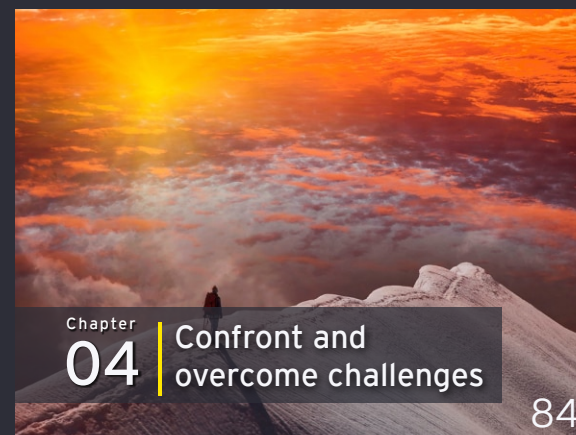
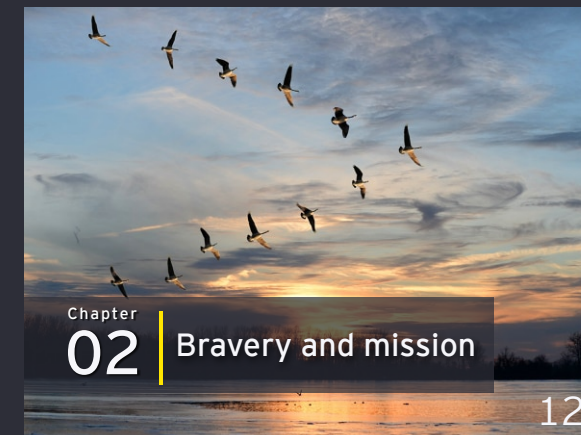


EY Vietnam
A 30-year journey
delivering the better
Yearbook | 2022



Contents

Greetings from EY Vietnam and EY Asean



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Our purpose, building a better working world acts as our guiding star — providing the context and meaning for the work we do every day. Through our integrated service lines, assisted by data and technology, EY teams help clients create sustainable values, accomplish their aspirations and find new answers for complex issues facing our world today.

Cuong Dinh Tran
Country Managing Partner, EY Vietnam



Greetings from EY Vietnam

This year, Ernst & Young Vietnam Limited (EY Vietnam) is proudly celebrating 30 years (1992 – 2022) of “Delivering the better” as a leading professional service provider in Vietnam.

The anniversary is a special occasion for us to look back with pride and appreciation, at our passionate journey so far and give thanks for the devotion of generations of EY, our close collaboration with respectful stakeholders and key clients as well as our inspirational growth rooted in trust and quality. These values reflect our long-term commitment to supporting the development of the profession and the Vietnamese economy.

Since the early 90s, as the first international auditing firm established in Vietnam, EY Vietnam not only proactively supported the authorities in improving the legal framework and management capabilities but also helped our clients in making their business operations more effective and sustainable. Throughout this time, our practice has grown from a single office of less than 100 staffs to thousands of professionals serving thousands of clients across

Faithfully yours,

A handwritten signature in blue ink, appearing to read 'Cuong Dinh Tran', written in a cursive style.

Cuong Dinh Tran
Country Managing Partner, EY Vietnam

all industries. We are looking back on a truly impressive 30 years of constantly leading, innovating and achieving success, while giving back to the communities through various meaningful corporate social responsibility campaigns.

In today’s fast-changing world full of unprecedented disruptions such as the ongoing pandemic, we continue to help deliver excellence by putting clients at the heart of our business and investing in our people. Our purpose, building a better working world, acts as our guiding star – providing the context and meaning for the work we do every day. Through our integrated service lines, assisted by data and technology, EY teams help clients create sustainable values, accomplish their aspirations and find new answers for complex issues facing our world today.

This yearbook is a trove of fond memories and the key milestones of our journey. I hope while turning the pages, you will catch a glimpse of what makes us EY Vietnam and what it feels like to be part of this wonderful team with such a remarkable history.

Greetings from EY ASEAN

2022 marks a special year as we celebrate the 30th anniversary of EY Vietnam. This is indeed a significant milestone. Congratulations to the founders, partners, people and alumni for building a successful professional services organization that is also one of the largest in the country with 1,600 professionals and counting.

EY Vietnam traces its roots to its humble beginnings in the early 1990s. The firm was founded on an ambition to build an organization that drives the growth of the professional services industry in tandem with the development of the financial and investment landscape in Vietnam. Established in 1992, it is the first 100% foreign-invested accounting and advisory firm in Vietnam, and the first accounting firm with a full-service operation license.

EY Vietnam grew to become a trusted brand in leading the audit of banking and financial institutions and in supporting the privatization and reforms of state-owned enterprises. In this journey, EY Vietnam has grown in scale and diversity to become a full-fledged professional services provider that helps in delivering value-added Assurance, Tax, Consulting, and Strategy and Transactions services to our clients. A lot has changed in the past 30 years. Yet, what remains unchanged is the visionary leadership, courage and agility to bring unstinting exceptional services to our clients then and now.

Liew Nam Soon
EY Asean Managing Partner

The professional services industry has not only gained greater prominence with Vietnam's growth and development; it is also seen as a key enabler to help state-owned enterprises and public and private organizations transform for the future. EY Vietnam has played a central role in shaping the professional services industry by representing the industry's voice through advocacy and education, and in doing so, contributing to the uplifting of the broader economy.

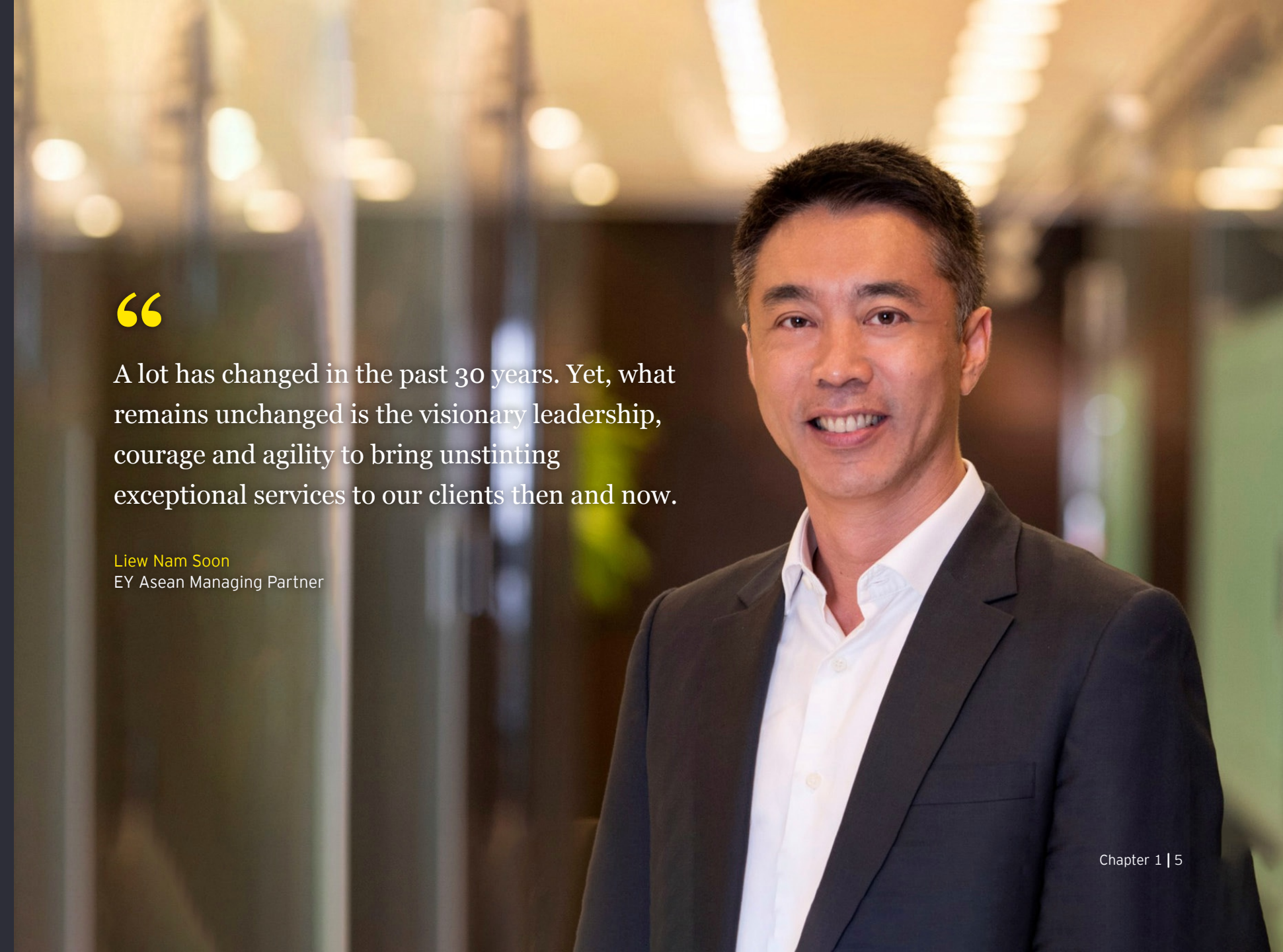
Beyond the country, EY Vietnam is also an important contributor to the growth of EY teams in the Asean region, serving some of the largest brands in Vietnam and in key sectors such as financial services, government and public sector, technology, media and entertainment, and telecommunications. As One Asean, our collective ability to invest and mobilize talents across the region enables us to make a greater impact on our clients in Vietnam, as we work with them to transform, build trust and seize opportunities in a fast-evolving business landscape.

This yearbook is as much about celebrating the support of EY stakeholders as it is about recognizing the unyielding spirit of our EY Vietnam people in delivering on our purpose of Building a better working world. I trust you will enjoy this account of the first 30 years of EY Vietnam, as we look forward to many more wonderful years to come.

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A lot has changed in the past 30 years. Yet, what remains unchanged is the visionary leadership, courage and agility to bring unstinting exceptional services to our clients then and now.

Liew Nam Soon
EY Asean Managing Partner





Chapter 01

Carrying the torch

When the 6th Party Congress was held at the end of 1986, Vietnam was in the midst of major economic difficulties. Despite strictly enforced price ceilings, inflation was hitting 700% a year. The country's exports amounted to some US\$500 million, less than half of its imports (US\$1.22 billion). While the Government had recorded several notable achievements in healthcare and education, the country's economic growth was not sustainable due to the fiscal deficit. There was virtually no foreign investment and visits by Vietnamese nationals to international markets were rare. Apart from a handful of diplomats and aid workers, there were few foreigners from developed markets working in Vietnam.

The reforms passed by the 7th Party Congress in 1991 greatly improved investment incentives, increasing the efficient and quality of production. Economic growth accelerated to 6%, thanks to previous investments in oil and electricity financed by Russia Government (formerly the USSR). Exports, of just over US\$2 billion, were about four times as much as in 1986. Nevertheless, Vietnam was heavily dependent on three main commodities (crude oil, rice and seafood), casting doubt on the sustainability of this growth.

The 1986 economic reforms resulted in to insignificant impacts on foreign investment in Vietnam. Aid from Russia (formerly the USSR) and other Eastern European countries was cut off. Meanwhile, international financial institutions such as the World Bank (WB) and the International Monetary Fund (IMF) restricted aid to Vietnam to consultancy without financial aspects. This left Vietnam in a difficult position as the country was still



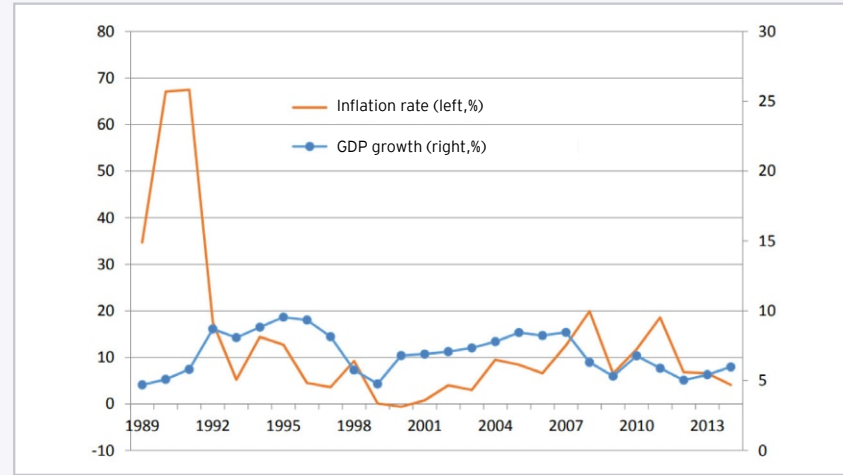
healing from the war, using up much of the resources that could have aided to produce economic growth.

At first, foreign investors were hesitant to put their faith in Vietnam's transition from a centrally planned to a more market-oriented economy. Total approved Foreign Direct Investment (FDI) in 1992 was not much more than in 1988, when Vietnam granted the first license for one foreign project, with implemented capital moving at an even smaller margin. This showed that foreign markets were somewhat uncertain about the Vietnamese market. ⁽¹⁾

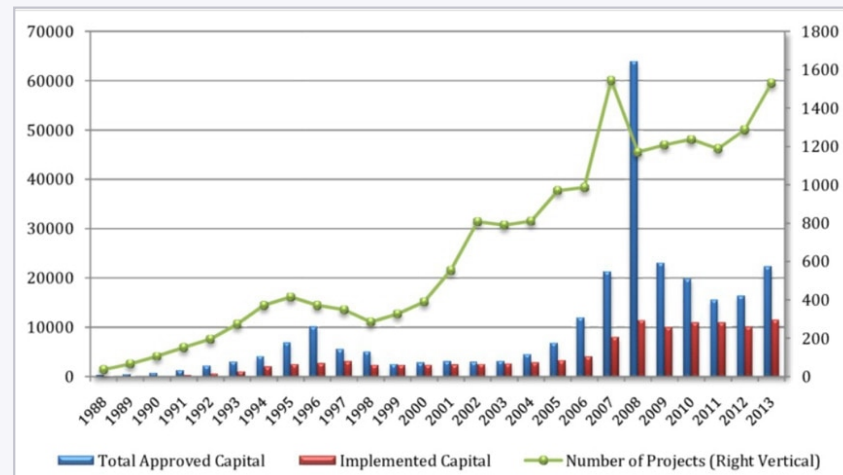
Only a small proportion of FDI commitments were disbursed in the early years. Apart from global economic upheavals, the bottlenecks in the local business environment cast doubts on foreign investor confidence.

The decision taken by EY organization to set foot in Vietnam was audacious, yet strategically visionary. The local landscape showed little promise for international investors at the time. However, the firm's first founding leaders set the cornerstone by founding two representative offices of EY Vietnam in Hanoi and Ho Chi Minh City as a strong vote of confidence in Vietnam's Renovation (Doi Moi) policy.

⁽¹⁾ Source: The report on analyzing 30 years development of Vietnamese economy and its economic positioning. Authors: Associate Professor, PhD Tran Dinh Thien and Chu Minh Hoi



Gross domestic product (GDP) Growth and Inflation rate (1989 - 2014)



FDI Approved and Implemented capital in Vietnam
Source: The General Statistics Office of Vietnam

This decision, while venturesome, was based on the numerous breakthrough policies the Vietnamese Government passed to support its vision of “untying” thinking by granting business rights to people and private businesses. EY, the first foreign auditing organization to invest in Vietnam, was proud to be on the Government's side on its Doi Moi journey, aiming to abolish ordinance norms and grant autonomy to state-owned enterprises (SOEs); promote the transparency of business activities and policy mechanism; establish standards on operation, management and business culture.

EY Vietnam journey witnessed the “open-door” policy, economic reforms and development of Vietnam over the past 30 years. The firm has been on the country's side in good times and bad, through US embargo and global economic crises.

When the global leading audit and consulting firm entered Vietnam, the independent audit sector was still in its infancy. Few were aware of such services and related regulations were non-existent. This created a myriad of challenges for auditing firms, especially for such a foreign organization, as auditing is a service impacting many sensitive areas.

In those days, Vietnamese people had little idea of the concept of audit and its terminologies. A quick search in the Vietnamese dictionary would yield a generic, ambiguous definition along the lines of “accounting examination, inspection or financial inspection”.



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Success is not final, and failure is not fatal. Having the courage to pioneer and continue should be the principle to have! The harder the conflict, the more glorious the triumph!



Lenard Xieu Tan

United Nations Goodwill Ambassador to the Asia-Pacific
Founding Managing Partner, EY Vietnam

What drove the EY organization to invest in Vietnam 30 years ago?

Dear big EY Indochina Family!

The story of EY Indochina is the story of a small startup persevering in the face of overwhelming odds to build the foundation of the great EY Indochina of today.

Mai Anita ⁽²⁾ and I would like to applaud our big EY Indochina family for its success. Our history started in 1988 in a small office in Ho Chi Minh city with just two members. At the time, Vietnam was

still under the US embargo. We opened our Hanoi office in a small room at the Government's guest house with four members, among them your current Country Managing Partner, my great colleague and friend: Cuong Dinh Tran. Vietnamese people are unparalleled in their dynamism and the country has a great strategic position. Being adjacent to China, having a long coastline and less than a two-hour flight from Hong Kong and Singapore, we had a once-in-a-lifetime opportunity to develop the financial market under Doi moi. Then and now, Vietnam needs to have a solid, independent accounting and auditing services industry to support its growth and face its challenges head-on.

To enable this independence, it was crucial to leverage the strength of a trusted business partner who is a leader in the field. EY Vietnam was born through close collaboration and relations with EY Hong Kong and through them EY Singapore and EY Australia, cementing the 100% buy-in from the EY Global.

This partnership brought a readily available global client base. From the very start, business is about relations and trust. Through our partnership and talks with EY Hong Kong, we brought the global weight of the firm and matched it with local strength to foster trust and create a leading-class auditing and accounting offering. This is not to say that the start was without difficulty. We fought to make the firm financially viable, drawing upon our client base and personal investments to make it successful. We fought for several years before we obtained our SCCI (State Committee on Cooperation and Investment) license and outlived the US embargo. We fought and advocated to build a strong local team without bringing in overseas teams to run the operation.

Through all this, EY Vietnam became the leading firm in the market. We were the first accounting firm with a full-service operation license under the representative office license from the Ministry of Commerce and the first accounting firm to be licensed by the SCCI. We bet on Cuong, sending him to the US, investing in his growth and creating the strong Managing Partner and Chairman of EY Indochina that he is today.

My belief is that when you're following your inner voice, doors will open for you even if they were closed on you before. If you are analyzing and auditing a business, you need to understand how it works, how it flows and how to make it work for your audit. Also, never forget that you must work on the business before it works for you. The core values are the glue that will hold the business together. Business values will allow you to soar above the competition.

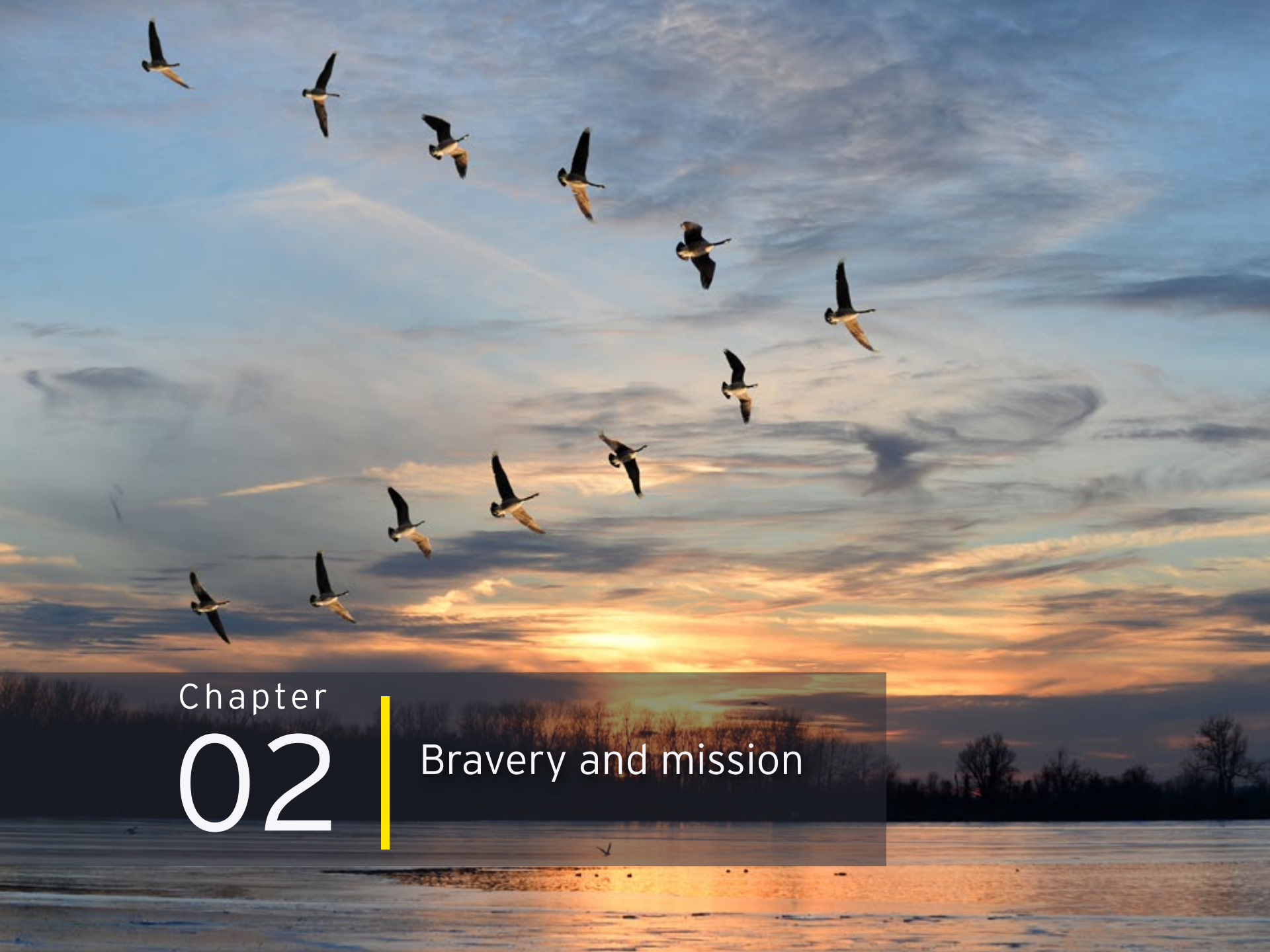
Not only has EY Vietnam performed exceedingly well in the market, but the firm has also played an important role in the evolution of Vietnam following the Doi moi. Specifically, we created our impact via:

- ▶ Facilitating the change of Foreign Investment Law to allow foreign investors to become 100% foreign-invested companies
- ▶ The establishment of the Assurance services
- ▶ Assisting with the establishment of the Vietnamese stock market
- ▶ Supporting the privatization and reforms of SOEs and many other various roles.

Just remember: Success is not final, and failure is not fatal. Having the courage to pioneer and continue should be the principle to have! The harder the conflict, the more glorious the triumph!

Taking this opportunity, I am very proud and happy that our EY family continues as one of the leading accounting and consulting firms in Indochina, and would like to send my warm wishes for continued success for many years to come.

⁽²⁾ Lenard Xieu Tan's spouse



Chapter

02

Bravery and mission



Part 1

On the side of foreign investors



Part 2

Building trust



Part 3

Facilitating investment - Perfect match



Part 4

A "mission" to raise the bar for Vietnam



| Part 1

On the side of foreign investors



Exploring uncharted water

The first Law on Foreign Investment was passed in December 1987, one year after “Doi Moi”, creating a legal foundation for foreign capital flows into the Vietnamese market. The first-ever investment license was granted to a foreign joint venture in 1988.

The initial direct capital set the course for an impressive journey that made Vietnam a top destination for foreign investors. Since then, 34,527 FDI projects in diverse sectors have brought in a total registered capital of US\$408.1 billion by the end of 2021, according to the Ministry of Planning and Investment.

EY Vietnam entered the country just four years after it officially opened up to foreign capital inflows. At the time, Vietnam GDP per capita was only around US\$363 (1992), one of the lowest in all of Southeast Asia. The country was struggling with a significant trade deficit and depended heavily on the public sector while the private sector was still in its infancy stages of development, under US embargo. The Vietnamese market

was nearly unknown to global investors at the time.

However, Vietnam had many advantages over its South East Asian nations such as its stable political system, strategic location and its young workforce. In particular, the country's leaders outlined a vision to bring the economy on par with some of the most developed countries in the region and the world.

In these early days, the concept of the independent audit was still unfamiliar and related regulations had yet to appear in the country. EY Vietnam was one of the first to provide audit services pursuant to international standards. Our services were chosen by early foreign investors in such sectors as oil & gas; manufacturing; food & beverage and many others.



Audit team in Ho Chi Minh city, 1999



A meeting between local regulators and Founding Partners at the Hanoi Opera House, 1993

The assurance services of EY Vietnam helped enhance the trustworthiness of financial reporting and disclosure, contributing to the country's economic growth. In addition, recommendations from the audit team, the added values, also helped businesses to strengthen their internal control systems, compliance and somehow improved business process, financial management and other activities. This is EY Vietnam's key contribution to the development of FDI community in Vietnam in the early days.

Not only providing assurance services for the FDI sector at the dawn of foreign investment in Vietnam, EY Vietnam has also assisted non-governmental organizations (NGOs) by providing financial reports. This has helped meet the large unmet need for transparency and quality information among donors and other stakeholders. In many cases, the firm was a sponsor for a significant number of NGOs projects through its audit services, an effort to join hand to support vulnerable communities.

Apart from its services for FDI enterprises and NGOs, EY Vietnam professionals have also been pioneers in bringing global auditing knowledge and leading practices to Vietnam. Since entering the market in 1992, a group of more than 10 EY Vietnam members have been doing research and translation on audit and economic terminologies, which was the first steps, paving the way for audit law development.

On 29 January 1994, two years after EY Vietnam was established, the Government issued Decree No.07-CP on independent auditing in the national economy to serve as the highest legal basis for independent audit activities. This was followed by 3 Decrees, 16 Decisions and Circulars, creating a legal framework for independent audit activities in Vietnam. Between 1999 and 2005, the Ministry of Finance issued a system of 37 Vietnamese standards on auditing and professional ethics standards for independent auditing activities.



EY Vietnam professionals receiving their ACCA certificates, 2017

Vietnam has been gradually improving its legal framework for independent audit to catch up with international practices while molding it to local economic conditions.

Along with these improvements in audit policy, Vietnam Association of Certified Public Accountants (VACPA) was established on 13 May 2005. The Government authorized the association to draft and update audit standards, review auditors, organize training to disseminate best practices and support the Ministry of Finance in organizing examinations and issuing auditor's certificates. EY Vietnam has played an active role in the majority of the organization's activities. Cuong Dinh Tran and Thanh Thai Nguyen (currently VACPA Vice President) - both EY Vietnam Partners - have been serving as major figures in the organization.



EY Vietnam Partners were awarded the Minister of Finance's Certificates of Merit, October 2020

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As one of the world's leading firms first setting its footprint in Vietnam, we have offered leading-class audit services to the very first FDI enterprises investing in Vietnam and also seen their evolvement and contribution to Vietnamese economic development over the past 30 years.

To meet the industries' expectations and requirements for quality, EY Vietnam has brought to the domestic market world class knowledge and experience to the independent audit function as well as developed and nurtured the local workforce.

With EY Vietnam's continuous contributions over the past 30 years, we can clearly see a marked change in Vietnam's independent auditing industry. Regulations and standards in the field of auditing have been formulated and revised based on best practices in the world and applied harmoniously into the domestic market.



Anthony Le Duong
Partner, EY Vietnam

In 2011, the National Assembly passed the Law on Independent Audit. This is the highest legal document on independent audit in Vietnam, enhancing the position of independent audits and putting the profession on track to sustainable development.

It is fair to say that in the past 30 years, information disclosure and transparency have improved remarkably at business organizations. To a great extent, this was a result of a maturing independent audit profession and enhanced legal supervision. A healthy investment environment supported by independent audits lead to capital market growth and improved the effectiveness of Government management and business activities. EY Vietnam is proud of its contributions to these remarkable achievements via policy consultation and human resources training.

Coca-Cola Vietnam Limited Liability Company (Coca-Cola Vietnam) was one of the first FDI pioneers that EY Vietnam has provided services for, mainly in assurance and tax, when they set foot in the market. Building on more than 100 years of global relations between the two corporations, the professionalism and experience of EY Vietnam's staff solidified Coca-Cola Vietnam's trust and proved instrumental in retaining them as a faithful client in Vietnam until today.

In addition to Assurance services, EY teams also provides tax advisory and legal services for FDI enterprises to open local branches and comply with local regulations. Thanks to the support, advice and connections of EY Vietnam, FDI enterprises could keep pace with market developments, stay compliant, grow and contribute to the state budget.

As a "bridge" between regulators and multinational corporations, EY Vietnam has been cooperating with the Foreign Investment Agency of the Ministry of Planning and Investment, Vietnam's Association of Foreign Invested Enterprises and Vietnam CFO Club to organize various seminars and conference on tax and investment policies for investors in Hanoi, Ho Chi Minh City and key provinces like Hai Phong, Bac Ninh, Vinh Phuc, Dong Nai, Hung Yen and many others.

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I have had the opportunity to work with EY Vietnam for more than 15 years now, as Chief Financial Officer (CFO) of Coca-Cola Vietnam and many other organizations later on. We have always put great stock in the quality of services at EY Vietnam and in the knowledge of their audit managers and advisors. We have always had faith in their professional advice and could rely on their support in good times and bad.

Working in other international organizations after Coca-Cola Vietnam, we have also been relying on EY teams for a wide variety of services like M&A, due diligence and transaction advisory, other than tax and audit. We have been great collaborators for the past 15 years.



Huy Chung Ngo

Former Chief Financial Officer, Coca-Cola Vietnam

EY Vietnam has also been actively supporting regulators with policy recommendations and advisory adopting leading practices from developed markets. These contributions of EY Vietnam and other organizations have partially helped close loopholes and create a comprehensive regulatory framework accommodating Vietnam’s unique requirements as well as international practices.

In addition, EY Vietnam has long been promoting the Vietnamese market to potential overseas investors. This helped Vietnam tap into global capital flows to feed its economic development and acquire advanced technologies.

Meanwhile, EY professionals have been promoting Vietnam as a promising investment destination in their regular keynote speeches at major forums and seminars on tax and investment in Vietnam and abroad, in Singapore, Japan, South Korea and Hong Kong.



A workshop on M&A implementation in South Korea in 2018



EY Vietnam professionals attending the AOTCA Tax Conference in Japan, 2015

Motivation and trust

In November 2005, the National Assembly adopted the Law on Investment, replacing the Law on Vietnam Investment and Foreign Investment. The new legislation created a more level playing field for domestic and foreign businesses and reinforced Vietnam's appeal to foreign investors. Reassured by Vietnam's admission to the World Trade Organization (WTO) in 2007, FDI continued to flow into the market. Billion-dollar projects were no longer rare, with Intel, Posco, Samsung, Formosa, LG and many others setting foot in the market.

The cooperation between EY Vietnam and Samsung Electronics Vietnam Company Limited (Samsung Vietnam) is a good example of its close relations with foreign corporations. Samsung Vietnam is the largest FDI enterprise in the country, with a total registered capital of all projects, worth US\$18 billion by 2021. EY Vietnam has been working together with Samsung since it established its first smartphone plant in Bac Ninh and grew into the premier foreign investor in Vietnam.

Samsung Vietnam's manufacturing plants in Bac Ninh, Thai Nguyen, and Ho Chi Minh City have sent powerful ripples across the world, drawing along hundreds of component manufacturers and service suppliers from its supply base in Vietnam and other countries. With the unprecedented scale of its investment in Vietnam, Samsung Vietnam needs top-range support from consulting firm who masters the local market knowledge and best practices, to keep on top of domestic and international developments.

In addition to advising Samsung Vietnam on tax, legal and operational matters, EY Vietnam has proactively appeared in their ruling dialogues with the government on investment and tax policies, incentives and crucial mechanisms. These dialogues have laid a solid foundation for Samsung to flourish in Vietnam in the long haul.

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EY Vietnam has been helping us since Samsung entered Vietnam in 2009, supporting us with information and consultancy on investment, tax accounting and tax matters. As the largest conglomerate in Vietnam, it is essential that we stay updated on government policies and every market movement. EY Vietnam has always helped us maintain a reliable communication channel with government stakeholders. I believe this collaboration will continue to be a resounding success for both Samsung and EY Vietnam.



Ahn Jang Hyuk
Chief Financial Officer, Samsung Vietnam

Japan is the country providing the second-largest FDI in Vietnam. According to data from the Foreign Investment Agency of the MPI, Japan has disbursed a total investment of nearly US\$64.2 billion as of 20 November 2021. Japanese companies accounted for one of the key client group among EY Vietnam clients thanks to its exceptional services and unwavering support throughout their development.

Mitsubishi Corporation (Vietnam) is a typical example of large Japanese industrial and technological corporation operating in Vietnam. Out of its diverse global portfolio, Mitsubishi Corporation (Vietnam) focuses on automotive, electronics, elevators and commerce. Beyond its respectable 25 years of experience in automotive manufacturing with a factory in Southern Vietnam, the company also plans to establish new production projects while also promoting its consumer finance business.

EY Vietnam has contributed a great part to the continuous growth and development of Mitsubishi in Vietnam. With the firm's support in understanding the policy landscape in automobile, finance and consumer credit, as well as in dialogues with the government and other authorities such as the Ministry of Industry and Trade, the

Ministry of Finance and the State Bank of Vietnam, Mitsubishi Corporation (Vietnam) leaders have made many strategic decisions that set the foundation for its future growth.

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I clearly remember in early 1990s when I first visited Ho Chi Minh city on a business trip, there was already a magnificent EY office on our way from Tan Son Nhat airport to the city center. Since then, Mitsubishi Corporation in Vietnam has been getting in touch with EY Vietnam in many fields such automobile, elevator, and many other manufacturing sectors through our joint ventures, as well as through your regular advisory services in our administration work in accounting, especially in your professional advices in taxation. We have been, and definitely will be very much satisfied with your prominent specialty and profession in your services represented by the entire EY Vietnam team.



Tetsu Funayama

Chairman and CEO, Mitsubishi Corporation (Vietnam)

Looking beyond Asia, Vietnam has always been the forefront of capital inflows from Europe and the US. A notable European enterprise betting on Vietnam from the early days is Piaggio Vietnam Co., Ltd (Piaggio Vietnam), part of Piaggio Group, the Italian premium scooter manufacturer of Piaggio and Vespa. After 15 years, Piaggio Vietnam has become one of the largest motorcycle manufacturers in Vietnam, with ambitious investment plans to turn the country into its global production hub.

In addition to providing exceptional tax advisory services, EY Vietnam has also supported Piaggio to connect with Vietnamese regulatory agencies. These communication channels helped Piaggio participate in policy advisory and the creation of a more conducive environment for growth and development. These relations supported Piaggio and other European corporations to contribute to the overall development of the Vietnamese economy.

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Over the past decade, Piaggio Vietnam and EY Vietnam have built and nurtured an enduring partnership where we are part of each other's daily operations and stood by each other at many strategic turning points of our organizations. Of the many distinguished qualities of EY Vietnam, the first I would like to highlight is their customer-oriented culture. We see many EY Vietnam consultants now as part of our team as they have always carefully listened to our needs and supported us through thick and thin. Their extensive knowledge of Vietnam and robust sense of business makes them a force to be reckoned with. Last but not least, their worldwide presence makes EY Vietnam the right collaborator for multinational companies such as Piaggio Vietnam and Piaggio Asia. EY Vietnam has certainly left their mark on Piaggio Vietnam's journey and I am grateful for their contributions.



Gianluca Fiume
CEO, Piaggio Vietnam



Vietnam-India Investment Seminar in Ho Chi Minh City, hosted by EY Vietnam, April 2021



EY Vietnam receiving the 2021 Golden Dragon Award from the Vietnam Economic Times



The Foreign Investment Agency of the Ministry of Planning and Investment and EY Vietnam signing a Memorandum of Understanding on foreign investment promotion, October 2021

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We have been working closely with foreign corporations from before they laid their first brick in Vietnam. We stood by them through their ups and downs, faced down their challenges with them. Together, we overcame market volatility and every trouble business threw their way. This is our link with our clients, forged in the fire of their growth in Vietnam.



Huong Vu
Partner, EY Vietnam

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Grasping and leveraging FTAs is far from easy. With local experience and global knowledge, we have been supporting multinational corporations so that they can make the most effective use of the preferential tariff treatments, trade facilitation measures, protections for investors as well as intellectual property rights in trade pacts Vietnam has signed.



Robert King
Partner, EY Vietnam

The deeper Vietnam integrates into the regional and world economy, the more attractive it becomes to foreign investors. The country has signed and entered into dozens of new-generation free trade agreements such as the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), the European Union-Vietnam Free Trade Agreement (EVFTA), and the United Kingdom-Vietnam Free Trade Agreement (UKVFTA). These agreements have been likened to “expressways” to transport “Made in Vietnam” goods and services to markets around the world. Through its system of bilateral and multilateral agreements, Vietnamese products have been exported to 55 countries, accounting for two-thirds of the world’s GDP and three-quarters of the global population.

For this, EY Vietnam has proactively connected with EY region to provide more diversified services to help foreign investors optimize benefits from tax incentives under Vietnam’s FTAs while mitigating potential risks.



EY Vietnam supported the Ministry of Planning and Investment in hosting a dialogue between Vietnamese Prime Minister Pham Minh Chinh and Japanese investors in Tokyo, Japan, November 2021

Sharing and solution

As the FDI sector continued to grow and became an important part of the economy, the demand for trade in goods and services within multinational corporations has also increased. This has elevated the risk of falling afoul of transfer pricing regulations, which is a relatively new issue in Vietnam, both in terms of regulatory practices and practical application.

In 2010, the Ministry of Finance issued Circular No. 66/2010/TT-BTC (Circular 66) revoking Circular No. 117/2005/TT-BTC and providing guidelines on transfer pricing and related issues. Circular 66 came at a time when transfer pricing was making headlines in Vietnam. It was frequently discussed at the National Assembly as more and more FDI enterprises kept expanding production and business despite reporting operating losses for several consecutive years. Since then, Vietnamese tax authorities have strengthened inspections and transfer pricing audits, creating a major concern for FDI businesses.

Joining the global movement against transfer pricing, in July 2017, Vietnam

joined the Base Erosion and Profit Shifting Inclusive Framework (BEPS). To close potential loopholes in the domestic tax system and improve tax compliance, the country has also adopted the Law on Tax Administration. Effective since July 2020, this law contains several articles and provisions on transfer pricing.

Furthermore, the Government has also issued Decree No. 132/2020/ND-CP (Decree 132) on tax administration for companies having transactions with related parties, including content consistent with BEPS-related guidelines and recommendations published by the Organization for Economic Cooperation and Development (OECD).

Under Vietnam's prevailing tax laws, enterprises are obliged to: (1) analyze, determine and declare transfer pricing according to the principles of "independent transaction" and the "nature of transaction, operation, decision on tax obligations"; (2) prepare a three-tier compliance documentation before finalizing corporate income tax; and (3) provide documents and explanations at the request of tax authorities.

To help businesses understand and comply with regulatory changes, more than 10 years ago, EY Vietnam set up a transfer

pricing advisory team. Going from a few full-time employees in 2010, the team is now more than 65 employees, including domestic and foreign professionals.

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Transfer pricing is currently one of the biggest headaches, not only for the Government but also for the FDI business community. Without effective management tools, transfer pricing has been a contentious topic between regulators and foreign investors. As an expert trusted by both sides, we have been supporting businesses to work out solutions that align with both their local and international reporting obligations.



Huong Vu
Partner, EY Vietnam



Annual transfer pricing seminars, organized by EY Vietnam

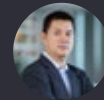
EY Vietnam has hosted training courses and seminars to help FDI corporations understand local regulations, their compliance obligations, tax administration trends in Vietnam and other countries, as well as the benefits of effective transfer pricing regulations. These events aim to fill the substantial unmet need among FDI enterprises and support them in taking the right steps for compliance.

EY Vietnam's leadership and professionals are also in regular discussions with tax authorities. By sharing policy recommendations and their experience, the firm has contributed to the development of laws in line with international practices as well as actionable tax regulations. In addition, EY Vietnam has provided advisory on the frameworks to enforce these obligations and to ensure that the correct tax charge is issued to enterprises involved in transfer pricing in Vietnam.

As a reliable partner, EY Vietnam leads the way for clients and brings added value to their ventures. As a result, the firm is a trusted advisor regarding tax and transfer pricing to the foreign business community in Vietnam.

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Countries around the world are tightening their hold on transfer pricing, not only in respect of cross-border transactions but also those taking place within the country. Going forward, on one hand, we will continue promoting premium consulting services for FDI corporations to help businesses mitigate risks and enhance performance. On the other hand, we will carry on with our seminars to help local businesses come to grips with tax regulations. We will also be supporting the review of risk assessment, structuring and implementation of pricing policies while compiling compliance documentation for related party transactions taking place in Vietnam.



Phat Tan Nguyen
Partner, EY Vietnam

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The firm has developed its tax and regulatory consulting capacities through on-the-job and abroad refresher training courses. EY Vietnam has long recognized that an experienced and knowledgeable team is key to its ability to support investors in tax and regulatory compliance while supporting their day-to-day business in Vietnam.



Robert King
Partner, EY Vietnam



A long, arched tunnel under construction. A worker in a yellow hard hat, orange safety vest, and blue work clothes stands on the left side of the tunnel, pointing towards the right. The tunnel walls are made of rough, grey concrete. The floor is a smooth, light-colored concrete. On the right side, there are several large pipes running along the wall, supported by brackets. The ceiling is also made of concrete and has a series of lights hanging from it. The tunnel recedes into the distance, creating a strong sense of perspective.

Part 2

Building trust

State-owned enterprise reform

The reform of state-owned enterprises (SOEs) is a long journey that started with a pilot equitization program in the 1990s. The primary goal of this reform is to enhance the operating performance and management of public assets.

The reform started tentatively. The first authoritative document issued by the Council of Ministers (now the Government) in 1990 was Decision No. 143/HDBT dated 10 May 1990, which selected a number of small and medium-sized SOEs for pilot transformation into joint-stock companies.

After the successful pilot, the government decided to broaden reforms between 1988 and 2002. EY Vietnam has been involved since this stage of the program to improve the performance of SOEs.

During this period, EY Vietnam's engagement with the Government and Public Sector (GPS) was led by leading professionals in Vietnam across the region, including Cuong Dinh Tran, Gerard Holtzer, Tom Chong, Thanh Thai Nguyen and many others.

With a team of international SOE reform veterans, EY Vietnam helped in implementing a series of large-scale projects valued at tens of millions of US dollars.



EY Vietnam was one of the principal consulting firms for the implementation of a World Bank project auditing SOEs in the cement, steel, paper and textile and garment industries. The project commenced in July 2002 on behalf of the Miyazawa Foundation as one of the first projects and a great milestone of the program.

EY Vietnam assessed the financial health, competitiveness, operating performance, governance, economic viability and strategic role of SOEs undergoing reforms. Afterwards, the firm helped these SOEs prepare action plans to restructure operations, improve governance and implement investment and transformation projects.

Throughout the project, EY Vietnam also submitted policy recommendations to the government to enhance the operating performance of SOEs.

In addition to this diagnostic audit project funded by the Miyazawa Foundation, EY Vietnam also facilitated the SOE reform process through a series of projects supporting Initial Public Offering (IPO) readiness. SOEs from various industries benefited from EY Vietnam, including banking, insurance, telecommunications, infrastructure and construction.

The SOE restructurings and reforms reached their peak in 2003–2010 when larger and more complex public conglomerates came on the agenda. At the time, the Vietnamese economy achieved several breakthroughs, setting the stage for accelerated SOEs reforms and legal improvements.



Pictures in a project EY Vietnam conducted

Vietnam's integration into the world economy was deepened by its entry into the World Trade Organization (WTO) in 2007 and participation in numerous free trade agreements. This boosted economic growth and fueled the country's determination to integrate into the world economy. This, in turn, required stronger SOE reforms to create a more level playing field for all economic actors.

More than a year after Vietnam's accession to the WTO, Southeast Asia was shaken by the world economic crisis stemming from a sharp downturn in the US financial market in 2008. Unfortunately, Vietnam was not beyond the reach of this crisis. As the world and Vietnam's growth slumped, Vietnamese regulators had to rethink policies to ensure continued development. In particular, they needed to find policies that would help businesses recover while leveling the playing field for the different sectors and allowing Vietnam to continue its globalization journey.

The period of 2010 to 2017 saw Vietnam rise from the group of low-income countries, a significant milestone in its development. At the same time, however, the country could no longer rely on funding from international organizations and needed to be self-reliant as it pursued

globalization. To develop, Vietnam has built a regulatory system that is attractive enough for international investors.

Throughout this transition rife in domestic and foreign economic events, EY Vietnam continued supporting the government in creating more open and even-handed policies to strengthen linkages between the public and private sectors. The firm was involved in the formulation of SOE supervision and open-door investment policies, among many others.

EY Vietnam is determined to continue supporting SOEs to improve their governance to international standards and tap into capital markets. Between 2008 and 2017, EY Vietnam was one of the two international consulting firms regularly invited to participate in the project series funded by the Asian Development Bank (ADB). These programs focused on improving SOE governance to integrate into and operate more effectively in the international market.

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In the GPS, we focus on supporting the Government and SOEs during the country's transformation. In addition to developing a long-term business model, our Government & Public Sector has always been working to be a trusted advisor for state authorities, international donors and SOEs.



Chuong Dang Phan
Partner, EY Vietnam

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Conducting state-owned enterprises' reform and corporate governance enhancement projects while Vietnam has been integrating deeply into the global economy requires well-versed knowledge, not only global best practices but also Vietnamese economic context. EY Vietnam, with a team of international SOE reform veterans, has always been our trusted partner on numerous SOEs related projects. Those projects proved to be instrumental in improving the level playing field for the country.



Anh Phuong Nguyen
Senior Economist, World Bank



Internal audit training within the framework of the Asset Management for Roads of Vietnam Project, 2015



The technical training on budget building and short-term cash flow forecast under the project on building the bidding criteria for MIS System - SOEs as well as strengthening financial supervision at SOEs

Through projects funded by the ADB, EY Vietnam conducted the assessment of several SOEs and corporations of strategic significance in Vietnam's SOE reform roadmap. Based on its findings, the firm also consulted these SOEs on restructuring and improving their corporate governance. The projects' deliverables also served as input for the formation of new policy lines for the next stage of the reform.

In addition to sharpening their competitive edge, EY Vietnam was also instrumental in developing the internal audit capacity of SOEs and regulatory authorities in 2010. It was picked by the Ministry of Transport for the purpose, beginning a partnership that remains strong to this day.

Since 2011, not only has EY Vietnam supported the government in reforming and restructuring SOEs, it also worked with many of these companies on strategy and operation transformation programs. EY Vietnam has provided consultancy in many fields, including strategic and organizational models, IT systems, risk management, internal control and people.

During this tumultuous period, EY Vietnam has lived up to the name of the global consulting firm in its work with state-owned groups and corporations. It has helped in implementing high-caliber strategy formulation projects that affected not only the businesses but also the country's economy. These large-scale projects included strategic consultancy for Vietnam Posts and Telecommunications Group (VNPT), Vietnam Mobile Telecom Services One Member Limited Liability Company (Mobifone) and Vietnam Oil and Gas Group (PVN) as well as model building projects for Military Telecommunications & Industry Corporation (Viettel) and The Vietnam National Textile and Garment Group (Vinatex).

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SOEs are unique and are very different from private enterprises. They are bound by an incomplete legal framework fraught with inconsistencies. They must strike a balance between economic and social objectives. They are far more restricted than private firms when it comes to dealing with strategic problems. With our local experience combined with the GPS knowledge of EY regional team, EY Vietnam has successfully supported not only SOE restructuring projects but also many digital transformation projects.



Chuong Dang Phan
Partner, EY Vietnam



Petrovietnam and EY Vietnam signing the consultancy contract for the former's Digital Transformation Strategy (2021)



MobiFone and EY Vietnam signing the Construction Project Development Strategy to 2025 with vision to 2030, Hanoi 2021

Refining the institutional framework

In addition to supporting the SOEs reform, EY Vietnam continues to work closely with state authorities, including the Ministry of Finance and the State Bank, on projects related to legal reform and the development of legal mechanisms approaching international standards.

EY Vietnam is also an active participant in building capacity for the Ministry of Finance's staffs, especially the Corporate Finance Department in charge of SOEs. EY Vietnam has been providing technical assistance in developing critical circulars and decrees on supervising SOE operating efficiency. The firm also provided technical assistance in the drafting of the corporate finance supervisory manual 2016-2017, an indispensable handbook for SOE leaders and the Ministry of Finance.

Most recently, EY Vietnam has collaborated with the Ministry of Finance to conduct a survey on the implementation of the Law on Management and Utilization of State Capital Invested in the Enterprise's Manufacturing and Business Activities (Law 69/2014/QH13). The EY team designed the survey to uncover implementation challenges from the perspective of companies and agencies representing the state interest in SOEs. The survey was later used as crucial input for amendments.

The Ministry of Finance chose EY Vietnam for its track record in implementing SOE reform projects. Furthermore, EY Vietnam has been directly assisting in the independent transformation of numerous SOEs in a fiercely competitive and volatile market.



EY Vietnam professionals presenting in the seminar on the Law on Management and Utilization of State Capital Invested in the Enterprise's Manufacturing and Business Activities, 2021

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I've had the opportunity to work with EY Vietnam on numerous policy consulting programs related to reforms and capacity building for SOEs in Vietnam. I am impressed by the enthusiasm and commitment of the EY Vietnam consulting team to contribute to the long-term development of the domestic business community and the economy. Not only there to complete the individual project at hand, the EY Vietnam consulting team has always taken the time to support us during and after each project to realize the goals set out in the beginning.



Tien Quyet Dang

Director of Corporate Finance Department, Ministry of Finance

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Traditional financial statements do not fully reflect the financial position of a company which has previously been involved in M&A or spin-off and is now about to go public. A pro forma statement would provide regulatory authorities and investors with a more well-rounded view of the company's performance and prospects.



Thanh Thai Nguyen

Partner, EY Vietnam

Another Ministry of Finance project EY Vietnam was engaged in involves advisory for the preparation of a pro forma document for financial information disclosure prior to an initial public offering (IPO). The statement would help regulatory authorities and investors better understand the financial health of prospective companies, especially companies that have just been the subject of M&A or a spin-off.

While popular in markets like the US, Europe and Singapore, the pro forma statement is a relatively new concept in Vietnam and there is currently no legislation guiding its implementation. A pro forma statement could bring some much-needed transparency to the Vietnam market, as numerous companies carry out restructuring prior to an IPO or listing on the domestic stock exchange. Currently, if a company submits its financial statements to the State Securities Commission for approval, the submitted financial information may not fully reflect its financial status.

Recognizing the complex issues surrounding pro forma statements, the Ministry of Finance has appointed EY Vietnam to utilize its extensive local and global experience to assist in the development of this document.

Once guidance is issued on the preparation of pro forma statements, disclosures in the stock market will be more transparent and the market will operate more efficiently. This will facilitate the management of listed companies by the State Securities Commission of Vietnam. While introducing additional tasks before an IPO, applicants are set to benefit from stronger investor confidence in their operations and financial status.

The project on the implementation of Law No. 69/2014/QH13 and the pro forma statements are two of the latest GPS-related projects delivered by EY Vietnam.



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One of the key GPS goals of the EY organization is enhancing the efficiency of macroeconomic management across the world and we are especially committed to building strong institutions in Vietnam. A modern legal system and economic institutions operating with the world's best practices will create a level playing field for all economic sectors.

EY Vietnam marries local experience with the latest global GPS knowledge to support the Government in the country's transformation.



Cuong Dinh Tran
Country Managing Partner, EY Vietnam

Carrying the torch in GPS

In addition to finance-related advisory, EY Vietnam's GPS division is also present in areas like infrastructure development and energy through its collaboration with the Ministry of Transport and Ministry of Planning and Investment.

To boost the government's efforts to mobilize resources for infrastructure investment, EY Vietnam supported the Ministry of Transport to develop a policy framework for public-private partnership (PPP) in transport projects in 2015. Between 2017 and 2019, EY Vietnam, with funding from the World Bank, also supported the Ministry of Planning and Investment in submitting a PPP bill. The resulting PPP Law has set the foundation for Vietnam to attract private capital into transport infrastructure development in Vietnam.

Fully evaluating the existing legal framework for PPP projects required EY Vietnam to collaborate with regional EY professionals,

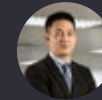
as well as local and international law firms. Based on the insights gained, EY teams compiled a set of recommendations to the Ministry of Planning and Investment and the Government of Vietnam to accelerate Vietnam's PPP program.

The Law on Public-Private Partnership Investment was adopted by the Vietnamese National Assembly in June 2020, creating a strong legal corridor to attract private investment into essential infrastructure projects and contribute to the country's economic development.

The PPP project demonstrates EY Vietnam's efforts to support the development of an effective legal framework to optimize the workings of the country's economy in key areas such as infrastructure and energy. This important bill is of strategic significance for EY Vietnam and the firm's contributions have inspired trust and confidence from regulatory authorities. The bill also added to the image of EY Vietnam as a reliable advisor in legislative projects. It is rare to find a member of the global EY network that has engaged at such high levels with regulatory authorities and helped draft laws of such importance.

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EY Vietnam's success in advising the Government on policy changes has been instrumental in building trust in our capabilities. The market has come to trust that we can adjust EY Global knowledge and experiences to the particulars of Vietnam.



Long Viet Nguyen
Partner, EY Vietnam



Launching Ceremony for the PPP investment portal managed by the Ministry of Transport, 2016



Scientific seminar on a legal corridor for digital banking in Vietnam, hosted by the State Bank of Vietnam, 2017



EY Vietnam professional presenting at the seminar hosted by the Ministry of Finance on the application of financial report standards in Vietnam, 2020



EY Vietnam professional presenting at a seminar under the project on supporting SME access to the global supply chain, 2021



| Part 3

Facilitating investment -
Perfect match

Paving way for indirect investment

On 18 May 2021, Masan Group and a consortium led by the Alibaba Group and Baring Private Equity Asia (BPEA) announced a contract for the acquisition of 5.5% in The CrownX, a Masan subsidiary, through private placement for a total cash consideration of US\$400 million.

This strategic partnership will accelerate Masan's transformation of The CrownX into a "Point of Life", a one-stop-shop to serve consumers' everyday needs, either offline or online. Masan's top priority is to modernize Vietnam's grocery markets and develop an unparalleled customer experience.

This deal received effective support from EY Vietnam's Strategy and Transactions (SaT) team in financial and tax due diligence of Masan's two key areas, FMCG and retail.

This is just the latest in thousands of successful M&A deals over the past 20 years in which EY Vietnam Strategy and Transactions (SaT) played an integral role behind the scenes.

Records show that foreign investors and investment funds began noticing Vietnam in the 2000s after the launch of the domestic stock market and the first trading session on 28 July 2000.

In the beginning (1998–2002), EY Vietnam mainly provided services related to financial due diligence (Finance DD) and tax due diligence (Tax DD), competencies that have since been substantially extended.

M&A activity heated up in Vietnam between 2007 and 2017. The market bustled with deals and hit a peak of US\$10 billion in

value in 2017, according to the Vietnam M&A Forum Research Team. This was a time of growth for local enterprises and the stock market grew richer in options for investors with stakes not only in equitized SOEs but also in private companies. The M&A wave during this peak period was due to Vietnam's economic restructuring drive, especially SOE equitization, the restructuring of the national banking and financial system, and the tackling of non-performing loans. Furthermore, the legal framework was carefully adapted to evolve with the economy.



Vietnam's competitive advantages include its geostrategic location, stable political system, young labor force, surging disposable income, and lower costs of living. The country will continue to be an attractive investment destination for multinational conglomerates. Euromonitor International forecasts Vietnam to be one of the most vibrant and promising M&A markets in the world, with an M&A investment index reaching 102 points, second only to the US (108.9 points) in 2020.

In the early days, M&A deals came mainly from companies and investors from the Asia-Pacific region, especially Japan, South Korea, Singapore, as well as private equity funds. Now, however, there is also significant appetite from local corporations and domestic investment funds.

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We do not wait for the clients, we strive to be proactive in approaching and communicating with investors and large investment funds across the world to connect them with opportunities in Vietnam.



Binh Thanh Phan
Partner, EY Vietnam



The seminar on key M&A considerations for Investors from South Korea, hosted by EY Vietnam, 2018



EY Vietnam representatives at an M&A conference

To tap the market opportunities with a strong movement of M&A, EY Vietnam determined to actively approach the market since 2000s. EY Vietnam and EY professionals in Asia Pacific have become the keynote speakers at seminars, events and investment promotion sessions in countries with major investment and trade relations with Vietnam such as Japan and South Korea, Singapore, Hong Kong. Meanwhile, EY Vietnam, in collaboration with domestic regulatory agencies has co-hosted a series of seminars to bring the image of Vietnam - an attractive investment destination to foreign investors. In specialized journals on domestic and foreign investment, EY Vietnam has been providing sharp M&A analysis in Vietnam to potential investors.

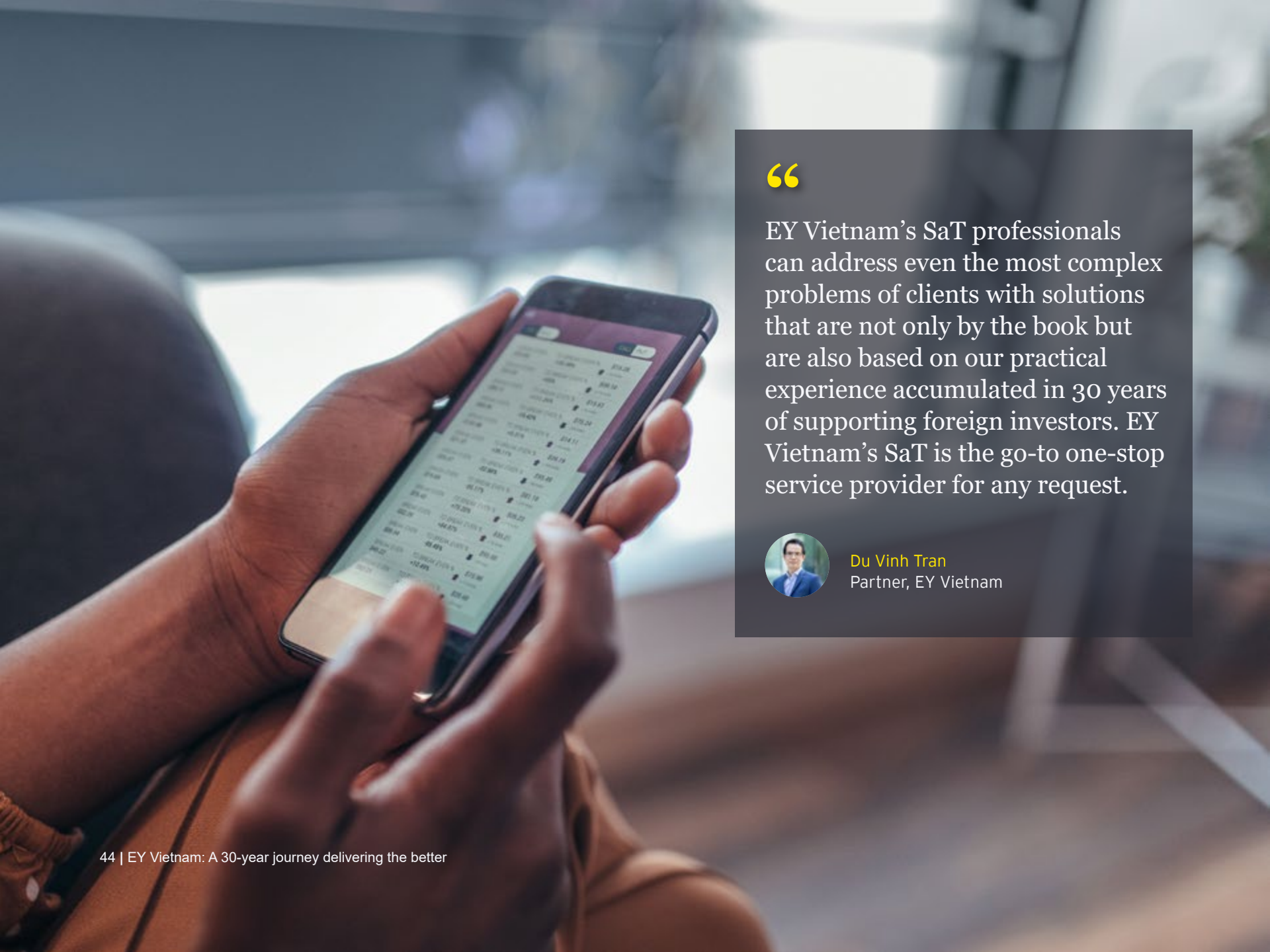
In addition to expanding in scale, EY Vietnam's M&A team has

diversified its services to meet the increasingly complex needs of clients. Its due diligence services now cover finance and accounting; tax; legal; recruitment; IT; regulation and compliance; synergies; and cybersecurity. The SaT team also supports foreign investors with valuation services (Valuation); integrated M&A services (M&A lead advisory); and strategic consultancy (Strategy).

Supplying these services is a team of consultants with multiple years of international experience and deep knowledge of the local market, as well as a team of economic professionals. The team has grown 5 times over the past 20 years to meet the increasing workload and professional challenges. The team can now support clients in everything from financial appraisal, taxation, personnel, trade, big data analysis and legal to consulting and handling issues arising before, during and after a transaction.



The Seminar on Data Analytics in Food & Beverage (F&B) and Retail hosted by EY Vietnam, 2017



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EY Vietnam’s SaT professionals can address even the most complex problems of clients with solutions that are not only by the book but are also based on our practical experience accumulated in 30 years of supporting foreign investors. EY Vietnam’s SaT is the go-to one-stop service provider for any request.



Du Vinh Tran
Partner, EY Vietnam

Integrated services

The deal between Mitsui Co., Ltd. (Mitsui) and Minh Phu Seafood Corporation (Minh Phu Seafood) is a prime example of the integrated due diligence advisory service provided by EY Vietnam. Major Japanese group Mitsui intended to make a strategic investment in Vietnam's leading shrimp producer, Minh Phu Seafood in 2019.

This was an integrated consulting project, delivering multiple due diligence reports on tax, finance, regulatory, market, HR, and commercial services. The research produced by EY Vietnam helped Mitsui's management get a clear picture of the local and international seafood industry, and to understand Minh Phu Seafood's capacity.

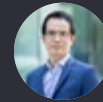
Simultaneously, EY Vietnam facilitated negotiations between the two companies and advised on the preparation of the sales and purchase agreement. As a result, Mitsui acquired a 35.1% stake in Minh Phu Seafood in May 2019. What is more, the deal helped optimize the operations of Minh Phu Seafood and gave it access to the sales network established by the Mitsui Group.

Foreign capital inflows not only offer financial strength for local enterprises, they also help improve their corporate governance and scale. By taking the initiative and making strong investments in training and capacity building, EY Vietnam has become a reliable supporter of foreign investors looking to acquire shares in local enterprises.

In each of the past four years (2018–2021), EY Vietnam has supported nearly 100 deals with a total annual value exceeding US\$1 billion. In 2021 alone, the firm supported M&A transactions worth about US\$1.6 billion. EY Vietnam stood behind many

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When foreign corporations invest, they bring more than just capital to a local enterprise. They bring invaluable support for restructuring and can help reduce personnel costs, expand the market, and improve the distribution system. Embracing foreign capital is the fastest way for local enterprises to achieve advanced corporate governance standards and international best practices. We hope that the M&A deals we advise will generate long-term value for local businesses and lay a solid foundation for sustainable development.



Du Vinh Tran
Partner, EY Vietnam

prominent deals, including Warburg Pincus' investment of US\$100 million in Momo e-wallet, the GIC acquisition of a more than US\$500 million stake in Vingroup, a US\$400 million investment of a consortium of Baring and Alibaba in CrownX, as well as CrownX receiving US\$350 million in investment from a group of TPG, ADIA and SeaTown.

Vietnam remains an attractive investment destination with its young demographics, rising per capita income and strong consumption power. M&A activity will likely continue to accelerate in the future across industries such as finance and banking, retail, consumer goods, food and beverage, real estate and healthcare. In addition, the M&A scene is expected to see greater involvement by local enterprises.

It is also worthy to note the rising trend of Vietnamese enterprises “setting sail into the ocean” with outbound investment deals and listings on prestigious stock exchanges.



EY Vietnam speaker participating at an economics seminar

In the short term, foreign investors may find it difficult to simply come to Vietnam and look for investment opportunities. In the new normal, EY Vietnam will develop new due diligence services to create a comprehensive picture of a seller's operating performance, supporting investors with no boots on the ground.

Local businesses proactively looking for partnerships can rely on these reports and share them with potential investors to answer most regular questions that investors are interested in. Businesses can also take the opportunity to provide a clearer and more comprehensive view of their strengths and potentials to investors. Clear figures in a transparent document will facilitate transactions, saving the parties both time and money.

In addition to financial, tax and legal, other factors like environmental protection, workforce management, anti-corruption and money laundering will also need to be considered. In addition, with the technology boom, evaluating deals will require a lot

of technical knowledge (big data, data analytics). EY Vietnam is mobilizing its extensive resources and consulting experience to prepare to meet these requirements.

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Signing an M&A transaction is not an end but the beginning of a long-term growth story. Investors have paid dear and have high expectations from the deal. Local enterprises need careful planning to turn those expectations into reality.



Binh Thanh Phan
Partner, EY Vietnam



EY Vietnam hosted the Seminar on Fast Access to Capital for Growth, 2021



| Part 4

A "mission" to raise the bar for Vietnam

From vision to commitment

In 1990, Vietnam passed its first two laws on private enterprises, including the Law on Companies and the Law on Private Enterprises. Before that, the private sector had to navigate an ambiguous legal landscape and deeply ingrained social stigmas. These two laws provided clarity for the private sector and gave it a framework where businesses could grow. In 1999, under the leadership of Prime Minister Phan Van Khai, also known as the “Prime Minister of enterprises”, the Law on Enterprises was amended to create an institutional breakthrough for private enterprise’s development growth.

In the first 20 years of opening, Vietnam has reported resounding success. According to the General Statistics Office, the country’s GDP surged an average 7.56% a year between 1991 and 2000.

As the economy expanded, EY Vietnam sought to do the same. After seven years of supporting the FDI sector, Cuong Dinh Tran, then Senior Audit Manager, proposed

expanding the firm’s clientele to local companies in 1999, with the ultimate goal of raising Vietnamese enterprises to international standards.

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At the time, there was virtually no demand among domestic clients for EY Vietnam or foreign auditing firms’ services. However, EY leadership believed that the firm’s presence in Vietnam was a commitment for the future and that it was our mission to sharpen the competitive edge of local companies.



Cuong Dinh Tran
Country Managing Partner, EY Vietnam

The Securities Center of Ho Chi Minh City (the predecessor of the Ho Chi Minh City Stock Exchange – HOSE) opened the first trading session in July 2000, marking the birth of the Vietnamese stock market. Few people know that the EY Vietnam team was quietly supporting the bid of Refrigeration Electrical Engineering JSC. (REE), the first company to be listed on the local stock market.

As the first company to go public, REE faced a host of difficulties in equitization and preparing for the IPO. The workload was daunting, from setting up a dedicated team to reviewing and completing operational, governance and control procedures to preparing financial statements and performing audits before listing, as well as conducting compliance reviews in relation to the numerous regulations on listing.

While around the world, companies might have been listing their shares for hundreds of years, there was no precedent in Vietnam. EY Vietnam’s professionals held discussions with REE’s management about global practices and ways they could be applied in Vietnam’s incomplete legal system, with adjustments to a nascent stock market.

Apart from helping REE successfully conduct its listing in Vietnam, EY Vietnam also supported it in converting the bonds issued for Platinum Victory Pte Ltd, a fully-owned subsidiary of Jardine Cycle & Carriage, one of the companies on the Singapore Exchange with the largest market capitalization in 2015.

From the very early stage, REE has grown from strength to strength and developed from an SOE to one of the top 30 companies in terms of market capitalization.



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REE used to be an SOE with a complex organizational structure and corporate governance system. We highly appreciated our cooperation with EY Vietnam, who not only helped REE become the first listed company on the Vietnamese stock exchange but also supported our subsequent development with professional services. I have the highest regard for the people at EY and their working style, dedication and responsibility. EY Vietnam will always be a trusted collaborator to REE.



Binh Thai Ngoc Nguyen

A member of the Board of Directors, Finance Director, REE

REE is a prominent example of a local company and an SOE that has been supported by EY Vietnam in a transformation over more than 20 years. The REE project was also the beginning for EY Vietnam's journey to assist domestic companies of all colors and the stock market in remodeling their operations.

Restructuring for opportunities

According to a recent report by Forbes, the 100 largest family businesses in Vietnam contribute 25% of its GDP. Many of them are among the 50 most trusted listed companies whose stocks are considered blue chips. Family businesses will continue to be the engine of the private sector and a vital part of the Vietnamese economy.

As the private sector assumes its role in the national economy, many private companies and family businesses have begun to consider restructuring and adopting international financial reporting standards to enhance their position in the local market while approaching foreign investment.

Sun Group, a family business founded in Da Nang 15 years ago, is now one of the largest real estate developers in the country with over 50 subsidiaries and 50,000 employees. Its core business lines include developing luxury complexes comprising of resorts, parks and premium condotels. Its large scale necessitates

leading-class management to sustain the meteoric rise of this company.

To enhance its strategic business planning and meet customer demands, Sun Group has been working with EY Vietnam since 2019 to reinvent its business structure.

In 2019-2021, the two sides rolled out a variety of initiatives from appraising the company's equity to developing an optimal organizational structure for the group. Currently, our cooperation is still undergoing to standardize Sun Group's business model to enable the group to live up to its sustainability ambitions while supporting other strategic objectives.

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Restructuring a business takes a great deal of time and effort. However, EY professionals helped Sun Group open up to new perspectives. We were able to look at our business from a completely different angle. They helped us identify the most suitable business model for the time to come.

Our work with EY teams since 2019 has never failed to meet or exceed our expectations. We are looking forward to our continued cooperation with EY Vietnam to enhance our business with well-rounded solutions while helping us remain compliant with local and global regulations.



Huong Thi Thanh Bui
General Director, Sun Group



The Golden Bridge by Sun Group has become an icon of Vietnamese tourism

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The greatest challenge in any restructuring project is aligning the efforts of company leaders. The restructuring, meaning operating in a more transparent manner, incur significant expenditure for consulting and compliance with international standards. Keeping the new business model consistent is also a big hurdle. However, once leaders are aligned on the same business goals and are determined to make it work, nothing is truly impossible.



Thinh Xuan Than
Partner, EY Vietnam

Restructuring a business - in other words, developing effective corporate governance in accordance with international standards - has become an irreversible trend in Vietnam. Although financial reporting rules may be less complicated for private companies than listed companies, even though, these organizations are facing substantial pressure from their banks, investors, suppliers, partners, customers, as well as their employees. Every step of every facet of a company's operation now needs to be guided by a clear and conscientious corporate governance system and backed by reliable financial reporting implemented to global standards.

Following this vision, many large domestic private companies have started to implement innovative business solutions to renew their business model. Their transformation is the first step toward bigger ambitions: to raise capital from strategic investors or even file for an international IPO.

Striving for new heights

The Vietnamese economy has continued to grow as it integrated deeper into the world economy. In 2006-2007, the country achieved more than 8% year-on-year growth, a dream figure across the world. Vietnam's accession to the World Trade Organization (WTO) in 2007 greatly boosted export growth and foreign investment inflows. Vietnam has come into its own as a promising destination for big investors who would bring the resources needed to sustain the country's rise.

Meanwhile, many domestic companies reported double-digit annual growth. To finance their ambitions to expand and seize the abundant opportunities, many local companies were looking to make international capital calls. From this point, international capital was a key driver of production and business development.

EY Vietnam is proud to be accompanying domestic businesses, including leading corporations such as Vingroup, in their endeavors to attract foreign investors and access the international capital market.

Vingroup, formerly Vincom, was the first Vietnamese company to successfully access the international convertible bonds market in October 2009. Vincom's bonds were officially listed on the Singapore Exchange on 16 December 2009 and raised US\$100 million from foreign investors for Vincom Retail.

From 2013 to 2015, US private investment fund Warburg Pincus also made a substantial investment in Vincom Retail, which owns, manages and operates Vingroup's shopping malls and had a

total valuation of US\$300 million at the time. Later on, in 2017, Vincom Retail made another splash when selling shares worth US\$743 million to numerous US and non-US foreign investors.

Vinhomes, one of the country's largest real estate developers and a subsidiary of Vingroup, launched its IPO in Vietnam by selling US\$1.35 billion worth of shares to several US and non-US foreign investors in 2018. To this day, this is the largest IPO event in the history of Vietnam stock market.

Now, VinFast (Vingroup's automotive arm) is getting ready for an IPO in the US by the end of 2022, gradually realizing its dream by listing in one of the largest stock markets in the world.



Vinfast vehicles making an appearance at an overseas exhibition (Source: Vinfast)

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Vingroup is a true Vietnamese pioneer that has always aimed for the highest international standards. We are the first Vietnamese company ever to issue convertible bonds with a total US\$100 million on the Singapore Stock Exchange in 2009. We are also preparing for an IPO for VinFast in the US.

To take on the world's largest and most demanding market, Vingroup must undergo intensive preparation for this upcoming IPO. EY Vietnam, as our trusted, well-versed collaborator, has assisted throughout various listings and capital transactions since the early days.

We appreciate and respect the knowledge, dedication and determination of your global and local professionals. Your support has been essential for us to win international customers and affirm our position in the global market.

Vingroup's success can serve as a model for local businesses aspiring to conquer the global market.



Quang Viet Nguyen
General Director, Vingroup

Vingroup is just one large corporation within the sea of organizations EY Vietnam has supported in accessing international capital. The list features prominent names from many different fields including Hoang Anh Gia Lai Group, Techcombank, Mong Duong Finance Holdings B.V. and AES Mong Duong Power Co. Ltd., just to name a few.

EY Vietnam is believed to have conducted the highest number of cross-border investment deals in Vietnam so far. In addition, the firm also leads in serving IPO-ready companies through the delivery of audits and the issuing of Comfort Letters so that they can offer their equity to foreign investors.



Vinfast vehicle production line (Source: Vinfast)

Corporate restructuring and capital raising are now an urgent need to allow companies to adapt and develop in a dynamically changing local and global business environment. To assist local companies in “cleaning up their financials” before selling assets to foreign investors, EY professionals have provided not only advice but also supported them to review their ownership structure and quality of assets. These reviews allowed companies to build more transparent and simple ownership models with more streamlined value chains and higher-quality assets.

Playing “matchmaker” between local companies and foreign investment funds is no simple task, as institutional investors such as banks and investment funds have extremely stringent requirements for financial disclosure, governance and internal control.

Each engagement, particularly an IPO, involves coordination with numerous parties such as institutional investors, equity issuers and underwriters like Credit Suisse or JP Morgan, consulting organizations, international law firms and regulators. Proper coordination ensures that the financial statements and prospectus meet key requirements in finance, commerce, legislation and transparency.

EY Vietnam has also established close relations with financial institutions, banks and capital instrument underwriters, as well as leading corporations and stock market regulators at home and abroad. As a result, EY professionals have deep and timely insights into investors’ preferences, market movements and legislation on the stock and corporate bond trading.

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Foreign capital not only helps local companies grow, it also facilitates the evolution of corporate governance to align better with the requirements of foreign investors. This can make local companies more resilient, raise their position in the market and allow them to compete with foreign corporations as Vietnam integrates deeper into the world economy. We always strive to help local companies reach the highest standards, even meet the IPO requirements in the US, one of the most demanding markets in the world.



Cuong Dinh Tran

Country Managing Partner, EY Vietnam

The more successful international fundraising projects the EY team helps in delivering, the more trust the firm inspires in the business community. In Vietnam, EY professionals bring to the local market not only its international experience but also numerous internal professional groups such as audit, tax, asset valuation, business and financial instrument valuation, accounting and restructuring. To learn leading practices and knowledge from teams with a longer history, EY Vietnam has been closely coordinating with professionals from EY Asia-Pacific teams and the global EY network.

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We value each opportunity given to us by our clients and do our best to fulfill our responsibilities, no matter the investment costs.

We always motivate our people to take part in training at **home or** abroad. We have a dedicated team for large and unique deals with special access to all necessary resources at any time. We do not consider audit as just a job, it is a mission to help local companies reach new heights.

When I look back on EY Vietnam's 30-year journey, what I am most proud of is that we have always stood shoulder to shoulder with local companies during their transformation. We never stop learning to stay ahead and give them the best support to succeed on the global stage.

To better serve our clients, EY Vietnam will continue to invest in human resources, our key competitive edge in the market, while improving premium services.



Son Phu Tran
Partner, EY Vietnam

The entrepreneurial bravery

To ensure the development and success of EY Vietnam and its clients, services need to be closely aligned with the needs of each economic development stage.

Therefore, each year, EY Vietnam conducts a general research to assess the market needs shaping the future of each economic sector. The firm has been using these findings to adjust and invest in existing and new services to enhance the capacity of its staff to meet the evolving requirements of clients.

Over the past years, EY Vietnam has heavily invested in developing corporate consulting, particularly restructuring, and consulting to improve corporate governance and financial, IT and risk management.

Through collaborative projects with local companies, EY Vietnam has also helped clients to improve their skills and the functional knowledge of their employees.



This is one of the positive impacts EY Vietnam brings to the local market.

In addition to diversifying its services and supporting clients in improving human resources, EY Vietnam has also brought the EY Entrepreneur Of The Year (EOY) award to Vietnam in 2011. The EOY award has been held annually in 60 countries over the last 27 years. The program honors outstanding and influential entrepreneurs with a positive influence on the entrepreneur community.

EOY is now an annual celebration of entrepreneurial spirit, creativity and vision across the world. Winners go through multiple rounds of selection with clear and uniform global criteria to spot the world's most dynamic and talented entrepreneurs.

The entrepreneurs nominated and awarded by EOY embody the entrepreneurial spirit. With a strategic vision and an innovative mindset, they have led their businesses to tremendous regional and global growth and



carved out a solid place among competition while generating sustainable values for the economy and communities.

By bringing the EOY initiative to Vietnam, EY Vietnam aims to share inspirational business stories and key factors for success. In addition, as a “bridge” between EOY’s international and Vietnamese entrepreneurs, the program aims to inspire

younger Vietnamese leaders to aim higher even in difficult times. It also provides them with timely and the right support to enable their success and contributions to the socioeconomic development of Vietnam. EOY promotes a new generation of entrepreneurs with sky-high ambitions and a sustainable mindset.

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Amid globalization and growing competition, Vietnamese enterprises should strive to meet international standards to sustain commercial growth and create added value. This is a key objective of Vietnam’s economic restructuring. The ultimate goal of the EOY award co-organized by the Vietnam Chamber of Commerce and Industry (VCCI) and EY Vietnam is to encourage entrepreneurship among Vietnamese.



Loc Tien Vu

President of the Vietnam International Arbitration Centre

Former Chairman of the Vietnam Chamber of Commerce and Industry (VCCI)



Chapter

03

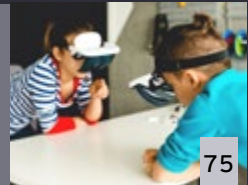
Partnerships to lead the way



Part 1
Pioneering innovation



Part 2
Future planning



| Part 1

Pioneering innovation



Building capacity and resilience

Along with providing assurance and tax services, EY Vietnam has been proactive in the field of consultancy since its inception. These corporate governance advisory activities have contributed to EY Vietnam's prestige in Vietnam as the top consultancy and professional services company. With this strategic direction and its unwavering commitment to quality, EY Vietnam has been weaving positive change and generating value for the business community and Vietnam.

Effective consultancy for businesses, especially SOEs, requires good strategic orientations and committed leadership, as well as a complete understanding of the business and management regulations on the part of EY Vietnam. It is also necessary to understand and apply international standards to achieve the most optimal outcomes.

In the early 2000s, EY Vietnam was repeatedly selected to provide comprehensive diagnostic audits for SOEs in the cement, iron and steel, paper and apparel industries. Throughout these projects of key importance, EY Vietnam leveraged its deep understanding of the SOE sector to conduct comprehensive analysis and make strategic recommendations for reform and rearrangement. The recommendations and the long-term vision outlined by EY Vietnam served as key input for the management agency and the stakeholders to build a roadmap for the equitization, merger, dissolution and listing of SOEs.

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In the first 10 years (1991–2000), we were pleased to witness many of the key development milestones of the country's economy, such as its steady and high GDP growth above 7% a year, overcoming hyperinflation and the economic crisis, first steps of international integration and the lifting of the embargo. However, we also found that the country's economy was still performing under its potential, with low productivity, uncompetitive products and services as well as a labor force that was less skilled than the regional and Asian level.

Besides, domestic studies and those conducted by the EY organization led us to believe that a more efficient public sector could facilitate economic transformation. Therefore, we were always looking to support SOEs by reorienting their business and improving their operating models, as well as the reorganization and equitization of these enterprises.



Cuong Dinh Tran
Country Managing Partner, EY Vietnam

The success of these audit projects has opened up opportunities for EY Vietnam to participate in further consulting projects sponsored by international organizations to build capacity and reform SOEs.

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SOE reform, restructuring and innovation has been one of important part of “Doi Moi”, with ambitious goals. It can be said that EY Vietnam was steadfast and committed to the clear consulting orientation that brings value to SOEs.

We trust and highly appreciate EY Vietnam’s enthusiasm and knowledge to support NSCERD’s operation more effective.



Muon Viet Pham

Former Vice Chairman of Government Office
Former Vice president of The National Steering Committee for Enterprise Reform and Development (NSCERD)

Above all, with the right direction and the support of the EY teams across the globe, EY Vietnam’s team of business consultants has constantly grown, both in numbers and skills. We have developed a solid understanding of not only the SOE sector but also domestic businesses in general. This gives the firm the confidence to continue building on EY Global’s methodology and fine-tune its advisory approach to the domestic market.



Innovation from corporate governance

Before 2008, the financial crisis and the global recession, the domestic economy was flourishing. Vietnam posted relatively good GDP growth, gradually approaching middle-income developing countries. A series of major developments - such as the launch of the Stock Market in 2000, the passing of the Enterprise Law in 2005, the Investment Law in 2005, as well as the WTO accession in 2007 - have created business opportunities and new markets for businesses, especially private and FDI enterprises. However, besides the successful integration and outstanding growth, businesses were also facing some fundamental challenges. These included the strong competition between domestic and foreign companies in technology, production costs and selling prices, as well as mounting pressure from imported goods. These challenges forced domestic enterprises to change. It has led to revamped business plans, improvements in corporate governance, and developed management and technical capabilities.



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We have received a steady flow of requests for consultancy, ranging from strategic and operational due diligence, financial and business process improvement to organizational restructuring and optimization as well as IT application. Not only providing services to clients from our global system, EY Vietnam also successfully approached domestic companies to help accelerate their development. By transforming family companies into well-organized joint-stock companies, EY Vietnam helped these businesses develop and attract investment. This affirmed EY Vietnam's strength in combining global experience with local understanding.



Tung Ba Dang
Former Consultant, EY Vietnam



With each project, EY Vietnam has gradually accumulated a great deal of experience and has earned an industry-wide prestige for the quality of its consulting services and the dedication of its professional team supported by EY Global with knowledge and cutting-edge business administration know-how. More importantly, the firm has formed a deep understanding of corporate culture and business models in Vietnam.

In late 2008, the global financial crisis and the ensuing recession had a strong impact on Vietnam. Most production shrunk as business activities slowed down. The exports decreased with each passing month and the consumption and consumer price index fell, while some critical products and materials remained stagnant. The stock market stagnated as the stock price index continued to drop.

The real estate market remained listless and intermittently froze over. These risks caused great concern to companies, investors and institutions who failed to make adequate risk provisions or implement large-scale corporate risk management protocols.

Seeing to the heart of the issue and spotting the opportunities in the crisis, EY Vietnam led the way in promoting risk management among Vietnamese companies between 2009 and 2011. The crisis showed that internal controls, internal audits and enterprise-wide risk management were essential to making companies resilient to external shocks.

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With the support from the regional EY team, we reached out to clients and other companies to devise risk management plans on an expedited basis. The challenge was huge. Most of the companies did not understand the concept of business risk management or did not understand it “the right way”, in accordance with international practices. Through great effort, we have made some critical progress in these pioneering projects.



Thang Manh Hoang

Associate Partner, EY Vietnam

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As soon as we realized the positive impacts this move could bring, we were determined to repeat it on a broader scale. We wanted to disseminate risk management practices to listed companies and the State Securities Commission (SSC). Our goal was to provide the staff of the SSC, the Stock Exchange and listed companies with at least basic knowledge of international risk management principles and practices.



Chuong Dang Phan
Partner, EY Vietnam

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From the perspective of State management, adequate risk management at enterprises is an effective internal prevention and compliance mechanism to control and minimize the risks they may face.



Hung Doan Nguyen
Former Vice President, State Security Commission of Vietnam
(In July 2012, at the Launching Ceremony of the Corporate Risk Management Awareness Manual)

Thus, it is impossible not to mention the efforts of EY Vietnam to stand side by side with the State’s supervisory management agencies in the process of orientation and training. Those are fundamentals to help enterprises access the standard capacity and knowledge framework in the field of corporate risk management.

Following the success of this pivotal partnership, the SSC and EY Vietnam continued to cooperate in subsequent programs. These helped to bring the Vietnamese business community the most up-to-date information and recommendations to improve corporate governance and support the long-term development of the Vietnamese stock market. For its continuous contributions since 2010, EY Vietnam received a Certificate of Merit from the SSC in September 2013.



Announcement Ceremony of the Corporate Risk Management Awareness Manual and Report on Survey Results of Risk Management Status in Vietnamese enterprises, 2012

Its pioneering orientation has made EY Vietnam the leading risk consulting firm in Vietnam. The firm's services not only benefit clients, they also have a positive influence on the general market. With many consulting projects on assessing, improving, and building corporate risk management strategies, as well as transforming internal control activities, the firm's dedicated consulting team has been growing continuously. It has also been seamlessly collaborating with the EY teams to develop risk management models for different industries.

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Amid the economic, political and social turmoil, corporate governance rooted in standardization, transparency and systematization has given us a competitive advantage not only in Vietnam but also in the countries where we invest. It has helped us to continue generating value for our shareholders and partners participating in our value chain.

Throughout our 5 years of companionship, EY Vietnam has been an important partner of SBT, a member of TTC Group, in building corporate governance systems such as risk and financial management systems. They have accompanied SBT in our expansion to Laos, Cambodia, Singapore and soon Australia.

We highly appreciate the experience, professionalism and responsibility of EY Vietnam and their contributions to the development of both SBT and the Vietnamese economy.

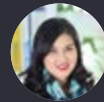


Ngoc Bich Huynh

Chairwoman of the Board of Directors,
Thanh Thanh Cong-Bien Hoa Joint Stock Company

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Due to the nature of our business, we were aware of the importance of risk management relatively early. Economic and financial crises have a significant impact on businesses. Through the risk management project consulted by EY Vietnam, we not only had the opportunity to look at the overall risk picture of the enterprise but also assessed new risks from the changing economic environment. EY oil and gas industry consultants have been of great help with both up-to-date risk knowledge and advanced risk modeling. As a result, we are more confident in seizing new opportunities. The project also laid the foundation for the building of a modern management model for PVD Drilling in the future.



Phuong Ngoc Yen Ho

Former Deputy General Director, PVD Drilling



Restructuring to embrace new opportunities

As the country integrated deeper into the world economy, the competition also became fiercer, not only for local but also for foreign companies. Imported products and services, offering high quality at reasonable prices, which has put a lot of pressure on home-made goods and domestic businesses. Companies could no longer operate in the traditional way, they had to embrace change to be able to compete. Besides, as companies grew stronger and had better access to capital markets, they started optimizing their cost structure and getting ready for IPOs.

Domestic industries like real estate, e-commerce, IT, retail and manufacturing of industrial products and automobiles are also driving growth. Businesses were engaged in wholesale restructuring to

rationalize and streamline resources, maximize core competencies, create new competitive advantages and access capital through various channels such as IPOs, investment funds or strategic investment partners.

In addition, after accumulating capital and experience in the domestic market, many large-scale enterprises have started looking abroad for business and capital.



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Whenever an ownership model is restructured, tax efficiency must always be scrutinized. This is due to the tax costs of transformation transactions, IPO structuring or similar fundraising, as well as related compliance requirements. Moreover, tax efficiency brings values to businesses, especially those with a complex operating model featuring multiple separate companies or holding companies.



Tinh Xuan Than
Partner, EY Vietnam

EY Vietnam has constantly received requests for consultancy for business strategy reviews, as well as restructuring of ownership, operating and organizational models, from SOEs, global clients, private enterprises, family businesses and listed companies alike.

To provide comprehensive consultancy for businesses, EY Vietnam established a team of experienced consultants from diverse disciplines. EY tax and legal consultants provide clients with solutions that are effective, feasible and in compliance with the law. Meanwhile, finance and accounting consultants from EY Vietnam and EY teams provide industry-leading knowledge to model restructuring scenarios. Simultaneously, EY corporate governance consultants review and help build operating models that are streamlined, effective and highly feasible.

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Corporate restructuring projects are becoming more ambitious as most companies want to access capital markets and cooperate with strategic investors. There are constant opportunities to support businesses and we have made heavy investments in our ability to design solutions from strategy to operations. That is our strategy to be a trusted advisor that clients seek.



Thang Manh Hoang

Associate Partner, EY Vietnam

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Auditing plays an important role, especially for businesses that are implementing restructuring projects, both before, during and after the restructuring. We give customers confidence in the success of restructuring projects, with practical experience in accompanying businesses in Vietnam, good practices in the world based on legal regulations in country. This is the most important value the clients are expecting from the audit firm.



Truong Vu Le

Partner, EY Vietnam

Corporate governance towards international standards

In addition to competition and a changing business environment, businesses felt significant pressure to reform from regulatory authorities and the capital and stock markets. These pressures drove companies to improve and enhance their corporate governance.

The Law on Enterprises (2014), the Law on Securities (2019), and relevant regulations set the direction and ground rules on corporate governance for public companies, in accordance to international standards.

The efforts of international organizations to bring global standards to the Vietnam market, along with guidelines and good governance practices, provided public companies with better visibility of the appropriate corporate governance principles as prescribed by relevant laws such as Handbook of Corporate Governance in Vietnam by SSC and IFC, October 2010. However, after 10 years, public companies had first received an instructive document about the principles of company management, called Code of Corporate Governance by Best Practice by SSC and IFC, published in August 2019. This was an encouraging and especially positive outcome.



EY Vietnam provided not only analysis and benchmarks to relevant agencies and organizations, it has also supported numerous clients to implement the framework and critical components of corporate governance. These consulting services involved global leading practices on corporate governance adjusted through insights from EY Vietnam.



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With a broad corporate governance approach based on corporate strategy in combination with the leading governance practices in the pharmaceuticals and health sciences, EY Vietnam has helped us build principles and successfully transform critical components of corporate governance, from strategic planning, risk management to financial management.

For us, the insights and working methods transferred by EY Vietnam have had high practical value and created positive effects on Hau Giang Pharma's day to day corporate governance.



Khuong Dinh Duy Doan

CEO, Hau Giang Pharmaceutical Joint Stock Company



| Part 2
Future Planning

Data trends and digitization

Technology is transforming our social life and is changing rapidly today. Digital transformation has become a new trend and a challenge for businesses looking to secure a new competitive advantage. Businesses need to rethink their strategies and transform their business models and processes. The requirements of EY Vietnam's clients have inspired a great deal of dedication from our consulting team.

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In a time of countless changes and uncertainties, companies are forced to undertake a transformation. Business leaders must simultaneously focus on solving the current problems, while identifying and exploiting the upcoming opportunities and understanding the major trend to “seize” the future.



Chuong Dang Phan
Partner, EY Vietnam

EY Vietnam provided advisory services to Vietnam Posts and Telecommunications Group (VNPT) during the digital transformation journey of this state-owned telecommunications giant. In 2020, VNPT's leadership realized that the group needed to undertake a large-scale transformation to meet its growth targets

and maintain its competitive position. EY Vietnam was the first choice of consulting partner to support this project. The firm was required to redesign major business processes to facilitate VNPT's strategic orientation of offering mobile data services focusing on Customer Lifecycle Management and Customer Value Management, and based on VNPT's digital management platform and big data analytics capabilities.

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After a thorough analysis of reliability trends, management practices and the current state of affairs at VNPT, we helped the company not only transform their actionable business processes but also supported the pilot implementation of new business and management initiatives in accordance with the proposed model.



Long Viet Nguyen
Partner, EY Vietnam

The world has truly changed in 2020 when the pandemic descended across the globe. In the blink of an eye, COVID-19 crisis pushed the healthcare systems of many countries to the limit, sending the global economy into disarray. The pandemic has redrawn social norms and interactions, spurring the development of new technologies such as 5G, AI, IoT, AR/VR, machine learning, blockchain and new generation batteries. This will change every aspect of human life, from consumption to entire professions and the way we work. Digital transformation is inevitable, and the Government has been strongly promoting development in this direction.

Besides capital and human resources, data is now a paramount resource. Data helps companies not only make operational and strategic decisions but also helps them create new competitive advantages. What is more, data is always at the heart of digital transformation.

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Digital transformation is a key part of the repositioning businesses need today. Our Transformation Realized approach tested and verified across the globe helps our customers align their digital transformation strategy with their business vision through Future Back. When formulating a vision for digital transformation, we ensure it puts humans at the center, technology at speed and innovation at scale to help clients successfully transform. This model helps EY teams accompany businesses through every step of their digital transformation journey.



Duc Minh Nguyen
Partner, EY Vietnam

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Understanding the importance of data and clients' concerns, with support from the EY organization and the region, we will continue to strengthen the team and consulting tools to help clients build reliable data structures to standardize, reuse, and scale data and data models. In particular, we will support the effective application of multi-dimensional data analytics for strategic decisions in business.



Long Viet Nguyen
Partner, EY Vietnam



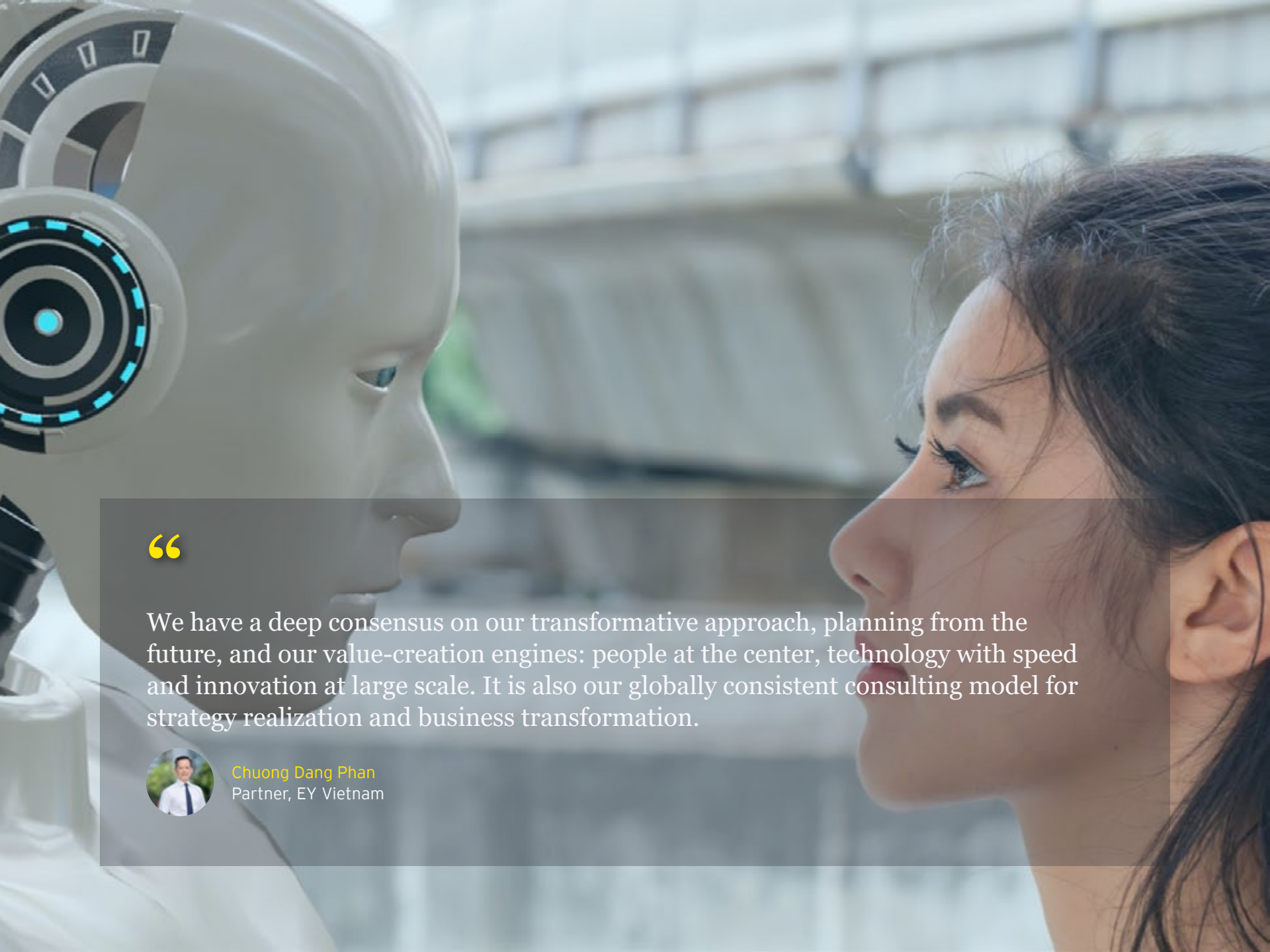
Cloud technology enables businesses to transform, set themselves apart and gain a competitive advantage. It is a big leap from traditional IT solutions. Cloud computing helps optimize business resources by providing infrastructure, platform and software solutions for the entire supply chain while delivering financial and operational benefits.

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Cloud technology is becoming a very important market segment for us. EY is ranked by International Data Corporation (IDC) as one of the top three cloud technology service providers in the world. With an excellent team, the support of the EY organization, and close cooperation with technology alliances, we are helping many clients assess their readiness, build strategy, deploy and optimize the operation of cloud technology.



Sayantan Choudhury
Partner, EY Vietnam



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We have a deep consensus on our transformative approach, planning from the future, and our value-creation engines: people at the center, technology with speed and innovation at large scale. It is also our globally consistent consulting model for strategy realization and business transformation.



Chuong Dang Phan
Partner, EY Vietnam

Information security

Information security is a constantly increasing challenge. According to EY Annual Global Information Security Survey 2021 (GISS 2021), 77% of 1,400 global cybersecurity leaders claimed that the number of disruptive attacks, such as ransomware, has increased at their company over the past 12 months (compared to 59% in the previous year).

The challenge lies in identifying and managing threats from outside and within the company, vulnerabilities caused by weak business processes, as well as the impact of a security breach. When something goes wrong, the damage is not purely financial, there is a potentially significant loss of reputation, in addition to legal repercussions. Moreover, even indirect damage such as costs for litigation, crisis resolution, loss of market share, or disrupted supply chains could be substantial, with the impact often felt in the long run.

Currently, companies are struggling with inadequate awareness of cybersecurity issues. EY Vietnam, with its efforts to maintain constant development, is always ready to help clients safeguard their digital interests.

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For many years now, we have been supporting a large number of clients, regulatory authorities and organizations to address cybersecurity issues. We have also quantified cyber risk by looking at cross-functional security capabilities for improvement and enhancement. In addition, with the support from our global and regional network, we will continue to build our capacity to perform specialized services to support the management and operation of corporate and institutional clients' cybersecurity systems.



Robert Trong Tran
Partner, EY Vietnam



Strategy and digital transformation of the telecommunications industry

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In Vietnam, digital transformation is a strategic imperative, driven by our need for modernization, evolving consumer behavior and lifestyle, as well as market trends. It inherently challenges all strategic assumptions and we want to be at the forefront, supporting our clients in this vital industry.



Cuong Dinh Tran
Country Managing Partner, EY Vietnam

Economic and technological disruptions are undermining long-standing assumptions in most sectors. This is a catalyst, prompting companies to create new business strategies and discover new approaches.

Post and telecommunications are crucial infrastructure and an effective management tool. It is also essential for the protection of national security and improving the cultural and social life of the people. It is also a profitable business sector, especially in the context of the digital economy and the COVID-19 pandemic.

In early 2021, EY Vietnam provided consultancy to MobiFone on its development strategy for 2021-2025, with a vision to 2030. The project aims to meet MobiFone's goals regarding technological innovation and an innovative governance model in the era of Industry 4.0.

According to the leader of MobiFone, by collaborating with a globally prestigious strategic consulting unit, MobiFone wants to fulfill its ambition of transforming from a traditional telecommunications services provider to a technology company providing

digital infrastructure, digital services and digital content. MobiFone believes that our 2021-2025 development strategy will lay a solid foundation for MobiFone's continued development.



Launching Ceremony of Development Strategy Consultancy Project 2021-2025, Vision 2030 for MobiFone, 2021

Within the scope of the project, EY Vietnam conducted a strategic analysis of the market and MobiFone's resources and operations. Based on these findings, EY Vietnam has supported MobiFone to complete the vision, goals and overall mission for its development until 2025 and vision to 2030. It offered the telecommunications giant comprehensive solutions to innovate its business and growth models. The changes proposed by the firm would revamp MobiFone's strategies on telecommunications networks, IT, media, R&D, human resources and KPI tools.

EY Vietnam was honored to be chosen as the consultant for the strategic development project of VNPost Corporation with a 10-year vision to 2030, based on the pillars of logistics, wholesale and retail, as well as digital and financial services.



In addition to proposing multi-dimensional strategies, EY Vietnam also supported the implementation of the business strategies for each pillar. It also supported the monitoring of the overall strategy to help VnPost consolidate its leading position while building new capabilities to achieve the goals set for each pillar.

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A major strategic risk companies face is developing new business segments in a discrete manner, based solely on their judgments of market trends. We help EY-Parthenon clients to challenge their long-standing assumptions. Our professionals' insights help our clients identify and solve core problems and grow together with their customers.



Huong Thien Dao
Partner, EY Vietnam

Affirm your position, step firmly into the future

Technology is not the only trend affecting the business and social landscape. Globalization, demographic change, the environment and the COVID-19 pandemic have all created changes. These changes are taking place from the roots, across many industries, transforming economic policies, as well as consumer and market dynamics.

Although less affected by COVID-19 than many others, the Vietnamese economy still suffered heavy damage. Its GDP growth

of 2.58% in 2021 (2.91% in 2020) was the lowest in the past 30 years. Many service industries reported negative growth such as wholesale, retail, transportation and warehousing, lodging, as well as food and drink services. Meanwhile, finance, banking and insurance, information and communications, healthcare and social assistance were the sectors that maintained growth. The total capital mobilized by the stock market in the first 11 months of 2021 was estimated at VND444,941 billion, up 23% on a year-on-year basis, according to the General Statistics Office. Industries that are essential and where technology has been adopted earlier and at a larger scale (minimized human-to-human interaction), and where customer experience was placed at the center, seem to have gained the advantage and will soon generate superior value compared to others.



The pressure to change is huge for both our clients and EY Vietnam. As industries are being reshaped, consumers grow super smart and professions change, Vietnam needs to come to terms with change.

At a meeting with businesses on the 17th anniversary of Vietnam Entrepreneurs' Day in 2021, National Assembly Chairman Hue Dinh Vuong suggested that entrepreneurs and businesses need to proactively adapt their strategies, innovating business models and technology while keeping workers safe. He also highlighted that the pandemic had brought not only challenges but also new opportunities for the country's development, promising that the National Assembly would always support the companies to thrive.

EY Vietnam will continue to offer consulting services to customers to identify growth opportunities, craft growth strategies and create new competitive advantages based on digital and technological platforms. The firm's support leverage data and new technology from design to implementation, including AI, IoT, AR/VR, machine learning, RPA and blockchain - on technology platforms built and developed by EY teams. Simultaneously, EY Vietnam will accelerate support for building operational and corporate

governance capabilities to enhance strategic planning, business risk management, technology, as well as financial and human risks.

Each success in EY Vietnam's 30-year journey helped the firm mature and acquire an effective combination of international knowhow and deep local understanding. The close and seamless collaboration has earned us valuable relationships with partners and built unrivaled trust in EY Vietnam.

Every success recorded on EY Vietnam's 30-year journey into business consulting bears the mark of a rapidly maturing consulting team, an effective combination of knowledge, tools, international experience and a deep understanding of local contexts and practices, close and seamless coordination between brilliant consultants, energized by the trust of clients, along with valuable relationships with relevant partners.

Setting off on a journey of another 30 years, EY Vietnam will continue to live by these fundamental beliefs and core values - because that's how we build a better working world.

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Placing people at the center, we understand our responsibilities and are committed to providing breakthrough interactions and experiences to consultants in particular and other employees in general, especially the technology experience.



Chuong Dang Phan
Partner, EY Vietnam



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By taking advantage of the diverse and deep experiences of EY teams, we have always been ready to provide insights on major global trends and their interplay with the local environment so that companies can devise appropriate strategic scenarios. At the same time, we support the rapid transformation of business and operating models.



Cuong Dinh Tran
Country Managing Partner, EY Vietnam



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I strongly believe that, grounded on our purpose and values, and leveraging the power of our globally connected network, dynamic talent, transformative leadership and latest technology, EY Vietnam can embrace the exciting opportunities ahead and drive the next phase of growth.

Carmine Di Sibio
EY Global Chairman and CEO

On behalf of the global EY family, I'd like to congratulate all of you in EY Vietnam on celebrating 30 years as a leading professional services organization in Vietnam.

It has been an amazing journey and I am so proud of the progress made. We believe our focus on creating, protecting and measuring long-term value has been critical to purposeful growth, with our purpose of Building a better working world as our guide. It is through this lens that we conduct audits, provide results, reshape strategy, enable innovation and transformation, and help companies address tax and regulatory requirements. It keeps us focused on developing the services and solutions that help clients deliver better outcomes for their stakeholders; investing in EY people in ways that help them acquire new skills; and giving back to the communities in which we live and work. It keeps us aligned and focused on our stakeholders' needs during challenging times, and beyond.

Carmine Di Sibio
EY Global Chairman and CEO

Today, the world is changing faster than ever – new technology and disruptive change are creating exciting opportunities to work differently, to work better and to find new ways to create value for EY people, the clients we serve, and for society. To capture this opportunity, in 2019 we launched our global strategy NextWave. It's inspired by the S-curve of innovation, which shows how innovation spreads through society. Each curve is a wave of change, that can move us onward and upward.

I strongly believe that, grounded on our purpose and values, and leveraging the power of our globally connected network, dynamic talent, transformative leadership and latest technology, EY Vietnam can embrace the exciting opportunities ahead and drive the next phase of growth.

Chapter

04

Confront and overcome
challenges





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for financial services



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Solid foundations to
reach for the sky



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Taking roots to reach for
the sky



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| Part 1

Post-crisis opportunities for
financial services



Spiraling out of Thailand in July 1997, the Asian financial crisis quickly spread to major international stock markets and capital hubs in the US and Europe. Like many others in the region, Vietnam was rocked by the economic meltdown. However, as it did not yet have a stock market and was still in the early stages of international economic integration, it was partially sheltered from the crisis and the economic turmoil.

Although holding several advantages in the post-crisis period, the Vietnamese financial system had several shortcomings. This required regulators to look back and restructure and modernize the banking and financial system to improve its resilience and adaptability to future economic shocks.

During the period of recovery, there have been numerous positive regulatory movements in this direction. The National Assembly ratified the Law on the State Bank of Vietnam and the Law on Credit Institutions in 1997, creating the legal foundations for the banking system to continue to innovate and reform processes to better align with market mechanisms and international practices.

Starting from a relatively healthy baseline certainly helped Vietnam. In the post-crisis period between 2001 and 2003, while most regional economies were ailing, Vietnam boasted an average GDP growth rate of 7.06%. This was one of the highest growth rates in the region and the world, on par with China, India, Thailand and Malaysia, according to the 2001 -2003 Vietnam Socio-Economic Report published by the Vietnam General Statistics Office.

EY was among the first to note the positive macroeconomic indicators and the forward-thinking recovery actions, as well as the foundations Vietnam had laid in the 2000s to build a healthy legal framework. To capitalize on the arising opportunities, EY Vietnam decided to make substantial strategic investments to become Vietnam's number one financial services consultancy.

While conquering the market, EY Vietnam leaders at the time also determined that proper investment in strengthening the financial system to improve the "health" of the economy. A sound and well-oiled financial system could help the economy weather financial storms.

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Financial services play an important role in any economy as a channel for mobilizing and providing capital and financial resources for production and business.



Cuong Dinh Tran
Country Managing Partner, EY Vietnam

Keith Pogson, now Assurance Leader, Banking & Capital Market, EY Global, had played a prominent role in building out Vietnam's FS team from the beginning, contributing his international experience and digital transformation skills. He still remembers commuting between Hong Kong and Vietnam between 2003 and 2011 to support local financial services teams.

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I'd spent a lot of time in the late 1990s and early 2000s working on banking reform and digital transformation in China and other countries, like Indonesia, Thailand and Taiwan. The banking systems in these countries are actually very similar to Vietnam's. We could foresee the development directions and the reforms that were going to occur in Vietnam.

Our real advantage lies in global EY network of EY professionals. Their insights from other markets allowed us to have insightful conversations with the local government and give our clients the confidence they needed in their reform agendas.



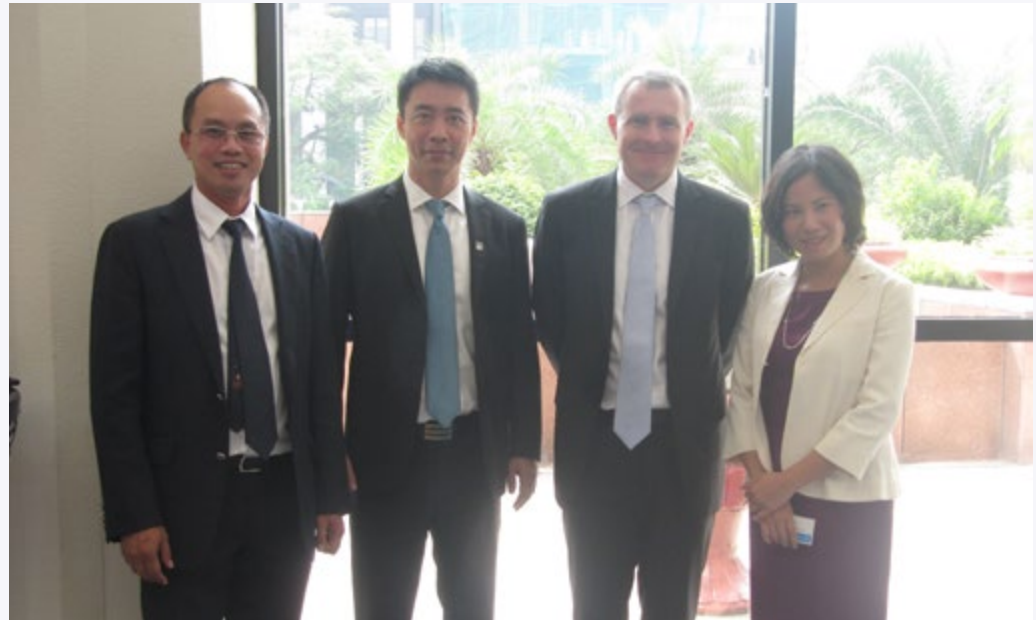
Keith Pogson

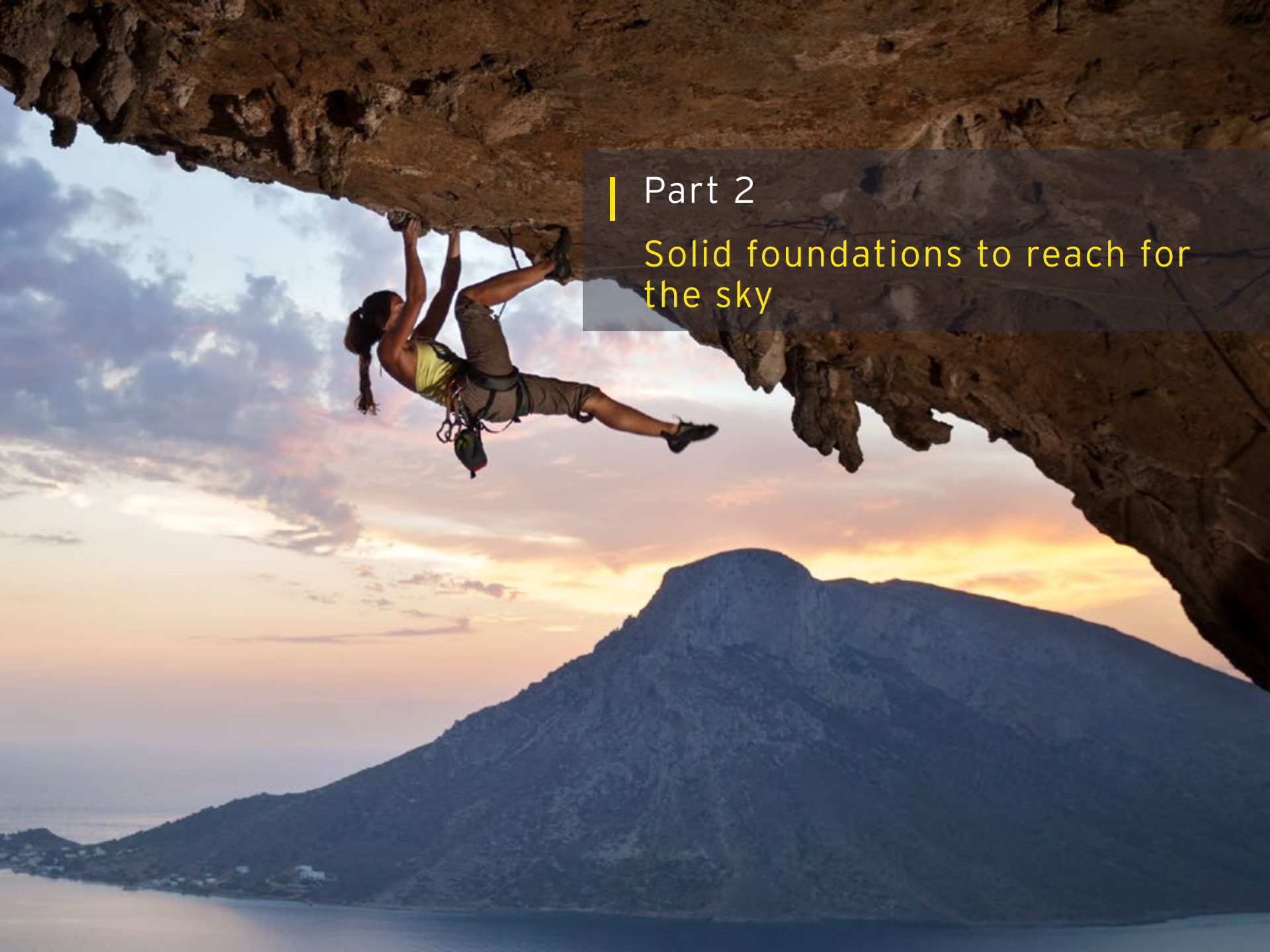
Assurance Leader, Banking & Capital Market, EY Global

Thanks to the help of Keith and regional EY professionals, EY Vietnam could quickly identify regional lessons Vietnam can learn from. For example, the firm's observations on the development of financial industries in different markets have been crucial in planning and providing the most appropriate services for the domestic financial industry.

Not only relying on financial professionals from its global network, EY Vietnam accelerated recruitment, training and retention to secure the best talent. This professional working environment and employee development culture has kept the company's talent retention rate high since the beginning.

In the 20 years since then, most of the old guard at EY Vietnam's financial services team have grown into leaders for many of the firm's services to Vietnam's financial markets. It is this approach that helped EY Vietnam create a balance between local knowledge and global experience, creating a distinct advantage for EY Vietnam over the market.



A woman in a yellow tank top and grey shorts is climbing a dark, craggy rock face. She is positioned in the upper left quadrant of the frame, reaching up with her right hand. The background features a large, grey mountain peak under a sunset sky with orange and yellow hues. A body of water is visible at the bottom of the image. A semi-transparent dark grey box is overlaid on the right side of the image, containing text.

| Part 2

Solid foundations to reach for
the sky

Transparency above all

In 2007, Vietnam witnessed the largest initial public offering (IPO) in the history of its insurance industry. Bao Viet Finance and Insurance Group (Bao Viet Holdings/ Bao Viet) attracted more than 20,000 investors who bought shares at the unit price of VND67,800, far higher than anticipated. Bao Viet leadership attributed this success to transparency, saying it was essential to the IPO outcome.

Following Vietnam's joining the WTO in the same year, the IPO was a necessary step for Bao Viet to find potential investors and leverage their resources and expertise to develop the local insurance market. The IPO was also a requirement for state-owned enterprises like Bao Viet to spearhead the Government's ambitious international integration initiative.

EY Vietnam's capacity as the auditor of Bao Viet helped the Group realize its IPO dreams by way of a thorough audit of their financial health. With EY Vietnam's assistance, Bao Viet wrote an IPO prospectus that provided potential investors with accurate and reliable information, supporting them in making informed decisions.

The preparation of the IPO prospectus and auditing the financial statements of the Group within a short period was not an easy undertaking. Bao Viet Group has a vast number of member companies, subsidiaries and affiliated entities across the country.



Former EY Global Chairman Jim Turley and Lam Thi Phuc Nguyen, CEO of Bao Viet Group at the Bao Viet headquarters, 2011

Helping in deliver a broad audit within such a short time has been a challenge for the EY team. In addition, EY Vietnam also supported Bao Viet management in familiarizing themselves with rigorous international benchmarks for financial reporting through leadership training and IFRS-related education. In the following, Bao Viet successfully converted financial reporting from Vietnamese Accounting Standards (VAS) to International Financial Reporting Standards (IFRS), fulfilling strategic foreign shareholders' requirements.



Former EY Global Chairman Jim Turley at Bao Viet Audit room with EY Vietnam Audit members, 2011

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Bao Viet Group is one of the largest financial and insurance corporations in Vietnam, which made the workload for each audit extraordinary. In addition, the reporting deadline was very tight so we can meet IPO requirements. It was a huge challenge.

With tight cooperation between Bao Viet and EY, as well as tireless efforts on both sides, the audit was a success. Customers have obtained transparent, accurate, and timely financial information that met regulatory requirements.

'Fire proves gold, adversity proves men', as the Vietnamese saying goes. EY Vietnam's team had risen up to the challenge and we came away stronger, ready for similar projects.



Anh Hoang Trinh
Partner, EY Vietnam

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Bao Viet Group highly appreciates and is very satisfied with EY Vietnam's services. EY Vietnam's professionals and auditors are highly qualified and enthusiastic, always responding to all progress of issuing post-audit reports to Bao Viet Group. EY Vietnam's audit service has brought a lot of added value to the Group.

Since 2019, in addition to timely post-audit reporting to Vietnamese and international accounting standards, EY Vietnam has been advising Bao Viet in areas such as insurance, which is still a very promising area in Vietnam. The management letters prepared for the Group's leaders are instrumental in improving management, administration and business efficiency.

Bao Viet Group is very pleased and appreciates the services of EY Vietnam.



Thi Dinh Dao
Chairman, Bao Viet Group

While working with Bao Viet, EY Vietnam has also provided support in various areas, such as strengthening the capacity of its accounting and financial staff and enhancing corporate governance and internal control via timely recommendations raised in management letters.

Throughout our cooperation since 2005, Bao Viet has grown into one of the few institutions in Vietnam that can provide a full range of financial services, including insurance, banking, fund management, brokerage, and investment.

The Group is also one of the first state-owned enterprises to have found a foreign strategic shareholder. The first strategic investor was HSBC Holdings, followed by Sumitomo Life Insurance Company which currently holds 22.09% in Bao Viet Holdings.

In addition, in its 2021 edition of the 50 best listed Vietnamese companies, Forbes Vietnam recognized Bao Viet as a leader in the insurance industry. This is the ninth consecutive year that Bao Viet appears as the only insurance company on the list.

Starting in 2005 with Bao Viet Group - the first and biggest client in insurance sector, EY Vietnam's insurance team has built an impressive legacy in the local insurance sector ever since. Since 2006, EY Vietnam has maintained its leading position as a provider of high-quality professional services for the insurance industry in Vietnam.

In 2011, EY Vietnam signed a Memorandum of Understanding (MOU) with the Insurance Management and Supervision Department under the Ministry of Finance of Vietnam. Through this MOU, EY has worked closely and supported the regulator in a variety of capacity building initiatives in the insurance sector such as risk management, fraud investigation management, insurance computing services and performance improvement. EY also co-hosts with the insurance industry's annual conference management agency with on the latest industry trends.

According to EY Vietnam Information Center in 2020, EY Vietnam has been providing services to 25 out of 32 non-life insurance companies, all life insurance companies, and 2 foreign insurance brokerage companies operating in Vietnam market.

EY Vietnam has been doing more than simply keeping pace with the local insurance market - EY services have helped the industry mature. When EY set foot in the market, the local life insurance industry was at a nascent stage, with relatively few foreign insurers having a small presence in Vietnam. However, the industry has emerged as a rising star in Asia.

Between 2000 and 2020, the growth of the Vietnamese insurance market significantly outpaced other countries in the region and the world. The overall growth rate has been maintained for an extended period, unaffected by the global financial crisis and other negative external impacts.

The year 2020 was the seventh consecutive year that premiums in the Vietnamese insurance market outpaced GDP growth, averaging 20%. As a result, total assets in the industry reached VND573,000 billion, up 23.81% from previous year, according to the Vietnam Insurance Market Yearbook 2020 issued by the Insurance Supervisory Authority.

EY Vietnam was among those sowing the seeds for this outstanding accomplishment with several early investments in the market. The firm has gone to great expense to develop our long-term capabilities, assurance knowledge, and other consulting capabilities. Thanks to these politic moves, we are now years ahead of the competition and are known as the leading professional services provider for the insurance industry in Vietnam.



An annual insurance seminar co-hosted by EY Vietnam and local authorities

Moreover, EY Vietnam has been updating its service offerings to remain relevant to local demands. This mixture of global experience and understanding of local circumstances distinguishes us from our competitors.

Exceptional services

Aside from quality assurance, EY Vietnam provides a wide variety of advanced consulting services to insurance clients. Many of our clients have said our service exceeded their expectations. For instance, the board of directors of Shinhan Life Insurance, an affiliate of Shinhan Financial Group Co Ltd, was pleasantly surprised when the company was granted a license by the Ministry of Finance within only six months, the fastest processing time ever for a foreign insurance firm.

EY Vietnam set up a dedicated insurance advisory team to support Shinhan in its early days in Vietnam. The relationship started in 2016 when EY Vietnam assisted the client in market entry assessment. The EY team provided Shinhan Life with crucial information about Vietnam's insurance landscape and essential insights. Consequently, the client selected Vietnam as the first destination of its overseas expansion. The firm also chose EY Vietnam to assist its actual entry in 2020.

EY Vietnam's assistance in obtaining the establishment license for Shinhan Life set solid foundations for a healthy relationship. Shinhan handed the responsibility of post-licensing work to EY again, knowing that the team could face any challenge.



The Grand Opening Ceremony of Shinhan Life Vietnam at Lotte Grand Hotel, Ho Chi Minh City, 25 January 2022

EY completed the post-licensing work, enabling Shinhan Life Vietnam to launch its life insurance business in Vietnam on 25 January 2022, despite COVID-19. This demonstrated EY Vietnam's determination and shared values to help clients succeed even in the most extraordinary circumstances.

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Thanks to the support of EY insurance team, we explored the market status and entry methodologies, and carefully established a greenfield strategy. Based on EY dedicated efforts and expertise, we were able to obtain the establishment and operation license of a new life insurance company from the Ministry of Finance in Vietnam.

I definitely believe that we will be able to maintain and develop a friendly relationship based on the partnership in the future.



Bae Seung Jun

Deputy General Director, Shinhan Life Vietnam Insurance Company Limited

Over the past 15 years, EY Vietnam has built a strong reputation for quality among insurance companies. It now serves as a one-stop-shop repository of solutions for any insurer who requires any type of consulting service, from bancassurance (a combination of bank and life assurance companies) to IT-related services.

In recognition of its extraordinary contributions, EY was named the Best Insurance Consultancy Firm by Insurance Asia News in 2021. The award highlights the tireless work of the EY Insurance Asia team in the Asia-Pacific, particularly the work of the Insurance Vietnam team.

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As a foreigner living in Vietnam, my definition of success for EY is how we are able to help the financial service industry achieve an international reputation and how we can make the potential of the Vietnamese insurance industry known to the world.

The industry has come a long way over the past 20 years, but there is still a long way to go before it catches up to the best in the world.

As a professional service provider, we are committed to playing a key role in bringing the Vietnamese insurance industry to a global level. We will continue to work with regulators, local authorities and market players to make this happen.



Saman Bandara

Partner, EY Vietnam

The first and only

An age-old rule of business is that opportunities for growth come with trust. EY Vietnam has proven this beyond a shadow of doubt. Having recruited, nurtured and developed a pipeline of exceptionally talented professionals, EY Vietnam has earned the trust and confidence of local credit institutions.

Right from the early 2000s, through a program delivered by EY Asia-Pacific, the Vietnam team received training in advanced finance and got full access to the latest relevant materials on loan appraisal, the internal credit rating system and the Basel Accords, etc.

EY Vietnam has invested significant resources into assisting the country with its transition and integration into the global economy. The company has helped transform the local market by delivering the latest insights and best understanding through auditing and other consulting services from other markets. Over time, EY Vietnam has become a reputable consultant not only for financial institutions but also

for regulatory agencies, especially the State Bank of Vietnam (SBV).

EY Vietnam's early projects for the SBV involved the development of an inspection and supervision framework, along with internal credit ratings, personnel training and risk management capabilities. These projects have created the foundation and the principles the regulator used to develop the body of laws and legal documents related to security and safety in banking. Many of these regulations are still in force today.

At its seventh session, the XII National Assembly passed the Law on the State Bank of Vietnam and the Law on Credit Institutions 2010, replacing the previous laws. These two vital banking laws have set the grounds for continued innovation and met the requirements for deeper international economic integration.

In the early 2010s, private credit institutions started expanding both in number and size. This triggered a wave of digital transformation and the application of advanced technology. This placed pressure on the SBV's internal management system to keep pace with market developments and the ongoing international economic integration.

To support it in modernization, the SBV received an Official Development Assistance (ODA) loan from the WB to implement the Financial Sector Modernization and Information Management System (FSMIMS) project with a total budget of close to US\$72 million. EY Vietnam placed before several international bidders to win major components of the project, which was said to be the largest ever in value in the Indochina region.

The project consisted of 10 stages and would see the transformation of the entire IT infrastructure of the SBV. EY Vietnam was responsible for developing an overall IT architecture for the SBV and for inviting tenders to implement subprojects, including





core central banking, integration, enterprise resource planning, human resources, document management and the data warehouse. After all stages were completed, EY proceeded to assess the skills gap and consequently conducted training for SBV staff.

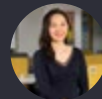
The biggest difficulty turned out to be change management. Any transformation project would change the entire operating model of the SBV. Changing the operating model would mean changing functions and responsibilities, the method of assigning tasks, or the roles outlined in procedural documents. Thus, effective change management would be essential for the success of the project.

The project was completed in nine years through huge efforts by both the SBV and EY Vietnam and has brought about significant improvements in the information management and reporting regimes of the SBV and other state-owned banks.

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The project seemed like an interminable marathon at the time. We had to set leading EY professionals from global EY network on it. This was the first and largest transformation project implemented by EY Vietnam. Given its size and complexity, each stage was like a separate project on its own that we had to fit into a much larger framework.

Assembling a team of multidisciplinary and multicultural experts from a wide age range was a challenge. However, that was only the start: it was even harder to connect them in this unique project. We had to establish good rapport where they could share insights and different perspectives on how the system should work in Vietnam while coordinating the various project implementation teams.



Nga Phuong Nguyen

Partner, EY Vietnam

The project has also set out new principles for database building, supporting the SBV in analyzing information and other inputs. The outcome analysis has also helped the SBV in performing its role in state management and formulating effective and timely market management policies while fulfilling its reporting responsibilities to the government and other national and international organizations.

The innovations brought by the project have also streamlined the bidding process as well as the process of pumping and withdrawing money from the interbank market.

The FSMIMS project is one of the large-scale projects requiring relentless efforts by EY Vietnam to improve the infrastructure and legal framework for the domestic banking and finance sector.

Since setting foot in Vietnam, EY Vietnam has always endeavored to be a bridge between commercial and state-owned banks. While supporting regulators in the development of financial policies, EY Vietnam has been contributing comments and suggestions based on feedback from commercial banks and credit institutions. We have also endeavored to understand the difficulties of our clients to propose effective solutions that would allow the country's banking sector to continue developing under more liberal laws and policies.

Banking regulators at various levels have also looked to EY Vietnam for support in policymaking. The firm has gained the SBV's trust with its network of foreign experts who can offer advisory on the best practices of major economies. Many EY professionals based in Singapore, Hong Kong and India have been regularly traveling to Vietnam to participate in policy consultation seminars. They have been helping to complete and refine the legal framework of the financial sector so it can be competitive on the regional and world stages alike.

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Our aim throughout the project was not only to instill the proper transformation mindset at our client but to transform ourselves as well. We have embraced the challenge and made sufficient investments in our technical knowledge and talent pipeline to meet the requirements of this special client.



Cuong Dinh Tran

Country Managing Partner, EY Vietnam



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This was a very large and complex project to implement. At the same time, it was so unique that there were no ready solutions available on the market. Commercial banks can purchase the systems they use but each country's central bank is different. Therefore, the FSMIMS project was aimed to design a unique core system for the SBV.

At the same time, the project involved all departments and units of the SBV in the 63 provinces and cities. This required participation by all these stakeholders and the reconciliation of their widely differing opinions. This takes a great deal of time and effort.

The main difficulty, however, was that the SBV had to strictly observe and comply with WB regulations throughout the implementation of the project. At the same time, the SBV also had to comply with Vietnam's regulations on ODA projects.

The SBV project lasted for a long time, went through many stages, coordinated many components and

auctioned a great number of bidding packages internationally. Many of these packages required careful collaboration between foreign experts and SBV organs as well as the project management board.

Through the efforts of the project management board and the SBV, along with the active support of the main contractor, EY Vietnam, the project ended in success. We are very happy with the results and the WB lauded the project as an exemplary IT project to be used as a model for similar projects in other countries.

I also highly appreciate the efforts and enthusiastic support of EY Vietnam. I would especially like to thank Cuong Dinh Tran, Country Managing Partner, EY Vietnam for impartially supporting us at the most difficult times, without regard to the extra cost or effort.



Thang Toan Nguyen
Former Deputy Governor, SBV

Part 3

Taking roots to reach for the sky



Untapped opportunities

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The years between 2004 and 2010 were extremely memorable for EY Vietnam as we simultaneously provided audit services for all state-owned banks and numerous other leading commercial banks.



Cuong Dinh Tran

Country Managing Partner, EY Vietnam

Spotting the untapped opportunities in the financial sector, EY Vietnam has devised a comprehensive plan to provide world-class services to some of Vietnam's largest banks, all of which were innovating and applying global best practices.

Joint Stock Commercial Bank for Foreign Trade of Vietnam (Vietcombank) was one of the leaders in this. To this day, Vietcombank is the first name to come to mind for international organizations thinking about Vietnam because it was the first local bank to implement international payments. EY Vietnam started providing audit services for Vietcombank in 2001. The firm had to bring to bear significant domestic and international resources to accelerate the bank with fast international payments at the highest quality standards.

The success with Vietcombank encouraged EY Vietnam to provide the same support to the general market. The firm has since accumulated significant knowledge and invaluable practical experiences with all of Vietnam's state-owned banks such as the Bank for Investment and Development of Vietnam (BIDV) in 2003, Vietnam Joint Stock Commercial Bank for Industry and Trade (Vietinbank) in 2004, and Vietnam Bank for Agriculture and Rural Development (Agribank) in 2004.

On one hand, EY Vietnam has leveraged the regional network of EY professionals, inviting colleagues from Singapore, Hong Kong and India for technical support. On the other hand, EY Vietnam has developed a team who have been fully conversant with the local financial market.



This perfect balance of local and international knowledge is one of the outstanding advantages of EY Vietnam in the market.



The kick-off of the IFRS 9 project with Vietcombank



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After seven years of providing services to the financial sector, in 2008, EY Vietnam decided to establish a dedicated team for banking, insurance, securities and fund management. The team has accumulated vast sector-specific knowledge and experience and became real professionals in the financial sector. Moreover, the local FSO team works closely with the EY FSO team to leverage their international knowledge and experience, and ultimately, offer the most up-to-date and finest financial services in Vietnam.



Cuong Dinh Tran
Country Managing Partner, EY Vietnam

A new level of maturity

Vietnam's joining the WTO in 2007 demonstrated its determination to integrate into the world economy and ensure its global competitiveness. International integration has certainly unlocked opportunities for domestic banks and credit institutions, providing them with access to foreign markets and allowing them to launch cross-border services.

In 2008, after a number of years accompanying banking sector while integrating into the global economy, EY Vietnam officially established a dedicated human resources team to support clients in financial services. Ever since then, the FSO team of EY Vietnam remains the only focused unit in the market to provide services to businesses in the financial and banking sector in Vietnam.

Economic development and international integration have also made the problems facing the banking sector more diverse and complex. As a pioneer, EY Vietnam is determined to bring the latest and most advanced services and solutions, addressing increasingly diverse requirements and challenges of clients in finance and banking in Vietnam.

In 2011, the FSO separated its financial advisory division from its auditing division and established FS Consulting -related services including a team of banking professionals and consultants. FS Consulting has been rapidly growing, making EY the first organization in the market to provide advanced consulting services such as financial management,

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Our decision to separate the financial consulting unit from the audit division allowed both teams to focus more deeply. This enabled us to serve the increasingly diverse and complex needs of our clients. We are where we are today thanks to the journey we have shared with our valued clients who have entrusted us with their confidence.



Duong Nguyen
Partner, EY Vietnam

risk management, operational efficiency assessment, advisory on construction and development of IT systems.

At the end of 2016, the SBV issued Circular No. 41/2016/TT-NHNN (Circular 41) regulating capital adequacy ratios for banks and foreign bank branches. This document signifies regulators' awareness of the need to improve risk management capacity to enhance the resilience of the banking system. It prescribes the application of the Basel II Accord to the domestic financial system to create macroeconomic stability. At the same time, banks also realized that further integration and international capital inflows were contingent on the adoption of global standards, including in risk management.

The Basel Accords were issued by the Committee on Banking Supervision (Basel Committee), established by the central banks of 10 developed countries in 1974 in Basel, Switzerland. The Commission's primary role is to establish standards for risk management and safety for commercial banks, as well as monitoring standards for central banks, thereby enhancing the stability of the global financial system. Since the first Basel Accord (Basel I) was

signed in 1988, the Basel Committee has repeatedly amended and updated its requirements and guidance, passing Basel II in 2006, Basel 2.5 in 2009 and Basel III in 2010, with adjustments and supplements in 2011, 2013, 2014, 2017 and 2019. The purpose of this ongoing adjustment is to ensure that the regulations closely match the circumstances and improve the management of critical risks for commercial banks.

Before 2016, operational risk, market risk and liquidity risk under Basel II were fairly new concepts for commercial banks in Vietnam. Most local banks did not know how to identify, measure and assess these risks. They were also hard-pressed to manage relevant reporting, come up with risk management methodologies or build a risk management model. More importantly, many banks did not know how to apply risk management practices to business on a daily basis.

Therefore, even before SBV issued Circular 41, EY Vietnam was already playing a key role in assisting local commercial banks with their transformation. The firm was the first among the Big Four to provide Basel Gap services to more than 15 domestic credit institutions. These services helped local commercial banks identify their shortcomings and the steps needed to align domestic risk management activities with advanced global practices.



The Annual Banking Conference organized by EY Vietnam, 2015



The press conference “AEC & TPP - Which way for Vietnamese banks?” held by EY Vietnam, 2016

After Circular 41 was issued, EY Vietnam also assisted credit institutions in strengthening their risk management capacity, in accordance with Basel II and III, through a range of services such as operational risk management, market risk management, partnership credit risk management, ICAAP (Internal Capital Adequacy Assessment Process), ALM (Asset Liability Management), IFRS 9, and many others.

Six years after adopting Basel II, the banking industry is developing in a more sustainable direction, with risk management a key priority. Commercial banks have upgraded their risk management strategies to be more in line with global practices and standards. In doing so, they are making the financial system stronger and more resilient to external shocks.

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While consulting and supporting banks in their transformation, we have helped enhance commercial banks’ perspectives on risk management. Risk management is not an optional extra, it needs to be a routine task for any bank department. Good risk management will help commercial banks grow and develop sustainably. EY Vietnam is proud to have contributed to changing mindsets about risk management in the banking industry.



Khanh Quoc Vo
Partner, EY Vietnam

Leading the market

In 2018, Vietnam Technological and Commercial Joint Stock Bank (Techcombank) completed its \$922 million dollar IPO targeting international institutional investors. The transaction was the largest ever in Vietnam at the time and still the largest ever banking IPO in Southeast Asia to date.

As part of preparing for the IPO, Techcombank committed to raising disclosure standards within the Vietnamese banking sector and chose to comply with the reporting requirements under IFRS 9, one of the two most demanding standards on financial instruments.

This standard was established after the 2008 global financial crisis by the International Accounting Standards Board (IASB) to tighten reporting standards on financial instruments to enhance safety levels of the financial system. Given the nature of banking industry, up to 95% of banks' total assets are governed by IFRS 9, altering almost all key banking metrics, especially provisioning balances.

The IFRS 9 was effective since 1 January 2018. At the time, Vietnam did not require the preparation and presentation of financial statements under the IFRS. Thus, not many banks in Vietnam had the relevant knowledge or prepared the resources necessary for compliance.

Given the complexity of IFRS 9, Techcombank retained EY to help it meet this new standard. EY Vietnam collaborated with EY in Malaysia (Ernst & Young Advisory Services Sdn Bhd and Ernst & Young PLT) to set up four concurrent parallel working groups: the Risk Management group, the Finance and Accounting group, the Modeling group and the Project Management & IT group. These four groups worked with the Techcombank team for 165 consecutive days to implement the voluntary compliance standard. In 2018, Techcombank was the only bank in Vietnam to publish IFRS 9-compliant financial statements.

Techcombank's IFRS 9 financial statements were one of the factors behind its impressive IPO, enhancing the bank's position in the eyes of the foreign investor community. This was also a milestone for EY Vietnam as it was the first domestic project to fully comply with IFRS 9 standards.

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For many years, we chose to work with EY because of the organization extensive experience and history in Vietnam. EY teams have consistently provided Techcombank with high standards of service through many of our major milestones including supporting us adopt the new IFRS 9 accounting standard which helped us elevate disclosure standards in Vietnam and contributed to the success of our 2018 IPO.

We have been able to consistently count on EY Vietnam as an important partner in supporting us with the right personnel and experience to help deliver results and outcomes during our multi-year transformation journey.



Bang Trinh

Former Chief Financial Officer
cum Chief Strategy and Corporate
Development Officer, Techcombank



EY professionals working on the IFRS 9 project of Techcombank

EY Vietnam has gained Techcombank's trust by not only providing exceptional services but also professionals with sector-specific knowledge. The durable partnership has gone through many milestones of the bank and continued to these days.

After Techcombank successfully converted its financial statements to IFRS 9 standards with advisory from EY Vietnam, several major domestic banks opted to follow suit, including Vietcombank, VP Bank, MB Bank, Tien Phong Bank, SeaBank and Maritime Bank.

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As a professional organization, EY Vietnam was able to find the right personnel to help us handle the requirements of these complex projects. Working with competent and reliable partners is critical for any milestone or any important project which needs to be achieved when embarking on a transformation journey.



Alex Macaire

Chief Financial Officer, Techcombank

Each EY service line carries significant historical value as they are tied closely to the development of the banking industry and financial enterprises. IFRS and IFRS 9 standards have improved the safety of the financial system, and digital transformation consultancy from EY Vietnam helped banks, credit institutions and businesses operating in the financial industry resolve strategic problems and implement digital solutions.

Transitioning to the future

Many of us still remember \$NAP, an end-to-end digital lending app that completely digitized the lending process, from filing and appraisal to disbursement in about 10-15 minutes.

\$NAP is the result of a partnership between FE Credit, a consumer credit company owned by Vietnam Prosperity Bank (VPBank), and multiple fintech companies, with research and consulting from EY Vietnam.

The benefits of the model in reducing operating costs and improving customer experience are easy to see, but few people know about the myriad technological challenges that had to be addressed before \$NAP could come online. Establishing databases, identifying the technologies suitable to the Vietnam market, ensuring compliance with fintech regulations - all of these and more the partners and EY Vietnam had to resolve to create this iconic app.

FE Credit was founded in 2010 as one of the first consumer lenders on the market.

However, at the time, loan approval processes in Vietnam took around four to five days with multiple complicated steps. At the time, the same processes in China and India took only 10 to 15 minutes thanks to heavy investments in consumer lending processes.

Through research and consultancy from EY Vietnam, FE Credit has worked with fintech companies and applied advanced practices in the consumer finance industry to create a closed digital lending application.

There have been many challenges to deploy the first and arguably the most successful automatic lending application to date. In Vietnam, there is no synchronous resident database system to support eKYC. In addition, as a completely new application in Vietnam, the entire platform had to be built from scratch. Moreover, as Vietnamese users had never used an app like \$NAP before, the application had to be developed with an intuitive, user-friendly design.

With the new loan experience, \$NAP quickly attracted consumers after its launch as it addressed many of the inadequacies of the traditional lending model. At the same time, \$NAP helped FE Credit significantly reduce the cost of acquiring new customers.

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The difficulty of the project with FE Credit lay not only in finding the right technology solutions for the domestic economic context but also to comply with the law. At the time, many fintech regulations were unclear and many issues were still unregulated. Convincing regulators and state bank leaders to approve this new application was a huge challenge.



Duong Nguyen
Partner, EY Vietnam

Digital technology and the innovative business models of the Fourth Industrial Revolution (Industry 4.0) are profoundly redrawing entire industries. Digital transformation has become an important driver of financial institutions, requiring them to innovate and apply new technologies across their operations.

Recognizing this inevitable trend, Vietnam Investment and Development Joint Stock Bank (BIDV), an EY Vietnam client since 2003, has raised ambitions to become the best digital platform in Vietnam and

make it to the top in the region. To realize this ambition, the bank has made large investments in its digital platform while digitalizing its operating apparatus.

At the end of 2019, BIDV selected EY Vietnam as the consultancy and strategic development unit for its Digital Transformation Strategy Consultancy project for 2020 - 2025 with a vision to 2030.

This was one of the largest digital transformation consultancy projects in the financial market at the time. Difficulties

were inevitable and, in fact, expected. The project has affected all activities of the bank, requiring the participation of all leaders, especially senior leaders. The resulting diversity of visions and orientations made it difficult to find a common direction. The proposals of EY Vietnam must be really convincing for BIDV's leadership team to come to a consensus.

Besides, digital banking requires flexible thinking and solutions that are applied synchronously across the system, which is no easy feat.



EY Vietnam attended the Businesses in Digital Economy Forum, 2018



After more than a year of implementing the project with the participation of EY professionals from the region, EY Vietnam has successfully developed a digital transformation strategy for BIDV. Immediately after the end of the project in early 2021, BIDV's Board of Directors issued an internal directive to quickly arrange resources and begin implementation throughout the bank's system within five years.

During the whole development history of BIDV, EY Vietnam is considered as one of the close and important partners, accompanying and closely associated with each milestone of BIDV's development history. For BIDV to be where it is today, they appreciate a huge part of partners like EY Vietnam.

The BIDV project is the largest and most comprehensive digital transformation project that EY Vietnam has helped in implementing in the past 30 years with domestic credit institutions.



“

EY Vietnam has always been a close and important partner, accompanying BIDV at each milestone in our development. BIDV would not be where it is today, were it not for partners like EY Vietnam.

The digital transformation consultancy project was implemented at the height of the COVID-19 pandemic, which rolled unique obstacles in the way. However, EY international and domestic professionals have made great efforts, coordinating with the Digital Transformation team, the Digital Banking Center, BIDV to successfully implement the project on time.

This was a key project of our Digital Transformation Strategy to 2025 with a vision to 2030. The BIDV Board of Directors has also issued Resolution No.468 and the Director's Directive on Digital Transformation with very detailed plans between 2021 and 2025, with a vision to 2030.

I hope this project will signify a turning point for BIDV. I personally greatly appreciate the efforts and the technical expertise of the local and international EY professionals who have supported us in this digital transformation.



Thang Chien Nguyen

Director of Digital Banking Center, BIDV

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EY Vietnam has been a close partner of BIDV for many years now. EY not only accompanies us in audit projects but also provides consulting services for our development. They have been instrumental in the success of our digital transformation strategy. This is a complex, comprehensive strategy and one of BIDV's most important strategies in the digital era. We appreciate the dedication, enthusiasm, and knowledge of EY professionals supporting the development of BIDV.



Giao Thi Quynh Nguyen
Deputy General Director, BIDV

Earlier, EY Vietnam, along with McKinsey, also provided strategic consultancy for Vietinbank. Accordingly, EY Vietnam has joined McKinsey in proposing strategic pillars for Vietinbank for the period between 2014 and 2019 and proposed an operating model to realize the objectives under these pillars.

Not only supporting credit institutions and enterprises in implementing digital transformation, EY Vietnam has also been advising the SBV to develop a digital banking strategy for the Vietnamese banking industry in the period of



EY Vietnam attending a seminar on fintech

2021–2025 with a vision to 2030, under the sponsorship of the German Agency for International Cooperation (GIZ). The resulting Decision No. 810/QĐ-NHNN was issued by the SBV on 11 May 2021.

Through this project, EY Vietnam has contributed to the comprehensive renovation of the management activities of the SBV by promoting the effective use of Industry 4.0 technologies while meeting the government's digital transformation index.

Through these and other projects with

clients like HD Bank, NAPAS and LINE Pay Corporation, etc., EY Vietnam has offered crucial consultancy to support digital transformation, the application of digital technologies and the creation of digital strategies by financial institutions and fintech in Vietnam. To date, EY banking and capital markets clients include all state-owned commercial banks and wholly foreign-owned banks operating in Vietnam, as well as 28 of the 31 joint-stock commercial banks of Vietnam. The success of these projects is a special point of pride for EY Vietnam.

A person in a blue shirt is pointing at a laptop screen displaying a bar chart. The chart shows an upward trend in data. The scene is set in a meeting room with a wooden table and some papers. The background is slightly blurred, showing a window and some greenery.

“

We not only provide services to meet the needs of the market and customers but also carry out activities to build trust and stability in Vietnam’s financial sector. We work so that investors and regulators can peruse the financial statements of banks in full confidence of their validity and get the full picture of all aspects of risk and financial management.

Today’s achievements are the work of many generations of EY Vietnam members and are also thanks to the encouragement of many leaders of state management agencies, as well as the trust of customers over the years.



Nguyen Duong
Partner, EY Vietnam

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Earning the confidence and trust of regulators and credit institutions is the result of a long journey together, where we came to understand, share, and grow with the domestic financial sector. This is why the regulators consistently choose EY Vietnam to implement a variety of critical projects that are crucial to the sustainable development of the Vietnamese banking system.



Cuong Dinh Tran
Country Managing Partner, EY Vietnam



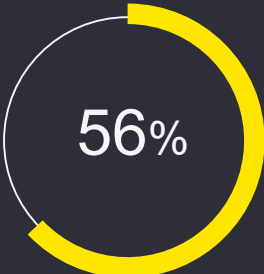
After 30 years in the Vietnam market, EY Vietnam has become a leading institution that is trusted by domestic and international businesses. Our client portfolio continues to grow with high-profile institutions opting for our assistance in key fields including banking, finance, insurance, stock, real estate, construction, and industrial manufacturing.

Audit services



EY provides Audit and Assurance services to 39 of the 100 largest listed companies by market capitalization.

Telecommunications



EY provides Audit services to 20 of the 36 largest listed (by market capitalism) real estate and hospitality enterprises.



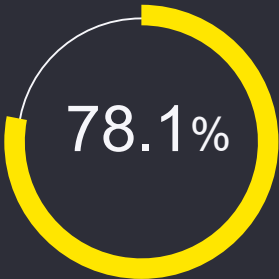
EY provides services to all 6 mobile network operators in Vietnam.

GPS



EY provides Audit, Consulting, SaT services to 9 of the 10 largest SOEs on the VNR500, the 500 Biggest Companies in Vietnam in 2020.

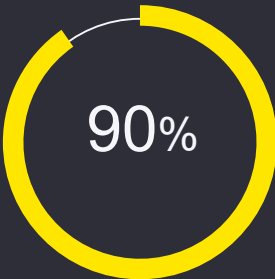
FSO



EY provides services for 20 of the 32 non-life insurance companies.



EY provides services for all 18 life insurance companies.



EY provides services for 28 of the 31 joint-stock commercial banks.

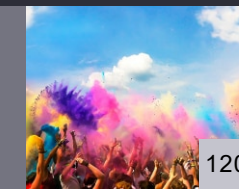
Source: EY Vietnam Information Center, 2021

Chapter 05

Our people, our culture



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| Part 1

People - our first priority



A distinctive culture starts with great people

EY Vietnam is a firm built by people, for the people, and considers people the most valuable asset. We don't deliver exceptional client service or create lasting relationships built on trust by filling out checklists. EY Vietnam does it with great people. EY has gotten ahead of the market through our commitment to attracting the best talents regardless of gender, race or educational background. The firm has been progressive in the attitude toward career development by empowering people to build an exceptional experience.

Since day one, the training and management have undergone profound changes in the market. EY Vietnam believes the firm can detect the real potential of each of its employees ahead of time and can encourage their professional and personal development.



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A people culture has to be top of mind in management. This is what you have achieved today.



John Harvey
Founding Partner, EY Vietnam

First of all, I can't believe that EY Vietnam is already celebrating its 30th anniversary in Vietnam. My heartfelt congratulations to you all.

I have always believed in the potential of the countries in Asia and their peoples. Our plan with any emerging country is to build up and develop local talent. This is a challenge at first because we had to supply international auditing knowledge for Vietnam but also because independent audit was a new concept in the market. To kickstart our growth, there was no alternative but to bring in people from overseas with more experience. The experts who joined the practice in those early days came from Australia, Canada, France,

New Zealand, the UK and, closer to home, from Malaysia, the Philippines, Singapore and Sri Lanka.

It would be wrong of me to single out any individual for fear of omitting others who also played a significant role in the development of our People Culture. Two events, however, have stuck in my mind. The first is Cuong receiving the Audit License in Hanoi, where we opened an office on Trang Thi Street - but there was an Electrolux sign above the front door which was larger than ours! The second is when Cuong brought three team members to Hong Kong for a month-long audit training. Apart from the professional side, they were exposed to a whole wealth of experiences.

Other challenges involved the country's infrastructure which, while being repaired or upgraded, struggled to cope with the demands of the rapidly growing economy and the population. Power outages were common and while you could manage in a shirt and tie without air-conditioning, remembering to save your work regularly on the computer was paramount and being able to work by torchlight was an advantage!

As we grew, finding the right office space in Hanoi and Ho Chi Minh City became more critical for morale. I have already mentioned Trang Thi in Hanoi. In Ho Chi Minh City, our humble beginnings were in one room on the fourth floor of the Ministry of Construction building, with no lift. We soon moved to a villa at 22A Nam Ky Khoi Nghia and by the end of the 90s, both offices in Hanoi and Ho Chi Minh City were relocated to newly constructed buildings.

Striking a balance between work and life was very difficult in the early 90s. With increasing amounts of work and resources fully stretched, a People Culture has to be top of mind in management. This is what you have achieved today.



Helping everyone become their best self

EY Vietnam provides the tools, learning materials and a flexible, diverse and inclusive culture so that our people can become the best version of themselves, and help others do the same.

Custom-built career development paths

With sufficient energy, drive and imagination, there is no limit to how far EY Vietnam people can go. As they grow and develop at EY Vietnam, the firm takes special care to give them the tools and the opportunities to reach their personal goals. Each member is different and EY Vietnam endeavors to make their journey with the firm as unique as they are.

Flexibility and mobility

Careers are changing. Today's disruptive environment and automation are transforming what a job looks, and feels, like. At EY Vietnam, people can enjoy global opportunities with flexible working and mobility options.

Innovation-driven careers

Working with emerging technologies, pursuing new opportunities means that EY Vietnam has to reinvest itself and its people every day. The firm's culture of innovation means embracing change in everything we do, from applying new technologies to fine-tuning existing processes. Powerful ideas will unlock the full potential of our people.



Building and maintaining a people culture

- ▶ We place people at the center of our corporate culture.
- ▶ We bring diverse ideas, backgrounds and mindsets together.
- ▶ We embrace change in everything we do.
- ▶ We invest in technology to do more meaningful work.
- ▶ We build our business on diversity and inclusiveness.
- ▶ We support all our employees to achieve work-life harmony and promote their wellbeing.



“

From the moment I joined EY Vietnam, I felt the difference: the opportunities to learn and the support from the leadership. It motivated me then and it still motivates me today.



Thanh Thai Nguyen
Partner, EY Vietnam

At EY Vietnam, everyone has a chance to develop their career in a direction that best fits their skills and ambition.

Thanh Thai Nguyen joined EY Vietnam as a career starter in 1997. She was trained and given the opportunities to grow, following a path that took her from acquiring ACCA and VACPA qualifications to working in different business areas and was promoted to Partner in 2012. Thanh is now the Head of Professional Practice Directors (PPD) team handling technical issues and internal consultation. She was also nominated as Vice President in charge of Training and Development at VACPA.

“

Mobility helped challenge the way I experience the world. I realized that multicultural thinking, teams and working are at the heart of our shared success.



Anh Thi Van Nguyen
Partner, EY Vietnam

Anh Thi Van Nguyen is a new Tax Partner. She joined the firm in 2014 and spent one year working in the New York Office under EY Global Mobility program.

Each cross-border and cross-service line working experience is an opportunity for people to learn, to lead, to innovate and to grow professionally and personally.

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EY Vietnam is very different from other organizations and in a good way.



Du Vinh Tran
Partner, EY Vietnam

I had worked more than 10 years at various organizations before joining EY Vietnam, but only here did I find a workplace that truly supports professional learning and development. Where else can you find an organization which offers free world-renowned MBA-Tech programs to all staff members around the world? I have learned a lot and saw many of my team members grow into business leaders in just a few years, both at EY Vietnam and other firms.

“

I love working at EY Vietnam. I have no words to express how grateful I am for its caring welfare policies.



Dung Hoang Nguyen
Staff, CBS, EY Vietnam



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I received solid technical training and was always required to give the best of myself. I was exposed to big projects (domestic and international) where I could deal with many challenges. At EY Vietnam, I had the support necessary to overcome them. In addition to the excellent technical training, professional and personal development was a key factor for my success.



Vy Ha Tran
Manager, EY Vietnam

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I have learned a lot at EY Vietnam. I have seen great ups and downs, but that is how we grow. I am thankful for the firm and the leaders for always supporting me to perform at my best.



Diep Ngoc Le
Administrative Lead, EY Vietnam

Diep Ngoc Le started at EY Vietnam as a receptionist and is the administrative lead and manager of the Hanoi office today. Joining the firm in 2001, Diep believes that what she has been today in her career is thanks to working with EY Vietnam leaders who saw her abilities and helped her be the best of herself that she could not have believed in herself before.

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I cherish each meaningful learning opportunity which is truly challenging but at the same time rewarding.



Phat Tien Tran
Staff, EY Vietnam

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My journey at EY Vietnam has pushed me to find my boundaries and who I can be. As a result of my internship at EY, I'm more excited than ever to pursue a career in auditing.



Minh Thi Bao Nguyen
Staff, EY Vietnam

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EY professional, friendly and cooperative culture helped us succeed in working with loyal customers and partners from Fortune 500 companies. Thank you EY Vietnam. I will always be proud to have been an EY member.



Hang Thanh Ngo
Chairman, Delimera Group
EY Vietnam Alumni

Even on tight schedules, I always look forward to meeting with ex-colleagues from EY Vietnam at EY events or other occasions. My years with EY Vietnam were the most beautiful in my 40-year career. I love EY because of the professional environment they maintain where people are still friendly and work together. In the following years, as I found and managed my own ventures, I always strove to mimic this culture. Our professional, friendly and cooperative culture helped us succeed in working with loyal customers and partners from Fortune 500 companies. Thank you EY Vietnam. I will always be proud to have been an EY member. It warms my heart to visit the office.



“

I truly feel the importance of a people-centric culture. In my current role, I am constantly trying to integrate the philosophy that “Every person has potential, and our job is to make them shine.



Linh Kieu Nguyen

Chairwoman, FCE Vietnam Education Transformation Consultancy Company
EY Vietnam Alumni

Throughout my 10 years with EY, I was most impressed by the company's people culture: I was provided endless learning opportunities and challenges to venture into new areas, and was able to explore and step out of my comfort zone to reach what I thought was unimaginable. To be honest, I was frequently overwhelmed by the opportunities that came my way. I felt like a fish that followed the current from its small pond to the river, then to the great ocean: I went from tax to investment advisory, then enterprise transformation, CBK to internal integration

for companies in 11 countries. Thanks to those experiences, while leading a firm in education transformation today, I truly understand the importance of a people-centric culture. In my current role, I am constantly trying to integrate the philosophy that 'Every person has potential, and our job is to make them shine'.

I am grateful to EY and my colleagues for the beautiful memories. Congratulations to EY Vietnam on your 30th anniversary.

“

I always referred to the importance of choosing the first job. I was fortunate to have started EY Vietnam and would make the same choice if I had to do it all over again.



Tina (Thanh) Nguyen

CEO, Generali Vietnam

In 1997, I was honored to be one of the first two EY Vietnam staffs (the other being Cuong Dinh Tran, now the Country Managing Partner, EY Vietnam) to attend the EY International Exchange Program. Cuong was sent to the EY San Francisco office while I was sent to Montreal. Although there were a lot of new things to learn, the solid foundations I had built at EY Vietnam helped me get up to speed quickly in the new environment. Later I moved a few more times within the EY network in North America, mostly for personal reasons. My time at the different EY offices allowed me to learn about the different sectors, experience different markets and make friends with so many smart, hard-working people around the world. Many of the skills I picked up there came in handy later on in my career.

Over the past two decades, every time I spoke to an audience about career development, I always referred to the importance of choosing the first job. I was fortunate to have started at EY and would make the same choice if I had to do it all over again.

Tina (Thanh) Nguyen started her career at EY Vietnam in 1994 and subsequently took up several assignments within the EY network in Asia and North America (Hong Kong, Montreal, Boston, Austin). Her background as an auditor at EY Vietnam provided a strong foundation for her professional success afterwards. She is currently CEO of Generali Vietnam. Tina is married to Andy Ho, Chief Investment Officer of VinaCapital. Andy is also an alumnus of EY Vietnam.

“

EY Vietnam recognizes that its people are its greatest asset and considers investing in its people priority number one. Today, I work in a large investment firm, and it too recognizes that people are its greatest assets.



Andy Ho
Chief Investment Officer, VinaCapital
EY Vietnam Alumni

Throughout my time at EY Vietnam, I was blessed with being surrounded by smart, driven and team-oriented people. EY Vietnam recognizes that its people are its greatest asset and considers investing in its people priority number ONE. Today, I work in a large investment firm, and it too recognizes that people are its greatest assets.

Over the years EY Vietnam and many investment firms, like VinaCapital, have invested a tremendous amount of resources into recruiting, developing and maintaining their greatest assets. And fortunately, training is a big component of this investment. I have

been privileged to be part of the EY Vietnam training program from the beginning. Admittedly, if you test me today on the procedures, risks and the audit process, the results would be embarrassing.

However, the fundamentals that I learned at EY Vietnam will forever be with me. They include strong financial and accounting skills and logical thinking; a healthy level of skepticism; and being ethical and living with integrity. And now, the best part, I get to pass down these traits to my son with Mrs. Tina Nguyen.

Andy joined EY USA in 1993 as an auditor after graduating from the university. He earned a CPA in the US after a couple of years but has since stopped practicing. With his experience at EY, he successfully applied and attended to a top-rated MBA program, followed by time spent at Dell Ventures. In 2004, Andy and Tina moved back to Vietnam and joined Prudential on the investment and finance sides, respectively. In 2007 Andy left Prudential and joined VinaCapital where he remains today.



Part 2

Three decades of building better people



Nurturing people

Placing people at the center of a corporate culture will drive a positive shift and unlock long-term values for your organization. EY Vietnam's management always prioritizes upskilling and reskilling programs for employees.

The more the firm supports its people in career and skills development, the better it serves its clients in the long run. Over the years, EY Vietnam has committed significant investments to employee training. Besides mandatory training and international qualifications for accounting and auditing, much effort has been made to enable EY people to customize their learning.

Skills are the new currency of talent. One of the things EY have done is to make EY badges, which encouraged its people to shape their careers and prepare themselves for the future – whatever it may bring – by equipping themselves with new skills and setting themselves apart in the market. Since the program's launch in 2017, more than 13,000 EY Badges have been earned, and over 55,000 more are in progress.

EY Badges open a world of possibilities for our people. They can earn bronze, silver, gold and platinum digital badges for certain skills. Aside from sector-specific ones, many of these skills are future-focused such as data visualization, data science and artificial intelligence – skills that will help them in today's working world. Badges can be displayed on internal EY profiles as well as on external professional profiles and social media sites. The firm's people can also take their badges with them if they leave EY.



“

In our day-to-day life, we learn a lot but the best part about EY Badges is that we also get recognized for it. It feels great to be part of the EY Badges program and be appreciated by my clients.



Thanh Thi Tieu
Manager, EY Vietnam
EY Bronze Badge for Government and Public Sector

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Completing EY Badges in Data Analytics helped me to showcase my strengths and build my capabilities.

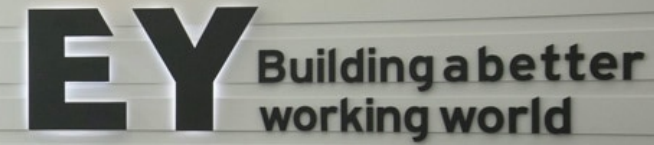


Khiem Ha Nguyen
Manager, EY Vietnam
EY Bronze Badge for Data Analytics

EY Vietnam is promoting learning, entrepreneurship and building a socially responsible country.

Throughout its history, the firm has been continuously creating and sharing knowledge about the economy and business - we have been involved and led many forums, research, market studies and posted many articles on these topics.

Realizing the need to develop talents and home-grown leaders, EY Vietnam pioneered providing sponsorship to scholarship programs to key universities in Vietnam to support young students. The success of the first scholarship program in 2007 led to closer cooperation with prestigious universities in the past 25 years.





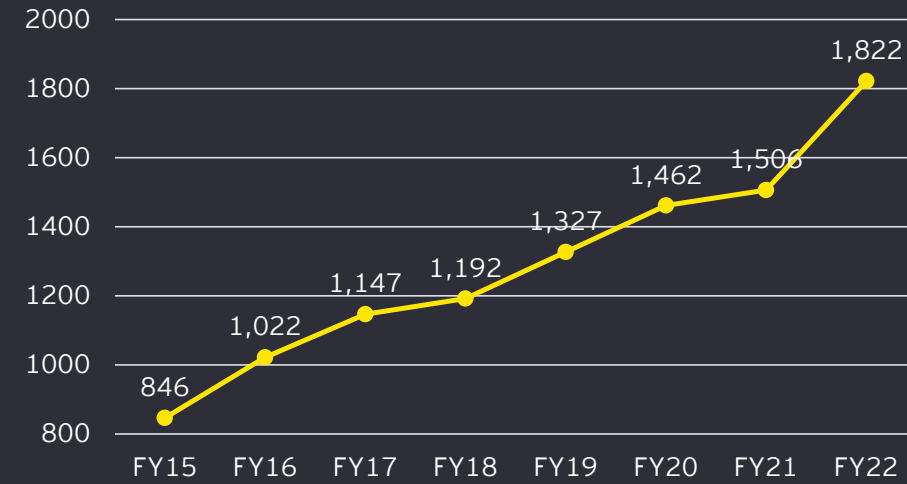
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Pathway is a great competition that provides both career and study opportunities to students. I won a scholarship through this contest in 2017 when I was a third-year student. At the time, I was set on pursuing a career in auditing and wanted to land an internship at EY Vietnam through the contest. The competition also offered scholarships for ACCA, a valuable professional certificate for accounting and financial auditing. I used to be skeptical about my abilities before, but the competition made me a lot more confident.



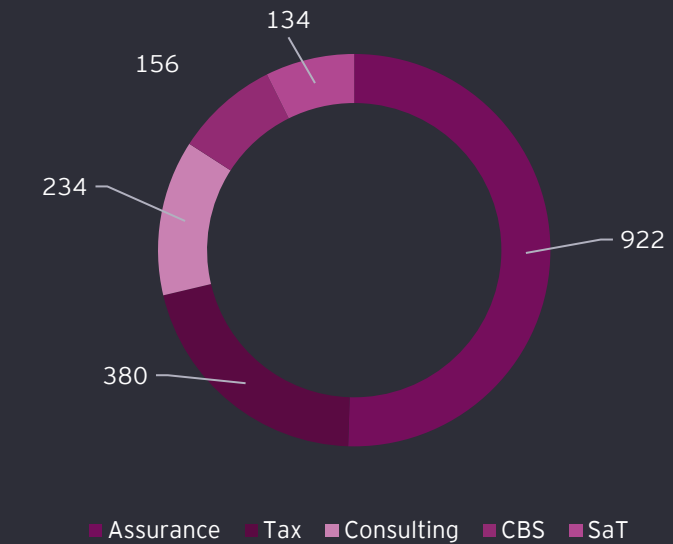
Trang Thuy Tran
Staff, EY Vietnam

EY Vietnam staff



As EY Vietnam grows, the number of staff in the organization has also developed considerably. As of June 2022, the volume of human resources in EY Vietnam reached 1,822 employees, more than double the size during the past seven years. In EY Vietnam, we have been attracting and retaining the cream of the crop by our unique culture that is based on diversity, equity and inclusiveness. We also give employees the opportunities they seek, accelerate their growth, and transform their careers.

Staffs by service lines



Originating with a handful of assurance staff, EY Vietnam people have been diverse while evolving significantly in volume. EY Vietnam has been recognized as a trusted business advisor, providing a variety of services in Assurance, Tax, Consulting and Strategy and Transactions to their clients.

The Entrepreneur Of The Year

The EY Entrepreneur Of The Year award program, co-organized with the Vietnam Chamber of Commerce and Industry (VCCI), was first organized in Vietnam in 2011.

The award is granted based on six globally applied criteria: entrepreneur spirit, strategic vision, financial ability, innovation, impacts on community, international businesses scale and straightforwardness in terms of the economy, culture and society.

“

Promoting entrepreneurship is one of the most prioritized orientations in Vietnam’s restructuring. The awards, co-organized by the VCCI and EY Vietnam, encourage entrepreneurship.



Loc Tien Vu
Chairman, Vietnam International Arbitration Center
Former Chairman, VCCI





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Being awarded Entrepreneur Of The Year is a great honor for me and Hoang Anh Gia Lai (HAGL) Group. It will encourage me and the company to reach beyond the borders of Vietnam and stand on the same stage as the giant corporations of the world.



Duc Nguyen Doan
Chairman, HAGL Group

“

2014 was my second time attending the award. I have always felt this award is very prestigious and deeply resonates with my personal values to uphold the truth and create long-term value for society.



Vu Phuoc Le
Chairman, Hoa Sen Group



When our people thrive, we thrive!

Well-being is integral for performance. Supporting people's physical and emotional health will allow them to reach their full potential. EY Vietnam has a range of programs to support people to look after their wellbeing, from remote working options to financial assistance and wellness events.

Throughout the COVID-19 pandemic, the management has consistently placed top priority on the health and safety of our people, clients and community.



Contributing to the community

EY Vietnam leaders believe business must do more to foster sustainable and inclusive growth. At EY Vietnam, people have a duty to act responsibly and in the long-term interests of all stakeholders, guided by the firm's purpose of building a better working world. Therefore, EY Vietnam always pride on its long-term commitment to supporting charitable institutions and non-governmental organizations that play a critical role in developing society, improving communities, and promoting better healthcare, education, environment and poverty alleviation.

By working with organizations across the public, private and non-profit sectors and fostering systemic approaches, the firm can achieve together what it cannot achieve alone. Through the EY Ripples program, EY people in Vietnam and across the world are devoting their time to sustainable development goals-focused projects, bringing together the combined skills, knowledge, and experience of the global EY network in pursuit of one shared vision: to positively impact one billion lives by 2030.

Most people probably think that EY Vietnam is only about financial statements, reports and advisory. In its three decades of serving and supporting the development of Vietnam, the firm has been making a meaningful difference and has been building better communities. EY Vietnam have been working with organizations from childcare and poverty eradication such as SOS Children Village of Vietnam, Lux Development, Care International Vietnam, SIDA, Bread for the World, Oxfam - and our network of partners grows all the time.







Part 3
Words of endorsement

The year 2022 marks the 30th year of EY in Vietnam. Like all great successes, this one is rooted in the firm's legacy of excellence in everything it does. But this is not only about the firm, it is also a story of its partners. Without whose invaluable contributions, EY Vietnam would not be here today.

“

Together, we achieved many milestones in Vietnam. This was only possible with the support, hard work, loyalty, endless energy and enthusiasm for excellence of our mentor partners, colleagues and team members.



Nitin Jain
International Tax and Transaction Service, EY India
Former Partner, EY Vietnam

Congratulations EY Vietnam on turning 30!

I feel very fortunate to be part of this 30-year journey and cherish my 5 years (2010-2014) in Vietnam as the most memorable period of my 22-years with EY.

Together, we achieved many milestones in Vietnam and won many accolades, including “Vietnam TP Firm of the year 2010” by Euromoney at the Asia Tax Awards, being on the front page of Saigon Times and more. This was only possible with the support,

hard work, loyalty, endless energy and enthusiasm for excellence of our mentor partners, colleagues and team members. While some of us moved on, it is heartening to see so many familiar names still in the practice and doing exceedingly well in their fields. Onwards and upwards, EY Vietnam. Your future is even brighter than your very successful past!

Heartiest congratulations again and I look forward to many more celebrations of success.

“

I was impressed by the work ethics of the local staff and their willingness to learn.



Petrus Gimbad
Former Partner, EY Vietnam

Congratulations EY Vietnam for reaching this auspicious milestone - 30 years is no mean feat and speaks volumes about your progress!

I was with EY Vietnam for a regrettably short time. My first trip to Vietnam was somewhere in 2007 but I left on 1 July 2009 because of an unexpected illness which forced an early retirement from EY to take a long rest to get back my health.

I was sent to Vietnam to lead the advisory practice and the IT assurance practice. At the time, I was already the Far East Quality Director for the Advisory Practice, and had to divide my time between Vietnam and my quality role for the Far East offices. Because the level of skills of the Vietnam office was

far from ready to deliver advisory work, I spent a lot of time on the ground showing how to think and write proposals and, to deliver projects and handle clients in Hanoi and Ho Chi Minh City offices as well as in Vientiane in Laos.

I remember managers and staff from non-advisory services also coming to me to seek advise on their work. I was impressed by the work ethics of the staff and their willingness to learn, especially about advisory work which are varied and demanding. Although I only had a short stint, I hope I have imparted something to those who have worked with me and they have progressed in their career.



My sincere thanks to Country Managing Partner Cuong Dinh Tran for inviting me from Malaysia to work at EY Vietnam. Without which, I would not know your beautiful country and the friends I have made. I want to take this opportunity to those who had the patience to work with me and sacrifice of their time to meet crazy deadlines especially in rescuing major overdue jobs in Vietnam and in Laos. My best wishes to Cuong, Partners, Managers and the staff at EY Vietnam. EY Vietnam will always remain in my heart and I look forward to hearing good news as the firm moves to greater heights in the future!

“

EY Vietnam has been constantly changing in the last three decades, but one thing remains the same - it is always the firm that competitors look up to and look out for.



Nam Nguyen

Managing Partner, Kreston NNC
Former Partner, EY Vietnam

I was fortunate to be with EY Vietnam for 12 years and witnessed its first two milestones. I saw EY values in action - EY Vietnam stands for integrity, respect, team spirit and inclusiveness. It also stands for energy, enthusiasm and the courage to take the lead and do the right things.

During the business crisis triggered by the COVID-19 pandemic, I heard people talking a lot about “people first” and “resilience”. These have been parts of EY Vietnam’s culture since its day one in Vietnam.

Amid the financial crisis of the late 90s, EY Vietnam grew bigger and better to the envy of others. The EY Vietnam of today is very different from the one that I joined and the one that I left. Like any other business, EY Vietnam has been constantly changing in the last three decades, but one thing remains the same - it is always the firm competitors that look up to and look out for.

Happy 30th anniversary to EY Vietnam, I wish you another 30 years (and more) of success.

“

Only at EY Vietnam did I truly understand that helping others succeed without expecting anything in return was a success in itself. This spirit of mutual support and true partnership made EY Vietnam an ideal working environment.



Toan Quoc Nguyen

CEO/Chairman, EQuest Education Group
Former Partner, EY Vietnam

My tenure at EY Vietnam was 3 years and 7 months. This was the time in my life when I learned the most and lived some of the happiest memories of my professional career.

I left EY to embark on my journey of being an entrepreneur. I carried with me the experiences of making teamwork the most important working spirit, how to work smarter across regions and how to optimize limited resources from EY. I also learned good management lessons from our senior leaders and industrial leaders, business owners.

I was fortunate to work with some of the finest minds from business groups in Vietnam and overseas. I also learned the importance of good leadership, being disciplined and talent management in big corporations. These were invaluable lessons that I will always treasure.

In those years, we formed a great team in our division. Work was of course always stressful, but we have built lasting friendships where

we treat each other with respect and we are always there for each other. This friendship has always been with me till today.

Only at EY Vietnam did I truly understand that helping others succeed without expecting anything in return was a success in itself. At all times, our team supported each other unconditionally, without anybody having to ask. This spirit of mutual support and true partnership made EY Vietnam an ideal working environment.

I left EY Vietnam being a better person: more confident but more humble, more experienced and more mature. While managing my company, I applied what I learned at EY Vietnam: true partnership, mutual respect, never-ending learning, professional management and treating people with respect.

My initial successes, if any, were strongly influenced by EY Vietnam and I will always be grateful for this.

“

The 10 years I spent with the firm left me with many good memories and deep friendships that will last a lifetime. EY Vietnam’s culture, reflected in the staff’s curiosity and eagerness to learn and develop, was remarkable.



Jun Torres

Assurance Partner, EY Philippines
Former Partner, EY Vietnam

It has been a wonderful experience with wonderful people.

It has been seven years since I returned from EY Vietnam to my home firm, EY Philippines. The 10 years I spent with the firm left me with many good memories and deep friendships that will last a lifetime. This is also true for my family, my wife and our three children who spent their formative years in Vietnam and who would readily call the country their second home.

As a young partner, I was asked to join EY Vietnam after SGV, which at the time had just joined the EY Global Network and, with its long history of supporting partner firms across the region, had committed to support EY Vietnam as it furthered its development. I gladly welcomed the challenge after meeting Thanh Nguyen (Former Country Managing Partner) and Cuong Dinh Tran in Manila but also had a feeling of great uncertainty I just couldn’t shake. I was moving

to a country where I knew practically no one, nor did I understand a single word of its language since English was not yet widely spoken. But, like a good soldier, I came, I stayed and the rest, as they say, is history. The two-year assignment eventually lasted for a good and fulfilling 10 years.

As I reflect on what made this journey so fulfilling, I think of the wonderful people I met, worked with and who taught me so much along the way. From the first time I stepped onto the 8th floor of Saigon Riverside Office Center, I felt the warmth of a home away from home. It did not matter that I did not understand Vietnamese, that I couldn’t read most of the audit work papers, or that communication was tricky at first with the staff or clients. All of that went away as soon as I realized there was a mutual desire to know and learn from each other, work together and develop friendships. EY Vietnam’s

culture, reflected in the staff’s curiosity and eagerness to learn and develop, was remarkable. With their intelligence and diligence, the language barrier simply became irrelevant.

As I walk down memory lane, I can’t help but remember with fondness the staff anniversary galas, family day, Ao Dai day, the alumni events, graduate recruitment activities, my VACPA examinations, the EY and VACPA trainings, the intense inter/intra-firm football and cheering competitions, trips to Hanoi and other provinces and to Laos and Cambodia to meet colleagues and clients, the summer outings and picnics to nature resorts, beaches and river banks, the planning meetings and, of course, the Tet celebrations. I wish I could mention all the people whom I had the privilege to share these fantastic experiences with. One thing is certain though, they have all been etched permanently into my heart and mind.

As EY Vietnam celebrates its 30th anniversary, I join the firm’s alumni community in congratulating Cuong Dinh Tran, the partners and the entire EY Vietnam family for their stewardship and dedication that brought the firm to where it is today. I am excited and proud to see EY Vietnam continue to grow and provide opportunities to young and ambitious graduates to thrive, help clients succeed and

ultimately contribute to the country’s development.

Congratulations EY Vietnam and wish you success for another meaningful 30 years!



“

Vietnam once, Vietnam now, and Vietnam forever!



Gerard Holtzer
Former Partner, EY Vietnam

I came to Vietnam in 1993 through a trip organized by a French Chamber of Commerce inviting companies to invest in Vietnam few years after “Doi moi”. I was impressed and in addition to recommend others to invest in Vietnam, I did invest myself in becoming a Managing Partner of EY Vietnam in Hanoi. At that time, ten people in Trang Thi street, Hanoi and fifteen people in Nguyen Van Troi street, HCM City. Two Partners took care of 30 clients. Now, you have thousands of clients with nearly 100 Partners. Tremendous changes enabled by tremendous strategy of EY Vietnam leadership.

I retired in Montpellier at the age of 60 years in 2005 but the interest in Vietnam did not stop, as I came back to challenge the policy of privatization of large general companies for some months for another year.

When I stopped working, I looked back to Vietnam with different pair of glasses and discovered that art was around in paintings, visual art, music, design, architecture, dance, cinema and many others. So I wanted to understand Vietnam, not only for its economic outlook but also for its cultural environment.

I’ve graduated recently to a master’s degree on the topic “The world of contemporary art in Vietnam”. I discovered the world of Vietnamese artists, not only for their performances and their struggling with the official concept of art, but also their presence on the international scenery. I went to meet these artists on the back of motorbikes leading me to exhibitions, ateliers, concerts, museums, art universities, cafes, and other nice places I never knew during my professional life. There was passion in discovering, apart from the world of business plans and figures, different worlds like music, painting, performances, installations, street-art, architecture.

This led me to continue my research, digging in the history of Vietnam and I am currently doing a research on the history of Vietnamese culture and the relationship with the political powers during the 19th to the 20th century. Who knows what I will discover? I may need your help in this regard.

My wishes are first of all addressed to you. My advice is the same that the one I gave when leaving EY Vietnam 17 years ago. Your wellbeing is the wellbeing of EY Vietnam. But paraphrasing a well-known politician addressing the youth: “Don’t ask what EY Vietnam can do for you but ask yourself what you can do for EY Vietnam”. I am pretty sure that this is your daily question when you wake up in the middle of the night. My wish to EY Vietnam is that EY Vietnam can count on people like you, success and wellbeing will follow.

Vietnam once, Vietnam now, and Vietnam forever!





| Part 4
From generation to generation



Cuong Dinh Tran



Son Phu Tran



Duong Nguyen



Robert King



Du Vinh Tran



Chuong Dang Phan



Huong Vu



Anthony Le Duong



Anh Thi Van Nguyen



Anh Hoang Trinh



Anh Thi Kim Ngo



Anh Tuan Thach



Anh Thi Hong Pham



Anh Nguyen Pham



Binh Thanh Phan



Cristina Calimbas



Huong Thi Thien Dao



Huong Nguyen



Khanh Quoc Vo



Long Ngoc Pham



Dung Nam Tran



Duc Minh Nguyen



Ernest Young



Ha Phuong Dang



Long Viet Nguyen



Michael Beckman



Minh Le Bao Truong



Nga Phuong Nguyen



Hoa Xuan Trinh



Hoang Quoc Nguyen



Hung Manh Nguyen



Huyen Nguyen



Nhung Thi Hong Nguyen



Nu Thi Duong



Phat Tan Nguyen



Phu Manh Phung



Quang Nhat Hang



Quynh Thi Nhu Nguyen



Robert Trong Tran



Saman Bandara



Thy Thi Anh Huynh



Trang Pham



Truong Duc Le



Truong Vu Le



Sayantan Choudhury



Shashi Jagadiswaran



Takahisa Onose



Tan Ho Khanh Nguyen



Tu Thi Cam Pham



Tuan Anh Bui



Tung Quy Nguyen



Wizel Argumido



Thanh Phuong Nguyen



Thanh Thai Nguyen



Thang Manh Hoang



Thinh Xuan Than

Founding Partners



Lenard Xieu Tan



John Harvey



Thomas Brian Stevenson

Former Partners



Allanda McConnell



Andrew Nord



Christopher Mark Bulter



Deepankar Sengupta

Former Country Managing Partners



Peter Tibbitts



Gerard Holtzer



Thanh Khac Nguyen



Dai Xuan Nguyen



Henry Hoang



Hung Duc Hoang



Jain Nitin



John T. Ditty



Jun Torres



Kelvin Lee



Khanh Cong Pham



Petrus Gimbad



Toan Quoc Nguyen



Thuy Thi Thu Doan



Tom Chong



Mai Thi Tuyet Le



Michael Lim



Minh Quang Le



Nam Nguyen



Chapter 06

Value and trust

The 30-year journey of EY Vietnam has shared the difficulties and the many triumphs of the country's "Doi moi" reforms.

Since setting foot in Vietnam, EY Vietnam has always been proud of its contributions - direct or indirect alike - to the country's socio-economic development from foreign investment (direct and indirect), domestic and international capital markets, budget revenue, generations of auditors, finance and accounting personnels, leaders of businesses, to particularly fields. Besides, by continuous efforts, EY Vietnam has crucially helped local firms in enhancing their obligation capacity and integrating into international and regional economies - raising their position and connecting them among Vietnamese business community.

A particular point of pride for EY Vietnam is its involvement in the establishment and development of the independent audit industry in Vietnam in the past 30 years (1991-2002). At present, independent audit is a key component of strategic decision-making and is an essential part of macroeconomic and financial management. Throughout this adventure, EY Vietnam has played a valuable part in accelerating the development of all sectors as a pioneer professional services company.

Throughout the past 30 years, EY Vietnam has reaffirmed the EY Global brand in Vietnam and contributed to its global and regional reputation. It has been a journey of steadfast efforts and the creation of shared values.

The strategic landscape has been continuously changing with the consequences of COVID-19 and the rapid and non-stop development of technology. It is also beset by trends like

globalization, economic integration, evolving requirements from clients, as well as new competition from startups and big tech companies. The world is also turning ensuring that production and development are sustainable for a greener future.

In the continuation of our journey of 30 years generating value and building trust, EY Vietnam will embrace the new opportunities lying in challenges, supported by the new strategy landscape of EY Global and Regional - NextWave, EY Vietnam will continuously search for and adopt new methods to create new opportunities that have long-term value for customers, employees and stakeholders.

“

There were times we were overwhelmed by market and operation difficulties, putting great pressure on us. With strong support from EY global and regional, the trust of the local customer community, and EY's unwavering commitment to implementing shared values, we overcome challenges together.

I am fortunate to have been with the company since onset until now. At that time, even in my dreams, I could not imagine that the company would develop as it is today. We understand that EY Vietnam has a mission and ambition to fulfill in each stage of its 30-year journey. We are and are always ready for the milestones ahead.



Cuong Dinh Tran
Country Managing Partner, EY Vietnam

“

Reflecting on EY Vietnam journey to becoming the leading audit and consulting services firm for the Vietnamese financial sector, I think that the firm's success can be expressed in three words:

Strategy: Right from the beginning, EY Vietnam has set the right course, aligning with the general development roadmap of the market and the country.

Consistency: Once our Strategy was mapped out, EY Vietnam faithfully followed this strategy while making steady investments in human resources, technology and knowledge. Had we not been consistent in our strategy, EY Vietnam FSO would not have achieved the success it has achieved today.

Transformation: Transformation is of extreme importance, not only for EY Vietnam but also for all sectors of the national economy. Given the ever-evolving market and the banking and financial sector, the demand for transformation is extremely large. Therefore, the EY Vietnam audit team and the FSO consulting team must constantly learn new knowledge and undertake refreshment courses to remain ahead of the curve of rapidly changing markets and customer needs.

We believe in creating significant milestones on our next journey, believe in the success of business methods and solutions that bring new values, with an unwavering belief in EY shared values – the foundation for all actions.



Cuong Dinh Tran
Country Managing Partner, EY Vietnam



Glossary of acronyms

ACCA	The Association of Chartered Certified Accountants
ADB	Asian Development Bank
AEC	ASEAN Economic Community
ALM	Asset - Liability Management
AOTCA	Asia Oceania Tax Consultants' Association
APAC	The Asia-Pacific
Bancassurance	Selling insurance products through banks
BEPS	Base Erosion and Profit Shifting
BIDV	Bank for Investment and Development of Vietnam
CFO	Chief Financial Officer
CPA	Certified Public Accountants
CPTPP	The Comprehensive and Progressive Agreement for Trans-Pacific Partnership
eKYC	Electronic Know Your Customer
EOY	Entrepreneur Of The Year
ERP	Enterprise Resource Planning
EVFTA	European-Vietnam Free Trade Agreement
EY Global	Ernst & Young Global Limited

EY Vietnam	Ernst & Young Vietnam Limited
FDI	Foreign Direct Investment
FSMIMS	Financial Sector Modernization and Information Management System
FSO	Financial Services Organization
FTA	Free Trade Agreement
GDP	Gross domestic product
GISS	Global Information Security Survey
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GPS	Government and Public Sector
HAGL	Hoang Anh Gia Lai
HOSE	Ho Chi Minh Stock Exchange
HR	Human Resources
IASB	International Accounting Standards Board
ICAAP	The Internal Capital Adequacy Assessment Process
IFC	International Finance Corporation
IFRS	International Financial Reporting Standards
IMF	International Monetary Fund
IoT	Internet of Things
IPO	Initial Public Offering
IT	Information Technology

KPIs	Key Performance Indicators	SOEs	State-owned Enterprises
M&A	Mergers and Acquisitions	SSC	State Securities Commissions of Vietnam
MBA-Tech	Master of Business Administration in Technology	TP	Transfer pricing
MIS	Management Information System	TPP	Trans-Pacific Partnership
MOU	Memorandum of Understanding	VACPA	Vietnam Association of Certified Public Accountants
NGO	Non-Governmental Organization	VAS	Vietnam Accounting Standard
ODA	Official Development Assistance	VCCI	Vietnam Chamber of Commerce and Industry
OECD	Organization for Economic Cooperation and Development	VNPost	Vietnam Post Corporation
OMO	Open Market Operation	VNPT	Vietnam Posts and Telecommunications Group
PE	Private Equality	VNR500	Vietnam Report 500
PPD	Professional Practice Directorate	WB	World Bank
PPP	Public-private Partnership	WTO	World Trade Organization
Pro forma	Financial reports issued by an entity	\$NAP	A loan application on mobile platform of FE Credits
PVD Drilling	PetroVietnam Drilling & Well Services Corporation		
R&D	Research & Development		
RPA	Robotic Process Automation		
SaT	Strategy and Transaction		
SBV	State Bank of Vietnam		
SCCI	State Committee on Cooperation and Investment		
SMEs	Small and Medium Enterprise		

Notes from board of editors

This Yearbook is the first edition and will be updated with more interesting stories, information and images shared and allowed to be used by our stakeholders.

The information presented in the Yearbook, if understood as findings, interpretations and/or conclusions, do not necessarily reflect the views of the global EY organization or its member firms.

The views of third parties set out in this publication are not necessarily the views of the global EY organization or its member firms. Moreover, they should be seen in the context of the time they were made.

We would like to express our special thanks to our stakeholders for their enthusiastic contributions and look forward to receiving your additional valuable comments and information.

For further questions or update, please contact Nguyet Thu Vu, Director, Brand, Marketing and Communications, EY Vietnam, email nguyet.thu.vu@vn.ey.com.

Sincerely,

Board of Editors

EY | Building a better working world

EY exists to build a better working world, helping to create long-term value for clients, people and society and build trust in the capital markets.

Enabled by data and technology, diverse EY teams in over 150 countries provide trust through assurance and help clients grow, transform and operate.

Working across assurance, consulting, law, strategy, tax and transactions, EY teams ask better questions to find new answers for the complex issues facing our world today.

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