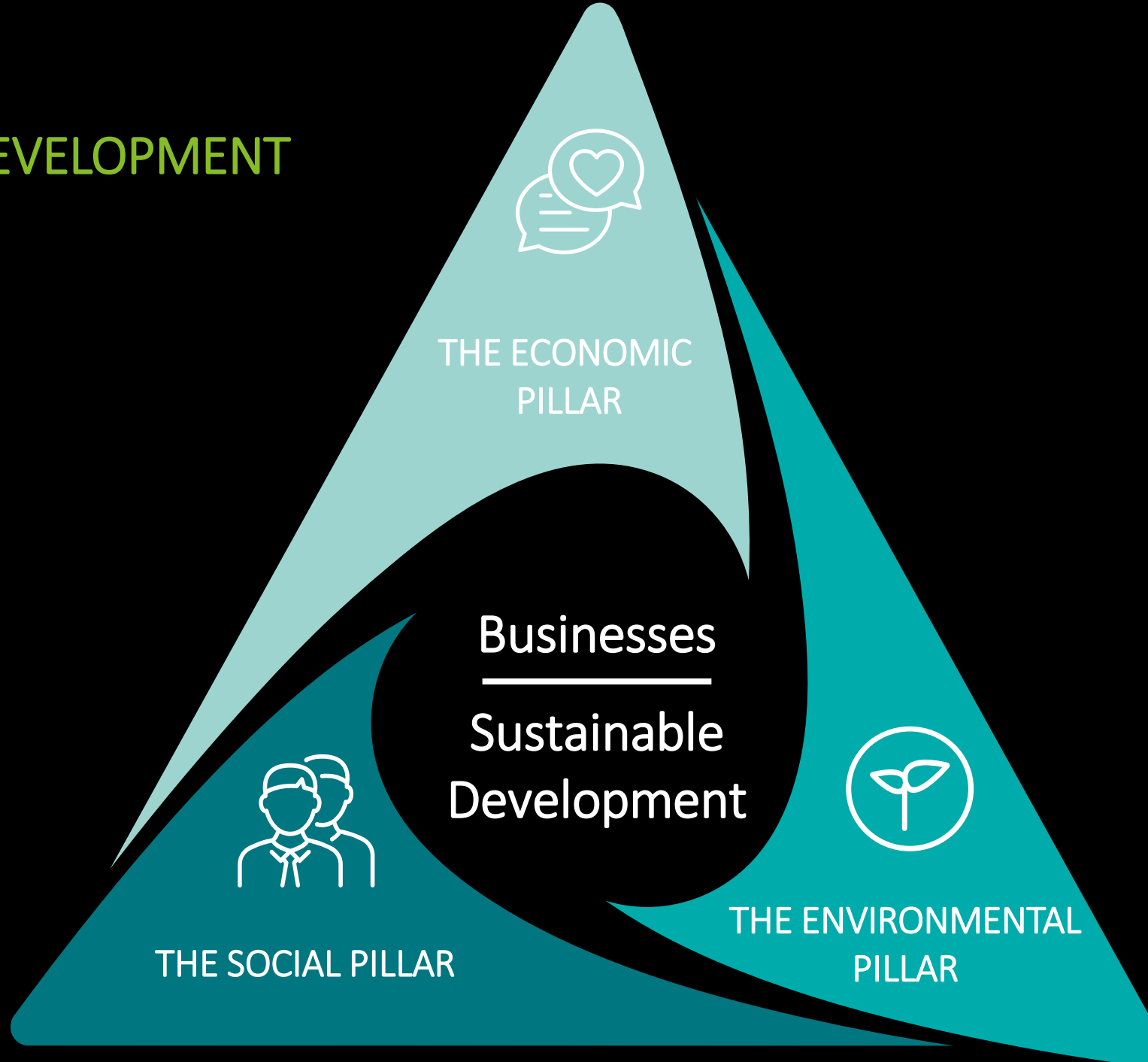




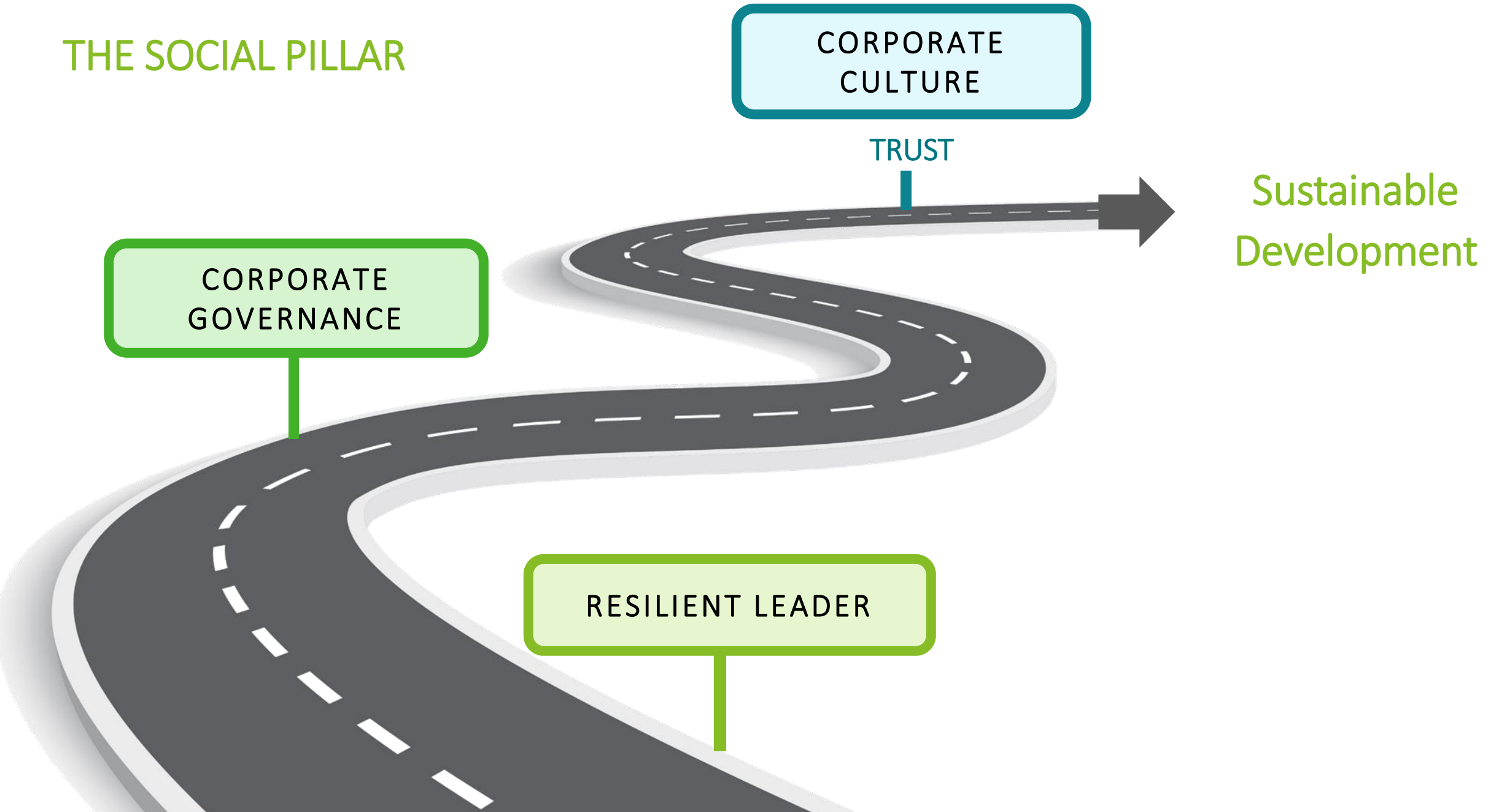
Sustainable Corporate Governance in a changing society

September 25, 2020



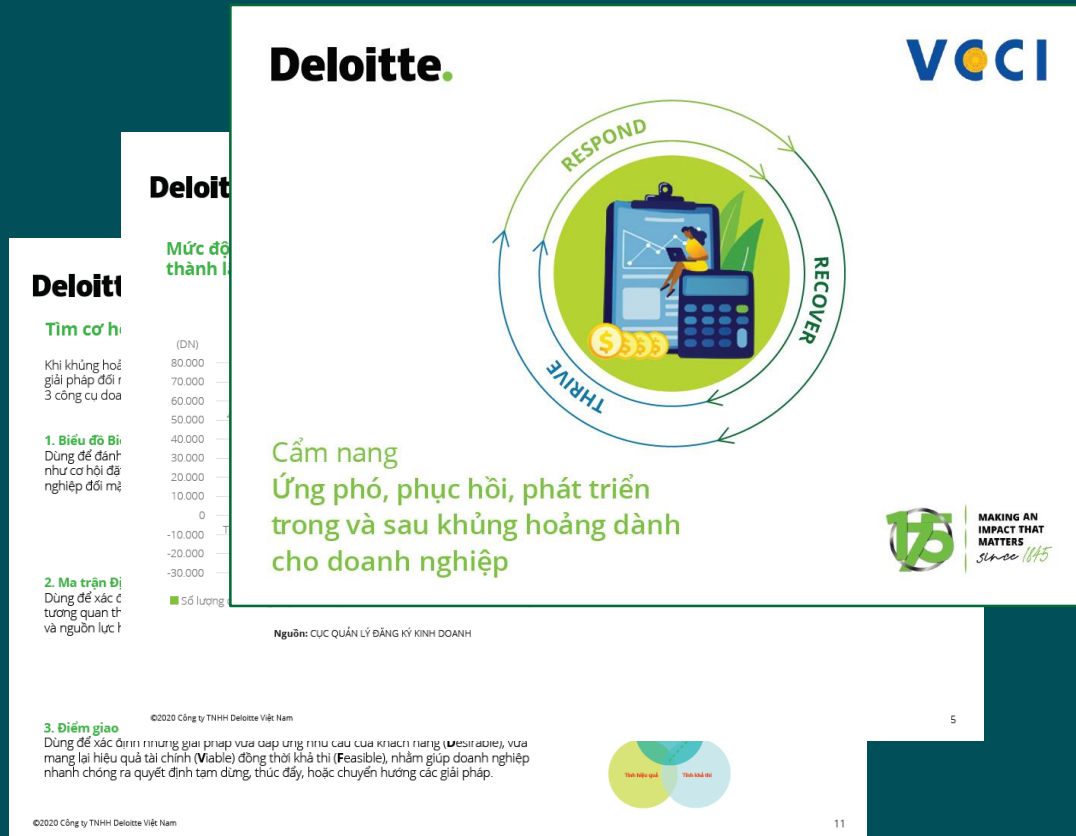


THE SOCIAL PILLAR



Deloitte.

OBJECTIVE



A PUBLICATION OF
DELOITTE AND VCCI

● PRACTICAL ADMINISTRATION TOOLS ● CRISIS MANAGEMENT PRINCIPLE TO THRIVE

Helping businesses to respond, recover and
thrive, heading towards
sustainable development

Deloitte.

STRUCTURE



PART 1

Businesses in crisis

PART 2

Crisis management principles

PART 3

Application of
crisis management principles

- Finding opportunities amid the challenges
- Leading with Resilience
- The importance of Trust

CRISIS MANAGEMENT PRINCIPLES

Fundamental principles businesses need to adopt during crisis, collected by Deloitte's expert



1

Lay the foundation

Build a resilient and flexible business, ready to face any uncertainty

2

Recover and grow revenue

Recapture revenue and expand into new organic opportunities for top-line growth, customer experience, and profit margin

3

Reduce and strictly manage costs

Increase gross margin and net profit to counter negative impact on revenue

4

Optimize assets, liabilities and liquidity

Curate the asset portfolio (including M&A transactions), strengthen the balance sheet, and align the capital structure

5

Accelerate digital transformation

Accelerate digital capabilities to enable growth, decrease costs, and progress further as an insights-driven organization

6

Manage stakeholder expectations

Manage and fulfill stakeholder expectations while proactively addressing risks

APPLICATION OF CRISIS MANAGEMENT PRINCIPLES

Specific guidance on essential foundations



Finding opportunities amid the challenges: Formulate response strategies in the face of challenges and risks



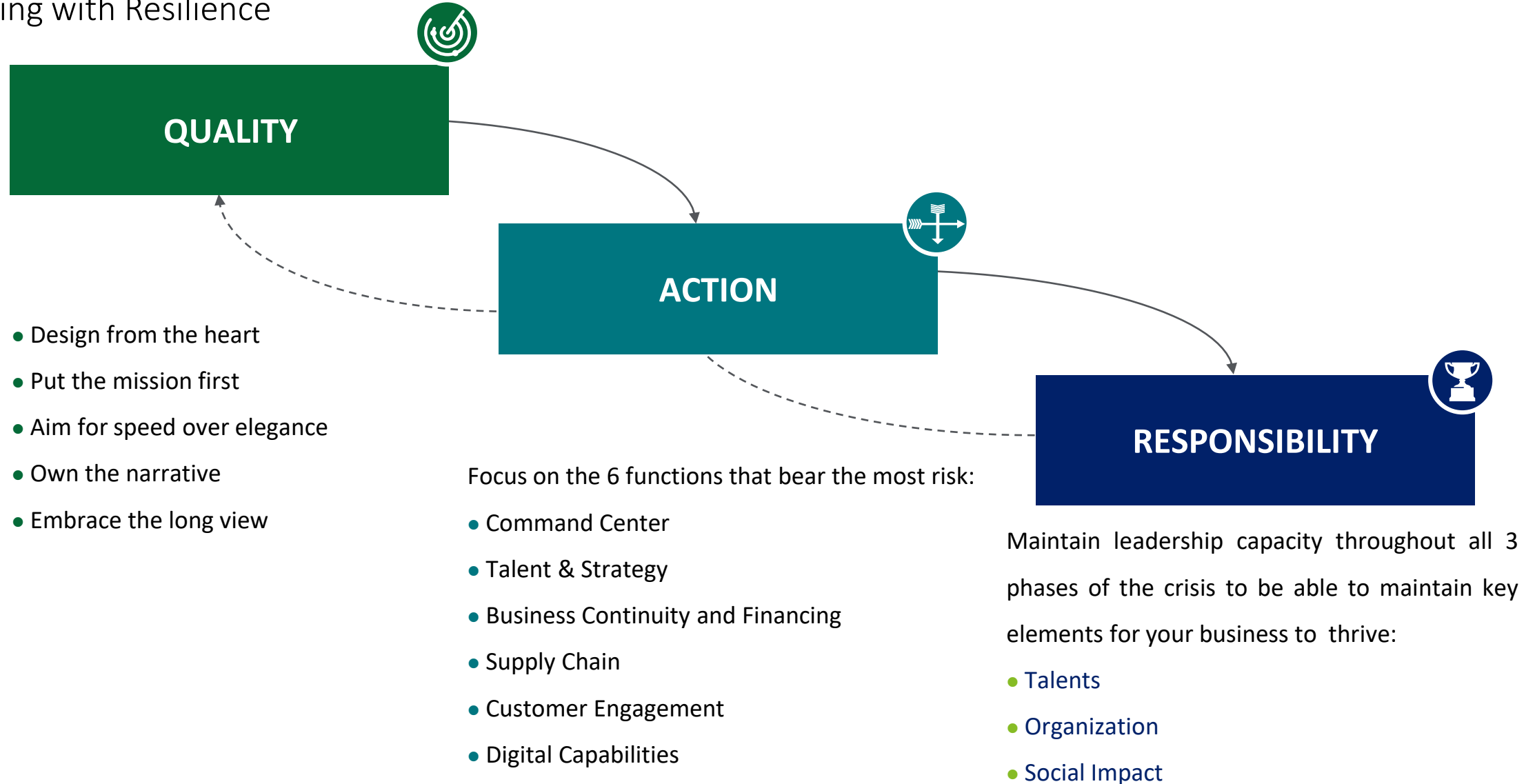
Leading with Resilience: Maintain essential qualities of who they are by what they do across three critical time frames: Respond, Recover, Thrive



The importance of Trust: Constantly reinforce trust among stakeholders

APPLICATION OF CRISIS MANAGEMENT PRINCIPLES

Leading with Resilience



APPLICATION OF CRISIS MANAGEMENT PRINCIPLES

The importance of Trust:



ACKNOWLEDGMENTS



Mr. Bui Tuan Minh
Partner
Deloitte Private
Deloitte Vietnam



Mr. Nguyen Quang Vinh
General Secretary
Vietnam Chamber of Commerce
and Industry (VCCI)

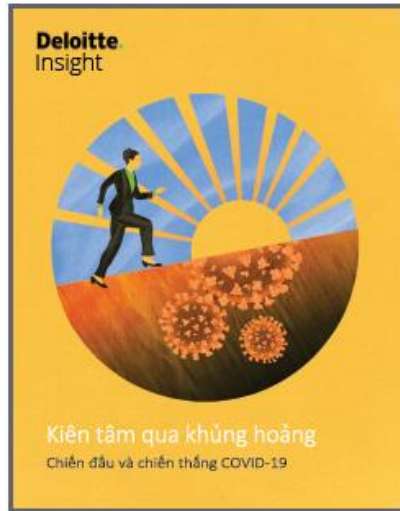


Ms. Phan Thuc Anh
Director
Risk Advisory – Strategy & Brand
Deloitte Vietnam



Mr. Luong Minh Huan
Director of Enterprise
Development Institution
Vietnam Chamber of Commerce
and Industry (VCCI)

REFERENCE



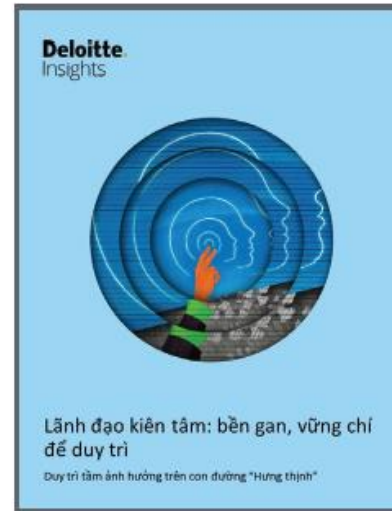
The heart of
resilient leadership

Responding to COVID-19



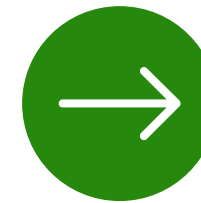
The essence of
resilient leadership

Business recovery from COVID-19



The perseverance of
resilient leadership

Sustaining impact on the road to Thrive



Contact us for more information

Ms. Thanh Bui – Manager, Deloitte Private: thanhbui@Deloitte.com

Ms. Ngan Do – Assistant Manager, Client & Market: ngando@Deloitte.com



Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities (collectively, the “Deloitte organization”). DTTL (also referred to as “Deloitte Global”) and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Deloitte Asia Pacific Limited is a company limited by guarantee and a member firm of DTTL. Members of Deloitte Asia Pacific Limited and their related entities, each of which are separate and independent legal entities, provide services from more than 100 cities across the region, including Auckland, Bangkok, Beijing, Hanoi, Hong Kong, Jakarta, Kuala Lumpur, Manila, Melbourne, Osaka, Seoul, Shanghai, Singapore, Sydney, Taipei and Tokyo.

About Deloitte Vietnam

In Vietnam, services are provided by separate and independent legal entities, each of which may be referred to or known as Deloitte Vietnam.

This communication and any attachment to it is for internal distribution among personnel of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms and their related entities (collectively, the “Deloitte organization”).

It may contain confidential information and is intended solely for the use of the individual or entity to whom it is addressed. If you are not the intended recipient, please notify us immediately by replying to this email and then please delete this communication and all copies of it on your system. Please do not use this communication in any way.

None of DTTL, its member firms, related entities, employees or agents shall be responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication. DTTL and each of its member firms, and their related entities, are legally separate and independent entities.