



HIỆP HỘI DOANH NGHIỆP ĐẦU TƯ NƯỚC NGOÀI
VIETNAM'S ASSOCIATION OF FOREIGN INVESTED ENTERPRISES

ANNUAL REPORT ON FOREIGN INVESTMENT IN VIETNAM 2025

**New Driving Force from International
Financial Centers and Free Trade Zones**



Hà nội, tháng 4 năm 2026



CIPUTRA HANOI
INTERNATIONAL CITY
Khu Đô Thị Nam Thăng Long



300Ha WELL-CRAFTED

Integrated masterplan
Không gian xanh



1800 1088



CIPUTRA HANOI
INTERNATIONAL CITY
Khu Đô Thị Nam Thăng Long

ANNUAL REPORT
**ON FOREIGN INVESTMENT
IN VIETNAM 2025**

INTRODUCTION

Over 35 years of implementing the Doi Moi (Renovation) policy, the foreign direct investment (FDI) sector has always played a crucial role in Vietnam's socio-economic development. FDI not only contributes to supplementing capital for development investment but also promotes technology transfer, enhances corporate governance capacity, expands export markets, and creates more jobs for workers. More importantly, the FDI sector has become one of the important driving forces promoting the industrialization and modernization of the economy and Vietnam's increasingly deep integration into the world economy.

As the representative organization for the community of foreign-invested enterprises in Vietnam and Vietnamese enterprises with international investment cooperation, the Vietnam Association of Foreign Invested Enterprises (VAFIE) has, over many years, continuously accompanied businesses, striving to contribute alongside the Government and local authorities in improving the investment environment, attracting, and enhancing the operational efficiency of the FDI sector in Vietnam. Through research activities, policy consultation, business networking, and information dissemination, VAFIE aims to promote a more qualitative, efficient, and sustainable flow of FDI capital.

Based on the aforementioned mission, since 2021, VAFIE has initiated and published the Annual Report on FDI in Vietnam. These reports have received attention and positive evaluations from policymaking agencies, research and training institutions, business associations, as well as the domestic and international business community. The Report has become a useful information channel, providing systematic analyses of global FDI trends and the situation of FDI attraction in Vietnam, regarding potential, investment opportunities, as well as policy recommendations and proposed solutions to improve Vietnam's investment environment.

Following the success of previous years, this year VAFIE is pleased to introduce the Annual Report on FDI in Vietnam 2025 with the theme: "New Driving Force from International Financial Centers and Free Trade Zones". The report, approximately 150 pages long, is compiled and published bilingually in Vietnamese and English, comprising 5 chapters:



- Chapter 1: Overview of the global economic context and the shifting trends of global FDI flows.
- Chapter 2: Comprehensive picture of FDI attraction in Vietnam, including scale, structure, and notable movements of FDI flows.
- Chapter 3: Overview of Vietnamese enterprises' outbound investment activities – an increasingly significant trend in the process of international economic integration.
- Chapter 4: Assessments from international organizations, investors, and FDI enterprises on Vietnam's business investment environment.
- Chapter 5: Forecasts of global FDI trends and the domestic context in the coming period; based on which, policy recommendations and solutions are proposed to further improve the investment environment, meeting the requirements for attracting new-generation FDI.
- The final part of the report includes Enterprise Information, Appendix, and References.

The Annual Report on FDI in Vietnam 2025 was researched and compiled amidst complex and rapid international developments; the Doi Moi and reform efforts in Vietnam were vigorously pursued with many important decisions affirmed in the Politburo's Resolutions and the 14th National Party Congress Resolution, aiming to transform Vietnam into a high-middle-income developing country by 2030 and a developed country with a modern industry by 2045. A series of laws related to economy-investment were amended and supplemented to create a synchronous legal environment, consistent with the two-tier administrative model, and to create leverage to promote double-digit economic growth in the coming years.

One of the notable new points of this year's Report is its focus on analyzing the role of international financial centers and free trade zones as new driving forces that can generate additional resources for attracting new-generation FDI, promoting innovation, and proactively integrating internationally in the coming period.

In addition to analyzing and evaluating the situation of FDI attraction and utilization, this year's Report also provides readers with a comprehensive picture of Vietnamese enterprises' outbound investment.

The Report is a research work by a team of experienced experts in economics and investment, researchers from research institutes, universities, international organizations, and FDI en-



terprises operating in Vietnam.

VAFIE would like to sincerely thank the invaluable contributions of the Research Team members, including: Prof.Sc.D. Nguyen Mai – former Vice Chairman of the State Committee for Cooperation and Investment, former Chairman of VAFIE; Mr. Vu Van Chung – Deputy Director General of the Foreign Investment Agency, Ministry of Finance; Dr. Can Van Luc – Member of the Prime Minister’s Economic Advisory Council, Chief Economist of BIDV; Dr. Tran Toan Thang – Head of International Cooperation Department, Institute of Strategy and Policy, Ministry of Finance; Dr. Nguyen Cong Ai – Deputy General Director of KPMG; Assoc. Prof. Dr. Dao Hoang Tuan – Director of the International Training Institute, Academy of Policy and Development; Mr. Nguyen Noi – former Deputy Director General of the Foreign Investment Agency, Ministry of Finance, Vice Chairman of VAFIE; Ms. Nguyen Thi Minh Hien – Head of International Cooperation Department of VAFIE, former Deputy Director General of the Ministry of Finance; Mr. Duong Bao Trung – Deputy Head of Legal Department of VAFIE, Director of LEXengine Joint Stock Company; Ms. Nguyen Thi Thoan – Standing Member of the VAFIE Business Support Board; Mr. Nguyen Thanh Nghiep, Partner of VTN and Partners Law Firm, who dedicated significant time to research and develop the content of this meaningful Report.

We would like to thank the organizations: Foreign Investment Agency (Ministry of Finance), JETRO, KOCHAM, AMCHAM, KPMG, FiinGroup, Samsung Vietnam, Ciputra, DeepC, Geleximco Hung Phu Industrial Park, Coca-Cola Vietnam, Suntory PepsiCo Vietnam, SCG Vietnam... for their valuable feedback, which has provided the Report with more multi-dimensional perspectives, accurately reflecting reality, and serving as a valuable reference for policymaking.

We hope that the Annual FDI Report 2025 will continue to be a useful document for policymakers, researchers, training institutions, business associations, as well as the domestic and international business community interested in Vietnam’s investment environment and development prospects.

Despite the editorial board’s best efforts during the compilation process, the Report is inevitably subject to certain limitations. We eagerly look forward to receiving feedback from agencies, organizations, experts, and readers to further improve future reports.

Sincerely presented to our readers.

Dr. Nguyen Anh Tuan
Chairman of VAFIE

RESEARCH AND EDITORIAL BOARD

1. **Dr. Nguyen Anh Tuan**, Chairman of VAFIE, Chief Editor
2. **Prof.Sc.D. Nguyen Mai** – former Vice Chairman of the State Committee for Cooperation and Investment, former Chairman of VAFIE.
3. **Mr. Vu Van Chung** – Deputy Director General of the Foreign Investment Agency, Ministry of Finance.
4. **Dr. Can Van Luc** – Member of the Prime Minister’s Economic Advisory Council, Chief Economist of BIDV.
5. **Dr. Tran Toan Thang** – Head of International Cooperation Department, Institute of Strategy and Policy, Ministry of Finance.
6. **Dr. Nguyen Cong Ai** – Deputy General Director of KPMG.
7. **Assoc. Prof. Dr. Dao Hoang Tuan** – Director of the International Training Institute, Academy of Policy and Development.
8. **Mr. Nguyen Noi** – former Deputy Director General of the Foreign Investment Agency, Ministry of Finance, Vice Chairman of VAFIE.
9. **MSc Nguyen Thi Minh Hien** – Head of International Cooperation Department of VAFIE, former Deputy Director General of the Ministry of Finance.
10. **Mr. Duong Bao Trung** – Deputy Head of Legal Department of VAFIE, Director of LEXengine Joint Stock Company.
11. **MSc Nguyen Thi Thoan** – Standing Member of the VAFIE Business Support Board.
12. **Mr. Nguyen Thanh Nghiep** – Partner of VTN and Partners Law Firm.

LIST OF ABBREVIATIONS

No.	Abbreviation	English Full Text
	AI	Artificial Intelligence
	ADB	Asian Development Bank
	AJCEP	ASEAN-Japan Comprehensive Economic Partnership
	AHIA	ASEAN-Hongkong Investment Agreement
	AIIA	ASEAN-India Investment Agreement
	ACIA	ASEAN Comprehensive Investment Agreement
	AFFTA	Africa Free Trade Agreement
	APEC	Asia - Pacific Economic Cooperation Forum
	ASEAN	Association of Southeast Asian Nations
	ATIGA	ASEAN Trade In Goods Agreement
	BIA	Bilateral Investment Agreement
	BRICS	Brazil, Russia, India, China and South Africa
	CB	Central Bank
	COP26	United Nations Climate Change Conference of Parties
	CPI	Consumer Price Index
	CPTPP	Comprehensive and Progressive Trans-Pacific Partnership Agreement
	DTA	Double Taxation Agreement
	EU	European Union
	EVFTA	EU-Vietnam Free Trade Agreement
	SDGs	Sustainable Development Goals
	FDI	Foreign Direct Investment
	FR	Fitch Ratings
	G20	Group of 20
	GDP	Gross Domestic Product
	IGA	Investment Guarantee Agreement

GMT	Global Minimum Tax
IIA	International Investment Agreement
IFC	International Financial Center
ILO	International Labour Organization
IMF	International Monetary Fund
IoT	Internet of Things
IPA	Investment Promotion Agency
MIGA	Multilateral Investment Guarantee Agency
M&A	Merger & Acquisition
MFN	Most Favoured Nation
NT	National Treatment
OECD	Organization for Economic Cooperation and Development
PCI	Provincial Competitiveness Index
PMI	Purchasing Managers Index
PPP	Public- Private Partnership
PPP	Purchasing Power Parity
RCEP	Regional Comprehensive Economic Partnership
R&D	Research and Development
TIP	Treaty with Investment Provision
TPP	Trans-Pacific Partnership
TR	Trade Remedies
UNCTAD	United Nations Conference on Trade and Development
UNDESA	United Nations Department of Economic and Social Affairs
VCCI	Vietnam Chamber of Commerce and Industry
WB	World Bank Group
WEF	World Economic Forum
WTO	World Trade Organization
EVFTA	EU - Viet Nam FTA

LIST OF TABLES

Table 1: Global Economic Growth and Gross Domestic Product

Table 2: FDI by Investment Capital

Table 3: Top 10 Sectors Attracting Most FDI

Table 4: Top 10 Provinces and Cities Attracting Most FDI

Table 5: Top 10 Largest FDI Partners

Table 6: Average Capital of Newly Registered Projects

Table 7: Top 10 Largest Newly Registered FDI Projects in 2025

Table 8: Sectoral Structure of FDI Capital Increase Adjustments

Table 9: Top 10 FDI Projects with Largest Capital Increase Adjustments in 2025

Table 10: M&A Value by Economic Sector

Table 11: Top 10 Largest M&A Investment Partners in 2024

Table 12: Top 10 Largest M&A Projects in 2025

Table 13: FDI Attraction and Utilization

Table 14: Top 10 Sectors Attracting Most FDI (Cumulative)

Table 15: Top 10 Localities Attracting FDI (Cumulative)

Table 16: FDI by Economic Region (Cumulative)

Table 17: Top 10 Largest FDI Partners (Cumulative)

Table 18: Structure of Realized Total Social Investment Capital (2023–2025)

Table 19: Contribution to GDP by Economic Sector

Table 20: Proportion of State Budget Contribution by Economic Sector

Table 21: Exports and Imports of Enterprises

Table 22: Localization Rate by Economic Sector

Table 23: VIETNAM'S OUTWARD INVESTMENT IN 2025 BY LOCATION

Table 24: VIETNAM'S OUTWARD INVESTMENT BY SECTOR

Table 25: Largest Newly Announced Greenfield Investment Projects in 2025

Table 26: Summary of IFC Legal Regulations

Table 27: Summary of Legal Regulations for Free Trade Zones (FTZs) in Vietnam

Table 28: FDI Attraction Orientation by Priority Industry and Key Policy Tools

Table 29: FOREIGN INVESTMENT IN 2025 BY INDUSTRY

Table 30: FOREIGN INVESTMENT IN 2025 BY PARTNER

Table 31: FOREIGN INVESTMENT IN 2025 BY LOCALITY

Table 32: FOREIGN INVESTMENT IN VIETNAM BY INDUSTRY

Table 33: FOREIGN INVESTMENT IN VIETNAM BY PARTNER

Table 34: FOREIGN INVESTMENT IN VIETNAM BY LOCALITY

Table 35: VIETNAM'S OUTWARD INVESTMENT BY LOCATION

Table 36: VIETNAM'S OUTWARD INVESTMENT BY SECTOR

LIST OF FIGURES

Figure 1: U.S. Growth in 2022–2024, Forecasts for 2025 and 2026

Figure 2: Eurozone Growth in 2022–2024, Forecasts for 2025 and 2026

Figure 3: Japan's Growth in 2022–2024, Forecasts for 2025 and 2026

Figure 4: China's Growth in 2022–2024, Forecasts for 2025 and 2026

Figure 5: Forecasted Growth for Some Southeast Asian Countries in 2025

Figure 6: Global Trade Growth

Figure 7: Foreign Direct Investment (FDI) Flows by Economic Group and Region

Figure 8: Foreign Direct Investment (FDI) Flows into Developing Economies in Asia by Sub-region

Figure 9: Foreign Direct Investment (FDI) Flows into Latin America and the Caribbean by Sub-region

Figure 10: FDI Flows into the Top 10 Most Attractive Destination Economies

Figure 11: Outward Foreign Direct Investment (FDI) Flows, Top 10 Source Economies in 2024

Figure 12: Value of Announced International Investment Projects, Selected Sectors, Rate of Change, 2023–2024.

Figure 13: International Investment in Developing Economies Sustainable Development Goals, Rate of Change in Project Value, 2023–2024.

Figure 14: Share of Investment Policy Measures More Favourable to Investors, Percentage, 2015–2024

Figure 15: Investment Policy Measures Offering Investment Incentives, Number by Economic Group, 2015–2024

Figure 16: Investment Policy Measures More Favourable to Investors in 2024

Figure 17: The Number of Countries Screening Foreign Investment Has More Than Doubled in 10 Years

Figure 18: Sustainable Bond Issuance by Type

Figure 19: Value of Newly Announced Investments in the Digital Economy, 2020–2024

Figure 20: Top 10 Countries Accounting for Nearly 80% of Total New Investment in the Digital Economy in Developing Countries

Figure 21: FDI Capital in 2025 – by Sector

Figure 22: FDI Capital in 2025 – by Locality

Figure 23: FDI Capital in 2025 – by Partner

Figure 24: FDI by Sector (Cumulative to 2025)

Figure 25: FDI by Locality (Cumulative to 2025)

Figure 26: FDI by Partner (Cumulative to 2025)

Figure 27: Inflation and Inflation Expectations

TABLE OF CONTENTS

INTRODUCTION.....4
 LIST OF ABBREVIATIONS.....8
 LIST OF TABLES.....10
 LIST OF FIGURES.....12

01 GLOBAL ECONOMY AND INVESTMENT



I. Global Economy.....18
 1.1. Overview.....18
 1.2. Risk Factors Affecting the World Economy.....21
 1.3. Country Economies.....21
II. International Trade.....29
 2.1. Overview.....29
 2.2. Inflation and Global Debt.....30
 2.3. Global Unemployment Rate.....30
 2.4. Important Markets.....32
III. Global Investment.....34
 3.1. Overview.....34
 3.2. Diverse Investment Trends Across Sectors and Industries.....39
 3.3. Investment Policy Trends.....40
 3.4. Sustainable Finance Trends.....44
 3.5. International Investment in the Digital Economy.....46

02

FOREIGN INVESTMENT IN VIETNAM



I. Vietnam’s Economy in 2025.....46
 1.1. Overview.....46
 1.2. Export, Import of Goods, Services.....47
 1.3. Enterprises.....48
 1.4. Science and Technology, Innovation.....49
 1.5. Social Situation.....49
 1.6. Three Strategic Breakthroughs.....50
 1.7. Difficulties, Challenges.....51
II. FDI Attraction In 2025.....52
 2.1. Overview of Foreign Investment in 2025...52
 2.2. FDI by Economic Sector.....52
 2.3. FDI by Region.....54
 2.4. FDI by Partner.....56
 2.5. FDI by Capital Type.....57
 2.6. Adjusted Capital Increase.....60
 2.7. Mergers & Acquisitions (M&A).....62
 2.8. Implemented Capital and Activities of the FDI Sector in 2025.....66
III. Cumulative FDI up to 2025.....67
 3.1. FDI by Economic Sector.....67
 3.2. FDI by Region.....68
 3.3. FDI by Partner.....70
IV. FDI in Industrial Parks and Economic Zones.....72
 4.1. Investment Situation in Industrial Parks, Economic Zones.....72

4.2. Assessment and Comparison of the Situation of Eco-Industrial Parks (EIPs) and High-Tech Parks (HTPs) in 2025 Compared to 2024.....73

4.3. Outlook Assessment and Recommendations76

V. Assessment of Positive Results and Limitations in FDI Attraction.....77

5.1. Contribution of FDI Capital to Total Social Investment Capital.....77

5.2. Contribution of FDI to GDP Growth.....78

5.3. Contribution of FDI to the State Budget (SB).....79

5.4. Contribution of FDI to Exports, Creating a Trade Surplus.....80

5.5. Assessment of the FDI Localization Rate, the Linkage Status between FDI Enterprises and Domestic Enterprises.....82

6. Overall Conclusions on the Situation and Key Contributions of FDI in 2025.....84

III. Performance of Selected Overseas Investment Projects.....96

3.1. Viettel: Telecommunications Infrastructure and Digital Services Investment Model with Deep Localization.....96

3.2. FPT: Globalizing Technology Services and Entering High-Value Segments.....96

3.3. Petrovietnam: Strategic Resource Investment and Efficiency Challenges in High-Risk Environments.....97

3.4. TH Group: High-Tech Agricultural Investment in Host Markets.....97

3.5. General Observations and Policy Implications.....98

IV. Orientations and Solutions.....100

4.1. Trends of Outbound Investment.....100

4.2. Orientations and Solutions for the coming years.....100

4.2.1. Improving Mechanisms and Policies on Outbound Investment.....100

4.2.2. Enhancing Support for Enterprises Investing Abroad.....101

4.2.3. Improving the Effectiveness of State Management over Outbound Investment Activities.....101

4.2.4. Encouraging Investment in Strategic Sectors and Regions.....101

4.2.5. Enhancing the Capacity of Enterprises Investing Abroad.....101

03

VIETNAM'S OUTBOUND INVESTMENT 2025



I. Overview.....88

1.1. Outbound Investment (ODI) Capital Increased Sharply.....88

1.2. Outbound Investment by Investor Type..88

1.3. Laos is Vietnam's Largest Investment Destination.....88

1.4. Trend of Diversifying Investment Sectors..91

II. Assessment, Remarks.....94

2.1. Achievements.....94

2.2. Existing Issues, Limitations, and Causes.....94

04



ASSESSMENTS BY INTERNATIONAL ORGANIZATIONS ON VIETNAM'S INVESTMENT ENVIRONMENT

- I. Assessment by Japan External Trade Organization (JETRO)..... 104
- II. Assessment by Korea Chamber of Commerce and Industry (KOCHAM)..... 107
- III. Assessment by American Chamber of Commerce in Vietnam (AMCHAM)..... 111
- IV. Assessment by KPMG..... 116
- V. Synthesis of Evaluative Opinions..... 122

05

ORIENTATIONS AND SOLUTIONS FOR ATTRACTING NEW-GENERATION FDI



- I. Forecast of world economy and global FDI trends..... 128
 - 1.1. Global Economic Outlook..... 128
 - 1.2. The global financial market in 2026..... 134
- II. Domestic Context Impacting FDI Flows Into Vietnam..... 138
- III. New resources from international financial centers and free trade zones..... 143
 - 3.1. Policies and Legal Framework for International Financial Centers in Vietnam..... 143
 - 3.2. Impact of IFCs and FTZs on Vietnam's Resource Mobilization Capacity..... 147

- IV. Orientations, Policies, and solutions for attracting new-generation FDI..... 149
 - 4.1. State Orientation..... 149
 - 4.2. Proposed New Perspectives and Orientations for FDI Attraction..... 149
 - 4.3. Proposed Solutions and Policies..... 151

- V. Conclusion..... 158

06

ENTERPRISE INFORMATION



- I. Deep C Industrial Park: Creating an Integrated Industrial-Port Ecosystem in Northern Vietnam..... 160
- II. Hung Phu Industrial Park..... 164
- III. SCG Vietnam: Three Decades of Investment for a Long-Term Green Growth Journey..... 166
- IV. Coca-Cola Vietnam Beverage Company Limited..... 171
- V. Suntory Pepsico Vietnam..... 176

- APPENDIX 1: FDI ATTRACTION IN VIETNAM..... 186**

- APPENDIX 2: VIETNAM'S OUTWARD INVESTMENT..... 193**

- REFERENCES..... 198**



ANNUAL REPORT
**ON FOREIGN INVESTMENT
IN VIETNAM 2025**



I. GLOBAL ECONOMY

Despite continuous difficulties and challenges, the global economy in 2025 proved resilient and eventually recovered from shocks, with inflation gradually decreasing and economic growth stabilizing. Alongside positive signs, the world still faces obstacles that hinder economic growth and improvement in social well-being.

1.1. Overview

In 2025, the world economy witnessed many prominent economic-political-social events along with increasing tensions in relations between the world's number one superpower, the US, and China. The prolonged tariff war; armed conflicts erupting in Russia – Ukraine, the Middle East; the risk of potential conflicts in South America and Asia – Pacific; coupled with climate change and natural disasters, all these factors led to a slowdown in the global economic engine. The instability and uncertainty of the world economy in 2025 may continue to persist in 2026. The fate of all economies is tied to the strategic competition among superpowers and the global AI race.

Table 1: Global Economic Growth and Gross Domestic Product

	Estimates and Forecasts					Changes	
	2010–2019	2023	2024	2025	2026	2024	2025
World	3.2	2.8	2.8	2.8	2.9	1.0	0.0
Advanced Economies (AEs)	2.0	1.7	1.7	1.6	1.8	0.1	0.0
United States	2.4	2.9	2.8	1.9	2.1	0.5	0.2
Japan	1.2	1.7	-0.2	1.0	1.2	-1.4	-0.1
European Union	1.6	0.4	0.9	1.3	1.5	0.1	-0.3
Euro Area	1.4	0.4	0.7	1.1	1.3	-0.1	-0.3
UK & Northern Ireland	2.0	0.3	0.8	1.2	1.4	0.0	-0.3
Other AEs	2.6	1.3	1.4	2.0	2.1	-0.2	-0.1
Emerging & Transition Economies	2.5	4.0	4.2	2.6	2.5	0.9	0.1
Southeast Europe	2.2	3.2	3.4	3.6	3.5	0.2	0.3
CIS & Georgia	2.5	4.1	4.2	2.5	2.5	0.9	0.1
Russia	2.0	3.6	3.8	1.5	1.5	1.1	0.0
Developing Countries	5.2	4.2	4.1	4.3	4.2	0.0	0.0
Africa	3.7	3.3	3.4	3.7	4.0	0.1	-0.2
North Africa	3.5	3.1	3.3	3.4	3.8	0.3	-0.4
East Africa	6.2	6.0	5.5	6.0	6.0	-0.1	-0.1
Central Africa	2.6	2.3	2.6	3.0	2.8	-0.3	-0.4
West Africa	4.2	3.4	3.6	4.1	4.3	0.2	0.3
Southern Africa	2.4	1.6	1.8	2.2	2.5	0.0	-0.3
East & South Asia	6.8	5.1	5.0	4.9	4.7	0.2	0.2
East Asia	7.0	4.8	4.8	4.7	4.5	0.2	0.2

China	7.7	5.2	4.9	4.8	4.5	0.1	0.3
South Asia	5.8	6.5	5.9	5.7	6.0	0.1	0.0
India	6.7	8.0	6.9	6.6	6.7	0.0	0.0
West Asia	4.1	2.0	2.0	3.5	3.5	-0.7	-0.7
Latin America & Caribbean	1.7	2.0	1.9	2.5	2.3	0.2	0.1
South America	1.2	1.3	1.7	2.6	2.2	0.5	0.2
Brazil	1.4	2.8	3.0	2.3	1.9	0.9	-0.1
Mexico & Central America	2.7	3.3	2.0	1.9	2.4	-0.6	-0.4
Caribbean	0.5	2.8	2.5	2.5	2.1	0.0	-0.2
Least Developed Countries	5.4	4.6	4.1	4.6	5.1	-0.7	-0.7
Domestic-oriented Developing Countries	5.5	4.9	4.7	4.9	4.9	0.0	0.1
Small Island States	4.0	2.3	3.8	3.4	3.0	0.5	0.1
Middle-income Countries	5.6	4.6	4.3	4.4	4.3	-	-
World Trade Volume	4.5	0.9	3.4	3.2	3.5	0.2	-0.4
Global GDP (PPP)	3.6	3.2	3.2	3.2	3.3	0.1	0.0
<i>Source: United Nations</i>							

(1) Increase/decrease compared to mid-2024 forecast; (2) Excluding Libya; (3) Excluding Sudan; (4) Excluding Afghanistan; (5) Excluding Guyana; (6) Including goods and services; (7) Based on 2015 standards

1.2. Risk Factors Affecting the World Economy

The IMF believes that risks affecting the global economic outlook continue to lean towards slowing growth. The IMF identifies five main risk factors as follows:

First, trade protectionism and trade fragmentation. Trade tensions continue to cast a shadow over the global economy, with high trade policy uncertainty reducing business confidence and investment. A further increase in protectionist measures, including non-tariff barriers and discriminatory bilateral agreements, risks disrupting global supply chains and reversing decades of growth gains. Increasing trade fragmentation and divisions between major economies (such as the United States and China) will reduce global production efficiency in the long run.

Second, technology and the artificial intelligence bubble. The current boom in AI investment is a driving force increasing global demand, but also carries risks if profit expectations are not as high as anticipated. Disappointing results in AI productivity gains could lead to a sudden price correction in technology stocks, similar to the dot-com bubble collapse in 2000-2001.

Third, financial and monetary vulnerability. Many countries face public finance pressure due to higher debt levels and new spending needs for national defense and security. Under current policies, US public debt is projected to reach 143% of GDP by 2030. Markets could react abruptly to these financial weaknesses, leading to a surge in long-term government bond yields and increased risks of other financial restructurings.

Fourth, labor supply shocks. Developed economies relying on immigration to address aging populations are witnessing a sharp decline in labor. Stricter immigration policies act as a negative supply shock, potentially causing labor shortages in sectors such as construction and healthcare, leading to the possibility of higher core inflation.

Fifth, institutional and geopolitical risks. Regional conflicts and climate-related shocks (such as extreme heat or floods) always carry the risk of a sharp rebound in food and fuel prices, severely impacting less developed economies worldwide. Significant cuts in international development aid are expected to affect low-income countries, leading to increased social instability and growing migration pressures.

1.3. Country Economies

(1) United States

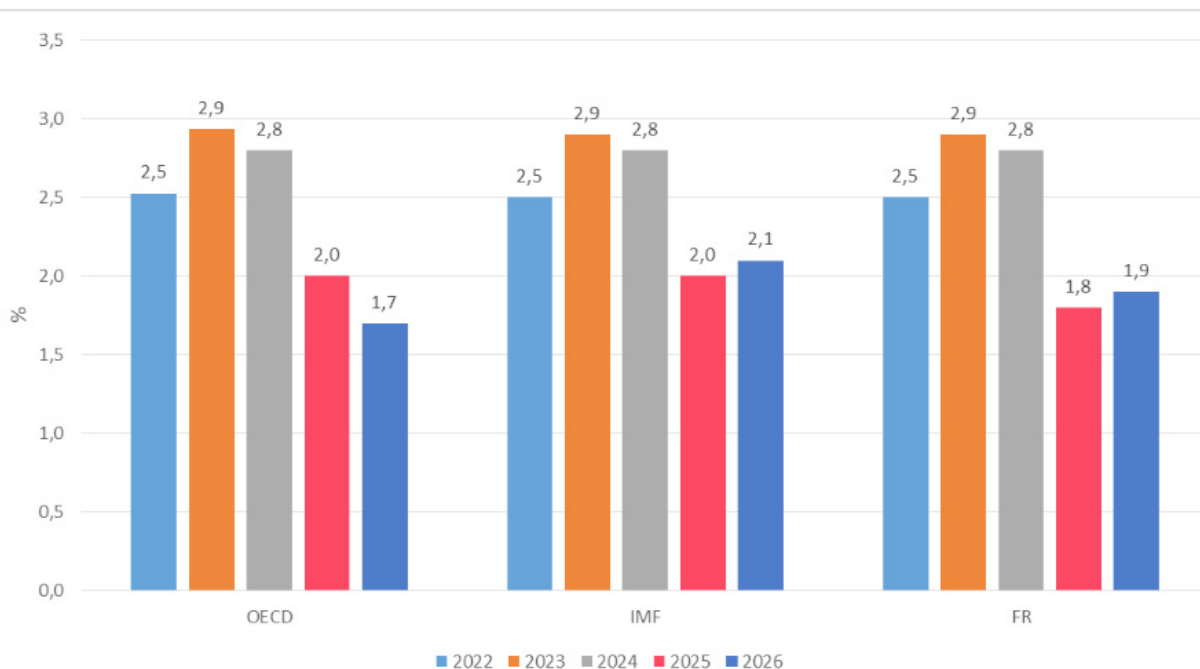
The IMF estimates the US economy will grow by 2.0% in 2025, 0.1 percentage point higher than its July 2025 forecast.

The OECD forecasts US GDP growth to reach 2.0% in 2025, an upward revision of 0.2 percentage points compared to its September 2025 forecast, but still 0.8 percentage points lower than the 2.8% growth rate in 2024. This is primarily due to weaker job growth, a sharp decline in net immigration, and inflationary impacts from widespread tax increases despite strong investment in the AI sector.

According to Trading Economics, the US Composite PMI in December 2025 reached 53.0 points, down 1.2 points from 54.2 points the previous month, marking the lowest level in six months as both the service and manufacturing sectors recorded declines due to a fall in new orders amidst rising costs imposed by US tariffs. The US Manufacturing PMI fell to 51.8 points in December 2025, lower than the 52.2 points in November 2025 (down 0.4 points) and failing to meet the forecast (52.0 points). This is the lowest level recorded in the past five months. The US Services PMI in December 2025 reached 52.9 points, down 1.2 points from 54.1 points in November 2025, lower than preliminary estimates and market expectations (54.0 points) due to weakening demand, a cooling labor market, and rising input costs.

The figure below shows that the IMF, OECD, and FR all predict US economic growth in 2025 to be significantly lower than the 2.8% in 2024. Although the forecast for US growth in 2025 is lower than in 2024, most organizations have revised their forecasts upwards by 0.1 – 0.2 percentage points compared to previous predictions. Accordingly, the IMF and OECD are the most optimistic, both forecasting US GDP to grow by 2.0% in 2025, followed by FR at 1.8%.

Figure 1: US Growth 2022-2024, Forecasts for 2025 and 2026



Source: OECD, IMF, FR

(2) Eurozone

International organizations are generally more optimistic about Eurozone GDP growth in 2025, maintaining or adjusting forecasts upwards by 0.2 to 0.3 percentage points compared to previous predictions, primarily due to recent vigorous economic activity and the positive impact of loosened fiscal policy.

The OECD forecasts Eurozone GDP growth to reach 1.3% in 2025, an upward revision of 0.1 percentage point compared to the September 2025 forecast, amidst increasing domestic demand and improving trade activities with growth drivers such as strengthened private con-

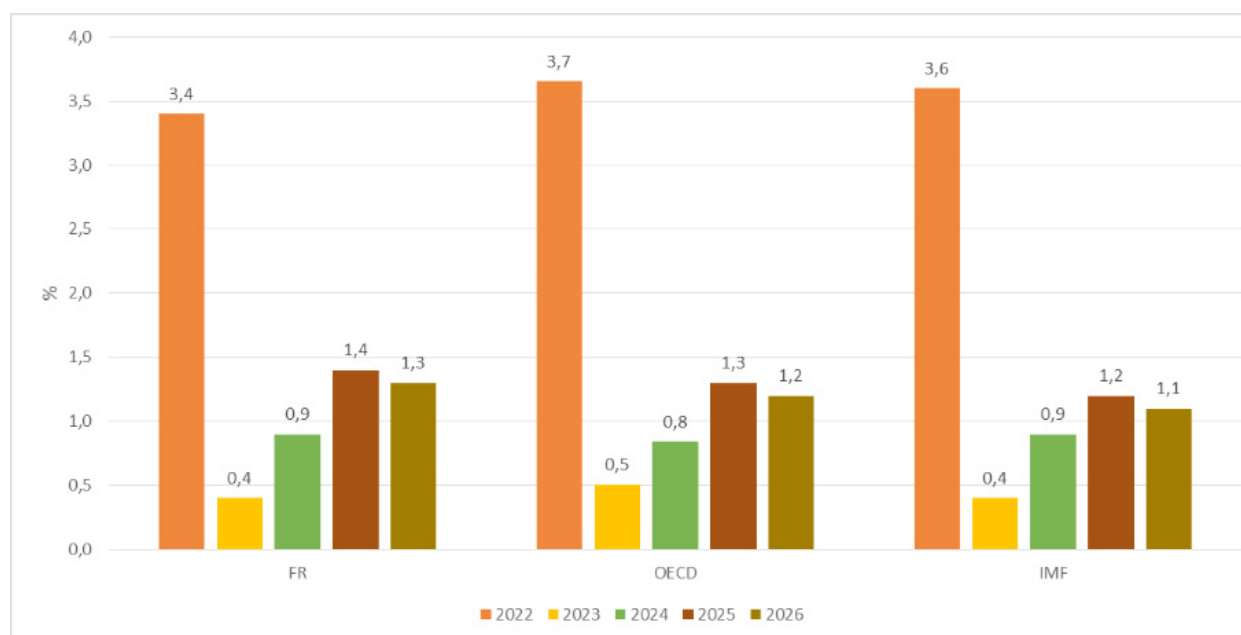
sumption thanks to a robust labor market and rising real incomes. Private investment, though still under pressure from uncertainties, benefits from improved financial conditions. Inflation in the region remains stable around the target level.

FR projects Eurozone growth to reach 1.4% in 2025, an upward revision of 0.3 percentage points compared to its September 2025 report.

The IMF forecasts Eurozone GDP growth to reach 1.2% in 2025, an upward revision of 0.2 percentage points compared to its July 2025 forecast. Ireland's impressive growth contributed to the overall growth momentum of the entire region in 2025.

The Eurozone composite PMI fell to 51.9 in December 2025, the lowest level in three months, as growth in new orders showed signs of slowing, reflecting a sharper decline in external demand. The manufacturing PMI dropped to 48.8 in December 2025, also the lowest level in eight months, due to a deepening industrial downturn in Germany. Meanwhile, the services PMI stood at 52.6, down 1.0 point from 53.6 in November 2025.

Figure 2: Eurozone Growth 2022-2024, Forecasts for 2025 and 2026



Source: FR, OECD, IMF

Among international organizations, FR is the most optimistic, forecasting Eurozone growth of 1.4% in 2025. Other organizations predict lower growth for the Eurozone in 2025: OECD forecasts 1.3%, IMF forecasts 1.2%. All 2025 growth forecasts for the Eurozone are higher than the 2024 growth rate. However, international organizations generally anticipate lower growth for the region in 2026 compared to this year.

(3) Japan

International organizations all agree that Japan’s economy in 2025 has significantly recovered compared to 2024.

FR forecasts Japan’s growth in 2025 to reach 1.3%, an upward revision of 0.1 percentage point compared to its September 2025 forecast.

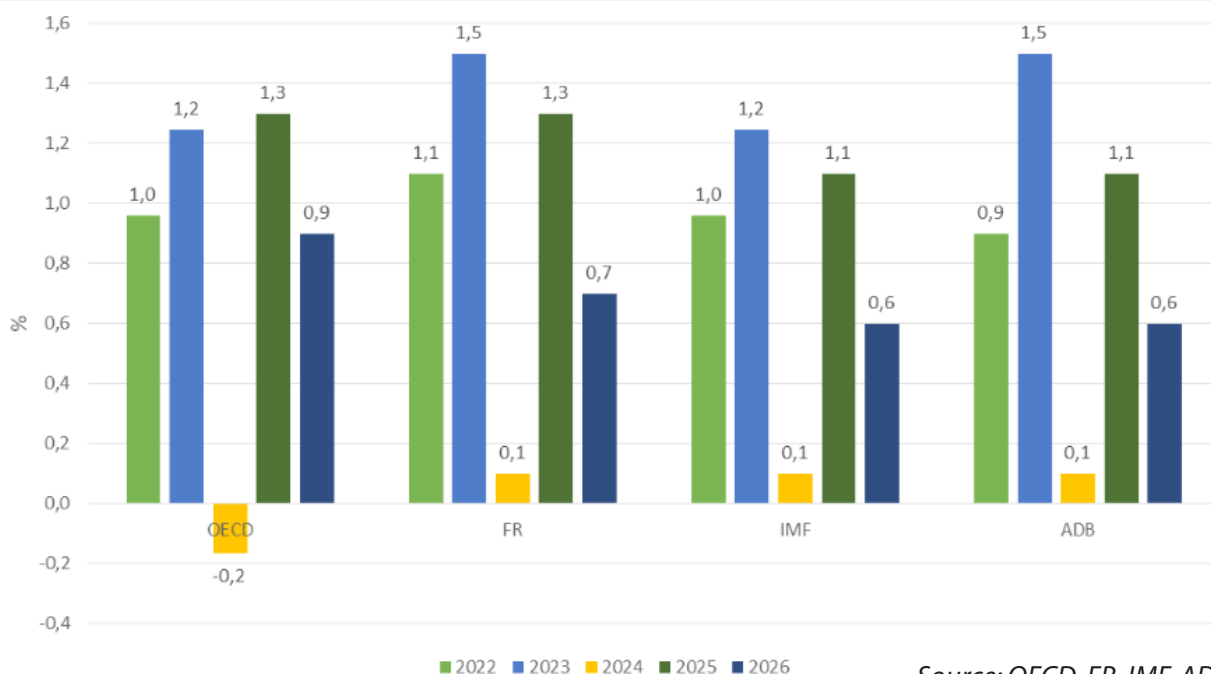
The OECD notes that growth drivers such as rising wages and strong increases in foreign tourist spending help boost private consumption and business investment in 2025. Accordingly, Japan’s economy is projected to grow by 1.3% in 2025, an upward revision of 0.2 percentage points compared to its September 2025 forecast.

The ADB projects Japan’s GDP growth to reach 1.1% in 2025, unchanged from its September 2025 forecast, due to reduced household purchasing power, unfavorable construction investment, and a weakening manufacturing sector.

The IMF forecasts Japan’s growth to reach 1.1% in 2025, an upward revision of 0.4 percentage points compared to its July 2025 forecast.

Japan’s Composite PMI reached 51.5 points in December 2025, down 0.5 points from 52.0 the previous month. The Manufacturing PMI reached 50.0 points, up 1.3 points from the previous month (48.7 points), officially ending a five-month contraction streak, bringing business conditions back to stability, and marking the highest level since June 2025. The Services PMI in December 2025 reached 52.5 points, down 0.7 points from November 2025 (53.2 points) due to inflationary pressures from sharply rising input costs amidst historically high inflation.

Figure 3: Japan’s Growth 2022-2024, Forecasts for 2025 and 2026



Source: OECD, FR, IMF, ADB

International organizations have adjusted upwards or maintained their 2025 growth forecasts for Japan and have quite different assessments of the country's growth in 2025. However, the majority predict that the country's growth in 2025 will be much higher than the 2024 growth rate (only 0.1% – 0.2%), with FR and OECD jointly forecasting the highest at 1.3%, followed by IMF and ADB at 1.1%. International organizations unanimously agree that in 2026, Japan's economy will face more difficulties, with forecasts for its economic growth being lower than this year.

(4) China

International organizations forecast China's GDP growth in 2025 to be equal to or lower than the 5.0% growth rate in 2024, due to the adverse impacts of new US tariff policies on Chinese imports, weakening domestic demand, and declining domestic investment.

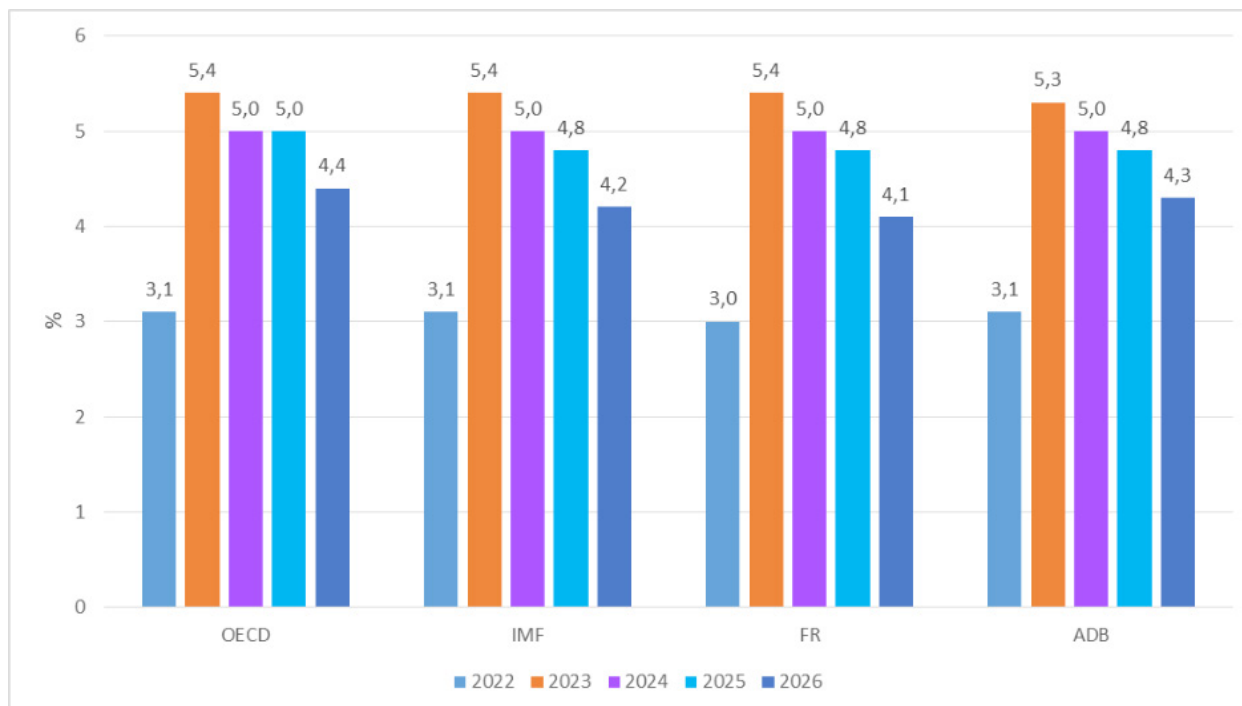
The OECD forecasts China's GDP growth to reach 5.0% in 2025, an upward revision of 0.1 percentage point compared to its September 2025 forecast. According to the OECD, the US imposition of higher tariffs on goods exported from China will directly curb foreign trade, reversing the "front-loading export" wave in the first half of 2025. Fiscal support from the government is declining, no longer providing a strong impetus as in the previous period.

The IMF forecasts China's GDP growth to reach 4.8%, unchanged from its July 2025 forecast. However, the IMF notes that China's economic outlook remains weak due to two main bottlenecks: prolonged instability in the real estate sector and the limitations of an export model based on subsidies.

The ADB forecasts China's growth in 2025 to reach 4.8%, an upward revision of 0.1 percentage point compared to its September 2025 forecast. The main reason for the upward revision is that China has diversified its markets, helping exports by reallocating trade flows from the US to other markets, especially in Asia. In addition, its advantage in rare earths and critical minerals has led the US to reduce tariffs on some Chinese exports. However, the ADB notes that China's economy is slowing down due to weakening domestic demand, and both the manufacturing and service sectors are weakening as new orders decline.

FR forecasts China's economic growth to reach 4.8% in 2025, an upward revision of 0.1 percentage point compared to its September 2025 forecast, amidst sustained export momentum but declining domestic investment, particularly fixed asset investment continuously falling since June 2025.

China's Composite PMI in December 2025 slightly increased to 51.3 points from 51.2 points the previous month. This result marks the seventh consecutive month of growth for the private sector. China's Manufacturing PMI reached 50.1 points in December 2025, up 0.2 points from 49.9 points in November 2025, marking a return to expansion. The Services PMI in December 2025 reached 52.0 points, down from 52.1 points in November 2025.

Figure 4: China's Growth 2022-2024, Forecasts for 2025 and 2026

Source: OECD, IMF, FR, ADB

According to international organizations, China's economic growth in 2025 will be equal to or lower than the 5.0% growth rate of 2024. Specifically, OECD is most optimistic about China's economic growth in 2025, reaching 5.0%, while IMF, FR, and ADB jointly predict China's GDP to reach 4.8% in 2025. In 2026, China's economy is expected to face more difficulties, as international organizations all forecast its growth rate to be below 4.5%.

(5) Southeast Asia

In the December 2025 Asian Development Outlook report, ADB forecasts Southeast Asia's GDP growth in 2025 to reach 4.5%, up 0.2 percentage points from its September 2025 forecast. This adjustment reflects strong economic performance in Q3/2025 in Indonesia, Malaysia, Singapore, and Vietnam, and stable growth in Thailand.

i. Philippines

The IMF forecasts GDP growth of 5.4% in 2025, while the WB forecasts 5.3%. The ADB revised its forecast downwards from 5.6% in its September 2025 report to 5.0% due to weakening investment at the end of the year. The OECD forecasts the lowest at 4.7%.

According to international organizations, factors driving the Philippines' growth include: (1) Household spending remains a key pillar of the economy, supported by low unemployment and stable remittances; (2) Exports of manufactured goods, particularly in electronics and semiconductors, remain strong, partly due to preparation activities ahead of global tariff changes; (3) With inflation expected to remain low (1.6% to 1.8%), the Central Bank (CB) began

its monetary easing cycle in late 2024, lowering interest rates to support domestic demand; (4) The government opened key sectors, including logistics, telecommunications, and renewable energy, increasing FDI attractiveness to boost long-term growth.

ii. Indonesia

The OECD and ADB both forecast GDP growth to reach 5.0% in 2025, while the IMF forecasts growth at 4.9%. The WB is more cautious with a forecast of 4.8%.

Indonesia's economy in 2025 is primarily driven by domestic demand and strategic government initiatives, including: (1) Private consumption is a key pillar, supported by low inflation and improved financial conditions; (2) Growth is boosted by expansive fiscal policies, including the implementation of a free meal program for students and the establishment of the Danantara national investment fund to promote infrastructure and renewable energy projects; (3) Despite rising global protectionism, manufactured goods exports (especially electronics) supported growth in the first half of 2025.

iii. Malaysia

International organizations assess this country's economy as resilient due to strong domestic demand. Forecasts for Malaysia's GDP growth in 2025 are 5.0% (OECD), 4.5% (ADB and IMF), and 4.1% (WB).

Malaysia's main growth drivers include: (1) Private consumption is an important pillar, strengthened by favorable labor market conditions and income support policies; (2) Investment grew strongly in high-tech sectors, particularly semiconductors, data centers, and green energy; (3) Recovery in mining (natural gas and petroleum) and electronics manufacturing driven by global AI demand; (4) A strong labor market with low unemployment (3.0% at the end of 2025) and high labor force participation (70.9%).

iv. Singapore

Singapore's 2025 growth forecasts have been revised upwards by international organizations due to a more favorable global trade environment and increasing technology demand. The ADB forecasts the country's GDP growth to reach 4.1%, a sharp increase from its previous forecast of 2.5%. The IMF's forecast is more cautious at 2.2%.

Key factors shaping the country's 2025 growth are: (1) The economy grew by 4.2% in Q3/2025 year-on-year, bringing the average growth for the first nine months to 4.3%; (2) Better-than-expected output in manufacturing and wholesale trade, as well as stable growth in the service sector; (3) Strong global demand for semiconductor chips and AI computing boosted investment and production in high-tech sectors; (4) Investment recovered significantly in the first half of 2025 due to increased public spending and private investment; (5) Inflation declined more sharply than expected, with headline inflation projected to average 1.0% in 2025.

v. Thailand

International organizations all agree that Thailand’s real GDP growth will reach 2.0% in 2025. Although the economy benefited from strong export growth early in the year, the growth momentum significantly slowed in Q3/2025.

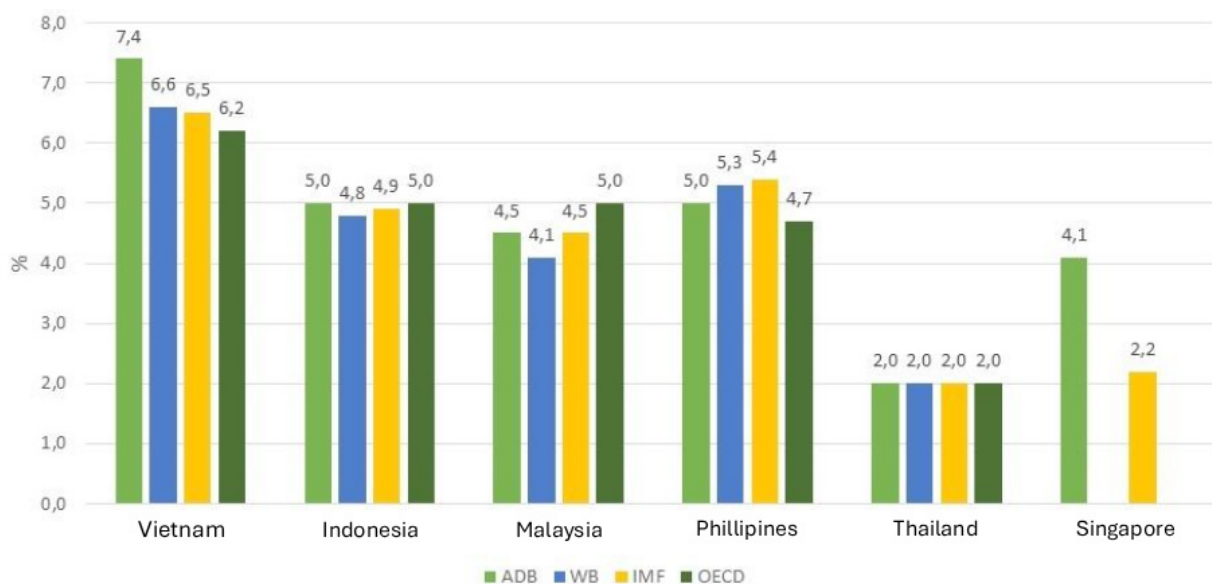
Key factors affecting Thailand’s 2025 growth forecast include: (1) Consumer confidence index and business confidence index both declined throughout 2025; (2) Thai exports to the US are currently subject to a 19% tariff. While electronics and semiconductor industries benefit from temporary exemptions, other manufacturing sectors linked to Chinese supply chains are under pressure; (3) Tourism activities were severely impacted by the serious floods in southern Thailand in late November 2025, causing international tourists to cancel trips to Thailand in the second half of 2025; (4) Thailand is experiencing near-zero inflation, as food prices fell after a bumper harvest and government energy subsidies in 2025.

vi. Vietnam

International organizations have varying opinions on Vietnam’s growth in 2025. Specifically, the ADB forecasts Vietnam’s 2025 growth to be the highest at 7.4%. The WB, on the other hand, projects Vietnam’s 2025 growth at 6.6%. The IMF and OECD forecast lower growth for Vietnam in 2025, at 6.5% and 6.2% respectively.

International organizations present different assessments of the growth of some South-east Asian countries in 2025. Specifically, Indonesia’s 2025 growth is predicted to be relatively consistent among organizations, ranging from 4.8% to 5.0%. The 2025 growth rates of Malaysia and the Philippines are projected to range between 4.1%–5.0% and 4.7%–5.4%, respectively. International organizations all agree that Thailand’s growth in 2025 will reach 2.0%. For Singapore, 2025 growth is projected to be between 2.2% and 4.1%. **(Figure 5)**

Figure 5: Forecasted Growth for Some Southeast Asian Countries in 2025



Source: OECD, ADB, WB and IMF

II. INTERNATIONAL TRADE

2.1. Overview

The World Trade Organization (WTO)'s "Global Trade Outlook and Statistics – October 2025 Update" report indicates that the volume of global merchandise trade is projected to increase by 2.4% in 2025; for services trade, the WTO forecasts a growth of approximately 4.6% in 2025.

International trade, a crucial driver of global growth, is under stronger and more direct pressure than GDP. As trade slows, its spillover effects on investment, production, and employment are also curtailed. For open economies heavily reliant on international trade like Vietnam, stagnant or weak trade poses a greater challenge to maintaining growth momentum and requires solutions to enhance internal capacity, structural reforms, and the search for new development drivers.

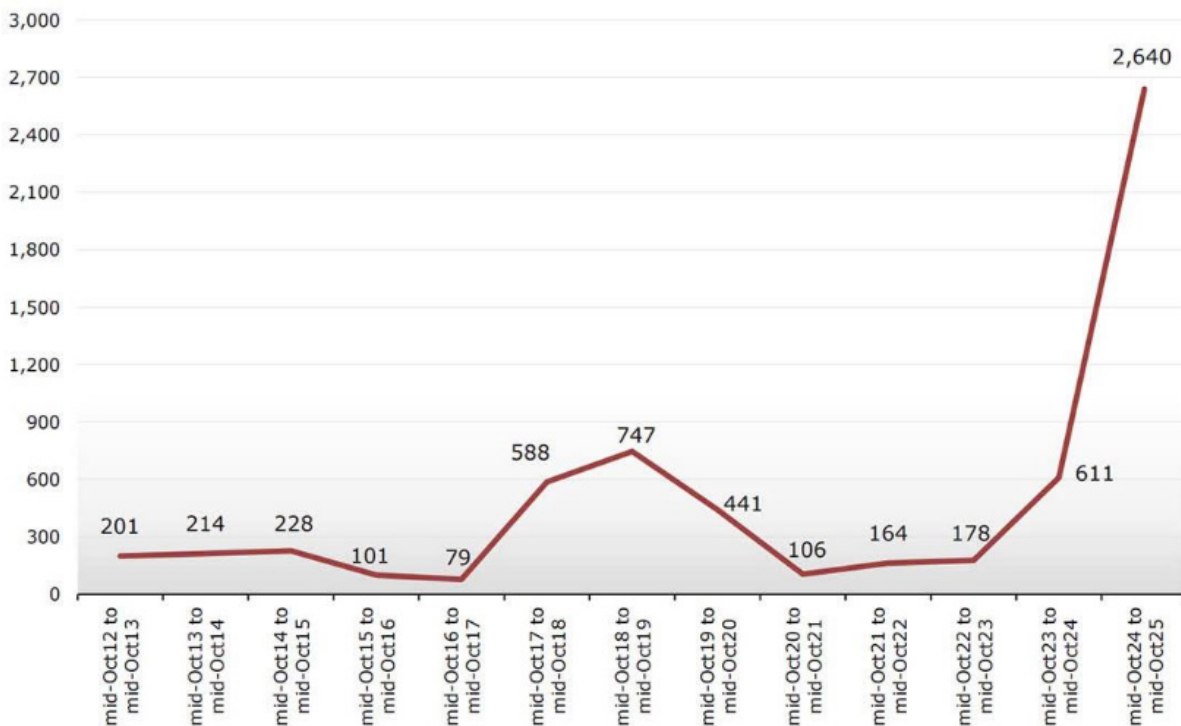
On December 2, 2025, the WTO announced the "Overview of the International Trade Environment" Report within the framework of the WTO Trade Policy Review Body (TPRB) session.

The report notes that during the monitoring period, the total value of global merchandise imports affected by new tariffs and other import measures amounted to \$2,640 billion (equivalent to 11.1% of total global imports), more than quadrupling compared to the same period last year (\$611 billion), marking the highest level in over 15 years. On the export side, the total value of trade impacted was approximately \$2,966 billion (more than three times the \$888 billion in the previous report).

Alongside the growing trend of protectionism, WTO members and observers also intensified new trade-facilitation measures for goods. During the period, 331 measures were enacted with an estimated trade value of \$2,090 billion (about 1.5 times higher than the \$1,441 billion in the previous report).



Figure 6: Global Trade Growth



In the area of trade remedies (TR), the review period recorded an average of 32.3 cases/month – lower than the 2024 peak of 37.3 cases/month. While these investigations do not necessarily lead to the application of measures, a higher number of initiations often signals a potential increase in applied measures. The average number of trade remedy terminations was 11.4 cases/month – among the lowest since 2012, indicating that many trade remedy measures remain in place; particularly anti-dumping measures – which continue to be an important trade policy tool for many WTO members, accounting for 46.5% of all recorded trade measures on goods.

Regarding services, WTO members enacted 124 new measures primarily aimed at facilitating trade or improving the legal framework. More than half of these measures were applied across most sectors, with 50% related to the supply of services through commercial presence (mode 3) and approximately 25% related to the movement of professionals (mode 4). Additionally, 20% of the new measures targeted the Internet and other network services.

In the area of trade remedies (TR), the review period recorded an average of 32.3 cases/month – lower than the 2024 peak of 37.3 cases/month. While these investigations do not necessarily lead to the application of measures, a higher number of initiations often signals a potential increase in applied measures. The average number of trade remedy terminations was 11.4 cases/month – among the lowest since 2012, indicating that many trade remedy measures remain in place; particularly anti-dumping measures – which continue to be an important trade policy tool for many WTO members, accounting for 46.5% of all recorded trade measures on goods.

Regarding services, WTO members enacted 124 new measures primarily aimed at facilitating trade or improving the legal framework. More than half of these measures were applied across most sectors, with 50% related to the supply of services through commercial presence (mode 3) and approximately 25% related to the movement of professionals (mode 4). Additionally, 20% of the new measures targeted the Internet and other network services.

2.2. Inflation and Global Debt

The September 2025 “Economic Outlook” report by the Organization for Economic Cooperation and Development (OECD) forecasts that inflation in G20 economies is expected to gradually decrease from approximately 3.4% in 2025 to 2.9% in 2026. This cooling trend reflects the relative stabilization of energy prices, more cautious monetary policies, and reduced input cost pressures in key industries. However, inflationary pressures persist in some developed economies, particularly in the US and Europe, due to high labor costs; supply chains not yet fully recovered; rising food and energy prices, as well as numerous risks related to monetary policy and global conflicts.

According to the OECD’s 2025 “Global Debt Report,” total global government and corporate bond debt exceeded \$100 trillion in 2024 and is projected to continue rising in 2025. Developed nations continue to bear high debt levels, while many emerging economies also incur debt to maintain infrastructure investment and stimulate growth. According to the Institute of International Finance (IIF), global debt reached over \$324 trillion in Q1/2025, equivalent to a debt-to-GDP ratio of approximately 325%, a record high historically. Developed countries such as the US, EU, and Japan continue to bear high debt levels but have better fundraising capabilities, while many emerging economies must borrow at high costs and face significant exchange rate risks.

The IMF warns that if governments are not prudent in spending and debt management, global public debt could exceed 100% of GDP by around 2029, creating immense pressure on international financial stability. Key risks include rising interest rates, high debt servicing costs, the potential for localized financial crises, especially in economies heavily reliant on foreign capital. High debt could also limit public spending capacity, infrastructure investment, and impact capital markets, M&A, and global FDI flows.

2.3. Global Unemployment Rate

Both international investment and trade are showing signs of slowing growth in 2025; therefore, the global job market is also affected as a link in the chain reaction. According to the “World Employment and Social Outlook” report (May 2025) by the ILO, global employment growth is projected to decrease from approximately 1.7% to 1.5% in 2025, equivalent to creating about 53 million new jobs, about 7 million fewer jobs than previously forecast. This reduction in new job creation mainly stems from the manufacturing, services, and heavy industries, where investment stagnated and high financial costs limited production expansion.

In North America, the unemployment rate at the beginning of 2025 was estimated by

UNDESA at approximately 4.1%, lower than the global average but still with potential risks of increasing if trade and investment conflicts and high borrowing costs persist. Meanwhile, in Europe, data from Eurostat shows that the Eurozone's seasonally adjusted unemployment rate in July 2025 was about 6.2%, a slight decrease compared to the same period last year but still reflecting labor market pressures, especially in countries with high public debt and rising credit costs. Developing economies in Europe also struggle to create more high-quality jobs due to limited domestic demand and rising production costs. The global unemployment rate for 2024 is expected to be 4.9%, after an initial forecast that it would rise to 5.2% this year from 5% in 2023. In a report, the ILO forecasts this rate to remain at 4.9% in 2025. However, with lower GDP growth forecasts, high capital costs, and stagnant investment, the trend of involuntary part-time work and staff reductions at large corporations are creating enormous pressures for workers.

2.4. Important Markets

(1) International Financial Market

The international capital and financial markets in 2025 are strongly affected by high interest rates, aimed at controlling inflation, along with the trend of capital flowing to safe assets, geopolitical risks, and high public debt levels in many countries. The IMF emphasizes that “restoring confidence, predictability, and sustainability” is a top priority for stabilizing financial markets.

Amidst slowing economic and trade growth, international stock and bond markets have recorded higher volatility, making bargain hunting less attractive. Specifically, global stocks fell by approximately 4.5% in Q1/2025, mainly due to a decline in US stocks. Simultaneously, the yield on 10-year US government bonds in November 2025 reached approximately 4.08%, reflecting high capital costs and pressure on investment flows, mirroring the trend in global FDI. The decline in foreign investment flows and M&A activities also reduces liquidity and vitality in international financial markets. International investors are becoming more cautious, focusing on high-defense and low-risk assets.

(2) Gold Market

In the context of global financial instability, slow economic growth, and high public debt levels, gold continues to be considered a safe-haven asset. According to the World Gold Council (WGC), the average gold price in Q1/2025 was approximately \$2.86/oz, up about 38% compared to the same period last year. In this quarter, total global gold demand (including investment, jewelry, and industrial uses) reached approximately 1,206 tons, an increase of 1% year-on-year, reflecting strong demand for safe-haven assets and investment despite high prices. HSBC forecasts that the average gold price for the whole year 2025 could reach approximately \$3.35/oz, reflecting investors' risk-hedging demand amidst high interest rates, stock market volatility, and increasing geopolitical risks.

Experts believe that gold price trends in 2025 are simultaneously influenced by economic

growth, real interest rates, and geopolitical instability. When growth is slow and real interest rates are negative or low, gold becomes more attractive due to its ability to preserve value better than other assets. Conversely, if inflation falls and interest rates rise, yields from higher-yielding assets like bonds and stocks may reduce gold's appeal. Thus, gold still plays a crucial role in risk hedging portfolios, especially for investment funds, central banks, and individual investors seeking to protect assets in an uncertain economic environment. However, actual attractiveness will depend on monetary policy developments, inflation, and geopolitical risks, while reflecting the cautious sentiment of investors globally.

(3) Oil Market

The oil market in 2025 is strongly impacted by both supply and demand. Slowing economic growth in many countries leads to decreased oil demand. According to the "Oil Market Report" by the International Energy Agency (IEA), global oil demand is projected to increase by approximately 720,000 barrels/day in 2025, lower than previous expectations. Meanwhile, global oil supply continues to rise, reaching approximately 105 million barrels/day in May 2025 and is projected to continue increasing.

Regarding prices, according to data from the Energy Information Administration (EIA), the statistical agency of the US Department of Energy, crude oil prices (Brent benchmark) are projected to average approximately \$68.64 – \$68.76/barrel for 2025. Specifically, in its new report, the EIA states that Brent prices in 2025 are expected to be around \$68.76/barrel.



III. GLOBAL INVESTMENT

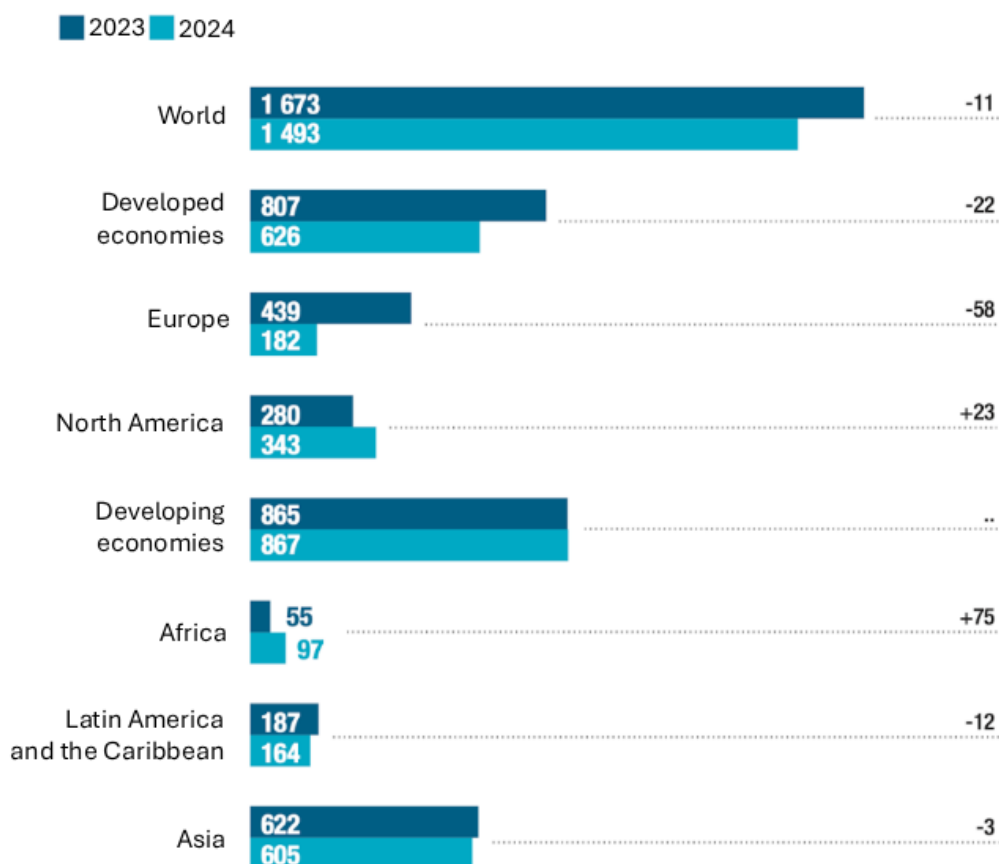
3.1. Overview

According to UNCTAD, global foreign direct investment (FDI) fell by 11% to \$1.5 trillion in 2024, marking the second consecutive year of decline.

Europe was hit hardest, with FDI flows falling by 58% in 2024. FDI decreased in more than half of EU countries, with sharp declines in Germany (-89%), Spain (-39%), Italy (-24%), and France (-20%).

North America saw a 23% increase, driven by a wave of large-scale semiconductor manufacturing projects in the United States, where FDI rose by 20%.

Figure 7: Foreign Direct Investment (FDI) by Economic Group and Region (in billions of USD and %)



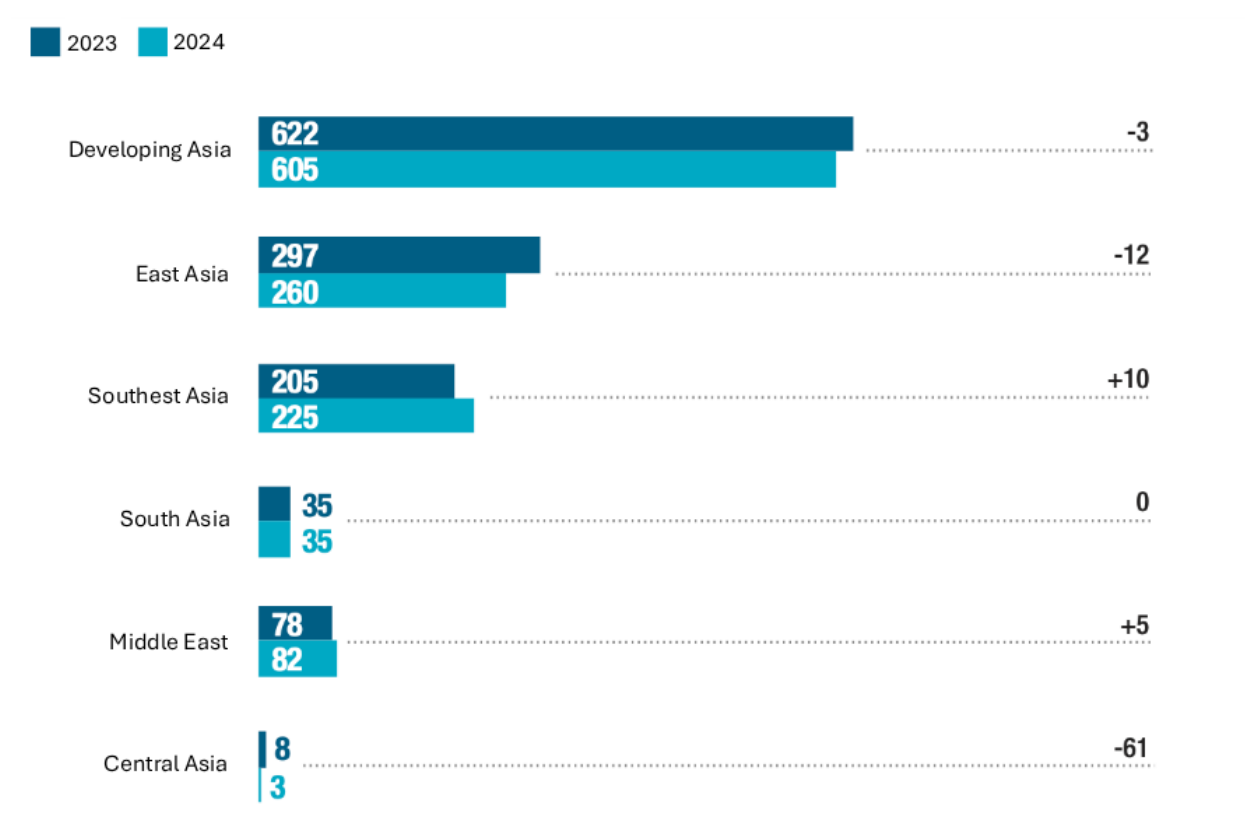
Source: United Nations Conference on Trade and Development (UNCTAD) FDI/MNE Database

Note: This data does not include financial transactions through certain European economies with a high degree of intermediate financial circulation.

Africa saw a record 75% increase in FDI capital, driven by a large-scale infrastructure project in Egypt. Excluding that project, flows still increased by 12%, supported by investment reforms and greater facilitation across the continent.

Asia remained the largest recipient of investment capital, despite a 3% decrease in total capital and a 29% decline in inflows to China. Southeast Asia stood out with a 10% increase for ASEAN countries, reaching a record \$225 billion in FDI. India saw strong growth in new investment, even as total capital slightly decreased. FDI flows to developing countries in Asia decreased by 3% in 2024, but this trend varied greatly.

Figure 8: Foreign Direct Investment (FDI) Flows to Developing Countries in Asia by Subregion (in billions of USD and %)



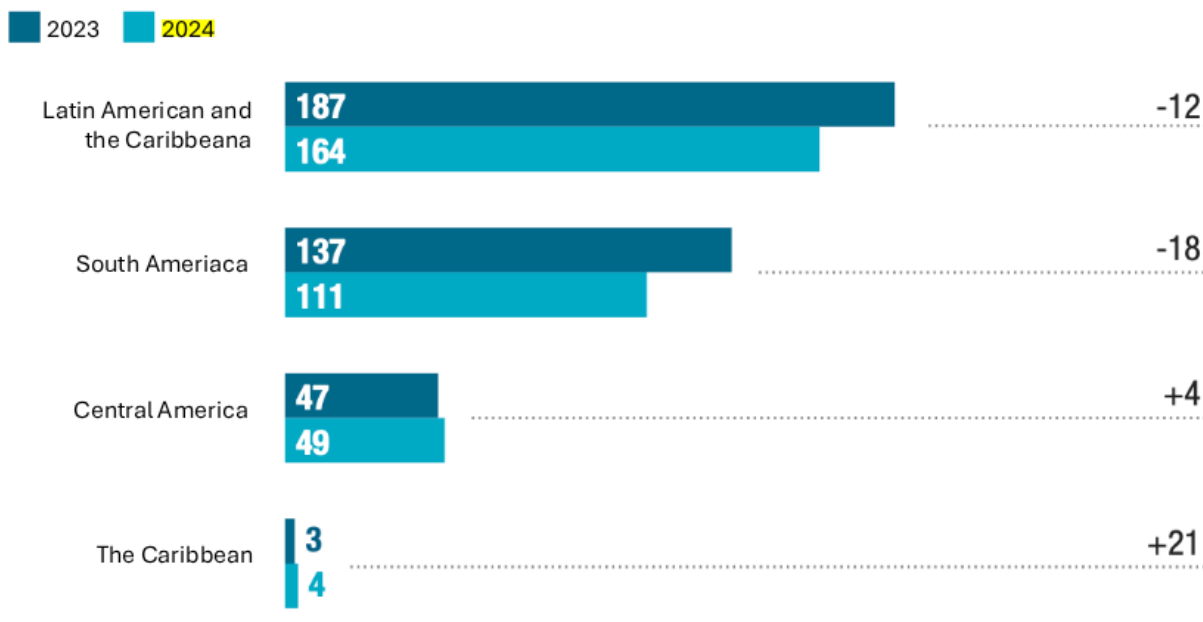
Source: United Nations (UNCTAD) FDI/MNE Database.

The Middle East continued to see strong investment flows, particularly in the Gulf region, thanks to economic diversification efforts and investment in non-oil and gas sectors.

Latin America and the Caribbean saw a 12% decline in foreign direct investment (FDI). However, new projects in Argentina, Brazil, and Mexico indicated renewed investor interest and strong growth momentum in manufacturing sectors.

Foreign investment in South America decreased in 2024 but increased in the Caribbean region.

Figure 9: Foreign Direct Investment (FDI) Flows to Latin America and the Caribbean by Subregion, (in billions of USD and %)



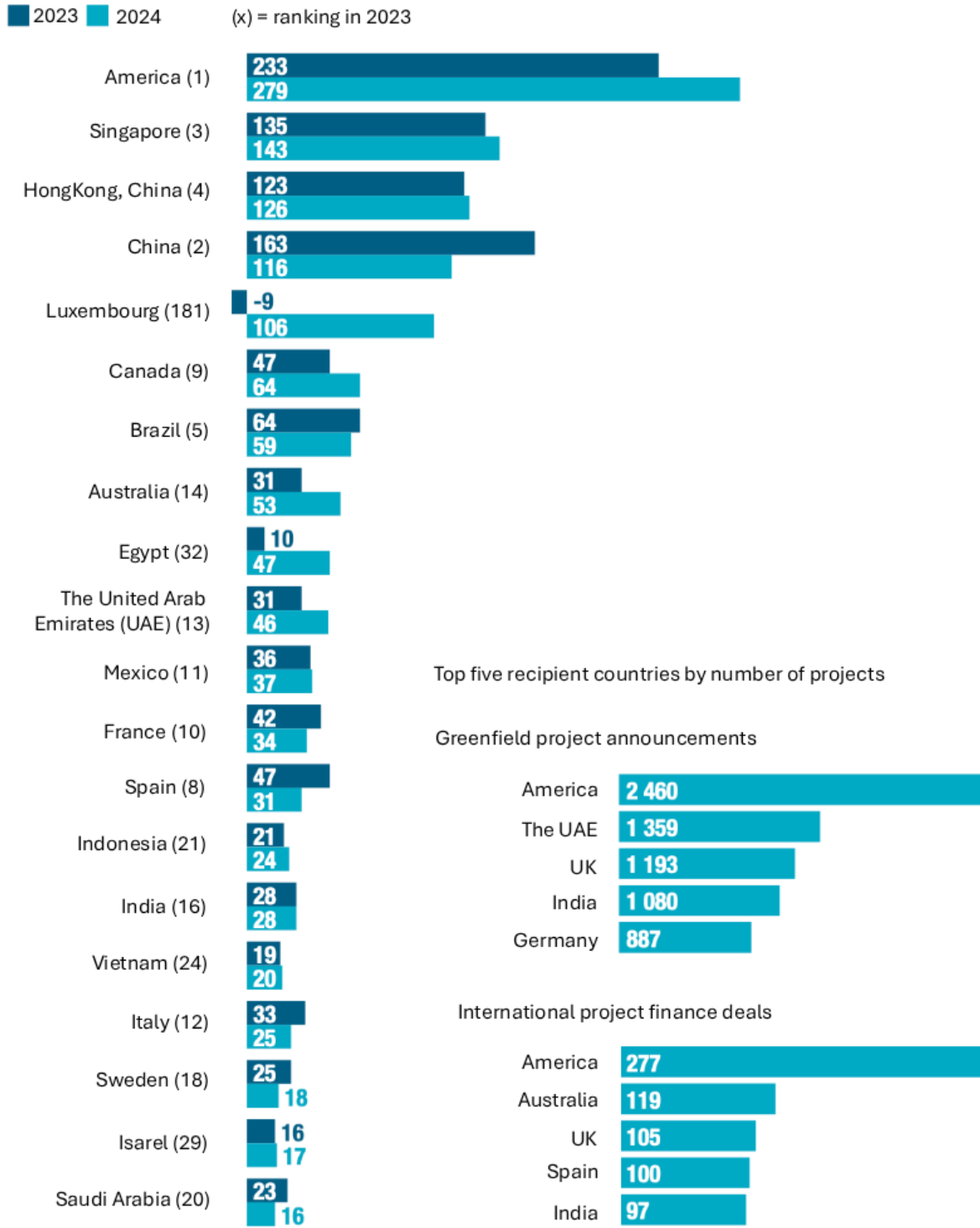
Source: United Nations Conference on Trade and Development (UNCTAD) FDI/MNE Database

Vulnerable economies recorded modest growth. FDI into least developed countries increased by 9% to \$37 billion – accounting for only 2% of total global flows.

Top 10 Source and Host Economies for FDI

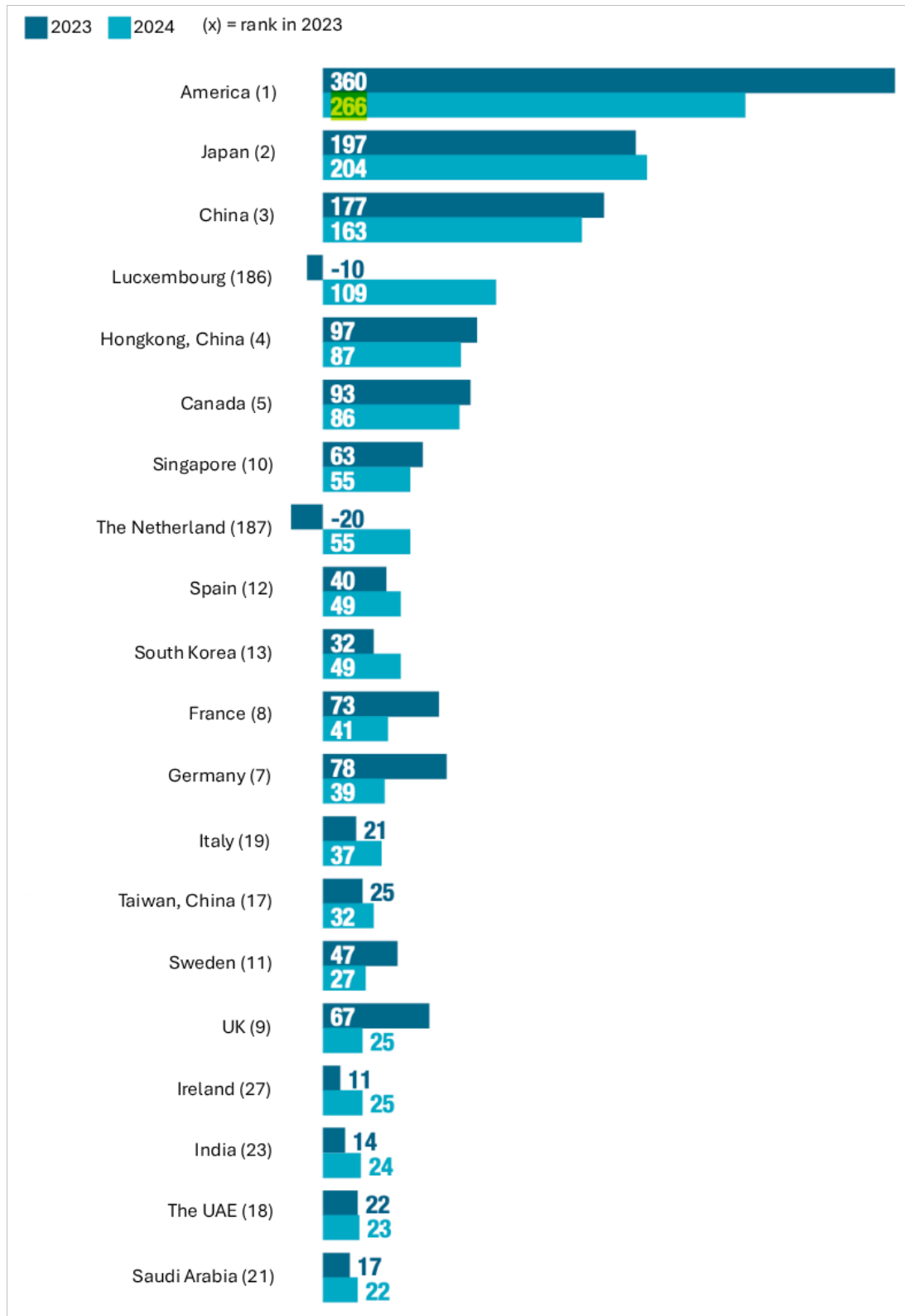
The US remains the leading source and destination for foreign direct investment (FDI). Notably, five Asian economies are among the top 10 outbound FDI sources, underscoring the region's important role as a global investor.

Figure 10: FDI Inflows into the 10 Most Attractive Host Economies (USD Billions)



Source: UN Trade based on information from The Financial Times

Figure 11: Foreign Direct Investment (FDI) Outflows, Top 10 Source Economies in 2024 (USD Billions)



Source: UN Trade based on information from The Financial Times

3.2. Diverse Investment Trends Across Sectors and Industries

Greenfield investments – companies building new facilities abroad increased in number but decreased by 5% in value. However, total announced investment remained at a record high of \$1.3 trillion.

Cross-border mergers and acquisitions (M&A) increased by 14% to \$443 billion but remained below the average of the past decade. Transactions are increasingly shifting to regional markets amidst stricter regulations and geopolitical tensions.

International project finance – a crucial source of capital for infrastructure – decreased by 26%, continuing a multi-year downward trend. Least developed countries were hit hardest.

International financial investment in infrastructure projects declined sharply in 2024 but rose sharply in technology sectors.

Figure 12: Value of Announced International Investment Projects, Selected Sectors, Rate of Change, 2023–2024.



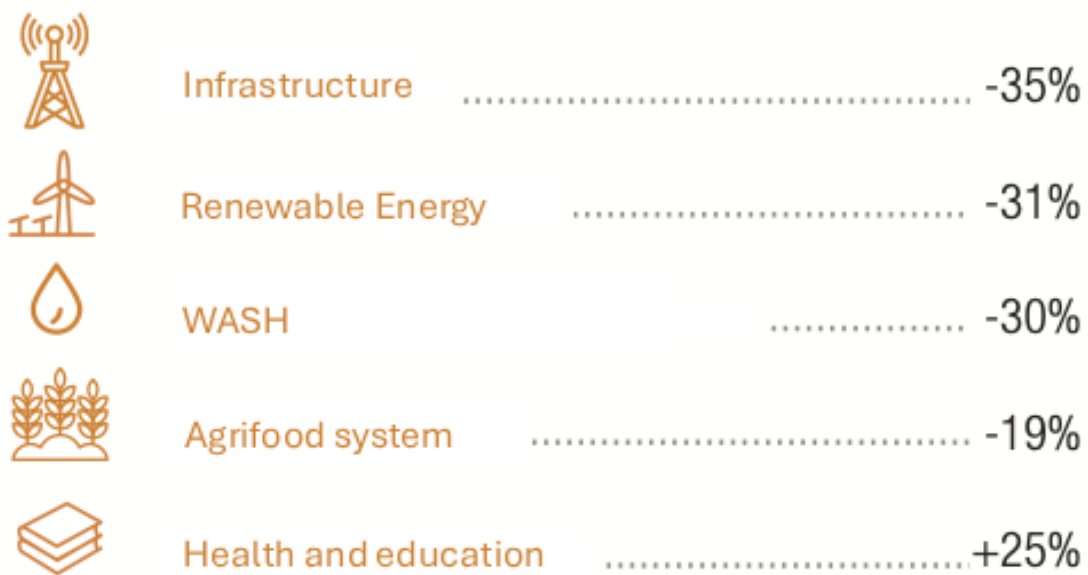
Source: United Nations Conference on Trade and Development (UNCTAD)

Key sectors for Sustainable Development Goals were affected.

Investment flows to developing countries for infrastructure decreased by 35%, renewable energy by 31%, clean water and sanitation by 30%, and agri-food systems by 19%. Only the health sector saw growth. The number and value of projects increased by about a fifth, but the total value remained small – under \$15 billion.

Foreign investment in sustainable development declined sharply in 2024

Figure 13: International Investment in Developing Economies Sustainable Development Goals, Rate of Change in Project Value, 2023–2024.



Source: United Nations Conference on Trade and Development (UNCTAD)

Note: WASH stands for water, sanitation, and hygiene.

3.3. Investment Policy Trends

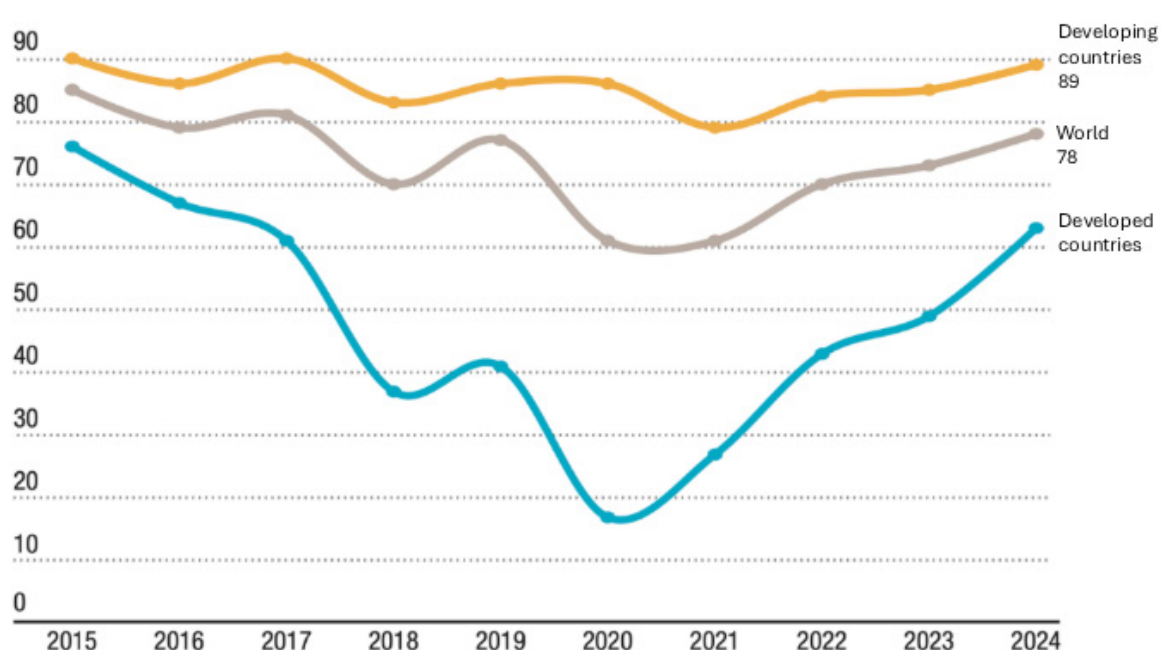
Incentives increased, but restrictions also grew.

In 2024, investment policymaking was torn between two trends: the need to attract capital and the pressure to protect national interests.

Approximately 78% of new measures were deemed beneficial to investors – especially in developing countries (89%).

Most new investment policies in 2024 were more favorable to investors, particularly in developing countries.

Figure 14: Share of Policy Measures More Favorable to Investors, Percent, 2015–2024

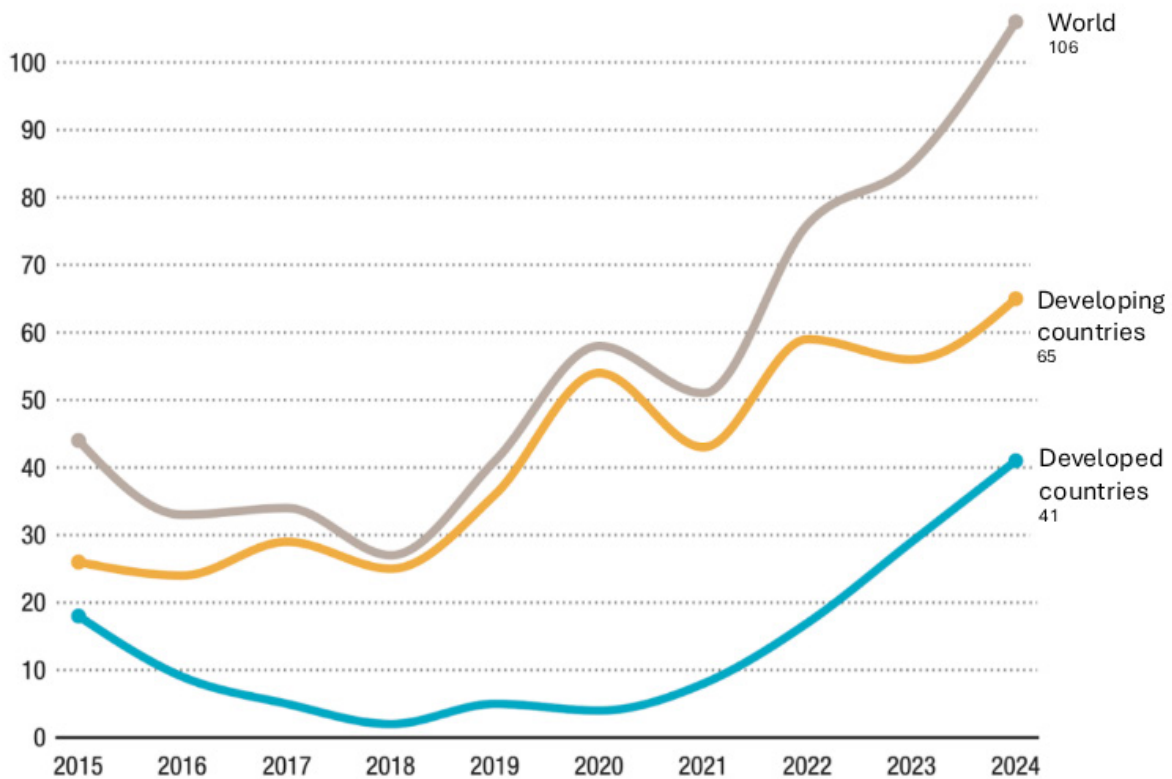


Source: United Nations Conference on Trade and Development (UNCTAD), based on the Investment Policy Monitor database, accessed March 31, 2025.

Governments' use of investment incentives such as tax breaks has sharply increased after the COVID-19 pandemic.



Figure 15: Policy Measures Providing Investment Incentives, Number by Economic Group, 2015–2024.



Source: United Nations Conference on Trade and Development (UNCTAD), based on the Investment Policy Monitor database, accessed March 31, 2025.

Africa and Asia focused on facilitating investment, such as one-stop shops and fast-tracking permits, as well as liberalization through removing foreign ownership limits and easing joint venture requirements.

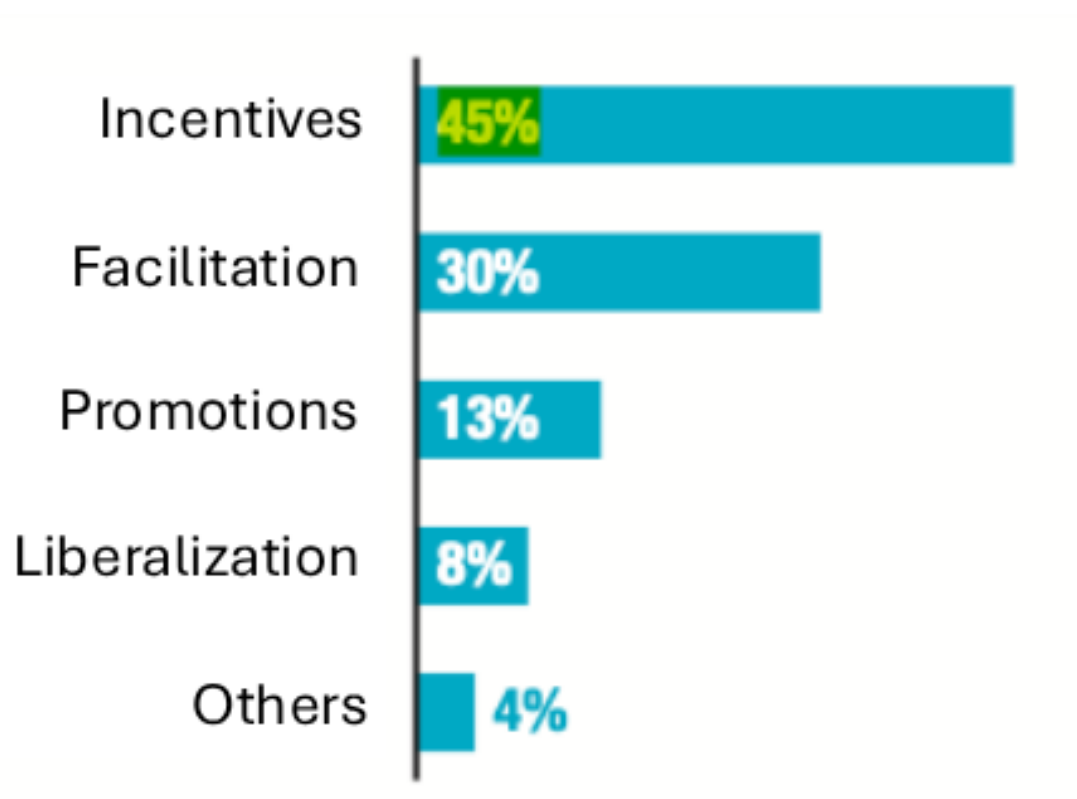
The Latin American region has implemented targeted promotion strategies, including in emerging sectors like green hydrogen.

Incentives such as tax breaks now dominate global investment policy. Incentives are currently the primary tool governments use to attract and direct capital to where they desire. These measures include financial incentives like tax reductions and monetary incentives like subsidies and support.

In 2024, these measures accounted for 45% of all new investor-friendly measures – most notably in the clean energy and industrial sectors.

Incentives such as tax breaks are the leading policy tool governments use to attract investment.

Figure 16: Policy Measures More Favorable to Investors in 2024



Nguồn: Cơ quan Thương mại và Phát triển Liên hợp quốc (UNCTAD)

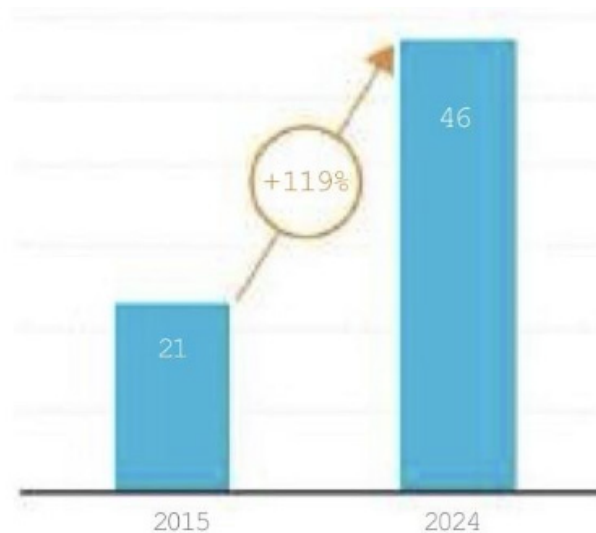
Restrictions have tightened in strategic sectors – particularly in developed economies.

Over 40% of all restrictive measures in 2024 related to screening mechanisms, aimed at monitoring foreign investment in sensitive sectors such as high technology and critical minerals.

The number of countries with foreign direct investment (FDI) screening regimes for national security reasons has more than doubled to 46 countries since 2015.

Figure 17: Number of Countries Screening Foreign Investment More Than Doubled in 10 Years

Number of countries with foreign direct investment screening regimes for national security reasons



Source: United Nations Conference on Trade and Development (UNCTAD), based on the Investment Policy Monitor database, accessed March 31, 2025.

Investment screening is becoming increasingly common, especially in developed countries.

National security considerations prompted the US to impose restrictions on certain outbound investments and led the European Commission to recommend that EU member states screen outbound investments in critical technologies.

The “America First” Investment Policy adopted in February 2025 significantly expanded the scope of screening for both inbound and outbound investments.

3.4. Sustainable Finance Trends

Green bond growth, but other products struggled due to credibility concerns.

Sustainable finance sent mixed signals in 2024. The issuance of sustainable bonds reached a new record, surpassing the \$1 trillion mark – doubling its market share to 11% of total global bond issuance.

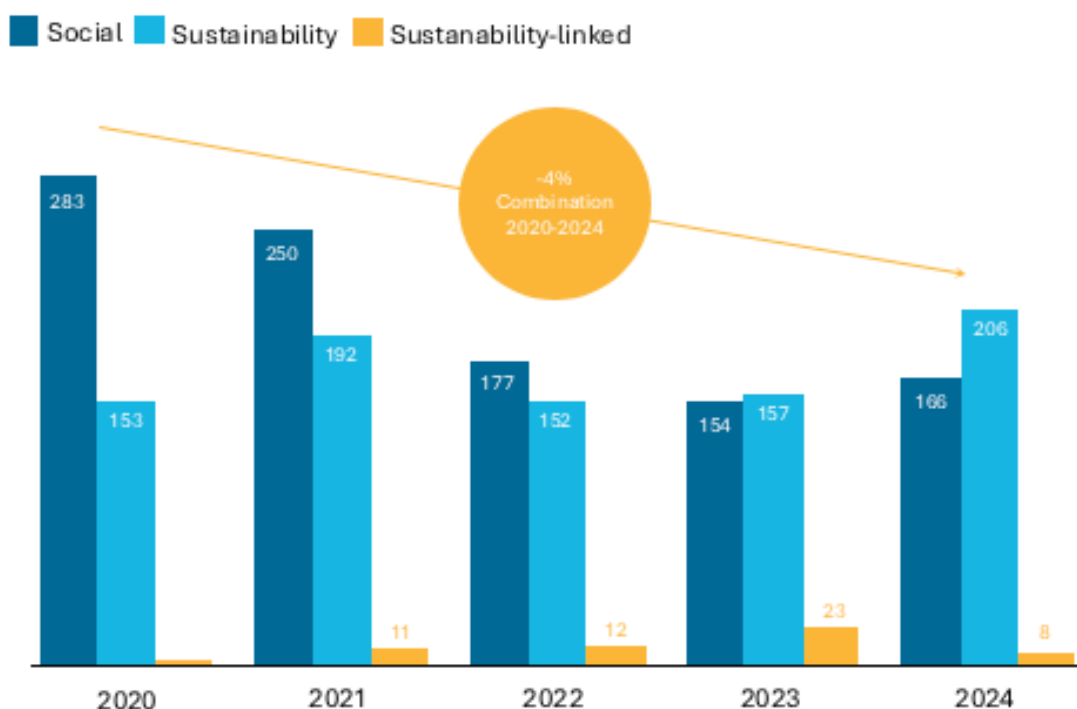
Sustainable bond issuance reached a new record, exceeding \$1 trillion in 2024.

Green bonds increased by 14% to \$672 billion in 2024, with energy being the most targeted sector. However, sustainability-linked bonds decreased in value due to growing

concerns about reliability.

Green bond issuance increased by 14% in 2024, while sustainability-linked bonds declined.

Figure 18: Sustainable Bond Issuance by Type (in billions of USD)



Source: United Nations Conference on Trade and Development (UNCTAD), based on information from the Climate Bonds Initiative.

The sustainable fund market reached \$3.2 trillion. However, inflows sharply declined and the number of new funds launches decreased due to increasing regulatory pressure, weak returns, and growing opposition to environmental, social, and governance (ESG) initiatives.

Sustainable investment funds reached \$3.2 trillion in 2024, with Europe dominating the market.

The carbon market expanded, with the voluntary market recovering to \$1.4 billion. However, concerns about transparency and uneven pricing continue to undermine their impact, especially in developing economies. The value of the carbon market recovered to \$1.4 billion in 2024.

Developing countries led in policy adoption but faced gaps in implementation.

In 2024, developing countries accounted for 60% of new sustainable finance policy measures. Many countries enacted national strategies and carbon pricing frameworks. However, limited capacity and deficient legal tools hampered their impact.

3.5. International Investment in the Digital Economy

Investment in the digital economy is growing rapidly, averaging \$122 billion per year in recent years.

For developing economies, annual average FDI inflows into the digital economy nearly doubled over the same period. International investment in digital sectors is increasing, except for telecommunications.

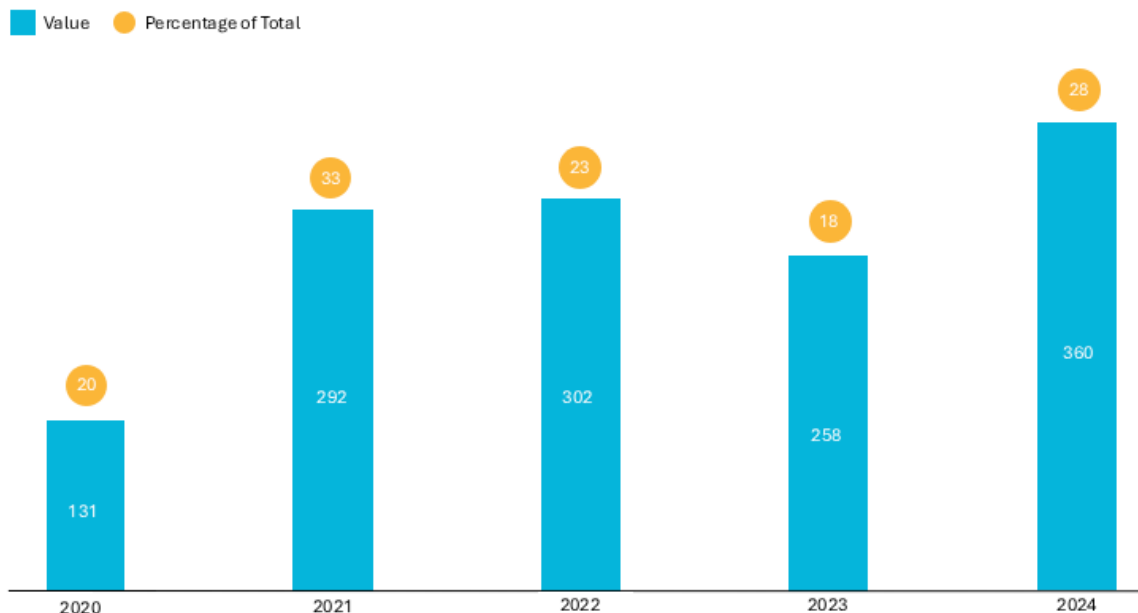
Globally, this growth is driven by the expansion of digital services, increasing demand for software solutions, as well as the emergence of tech talent and startup ecosystems.

Investment in the digital economy offers clear benefits: better infrastructure, high-skilled jobs, technology transfer, and a more dynamic innovation ecosystem.

However, many low-income countries remain excluded. Infrastructure gaps, high investment risks, and weak legal frameworks continue to hinder capital flows.

New investment in the digital economy rebounded strongly in 2024, increasing in both value and market share.

Figure 19: Value of Announced New Investments in the Digital Economy in 2020–2024 (in billions USD and %)



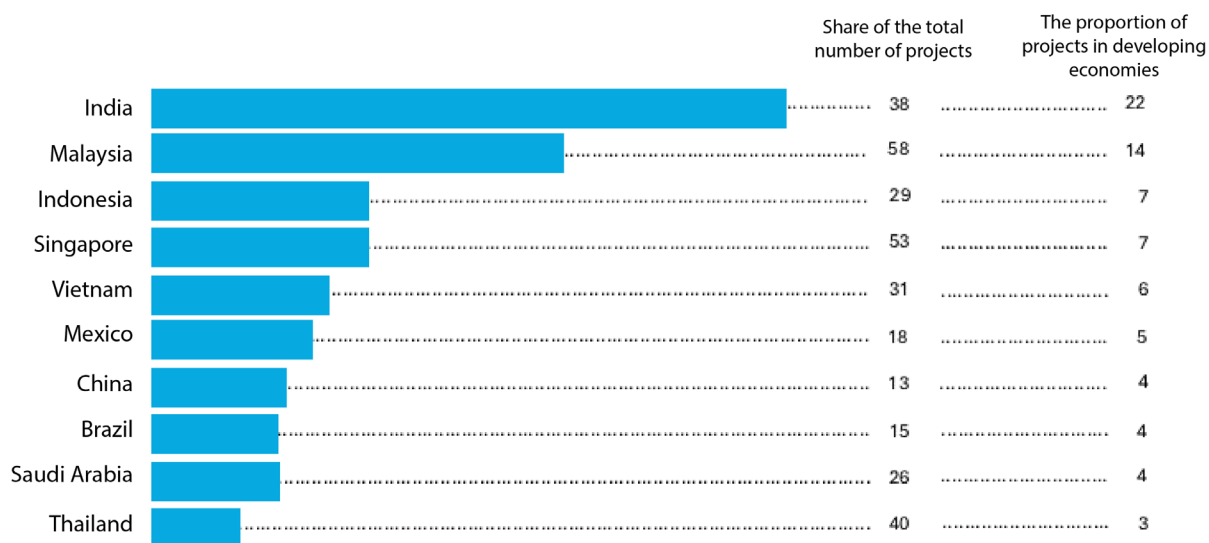
Source: United Nations Conference on Trade and Development (UNCTAD), based on information from *The Financial Times Ltd*,

Note: Percentage is only shown on a large screen.

Approximately 80% of new digital projects in developing countries are concentrated in just 10 countries – most of which are in Asia.

Figure 20: Top 10 Countries Account for Nearly 80% of Total New Investment in the Digital Economy in Developing Countries

Top developing economies by number of announced projects in digital economy sectors, in billions of dollars and percentage, 2020–2024.



Source: United Nations Conference on Trade and Development (UNCTAD), based on information from *The Financial Times Ltd, FDI Markets*



I. VIETNAM'S ECONOMY IN 2025

1.1. Overview

In 2025, Vietnam's GDP growth reached 8.02%; of which, the agriculture, forestry, and fishery sector grew by 3.48%, contributing 5.13%; the industry and construction sector grew by 8.80%, contributing 35.15%; the service sector grew by 8.62%, contributing 51.08% to the increase in total added value of the entire economy.

Regarding the economic structure, the agriculture, forestry, and fishery sector accounted for 11.64%; the industry and construction sector accounted for 37.65%; the service sector accounted for 42.75%; product taxes minus product subsidies accounted for 7.96% (the corresponding structure in 2024 was 12.03%; 37.52%; 42.35%; 8.10%).

GDP at current prices is estimated to reach 12,847.6 trillion VND, equivalent to 514 billion USD, an increase of 38 billion USD compared to 2024 (476 billion USD). GDP per capita at current prices is estimated to reach 125.5 million VND/person, equivalent to 5,026 USD, an increase of 326 USD compared to 2024 (4,700 USD).

Labor productivity of the entire economy at current prices is estimated to reach 245.0 million VND/worker (equivalent to 9,809 USD/worker, an increase of 626 USD compared to 2024); at constant prices, labor productivity increased by 6.83% due to improved worker qualifica-

tions (the proportion of trained workers with degrees or certificates in 2025 is estimated to reach 29.2%, 0.8 percentage points higher than in 2024).

The Industrial Production Index (IIP) increased by 9.2% (8.2% in 2024); of which, the processing and manufacturing industry increased by 10.5%, contributing 8.4 percentage points; the electricity production and distribution industry increased by 6.7%, contributing 0.6 percentage points; the water supply, waste management and treatment industry increased by 7.8%, and the mining industry increased by 0.5%, both contributing 0.1 percentage point to the overall increase.

The consumption index for the entire processing and manufacturing industry increased by 9.9% compared to 2024 (11.4% increase in the previous year). The average inventory ratio for the entire processing and manufacturing industry in 2025 was 81.1% (77.1% in 2024). The number of employees working in industrial enterprises as of December 1, 2025, increased by 0.8% compared to the same time the previous month and by 2.4% compared to the same time the previous year.

In 2025, total retail sales of goods and consumer service revenue at current prices are estimated to reach 7,008.9 trillion VND, up 9.2% year-on-year (8.9% in 2024); if excluding price factors, it increased by 6.7% (equivalent to the 2024 increase).

Total state budget revenue reached 2,650.1 trillion VND, equivalent to 134.7% of the annual estimate and up 29.7% year-on-year. Total state budget expenditure reached 2,401.5 trillion VND, equivalent to 93.2% of the annual estimate and up 31.2% year-on-year.

1.2. Export, Import of Goods, Services

In 2025, merchandise export turnover reached 475.04 billion USD, up 17.0% compared to the previous year; of which, the domestic economic sector achieved 107.95 billion USD, down 6.1%, accounting for 22.7% of total export turnover; the FDI sector (including crude oil) reached 367.09 billion USD, up 26.1%, accounting for 77.3%; the processed industrial goods group reached 421.47 billion USD, accounting for 88.7%.

Merchandise import turnover reached 455.01 billion USD, up 19.4% compared to the previous year, of which the domestic economic sector achieved 137.38 billion USD, down 2.0%; the FDI sector reached 317.63 billion USD, up 31.9%; the production materials group reached 426.11 billion USD, accounting for 93.6%.

The US was Vietnam's largest export market with turnover reaching 153.2 billion USD. China was Vietnam's largest import market with turnover reaching 186.0 billion USD.

The trade balance for goods showed a surplus of 20.03 billion USD (previous year's surplus was 24.94 billion USD); of which, the domestic economic sector had a deficit of 29.43 billion USD; the FDI sector (including crude oil) had a surplus of 49.46 billion USD.

Service export turnover reached 30.31 billion USD, up 18.9% compared to the previous year, of which tourism services reached 15.22 billion USD (accounting for 50.2% of total turnover), up 24.4%; transport services reached 8.8 billion USD (accounting for 29.0%), up 23.6%.

Service import turnover reached 40.54 billion USD (of which transport and insurance fees for imported goods were 14.43 billion USD), up 14.0% compared to the previous year, of which transport services reached 17.1 billion USD (accounting for 42.1% of total turnover), up 19.9%; tourism services reached 14.7 billion USD (accounting for 36.4%), up 15.6%.

The service trade balance had a deficit of 10.23 billion USD.

Passenger transport is estimated to reach 6,183.6 million passenger trips, up 22.2%; passenger-kilometers reached 312.0 billion passenger-km, up 13.6%. Freight transport is estimated to reach 3,027.7 million tons of goods transported, up 14.1%; ton-kilometers reached 612.3 billion ton-km, up 13.1% compared to the previous year.

Telecommunications revenue is estimated to reach 380.0 trillion VND, up 6.0% compared to the previous year (if excluding price factors, up 5.8%).

International visitors to Vietnam reached nearly 21.2 million arrivals, up 20.4% compared to the previous year; the number of Vietnamese outbound travelers was 6.7 million arrivals, up 26.4%.

In 2025, realized total social investment capital at current prices reached 4,150.5 trillion VND, up 12.1% compared to the previous year.

FDI capital registered in Vietnam as of December 31, 2025, including newly registered capital, adjusted registered capital, and foreign investors' capital contribution/share purchase reached 38.42 billion USD, up 0.5%; realized FDI capital reached 27.62 billion USD, up 9.0% compared to the previous year.

Vietnam's outbound investment had 173 newly granted investment certificates with a total Vietnamese capital of 1.0 billion USD, up 65.9% compared to the previous year; there were 32 instances of capital adjustment with 360.8 USD million, more than triple. Overall, Vietnam's total outbound investment capital (newly granted and adjusted) reached 1,362 USD million, up 88.7% compared to the previous year.

1.3. Enterprises

In 2025, the country saw nearly 297.5 thousand newly established and reactivated enterprises, an increase of 27.4% compared to the previous year; on average, 24.8 thousand enterprises were established or reactivated each month.

The number of enterprises withdrawing from the market was 227.2 thousand, an increase of 14.8% compared to 2024; on average, 18.9 thousand enterprises withdrew from the market each month.

The total registered capital added to the economy in 2025 was nearly 6.4 quadrillion VND, an increase of 77.8% compared to 2024.

Assessing enterprises' production and business activities in Q4/2025 compared to Q3/2025, 75.8% of enterprises reported better or stable production and business activities compared to the previous quarter (25.4% better and 50.4% stable); 24.2% of enterprises assessed production and business activities as more difficult. Compared to Q3/2025, the proportion of enterprises reporting better conditions increased by 1.1%; stable conditions decreased by 0.2%; and more difficult conditions decreased by 0.9%.

1.4. Science and Technology, Innovation

In 2025, science and technology activities contributed directly approximately 1.68% to GDP; and had a spillover effect on other economic activities with an indirect contribution of approximately 0.81%. Thus, the total direct and indirect impact of science and technology activities accounted for about 2.5% of GDP (equivalent to 320.4 trillion VND), an increase of 16.3% compared to 2024 and about 51% compared to 2020.

According to the GII 2025 Report by the World Intellectual Property Organization (WIPO): Vietnam's Innovation Index ranked 44th out of 139 countries and economies, maintaining the same rank as in 2024. In the ASEAN region, Vietnam surpassed Thailand, ranking 3rd, after Singapore and Malaysia. Vietnam's innovative startup ecosystem ranked 55th out of 100 globally.

According to the 2025 year-end report of the Ministry of Science and Technology, the proportion of Vietnamese enterprises undertaking innovation reached 34.6%, a decrease of 4.2 percentage points compared to 2024.

In 2025, the Ministry of Science and Technology received 183,700 industrial property registration applications, an increase of 20.4%; processed 249,854 industrial property registration applications, an increase of 74.4%; and granted 83,000 industrial property protection titles, an increase of 54.6% compared to 2024.

Regarding online public services, as of December 30, 2025, the number of online applications processed through the National Public Service Portal was over 94,334 thousand applications; nearly 636,949.8 thousand applications had their status synchronized with the National Public Service Portal.

1.5. Social Situation

The average population in 2025 is estimated to be 102.3 million people, an increase of 1,001.6 thousand people, up 0.99% compared to 2024. The quality of the population continues to improve, with fertility maintaining replacement levels, low mortality rates, and increased average life expectancy thanks to medical advancements and improved public healthcare.

The labor force aged 15 and above was 53.5 million people, an increase of 589.5 thousand

people compared to the previous year. Employed labor was 52.4 million people, an increase of 578.3 thousand people (up 1.1%) compared to the previous year.

The average income of workers was 8.4 million VND/month, an increase of 8.9%, or 685 thousand VND compared to the previous year.

The unemployment rate for working age was 2.22%, down 0.02 percentage points compared to the previous year, of which the urban area was 2.51%; the rural area was 2.02%.

In 2025, the income and living standards of households improved. Social welfare work continued to receive attention from central to local levels.

According to aggregated reports from localities, in 2025 (from December 26, 2024, to December 25, 2025), total support for meritorious individuals and their relatives was nearly 50.3 trillion VND; support for social protection beneficiaries under Decree No. 20/2021/ND-CP was over 34.2 trillion VND; support for poor households, near-poor households, disadvantaged households, and social policy households not covered by Decree No. 20/2021/ND-CP was nearly 4.7 trillion VND; extraordinary local support was over 3.2 trillion VND. Nearly 29.3 million health insurance cards/free medical examination books/cards were issued to beneficiaries.

In 2025, the government provided nearly 42.1 thousand tons of rice to the people, including: 6 thousand tons for Lunar New Year famine relief for 402.6 thousand people; 4.3 thousand tons for pre-harvest famine relief for 284.5 thousand people; and over 31.8 thousand tons for disaster relief (typhoons and floods) for approximately 2.1 million people.

The “Nationwide Joining Hands to Eradicate Dilapidated and Temporary Houses” program was basically completed by the end of August, 5 years and 4 months ahead of the target set in Resolution No. 42-NQ/TW of the Central Committee on continuing to innovate and improve the quality of social policies, meeting the requirements of national construction and defense in the new period. The program supported the construction of 255,310 new houses and the repair of 78,924 houses, totaling 334,234 units.

1.6. Three Strategic Breakthroughs

Law-making and enforcement have seen renewed thinking and approaches; many “bottlenecks” have been timely removed. The Politburo issued numerous groundbreaking resolutions on guidelines, institutions, and policies. The National Assembly adopted over 180 laws, ordinances, and resolutions, the most in a single term to date. Administrative procedures were drastically reformed; nearly 4.3 thousand business regulations, administrative procedures, and citizen papers were cut or simplified.

The infrastructure system has seen breakthrough development with many large-scale, modern projects with connectivity, spillover effects, and future shaping capabilities. By the end of 2025, 3,245km of expressways will be completed; Long Thanh International Airport Phase 1, the first 4F standard airport in Vietnam, will be largely completed; ring roads, urban railways,

seaports, airports, etc., will be put into operation. The 500KV Quang Binh-Hung Yen and Lao Cai-Vinh Yen power lines were completed with high quality in record time. Cultural and social infrastructure received significant investment; a public-private partnership built the National Exhibition Center (VEC), ranking among the top 10 globally.

Science and technology, innovation, and digital transformation have been decisively implemented, achieving initial important results. The National Innovation Center and the National Data Center have become operational and are proving effective. Digital infrastructure has developed strongly and widely; 100% of communes and wards have fiber optic broadband infrastructure; mobile internet speed ranks among the top 20 globally.

1.7. Difficulties, Challenges

Alongside the achievements, pressure to manage macro-economic stability remains significant. Mechanisms and policies are not yet strong enough to effectively exploit human, natural, and cultural resources and to protect the environment. Real estate, gold, and bond markets continue to exhibit complex developments. Production and business in some sectors still face difficulties. Science and technology, innovation, and digital transformation have not yet truly become the main growth drivers. High-quality human resources are still scarce, especially in key industries. There are still conflicts and overlaps in some legal regulations; administrative procedures need to be significantly reduced.

The reorganization and streamlining of the organizational apparatus and the two-tier local government model is a difficult task, implemented on a large scale, in a short time, with high demands, leading to confusion and lack of synchronization in some places. Addressing outstanding, prolonged projects and land-housing issues still requires greater effort. The living standards of some segments of the population remain difficult, especially in remote, deep-lying, ethnic minority, border, and island areas. Environmental pollution, traffic congestion, flooding, subsidence, landslides, etc., in major urban areas and mountainous regions have not been effectively addressed. Natural disasters, storms, floods, and extreme weather are becoming more severe. The security and order situation in some areas, as well as cyber and high-tech crime, still carry complex potential factors.

s



II. FDI ATTRACTION IN 2025

2.1. Overview of Foreign Investment in 2025

According to data from the Foreign Investment Agency, in 2025, newly registered, adjusted, and capital contribution/share purchase FDI capital from foreign investors reached 38.4 billion USD, up 0.5% year-on-year.

- New projects: 4,054 new projects were granted Investment Registration Certificates (ERC); registered capital reached 17.3 billion USD, accounting for 45.1% of Total Registered Capital.
- Capital contribution, share purchase: 3,587 capital contribution/share purchase transactions by foreign investors, with capital contribution value exceeding 7.0 billion USD, accounting for 18.3% of Total Registered Capital.
- Adjusted capital increase: 1,404 adjusted projects, with an increased capital value of 17.0 billion USD, accounting for 36.6% of Total Registered Capital.

The more than 50% increase in adjusted capital demonstrates that operating investment projects are performing efficiently, and investors have confidence in, and highly appreciate, the investment environment and very promising business prospects in the coming years.

Implemented capital of foreign investment projects is estimated to exceed 27.6 billion USD, up 9% year-on-year.

Table 2. FDI by Investment Capital

TT	Year	2023	Percentage	2024	Percentage	2025	Percentage
	Registered Capital (USD million)		100%	38,418	100%	38,418	100%
1	Newly Registered (USD million)	21,358	54.2%	17,321	45.1%	17,321	45.1%
2	Additional Registered Capital (USD million)	9,280	23.6%	14,070	36.6%	14,070	36.6%
3	Capital contribution and share purchases (USD million)	8,752	22.2%	7,027	18.3%	7,027	18.3%

Source: Foreign Investment Agency

2.2. FDI by Economic Sector

Foreign investors have invested in 18 out of 21 national economic sectors. Among them, Processing and Manufacturing led with over 21.0 billion USD, accounting for 54.7% of Total Registered Capital (TRC); Real Estate Business ranked 2nd with 7.1 billion USD, accounting for 18.5% of TRC; Wholesale and Retail Trade; Repair of automobiles, motorcycles

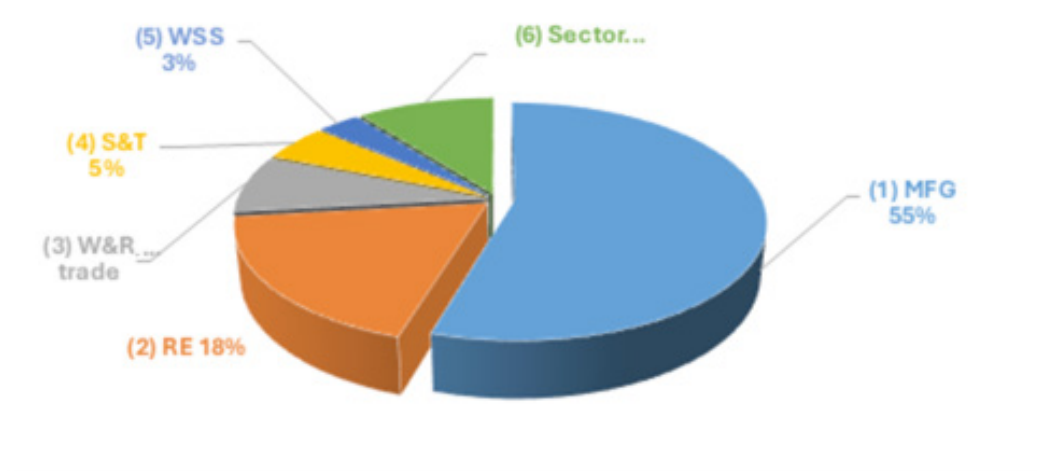
ranked 3rd with 3.0 billion USD, accounting for 7.9% of TRC; Scientific activities ranked 4th with 1.9 billion USD, accounting for 5.1% of TRC.

Table 3. Top 10 Sectors Attracting Most FDI

No.	Sector (2024)	Registered Capital 2024 (USD million)	Percentage	Sector (2025)	Registered Capital 2025 (USD million)	Percentage
1	Manufacturing and processing	25,578.2	66.9%	Manufacturing and processing	21,014.7	54.7%
2	Real estate activities	6,309.4	16.5%	Real estate activities	7,112.4	18.5%
3	Electricity, gas, water supply and air conditioning	1,421.5	3.7%	Wholesale and retail trade; repair of motor vehicles and motorcycles	3,017.5	7.9%
4	Wholesale and retail trade; repair of motor vehicles and motorcycles	1,407.5	3.7%	Professional, scientific and technical activities	1,974.3	5.1%
5	Professional, scientific and technical activities	1,268.8	3.3%	Water supply and waste management	1,257.7	3.3%
6	Construction	642.8	1.7%	Electricity, gas, water supply and air conditioning	1,084.3	2.8%
7	Transportation and storage	487.8	1.3%	Accommodation and food service activities	944.9	2.5%
8	Information and communication	281.7	0.7%	Construction	432.1	1.1%
9	Other service activities	169.5	0.4%	Transportation and storage	373.8	1.0%
10	Administrative and support service activities	160.4	0.4%	Financial, banking and insurance activities	221.1	0.6%
	Total 10 sectors	37,727.6	98.7%	Total 10 sectors	37,432.7	97.4%
	Other sectors	498.6	1.3%	Other sectors	985.3	2.6%
	Total 18 sectors	38,226.2	100%	Total 18 sectors	38,418.1	100%

Source: Foreign Investment Agency

Figure 21. FDI Capital in 2025 by Sector



In 2024 and 2025, the total investment in the top 10 sectors attracting the most FDI accounted for over 97% of total registered capital; the other 8 sectors accounted for less than 3.0% of total registered capital. Processing and manufacturing accounted for over half of the total registered capital, and Real Estate Business accounted for approximately 15-20% of total registered capital.

2.3. FDI by Region

31/34 provinces and cities had FDI projects; Ho Chi Minh City led with over 7.0 billion USD, accounting for 18.5% of TRC; Bac Ninh ranked second with over 5.6 billion USD, accounting for 14.8% of TRC; Hanoi ranked third with over 4.4 billion USD, accounting for 11.5% of registered capital. Followed by Dong Nai, Tay Ninh, Hai Phong. Ho Chi Minh City and Bac Ninh were the 1st and 2nd leading localities in both 2025 and 2024. Hanoi ranked 7th in 2024, rising to 3rd in 2025. Dong Nai ranked 6th in 2024, rising to 4th in 2025.

In the list of the top 10 provinces, compared to 2024, Gia Lai and Phu Tho were added in 2025, while Nghe An and Ninh Binh were no longer on this list.

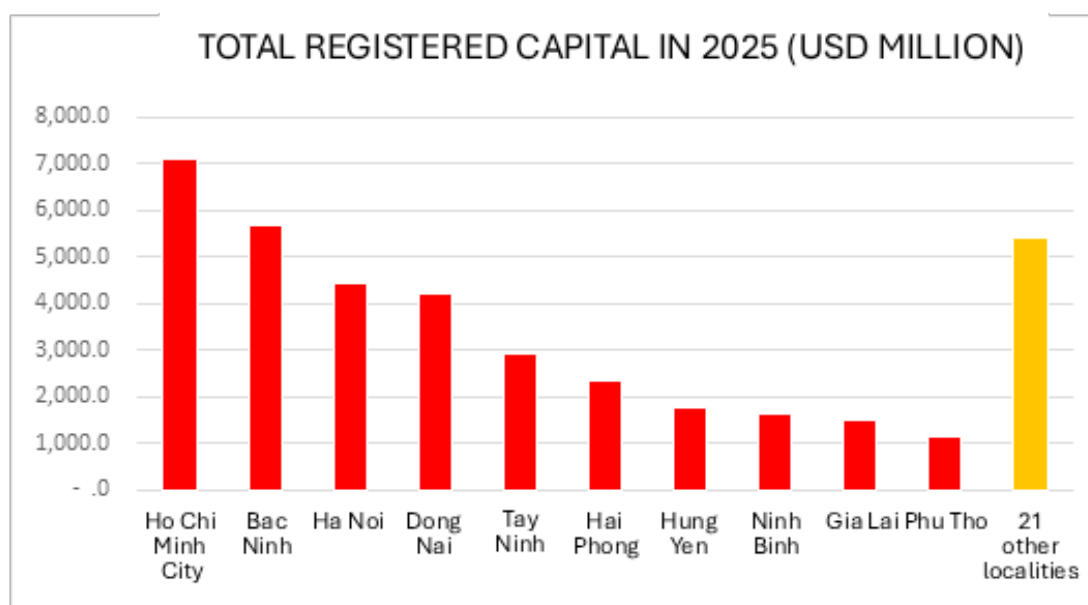


Table 4. Top 10 Provinces, Cities Attracting Most FDI

No.	Locality	2024 Total Registered Capital (USD million)	Percentage	Locality	2025 Total Registered Capital (USD million)	Percentage
1	Hồ Chí Minh City	6,702.42	17.5%	Hồ Chí Minh City	7,089.7	18.5%
2	Bắc Ninh	6,345.04	16.6%	Bắc Ninh	5,688.9	14.8%
3	Hải Phòng	5,757.47	15.1%	Hà Nội	4,436.5	11.5%
4	Quảng Ninh	2,871.51	7.5%	Đồng Nai	4,228.8	11.0%
5	Hưng Yên	2,757.39	7.2%	Tây Ninh	2,920.5	7.6%
6	Đồng Nai	2,560.98	6.7%	Hải Phòng	2,332.7	6.1%
7	Hà Nội	2,161.17	5.7%	Hưng Yên	1,776.4	4.6%
8	Nghệ An	1,749.60	4.6%	Ninh Bình	1,651.0	4.3%
9	Tây Ninh	1,474.09	3.9%	Gia Lai	1,509.5	3.9%
10	Ninh Bình	1,122.93	2.9%	Phú Thọ	1,169.4	3.0%
	Total 10 Localities	33,502.6	87.7%	Total 10 Localities	32,803.5	85.4%
	Other Localities	4,710.1	12.3%	Other Localities	5,614.5	14.6%
	Total 31 Localities	38,212.70	100.0%	Total 31 Localities	38,418.1	100.0%

Nguồn: Cục Đầu tư nước ngoài

Figure 22. FDI Capital in 2025 by Locality



In 2025, the top 10 localities attracted 32.8 billion USD in FDI, accounting for 85.4% of TRC (in 2024, 33.5 billion USD, accounting for 87.7% of TRC). The remaining 21 localities attracted 5.6 billion USD, accounting for less than 15% of TRC (in 2024, the remaining 21 localities attracted 4.7 billion USD, accounting for 12.3% of TRC).

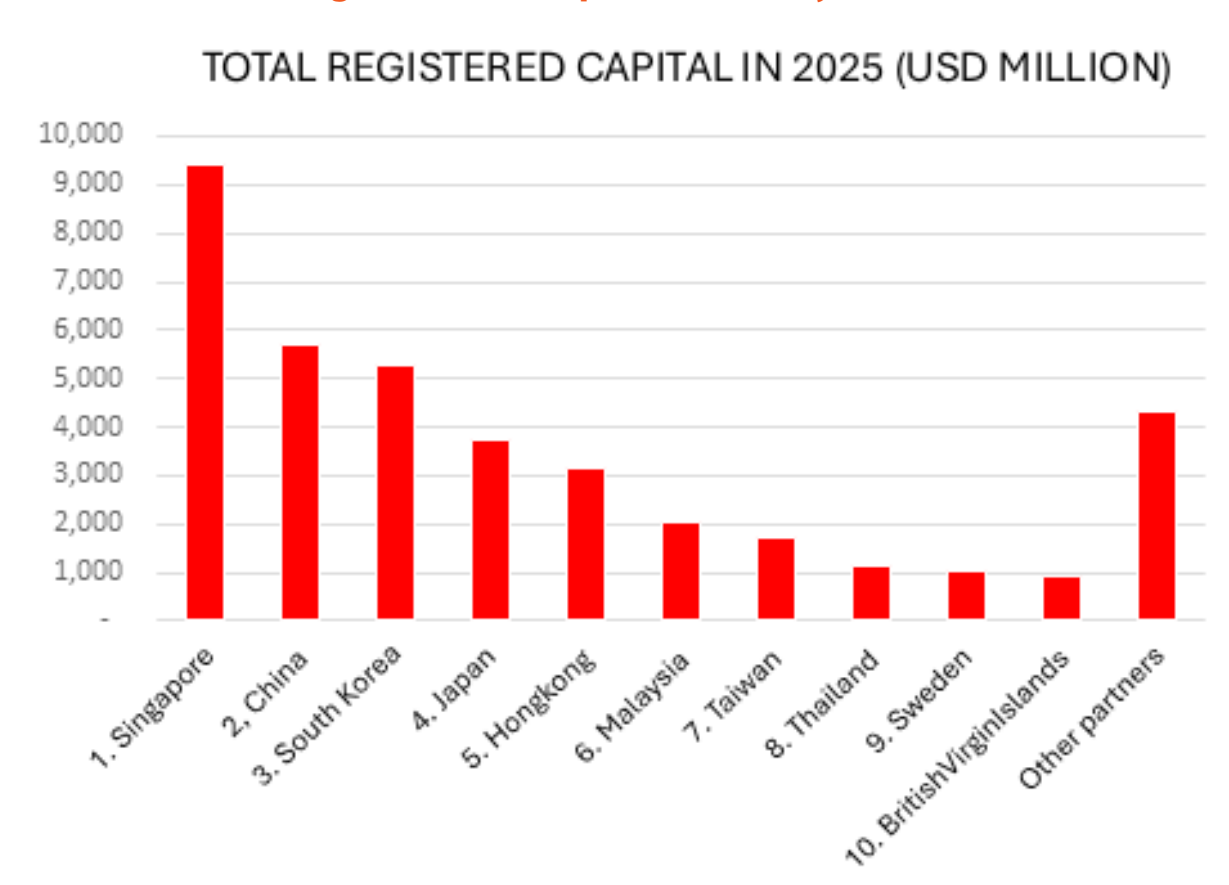
2.4. FDI by Partner

113 countries and territories invested in Vietnam in 2025; among them, Singapore led with 9.3 billion USD, accounting for 24.5% of TRC. China ranked second with 5.6 billion USD, accounting for 14.8% of TRC; South Korea ranked third with 5.2 billion USD, accounting for 13.8% of registered capital; followed by Japan, Hong Kong, Malaysia, Taiwan...

Table 5. Top 10 Largest FDI Partners

TT	Partner	2024 Total Registered Capital (USD million)	Percentage	Partner	2025 Total Registered Capital (USD million)	Percentage
1	Singapore	9,395.2	24.6%	Singapore	9,395.16	24.5%
2	South Korea	5,695.8	14.9%	China	5,695.80	14.8%
3	China	5,292.2	13.8%	South Korea	5,292.21	13.8%
4	Hong Kong	3,731.8	9.8%	Japan	3,731.82	9.7%
5	Japan	3,129.6	8.2%	Hong Kong	3,129.62	8.1%
6	Taiwan	2,062.9	5.4%	Malaysia	2,062.95	5.4%
7	Cayman Islands	1,723.2	4.5%	Taiwan	1,723.23	4.5%
8	Samoa	1,153.6	3.0%	Thailand	1,153.58	3.0%
9	Turkey	1,021.1	2.7%	Sweden	1,021.12	2.7%
10	British Virgin Islands	912.0	2.4%	British Virgin Islands	911.95	2.4%
	Total 10 partners	34,117.5	89.3%	Total 10 partners	34,117.5	88.8%
	104 other partners	4,108.6	10.7%	103 other partners	4,300.6	11.2%
	Total 114 partners	38,226.1	100.0%	Total 113 partners	38,418.1	100.0%

Nguồn: Cục Đầu tư nước ngoài

Figure 23. FDI Capital in 2025 by Partner

The top 10 partners in 2025 contributed 34.1 billion USD, accounting for 88.8% of TRC (in 2024, 34.1 billion USD, accounting for 89.3% of TRC); the remaining 103 partners only accounted for 11.2% of TRC (in 2024, 104 other partners accounted for 10.7% of TRC).

FDI capital primarily came from Asian countries, with 8 Asian countries among the top 10 partners (accounting for 83.1% of TRC), in addition to 2 non-Asian countries, Sweden and the British Virgin Islands.

2.5. FDI by Capital Type

Newly granted projects:

The average capital per newly granted project in 2025 was 4.3 USD million/project (5.8 USD million/project in 2024); of which, Processing and Manufacturing reached 7.1 USD million/project (11.5 USD million/project in 2024); Real Estate Business reached 34.4 USD million/project (45.9 USD million/project in 2024).

The 5 sectors attracting the most newly registered FDI had an average capital of 4.6 USD million, while the other 13 sectors had an average capital of only 2.8 USD million/project.

Table 6. Average Capital of Newly Granted Projects

No.	2024				2025			
	Sector	New Projects	Registered Capital (USD million)	Average Capital/Project (USD million)	Sector	New Projects	Registered Capital (USD million)	Average Capital/Project (USD million)
1	Processing and Manufacturing	1,169	13,437	11.5	Processing and Manufacturing	1,381	9,795.0	7.1
2	Real Estate Business	81	3,717	45.9	Real Estate Business	107	3,677.0	34.4
3	Electricity, Gas, Water, Air Conditioning Supply	4	1,024	255.9	Wholesale and Retail Trade; Repair of automobiles, motorcycles	1,412	471.9	0.3
4	Wholesale and Retail Trade; Repair of automobiles, motorcycles	1,172	833	0.7	Professional, Scientific, and Technological Activities	464	402.5	0.9
5	Transportation and Storage	115	341	3.0	Water Supply and Waste Management	6	1,075.0	179.2
	Total 5 sectors	2541	19,351	7.6	Total 5 sectors	3370	15,421	4.6
	13 other sectors	834	380	0.5	13 other sectors	684	1,900	2.8
	Total 18 sectors	3,375	19,731	5.8	Total 18 sectors	4,054	17,321.3	4.3

Source: Foreign Investment Agency

The 10 largest newly granted FDI projects had a total capital of 3.1 billion USD, accounting for 18.3% of the total capital of newly granted projects. Among them, one project had a capital of 1 billion USD, and 9 projects had capital exceeding 200 USD million.

Table 7. Top 10 Largest Newly Granted FDI Projects in 2025

No.	Date of Grant	Project Name	Registered Capital (million USD)	Sector	Location	Partner
1	5/6/2025	Polyester fabric recycling production complex	1,000.0	Water Supply and Waste Management	Gia Lai	Sweden
2	28/08/2025	Luxshare-ICT Co., Ltd. (Bac Ninh)	300.0	Processing and Manufacturing	Bac Ninh	China
3	26/03/2025	High-rise residential area in plot B5 - Phuoc Thien residential and park area	295.5	Real Estate Business	Ho Chi Minh City	Singapore
4	28/03/2025	Yili Vietnam electronics manufacturing plant	270.0	Processing and Manufacturing	Bac Ninh	China
5	13/11/2025	Aeon Mall Bien Hoa Commercial Center	261.1	Real Estate Business	Dong Nai	Japan
6	17/09/2025	Van Canh Binh Dinh wind power plant	218.4	Electricity, Gas, Water, Air Conditioning Supply	Gia Lai	Singapore
7	25/04/2025	Aeon Mall Can Tho Commercial Center	216.1	Real Estate Business	Can Tho	Japan
8	4/8/2025	GE Vernova Hai Phong - Grid branch	207.0	Processing and Manufacturing	Hai Phong	United States
9	7/11/2025	Chemical production project in Phu My 3	203.7	Processing and Manufacturing	Ho Chi Minh City	Hong Kong
10	27/06/2025	AVC Technology Vietnam project (Kim Bang)	200.0	Processing and Manufacturing	Ninh Binh	Taiwan
		Total	3171.8			

Source: Foreign Investment Agency

2.6. Adjusted Capital Increase

In 2025, there were 1,404 adjusted projects, with an increased capital of 14.0 billion USD (up 0.8% compared to 2024).

Processing and manufacturing saw the most adjusted capital, both in terms of number of projects (843 projects) and increased capital (11.2 billion USD), accounting for 80% of total adjusted capital (in 2024, it accounted for 80.5%). The top 5 sectors with the most adjusted capital in both 2025 and 2024 totaled 13.4 billion USD, accounting for over 95% of the total increased capital.

Table 8. Sectoral Structure of Adjusted FDI Capital Increase

No.	Sector	2024			2025			
		Ad-justed Pro-jects	Adjusted Registered Capital (USD million)	Average Capital per Project (USD million)	Sector	Ad-justed Pro-jects	Adjusted Registered Capital (USD million)	Average Capital per Project (USD million)
1	Processing and Manufacturing	982	11,244.8	11.5	Processing and Manufacturing	843	11,244.8	13.3
2	Real Estate Business	54	1,374.9	25.5	Real Estate Business	50	1,374.9	27.5
3	Professional, Scientific, and Technological Activities	94	378.9	4.0	Wholesale and Retail Trade; Repair of automobiles, motorcycles	243	378.9	1.6
4	Electricity, Gas, Water, Air Conditioning Supply	5	257.95	51.6	Professional, Scientific, and Technological Activities	89	258.0	2.9
5	Wholesale and Retail Trade; Repair of automobiles, motorcycles	190	219.7	1.2	Water Supply and Waste Management	5	219.7	43.9
6	Total 5 sectors	1325	13,476.3	10.2	Total 5 sectors	1230	13,476.3	11.0
7	Other sectors	214	480.7	2.2	Other sectors	174	593.2	3.4
8	Total	1539	13,957.0	9.1	Total	1,404	14,069.5	10.0

Source: Foreign Investment Agency

In 2025, the average adjusted capital increase was 10.0 USD million/project (9.1 USD million/project in 2024); the water supply and wastewater treatment sector had the largest average adjusted capital at 43.9 USD million/project, followed by Real Estate Business at 27.5 USD million/project.

Table 9. Top 10 Largest FDI Capital Adjustment Projects in 2025

No.	Date of Adjustment	Project Name	Additional Registered Capital (USD million)	Investor Country	Sector	Province/city
1	1/1/2025	Samsung Display Vietnam	1,200.0	South Korea	Processing and Manufacturing	Bac Ninh
2	28/5/2025	Yen So Park Construction Project	1,126.8	Malaysia	Real Estate Business	Hanoi
3	1/10/2025	Juhua New Materials Co., Ltd.	995.0	China	Wholesale and Retail Trade; Repair of automobiles, motorcycles	Tay Ninh
4	3/2/2025	Nam Thang Long New Urban Area Development Co., Ltd.	780.0	Singapore	Real Estate Business	Hanoi
5	24/4/2025	Samsung Display Vietnam	600.0	South Korea	Processing and Manufacturing	Bac Ninh
6	24/1/2025	SMC Manufacturing (Vietnam) Co., Ltd.	450.0	Japan	Processing and Manufacturing	Dong Nai
7	27/2/2025	Southern Vietnam Petrochemical Complex	400.0	Thailand	Processing and Manufacturing	Ho Chi Minh City
8	2/6/2025	New Urban Area C2 - Gamuda Gardens	361.6	Malaysia	Real Estate Business	Hanoi
9	5/6/2025	Investment project for the new urban area Le Trong Tan, Ha Dong district, Hanoi city - ParkCity Hanoi	355.2	Singapore	Real Estate Business	Hanoi
10	26/9/2025	Mega Textile - Vietnam	350.0	Singapore	Processing and Manufacturing	Nghe An
		Total	6,618.6			

Source: Foreign Investment Agency

The 10 largest FDI capital increase projects had a total capital of 6.6 billion USD, accounting for 47.0% of total increased capital, including 5 processing and manufacturing projects, 4 real estate business projects, and 1 wholesale and retail trade; repair of automobiles, motorcycles project. Two projects had capital increases of over 1 billion USD, and the other 8 projects had capital increases ranging from 300 USD million to 995 USD million.

2.7. Mergers & Acquisitions (M&A)

In 2025, there were 3,587 instances of capital contribution/share purchase projects, with a total capital value exceeding 7.02 billion USD, an increase of 55% compared to 2024.

Bảng 10. Giá trị M&A theo ngành kinh tế

No.	Năm 2024				Năm 2025			
	Sector	M&A Transactions	Value (USD million)	Percentage	Sector	M&A Transactions	Value (USD million)	Percentage
1	Real Estate Business	83	1218.0	26.8%	Processing and Manufacturing	602	2429.5	34.6%
2	Processing and Manufacturing	555	896.6	19.8%	Professional, Scientific, and Technological Activities	568	1289.9	18.4%
3	Professional, Scientific, and Technological Activities	565	768.1	16.9%	Wholesale and Retail Trade; Repair of automobiles, motorcycles	1,413	987.4	14.1%
4	Construction	75	542.6	12.0%	Real Estate Business	95	851.8	12.1%
5	Wholesale and Retail Trade; Repair of automobiles, motorcycles	1,432	354.7	7.8%	Accommodation and Food Service Activities	245	307.8	4.4%
6	Electricity, Gas, Water, Air Conditioning Supply	13	139.8	3.1%	Electricity, Gas, Water, Air Conditioning Supply	22	305.7	4.4%
7	Information and Communication	242	128.3	2.8%	Financial, Banking, and Insurance Activities	20	218.3	3.1%
8	Financial, Banking, and Insurance Activities	18	119.5	2.6%	Information and Communication	232	143.0	2.0%
9	Administrative and Support Service Activities	79	99.8	2.2%	Construction	49	141.5	2.0%
10	Human Health and Social Work Activities	14	92.4	2.0%	Transportation and Storage	133	82.1	1.2%
	Total 10 sectors	3076	4359.9	96.1%	Total 10 sectors	3379	6757.0	96.2%
	Total 8 other sectors	1426	178.2	3.9%	Total 8 other sectors	208	270.2	3.8%
	Total 18 sectors	4502	4538.1	100.0%	Total 18 sectors	3,587	7027.3	100.0%

Source: Foreign Investment Agency

Processing and Manufacturing ranked first with M&A value of 2.4 billion USD (accounting for 34.6% of total M&A capital); Professional, Scientific, and Technological Activities ranked second with 1.2 billion USD (accounting for 18.4% of total M&A capital); Wholesale and Retail Trade; Repair of automobiles, motorcycles ranked third with 987 USD million (accounting for 14.1% of total M&A capital).

The top 10 sectors attracting the most M&A in 2025 had 6.75 billion USD in capital, accounting for 96.2% of total M&A capital (in 2024, the top 10 sectors had 4.35 billion USD in capital, accounting for 96.1% of total M&A capital). In both 2025 and 2024, the remaining 8 sectors accounted for less than 4% of total M&A capital.

Table 11. Top 10 Largest M&A Investment Partners in 2025

No.	2024				2025			
	Partner	M&A Transactions	M&A Value (USD million)	Percentage	Partner	M&A Transactions	M&A Value (USD million)	Percentage
1	Singapore	343	1,256.0	27.7%	Singapore	370	2,414.08	34.4%
2	Japan	227	925.1	20.4%	South Korea	838	1,096.40	15.6%
3	China	512	758.6	16.7%	Japan	232	653.32	9.3%
4	South Korea	883	268.5	5.9%	China	687	504.06	7.2%
5	Taiwan	287	248.9	5.5%	Thailand	37	353.35	5.0%
6	Cayman Islands	19	194.7	4.3%	Taiwan	244	332.29	4.7%
7	British Virgin Islands	16	149.5	3.3%	British Virgin Islands	26	300.14	4.3%
8	United States	148	148.4	3.3%	Malaysia	53	228.32	3.2%
9	Hong Kong	93	112.4	2.5%	United States	149	206.99	2.9%
10	Samoa	22	55.8	1.2%	Samoa	21	200.51	2.9%
	Total 10 partners	2550	4,118.0	90.7%	Total 10 partners	2657	6,289.4	89.5%
	104 other partners	952	420.1	9.3%	103 other partners	930	737.8	10.5%
	Total 114 partners	3502	4,538.1	100.0%	Total 113 partners	3,587	7,027.3	100.0%

Source: Foreign Investment Agency

In 2025, the 10 largest M&A investment partners had a total of 6.2 billion USD, accounting for 89.5% of total M&A capital (the corresponding figure in 2023 was 4.1 billion USD, accounting for 90.7% of total M&A capital). In 2025, the total M&A capital of the remaining 103 partners accounted for 10.5% of total M&A capital (in 2024, the remaining 104 partners accounted for 9.3% of total M&A capital).

In both 2025 and 2024, there were 8 common partners in the top M&A group: Singapore (2.4 billion USD), South Korea (1.0 billion USD), Japan (653 USD million), China (504 USD million), Taiwan, British Virgin Islands, United States, Samoa. In 2025, Thailand ranked 5th and Malaysia ranked 8th. In 2025, the two partners Cayman Islands and Hong Kong were no longer on the list of top 10 M&A partners.

Table 12. Top 10 Largest M&A Projects in 2025

No.	Date of Issuance	Target Company	Investor	Country	Sector	Total Contributed Capital (USD million)	Locality
1	11/18/2025	Truong Hai Group Joint Stock Company	Jang Seo Kyung; Byun Young; Choi Nam Hun ...	Singapore	Wholesale of automobiles and other motor vehicles	323.8	Dong Nai
2	5/26/2025	Coca-Cola Vietnam Beverage Co., Ltd.	Thainamthip Corporation Public Company Limited	Thailand	Manufacture of non-alcoholic beverages, mineral water	322.0	Ho Chi Minh City
3	3/26/2025	Shundao Industrial (Vietnam) Co., Ltd.	Neith Crown Pte. Ltd.	Singapore	Manufacture of textiles	149.5	Tay Ninh
4	3/17/2025	Vietnam Payment Solutions Joint Stock Company	Vietnam Life Group Joint Stock Company	Singapore	Other monetary intermediation	139.9	Hanoi
5	3/18/2025	Lighthouse 2 Real Estate Investment Development Co., Ltd.	Lh2 Holding Co., Ltd.	Singapore	Real estate business, land use rights owned, used or leased	120.0	Hung Yen

6	5/22/2025	Duy Tan Plastic Manufacturing Joint Stock Company	SCGP Rigid Packaging Solutions Pte Ltd.; Vexcel Pack Company limited; SCGP Rigid Plastics Company Limited	Singapore	Manufacture of plastic products	113.0	Ho Chi Minh City
7	7/7/2025	AES Mong Duong Power Co., Ltd.	Meritz Securities Co., Ltd.	South Korea	Electricity generation	110.4	Quang Ninh
8	6/2/2025	Sheen Bridge Co., Ltd.	Win Ever Holdings limited; Eternity International Ltd	Samoa	Manufacture of footwear	110.0	Tay Ninh
9	4/21/2025	Mandavie Group (VN) Joint Stock Company	Mandavie Asset Management Llc	United States	Construction of residential buildings	100.0	Ho Chi Minh City
10	11/28/2025	De Heim Co., Ltd.	TKG Taekwang Vina Joint Stock Company; Daewoo Engineering & Construction Vietnam Co., Ltd.	South Korea	Real estate consulting, brokerage, auctioning; land use rights auctioning	95.6	Ho Chi Minh City
Total						1,584.3	

Source: Foreign Investment Agency

The 10 largest M&A projects totaled 1.58 billion USD in capital, accounting for 22.5% of total M&A capital. The largest project was by a Singaporean partner with Truong Hai Group Joint Stock Company, with M&A capital of 323 USD million. The second largest project was by a Japanese partner with Coca-Cola Vietnam Beverage Co., Ltd., with M&A capital of 322 USD million.

2.8. Implemented Capital and Activities of the FDI Sector in 2025

Implemented Capital:

In 2025, foreign investment projects are estimated to have disbursed approximately 27.6 billion USD, up 9% year-on-year.

Export and Import Situation of the Foreign Investment Sector:

Exports, including crude oil, reached 361.9 billion USD, up 24.4% year-on-year, accounting for 50% of the country's total export turnover. Exports, excluding crude oil, reached 360.5 billion USD, up 24.6% year-on-year, accounting for 50% of the country's total export turnover.

Imports reached 312.3 billion USD, up 29.7% compared to 2024 and accounting for 69% of the country's total import turnover.

Overall, for the 12 months of 2025, the foreign investment sector recorded a trade surplus of over 49.6 billion USD including crude oil, and a surplus of 48.2 billion USD excluding crude oil. Meanwhile, the domestic enterprise sector had a trade deficit of over 30.6 billion USD.

Table 13. FDI Attraction and Utilization

No.	Indicator	Unit	2024	2025	YoY Change (%)
1	Realized Capital	USD million	25,351	27,620	109.0%
2	Registered Capital*	USD million	38,226	38,418	100.5%
2.1	Newly registered	USD million	19,731	17,321	87.8%
2.2	Adjusted capital increase	USD million	13,957	14,070	100.8%
2.3	Capital contribution, share purchase	USD million	4,538	7,027	154.8%
3	Number of Projects*				
3.1	Newly granted	projects	3,375	4,054	120.1%
3.2	Capital adjustment	projects	1,539	1,404	91.2%
3.3	Capital contribution, share purchase	projects	3,502	3,587	102.4%
4	Exports				
4.1	Exports (incl. crude oil)	USD million	291,025	361,948	124.4%
4.2	Exports (excl. crude oil)	USD million	289,297	360,587	124.6%
5	Imports	USD million	240,754	312,310	129.7%

III. CUMULATIVE FDI UP TO 2025

As of December 31, 2025, cumulatively, the country has 45,416 effective foreign investment projects with a total registered capital of 529.6 billion USD. The cumulative implemented capital of foreign investment projects is estimated at nearly 350.2 billion USD, equalling 66.1% of the total effective registered investment capital.

3.1. FDI by Economic Sector

Foreign investors have invested in 19 out of 21 sectors in the national economic classification system.

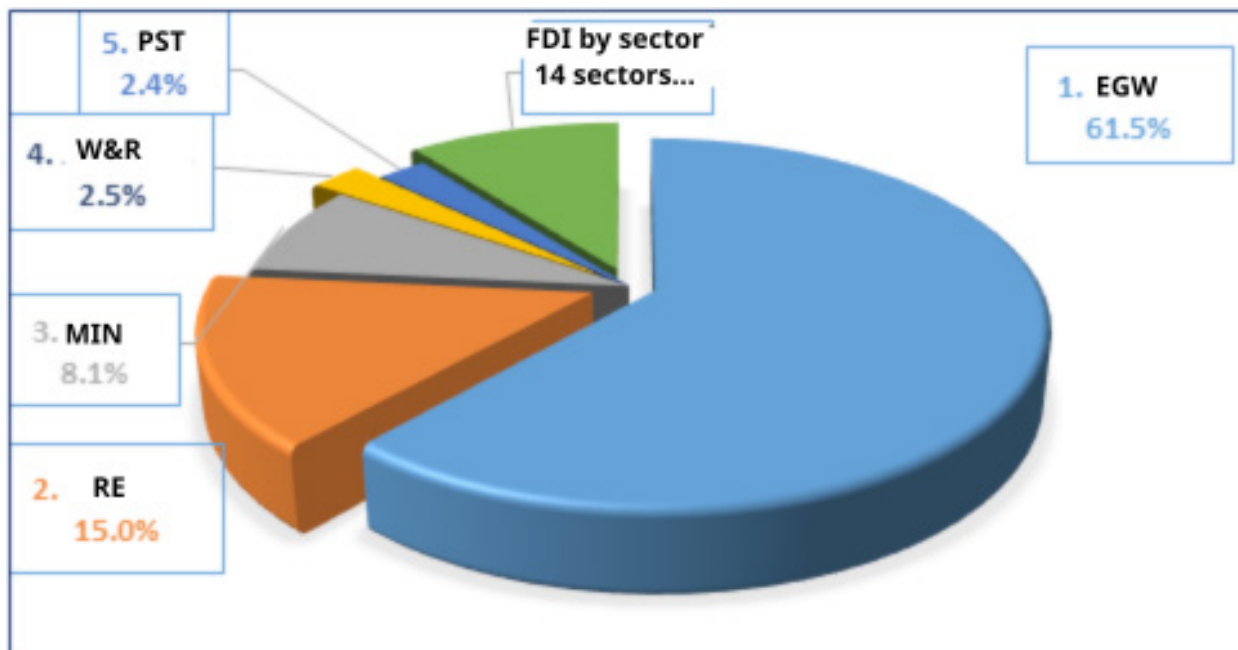
The top 10 sectors had a total capital of 509.0 billion USD, accounting for 96.1%; the remaining 9 sectors accounted for only 3.9% of TRC. Among them, processing and manufacturing ranked first with 325.8 billion USD, accounting for 61.5% of TRC; real estate business ranked second with 79.5 billion USD, accounting for 15.0% of TRC; electricity production and distribution ranked third with 42.6 billion USD, accounting for 8.1% of TRC; sectors from 4th to 10th accounted for only 0.9% - 2.5% of TRC.

Table 14. Top 10 Sectors Attracting Most FDI (Cumulative)

No.	Sector	Number of Projects	Total Registered Capital (USD million)	Percentage	Average Capital/Project (USD million)
1	Processing and Manufacturing	19,068	325,883.3	61.5%	17.1
2	Real Estate Business	1,318	79,586.7	15.0%	60.4
3	Electricity, Gas, Water, Air Conditioning Supply	205	42,647.3	8.1%	208.0
4	Accommodation and Food Service Activities	1,091	13,396.1	2.5%	12.3
5	Wholesale and Retail Trade; Repair of automobiles, motorcycles	9,304	12,751.0	2.4%	1.4
6	Construction	1,883	10,738.5	2.0%	5.7
7	Transportation and Storage	1,320	7,368.1	1.4%	5.6
8	Professional, Scientific, and Technological Activities	5,166	6,485.9	1.2%	1.3
9	Information and Communication	3,269	5,224.1	1.0%	1.6
10	Mining	108	4,970.7	0.9%	46.0
	Total 10 sectors	42,732	509,051.8	96.1%	11.9
	Total 9 other sectors	2,684	20,573.4	3.9%	7.7
	Total 19 sectors	45,416	529,625.2	100.0%	11.7

Source: Foreign Investment Agency

Figure 24. FDI by sector (cumulative up to 2025)



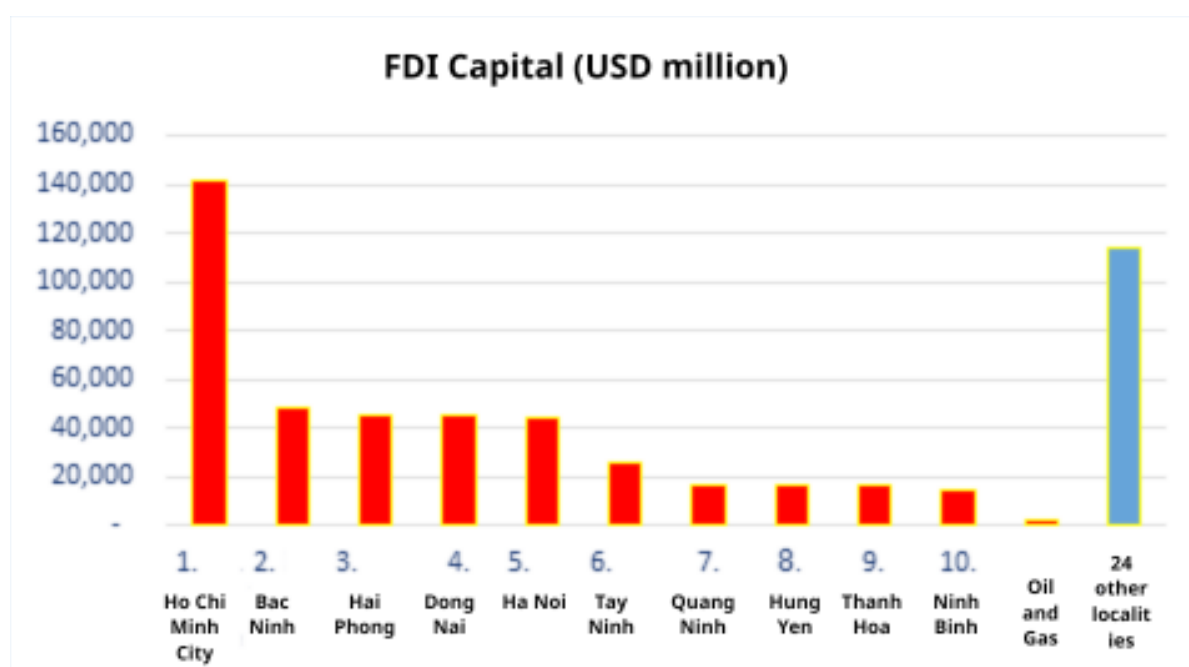
The average capital per project for the top 10 sectors was 11.9 USD million/project. Electricity, gas, and water supply had the largest average capital with 208 USD million/project; Real Estate Business ranked second with 60.4 USD million/project; Mining ranked third with 46.0 USD million/project. The sector with the lowest average capital was professional, scientific, and technological activities with 1.3 USD million/project.

3.2. FDI by Region

Foreign investors have established a presence in all 34 provinces and cities, with Ho Chi Minh City leading in FDI attraction with 141.9 billion USD, accounting for 26.8% of TRC. Bac Ninh ranked second with 48.3 billion USD, accounting for 9.1% of TRC, and Hai Phong third with 45.8 billion USD, accounting for 8.6% of TRC, followed by Dong Nai and Hanoi. Oil and gas projects had a total capital of 2.76 billion USD, accounting for 0.5% of TRC.

Table 15. Top 10 Localities Attracting FDI (Cumulative)

No.	Locality	Number of Projects	Total Registered Capital (USD million)	Percentage	Average Capital/Project (USD million)
1	Ho Chi Minh City	20,255	141,917.1	26.8%	7.0
2	Bac Ninh	3,479	48,364.1	9.1%	13.9
3	Hai Phong	2,083	45,800.1	8.6%	22.0
4	Dong Nai	2,656	45,255.5	8.5%	17.0
5	Hanoi	7,925	44,540.7	8.4%	5.6
6	Tay Ninh	2,067	25,665.6	4.8%	12.4
7	Quang Ninh	247	16,964.8	3.2%	68.7
8	Hung Yen	992	16,282.4	3.1%	16.4
9	Thanh Hoa	224	16,280.1	3.1%	72.7
10	Ninh Binh	799	14,586.9	2.8%	18.3
	Total 10 Localities	40,727	415,657.4	78.5%	10.2
	Oil & Gas	50	2,768.7	0.5%	55.4
	24 Other Localities	4,639	113,967.8	21.5%	24.6

Figure 25. FDI by region (cumulative up to 2025)

The top 10 localities accounted for 78.5% of TRC, the remaining 24 localities accounted for 21.5% of TRC, and oil and gas accounted for 0.5% of TRC.

Foreign investment is present in all 6 Economic Regions, but concentrated in regions with favorable technical infrastructure and developed socio-economic conditions.

Table 16. FDI by Economic Region (Cumulative)

No.	Region	Number of Projects	Total Registered Capital (USD million)	Percentage	Average Capital/ Project (USD million)
1	Southeast Region	24,978	212,838.2	40.2%	8.5
2	Red River Delta Region	15,525	186,539.0	35.2%	12.0
3	North Central Coast Region	738	43,412.3	8.2%	58.8
4	South Central Coast and Central Highlands Region	2,179	34,235.6	6.5%	15.7
5	Northern Midlands and Mountainous Region	1,336	26,490.3	5.0%	19.8
6	Mekong River Delta Region	610	23,341.1	4.4%	38.3
	Oil & Gas	50	2,768.7	0.5%	55.4
	Total	45,416	529,625.2	100.0%	11.7

FDI is mainly concentrated in the Southeast Region with 212.8 billion USD, accounting for 40.2% of TRC; followed by the Red River Delta Region with 186.5 billion USD, accounting for 35.2% of TRC; and the North Central Coast Region with 43.4 billion USD, accounting for 8.2% of TRC.

The three remaining economic regions only accounted for 15.9% of TRC, with the Mekong River Delta Region attracting the least investment, at 23.3 billion USD, accounting for 4.4% of TRC. Oil and gas projects accounted for 0.5% of TRC.

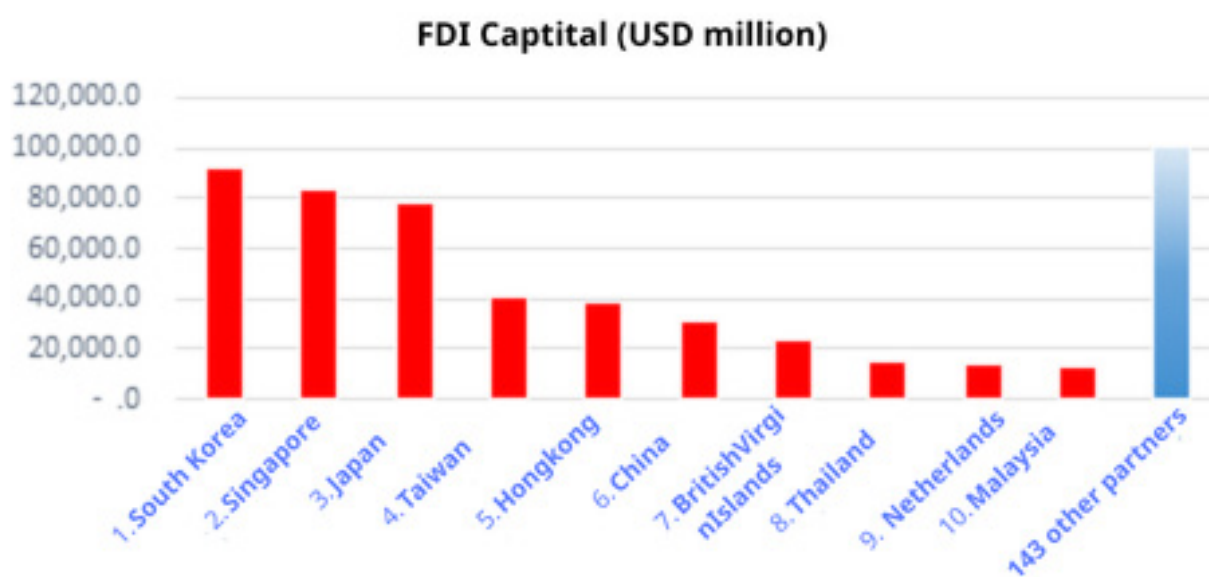
3.3. FDI by Partner

153 countries and territories have effective investment projects in Vietnam. South Korea ranked first with 92.0 billion USD in registered capital, accounting for 17.4% of TRC, Singapore second with 83.1 billion USD, accounting for 15.7% of TRC, and Japan third with 77.6 billion USD, accounting for 14.7% of TRC, followed by Taiwan, Hong Kong, and China.

Table 17. Top 10 Largest FDI Partners (Cumulative)

No.	Partner	Number of Projects	Total Registered Capital (USD million)	Percentage	Average Capital/Project (USD million)
1	South Korea	10,102	92,001.5	17.4%	9.1
2	Singapore	3,914	83,132.0	15.7%	21.2
3	Japan	5,489	77,660.5	14.7%	14.1
4	Taiwan	3,262	40,916.3	7.7%	12.5
5	Hong Kong	2,805	38,713.1	7.3%	13.8
6	China	5,111	30,834.3	5.8%	6.0
7	British Virgin Islands	925	23,873.5	4.5%	25.8
8	Thailand	456	14,979.0	2.8%	32.8
9	Netherlands	757	14,365.5	2.7%	19.0
10	Malaysia	760	12,959.1	2.4%	17.1
	Total 10 partners	33,581	429,434.9	81.1%	12.8
	143 other partners	11,835	100,190.4	18.9%	8.5
	Total 153 partners	45,416	529,625.2	100.0%	11.7

Figure 26. FDI Capital by Partner (Accumulated to 2025)



The total registered capital of the top 10 partners accounted for 81.1% of TRC, while the remaining 143 partners accounted for only 18.9% of TRC. Among the top 10 partners, 8 were from Asia, in addition to the British Virgin Islands (7th) and the Netherlands (9th).

IV. FDI IN INDUSTRIAL PARKS AND ECONOMIC ZONES

4.1. Investment Situation in Industrial Parks, Economic Zones

2025 is considered a peak year for realizing the Provincial Planning for the period 2021-2030, hence the number of Industrial Park (IP) projects approved for investment policy maintained a higher increase compared to 2024.

Indicator	Year 2025	Compared to Year 2024
Total new projects	Approx. 30 - 35 projects	Increase (27 projects in 2024)
Total area	Estimated 10,000 - 11,500 ha	Increase (~8,886ha in 2024)
Number of operating IPs	~ 326 IPs	Increase (304 IPs at end of 2024)

As of December 2025, the country had 484 established Industrial Parks (IPs) with a total natural land area of approximately 148.35 thousand hectares, creating an industrial land fund of approximately 103.2 thousand hectares.

Among the established IPs, 326 IPs were in operation with a total natural land area of approximately 99.1 thousand hectares, and an industrial land area of approximately 70.5 thousand hectares. The total industrial land leased in IPs nationwide reached approximately 54.3 thousand hectares, achieving an occupancy rate of about 52.6%. If calculated only for operating IPs, the occupancy rate reached about 77%.

Across the country, a system of 20 coastal Economic Zones (EZs) (total land and water area of approximately 891.5 thousand hectares) and 26 border gate EZs (total natural land area of approximately 775.82 hectares) has been formed.

The IPs and EZs nationwide have attracted over 12,200 foreign investment projects and over 11,400 domestic investment projects (secondary projects) still in effect, with total registered investment capital of approximately 302.51 billion USD and 3.72 quadrillion VND respectively; realized investment capital reached approximately 58.1% and 45.2% respectively.

To realize the strategic pillars set forth by the Politburo in the group of 04 pillar resolutions (Resolution No.: 57-NQ/TW, 59-NQ/TW, 66/NQ-TW, 68-NQ/TW) to effectively attract FDI, especially from multinational corporations in high-tech, finance, and logistics sectors, in 2025, the country approved the establishment of 2 free trade zones in Da Nang city and Hai Phong city.

Remarks on Industrial Park Development by Region:

Northern Region: Continues to be a focal point with expansion projects in Bac Ninh, Hai Duong, and Vinh Phuc. Notably, specialized IP projects for semiconductors and high technology are prioritized here.

Southern Region: Focuses on large-scale projects in new “industrial hubs” such as Binh Phuoc, Tay Ninh, and coastal projects in Ba Ria - Vung Tau.

Central Region: Attracts projects linked to seaport infrastructure and renewable energy, centered in Thanh Hoa (Nghie Son), Nghe An, and Quang Tri.

Typical Projects and Enterprise Groups in 2025:

If 2024 was the year of Western Pacific, then 2025 marks the breakthrough of other “giants” and strategic infrastructure projects:

Vinhomes (Vingroup): Continues to accelerate IP projects in Hai Phong (Trang Cat IP) and Ha Tinh (Vung Ang) with multi-billion USD capital.

VSIP (Vietnam-Singapore Industrial Park): Deploys additional VSIP projects in Lang Son and expands projects in Binh Duong, Nghe An following the smart and sustainable IP model.

Kinh Bac (KBC): Focuses on Trang Due 3 IP (Hai Phong) with an area of over 600ha, aiming to welcome the investment wave from large electronics corporations (like LG).

Biggest Differences between 2025 and 2024:

Green Standards (ESG): In 2025, most new IP projects submitted for approval must include a plan for “eco-industrial park” or “carbon-emission-reduction industrial park.” This is no longer an option but a mandatory requirement to attract high-quality FDI.

Land Lease Prices: Industrial land lease prices in 2025 are projected to increase by 5-9% depending on the region, due to rising site clearance costs (under the Land Law 2024, effective earlier).

Focus on Connectivity Infrastructure: IPs licensed in 2025 adhere closely to the progress of East-West arterial expressways and ring roads (Hanoi Ring Road 4, HCMC Ring Road 3).

4.2. Assessment and Comparison of the Situation of Eco-Industrial Parks (EIPs) and High-Tech Parks (HTPs) in 2025 Compared to 2024

4.2.1. Eco-Industrial Parks (EIPs)

2025 marks a shift from the “pilot” phase to “widespread implementation” with changes in the legal framework.

Criteria	2024 Status	2025 Assessment
Quantity & Ratio	447 IPs established; only about 2% converting to EIPs.	Number of newly established IPs reached about 478. Conversion rate increased due to localities (approx. almost half of provinces) starting to implement the 2025-2030 conversion roadmap.
Legal Framework	Lack of synchronous mechanisms, policies, and insufficiently attractive incentives.	Circular No. 05/2025/TT-BKHĐT (guiding the development of EIPs) issued, creating a clearer corridor for EIP certification, encouraging businesses to confidently invest.
Bottlenecks	Difficulties in capital (especially SMEs), technology, and complex administrative procedures.	Green credit packages began to be implemented; environmental appraisal procedures simplified to reduce costs for businesses.

Remarks: ESG (Environmental - Social - Governance) is no longer an option but has become a mandatory strategy in 2025 to retain new-generation FDI investors.

4.2.2. High-Tech Parks (HTPs):

2025 recorded a surge in revenue and a change in management models, especially in key economic drivers.

Impressive Figures in 2025:

Hanoi: Projected revenue in HTPs and IPs exceeded 12.14 billion USD; export value reached 7.42 billion USD.

Ho Chi Minh City: Commenced 12 new projects in the HTP; strong focus on the semiconductor microchip ecosystem and venture capital funds.

Da Nang: Achieved objectives to transform 01 IP into a national eco-industrial park model in the 2023-2025 period.

Assessment of changes compared to 2024:

Administrative Reform: In 2025, Hanoi officially merged management boards to create a unified management focal point, addressing administrative procedure bottlenecks highlighted in the 2024 report.

Investment Attraction: Shifted from “red carpet mass attraction” to selective attraction of investors holding strategic technologies (AI, semiconductor chips, biomedicine).

Human Resources: Remains a major bottleneck but more concrete solutions have been implemented, such as HCMC establishing a microchip human resource training fund.

4.2.3. General Remarks and Trends:

Compared to 2024, the situation in 2025 shows:

Greening of HTPs: HTPs have started to lead in converting to eco-industrial park models (addressing bottlenecks mentioned in the 2024 report).

Symbiotic Linkages: Cooperation between businesses (sharing resources, energy) has become more substantial thanks to new technical standards (such as QCVN 98:2025/BNNMT).

Added Value: The proportion of high-tech products in total export turnover grew strongly (up ~18% in HCMC).

4.2.4. Assessment of incentive mechanisms, solutions to overcome bottlenecks, and growth expectations for the Eco-Industrial Park (EIP) and High-Tech Park (HTP) models:

- *Regarding Eco-Industrial Parks (EIPs):*

2025 is expected to be a “breakthrough” period for this model due to policy changes addressing the shortcomings of 2024.

New Incentive Mechanisms (updated 2025):

Green Credit: To overcome the capital shortage and lack of green finance mechanisms in 2024, commercial banks are now implementing specific loan packages with interest rates 1-2% lower than usual, exclusively for businesses implementing industrial symbiosis.

Tax and Fee Incentives: The Government is considering extending the corporate income tax exemption and reduction period for units certified as “Eco-Enterprises” to reduce initial cost burdens.

Solutions for Infrastructure and Management “Bottlenecks”:

Industrial Symbiosis: In 2025, the focus is on forming “resource sharing networks” (energy, wastewater, solid waste) among businesses within the same park. For example: treated wastewater from one factory can become input water for another factory’s cooling system.

Human Resource Training: To address the shortage of experts operating EIPs, short-term training programs on circular economy have been integrated into the Ministry of Planning and Investment’s support programs.

- *Regarding High-Tech Parks (HTPs):*

2025 is a breakthrough year for project implementation, especially in Ho Chi Minh City and Hanoi.

Scaling up production:

Ho Chi Minh City: Continues to maintain revenue growth momentum (in 2024, it increased

by 18%, reaching over 20 billion USD). Notably, the groundbreaking of 12 new projects in the first half of 2025 will strongly focus on key stages of the value chain (semiconductor chips, AI) – which were major limitations noted in 2024.

Hoa Lac (Hanoi): After reaching the milestone of 108 projects with 116,000 billion VND in registered capital by the end of 2024, 2025 focuses on “commercializing” research products to address bottlenecks in R&D connectivity.

“Greening” HTP Strategy:

Unlike 2024 when HTPs did not truly lead in the eco-industrial park model, the 2025 plan sets a goal to transform HTPs (especially Da Nang HTP and Ho Chi Minh City HTP) into low-carbon HTPs, integrating renewable energy into the power infrastructure system.

4.3. Outlook Assessment and Recommendations

Content	2025 Outlook	Recommendations
Investment Attraction	Prioritize FDI projects with high technological content and Net Zero commitments.	Need to continue simplifying administrative procedures, reducing environmental appraisal time to compete with other countries in the region.
Human Resources	Establish semiconductor human resource training centers right in the HTPs.	Need policies to attract international experts and overseas Vietnamese to work in R&D Centers.
Regional Linkages	Eco-industrial parks will become “nuclei” spreading the green production model to neighboring industrial clusters.	Increase awareness for Small and Medium-sized Enterprises (SMEs) about the long-term economic benefits of green transition.

Conclusion: 2025 is a year of shifting from “quantity” to “quality.” Addressing cumbersome administrative procedures and providing high-quality human resources will be key for Vietnam to realize its Net Zero 2050 goal and become an important link in the global high-tech value chain.



V. ASSESSMENT OF POSITIVE RESULTS AND LIMITATIONS IN FDI ATTRACTION

5.1. Contribution of FDI Capital to Total Social Investment Capital

The FDI capital contribution index is very important because it shows the “real resources” being poured into the economy to create new production capacity.

Bảng 18: Cơ cấu Table 18: Structure of Realized Total Social Investment Capital (2023–2025) vốn đầu tư thực hiện toàn xã hội (2023–2025)

Economic Sector	2023	2024	2025 (Estimated)
1. State Sector	27.8%	27.6%	27.2%
2. Non-State Sector (Private)	56.1%	55.9%	56.5%
3. FDI Sector	16.1%	16.5%	16.3%
TOTAL	100%	100%	100%
Total Investment Capital (Trillion VND)	~3,423	~3,692	~4,138

Remarks and Assessment

(1) Non-State Sector: “Pillar of Capital Mobilization”

The Non-State sector maintained its dominant position, contributing over 56% of total social investment capital.

Remarks: Private capital saw a slight slowdown in 2024 due to general difficulties in the real estate market and capital costs, but rebounded strongly in 2025.

Assessment: This sector reflects the confidence of businesses and the public in the economic outlook. Maintaining a proportion above 56% of total social investment capital indicates that policies supporting private enterprises have served as effective drivers.

(2) State Sector: “Seed Capital Role”

The proportion of state capital remained stable around 27-28% of total social investment capital.

Remarks: Although the proportion tends to slightly decrease to make way for the private sector, the absolute value still increased sharply as the Government accelerated the disbursement of public investment capital (especially for North-South expressway projects and Long Thanh airport).

Assessment: State capital during this period plays an extremely important “seed capital”

role, helping to complete infrastructure to attract more capital from the other two sectors.

(3) FDI Sector: “High Capital Utilization Efficiency”

Although the proportion only accounts for about 16% of total social investment capital, this sector has a very stable growth rate of implemented capital.

Remarks: 2024-2025 witnessed a shift in FDI flows from labor-intensive processing to green, semiconductor, and high-tech projects.

Assessment: This sector brings high added value and is an important source of capital supplementation when domestic resources are limited in terms of technology and management.

5.2. Contribution of FDI to GDP Growth

Table 19: Contribution to GDP by Economic Sector

Economic Sector	2023	2024	2025 (Est.)
1. State Economy	20.54%	20.20%	19.80%
2. Non-State Economy (Private)	50.46%	51.00%	51.50%
<i>Of which: Private enterprises</i>	29.46%	30.20%	31.00%
<i>Of which: Individual business households</i>	21.00%	20.80%	20.50%
3. Foreign Invested Economy (FDI)	20.46%	20.70%	21.20%
4. Product taxes minus product subsidies	8.54%	8.10%	7.50%
TOTAL (GDP)	100%	100%	100%

Remarks and Assessment

Based on the data table, three key points about the shift in Vietnam’s economy can be drawn:

- **Private sector is the main growth engine:** The non-state economic sector contributes over half of the GDP size (over 50%). Notably, the proportion of private enterprises is gradually increasing year by year, showing the growth of domestic multi-sector corporations and the active transition from individual business households to professional enterprise models.

- **Stability and selectivity of the FDI bloc:** The FDI sector maintains a stable contribution level around 20-21%. However, the actual value of this bloc increased sharply in 2024-2025 thanks to the wave of investment in high-tech industries (semiconductors, clean energy). This is the sector leading in exports and innovation for Vietnam.

- **State economy shifts to a “guiding” role:** The proportion of the state economy tends to

slightly decrease numerically (from 20.54% to below 20%). This does not mean that this sector is weakening, but rather reflects the equitization process and the State's focus of resources on strategic infrastructure sectors, creating space for other economic sectors to develop.

2025 is a special milestone as Vietnam's per capita income is estimated to reach approximately 5,000 USD, indicating that the quality of contributions from economic sectors is shifting from breadth to depth.

5.3. Contribution of FDI to the State Budget (SB)

This data reflects the profitability and financial obligations of businesses to the nation.

Table 20: Proportion of State Budget Contribution by Economic Sector

Economic Sector	2023	2024	2025 (Est.)
1. State-Owned Enterprises (SOEs)	24.5%	23.8%	23.2%
2. Domestic Private Sector	36.2%	37.5%	38.8%
3. Foreign Invested Sector (FDI)	39.3%	38.7%	38.0%
Total (Domestic revenue from production & business)	100%	100%	100%

Remarks and Assessment

- *FDI Sector: "Budget Pillar but Under Pressure"*

Despite maintaining the largest proportion, budget contributions from the FDI sector have shown a slight downward trend in proportion over the past three years.

Reason: Due to tax incentive policies (especially corporate income tax) to attract high-tech investment and the impact of the Global Minimum Tax, effective from 2024, which caused a shift in tax payment structure.

Assessment: This remains the most efficient business sector, contributing significantly to corporate income tax and indirect taxes from imports and exports.

- *Private Sector: "Bright Spot and Sustainable Driving Force"*

The domestic private sector witnessed continuous growth in its proportion of budget contributions (from 36.2% to nearly 39%).

Reason: The growth of multi-sector private economic groups and the acceleration of digitalization in tax administration help ensure accurate and full collection from business households transitioning to enterprises.

Assessment: This is a very positive sign, indicating that the economy's "internal strength"

is gradually becoming more self-reliant, reducing excessive dependence on external factors.

- *State-Owned Enterprises: “Key Role in Natural Monopolies”*

The proportion of SOE contributions is gradually decreasing due to the acceleration of equitization and state divestment processes.

Assessment: Although the proportion is decreasing, SOEs still play a crucial regulatory role. State corporations and general companies in energy, telecommunications, and banking continue to be entities contributing very large absolute amounts to the budget (e.g., PVN, Viettel, Vietcombank...).

5.4. Contribution of FDI to Exports, Creating a Trade Surplus

Table 21: Exports and Imports of Enterprises

No.	Indicator	Unit	2024	2025	YoY Change (%)
1.1	Exports (incl. crude oil)	USD million	291,025	361,948	124.4%
1.2	Exports (excl. crude oil)	USD million	289,297	360,587	124.6%
2.	Imports	USD million	240,754	312,310	129.7%
3.1	Trade surplus (incl. crude oil)	USD million	50,271	49,638	98.7%
3.2	Trade surplus (excl. crude oil)	USD million	48,543	48,277	99.5%

In 2025, export turnover (including crude oil) reached 361.9 billion USD, up 24.4% compared to 2024 (291.0 billion USD).

Imports and Production: Import turnover in 2025 is estimated to reach 312.3 billion USD, a sharp increase of 29.7% compared to 2024. The faster increase in imports than exports (29.7% vs. 24.4%) indicates a large demand for input materials and machinery to serve production expansion and new export orders.

Trade Balance: Vietnam maintained a continuous trade surplus, projected to reach approximately 49.6 billion USD in 2025. Although this figure slightly decreased compared to 50.2 billion USD in 2024 (corresponding to 98.7% year-on-year), it remains a very high surplus, playing a crucial role in stabilizing the macro-economy.

Assessment of Export Impact on the Economy

Exports continue to be the “main growth driver” of Vietnam’s GDP with specific impacts:

Macroeconomic stability and exchange rate: A trade surplus of approximately 50 billion USD per year helps consolidate national foreign exchange reserves, reduces pressure on the

exchange rate, and improves the international balance of payments.

Promoting industrial production: The group of processed and manufactured industrial goods (especially electronics, machinery) continues to account for a large proportion (nearly 85% of total turnover), creating millions of jobs and promoting industrialization.

Enhancing position in global supply chains: Maintaining double-digit export growth amidst global fluctuations shows that Vietnam is becoming an important link, partially replacing traditional supply chains in the region.

Contributing to GDP growth: With a high degree of economic openness, the breakthrough in exports is a key factor helping Vietnam achieve a high GDP growth target (8.02%) in 2025.

Challenges and Potential Risks

Although the data is very positive, the economic picture still has points to note:

Dependence on the FDI sector: The majority of export turnover still comes from foreign-invested enterprises (accounting for about 70-72%). If the domestic economic sector does not grow commensurately, the self-reliance of the economy will be affected.

Pressure from imported raw materials: The growth rate of imports (29.7%) being higher than exports (24.4%) reflects the fact that Vietnam's export production still heavily relies on imported raw materials, and domestic added value is not yet high.

International trade barriers: New regulations on green standards, circular economy, and trade defense lawsuits from major markets (US, EU) are posing challenges regarding "quality" rather than just "quantity" of growth.

Recommendations

To optimize export contributions, Vietnam needs to:

Shift from "quantity" to "quality": Focus on products with high technological content that meet green and sustainable standards to penetrate more demanding markets.

Support domestic enterprises: Enhance the competitiveness of domestic enterprises to participate more deeply in the supply chains of FDI corporations.

Diversify markets: Reduce over-reliance on a few key markets by effectively leveraging signed FTAs.

5.5. Assessment of the FDI Localization Rate, the Linkage Status between FDI Enterprises and Domestic Enterprises

To complete the picture of economic efficiency, analyzing the localization rate and the degree of linkage between sectors is a key factor. This is the “bottleneck” that determines whether Vietnam can escape the processing trap to move up the value chain. Below is a detailed assessment:

5.5.1. Localization Rate by Economic Sector

The localization rate reflects the amount of added value generated directly in Vietnam instead of having to import components and raw materials.

Table 22: Localization Rate by Economic Sector

Economic Sector	Average Localization Rate	Detailed Remarks
State-Owned Enterprises (SOEs)	45% - 50%	Highest, due to focus on mining, energy, agriculture sectors which have readily available domestic raw materials.
Domestic Private Enterprises	30% - 35%	Improving but still low. Concentrated in food, textile, construction sectors. Supporting industries remain weak.
FDI Sector	20% - 25%	Lowest, especially in electronics (only ~15-20%). Most core components still have to be imported from global supply chains.

Assessment of Each Sector

a. State-Owned Enterprise (SOE) Sector: “Internal Resource Advantage”

Characteristics: This sector has the highest localization rate due to its focus on extractive industries (oil and gas, coal, minerals), agriculture-forestry, and energy.

Current Situation: Corporations like PVN, EVN, TKV utilize most on-site resources. However, in large infrastructure projects, about 60-70% of high-tech machinery and equipment still need to be imported.

b. Domestic Private Sector: “The Rise of Supporting Industries”

Characteristics: The localization rate ranges from 32-38%.

Bright Spot: Leading enterprises such as VinFast (automobiles), Thaco, or those in the textile, garment, and footwear industries have proactively built auxiliary industrial clusters.

Challenges: Small and medium-sized enterprises (SMEs) still struggle in low-value-added

stages (packaging, printing, household plastics). In high-tech industries, this rate remains below 15%.

c. FDI Sector

Characteristics: This sector contributes the most to exports, but its localization rate is low.

Electronics Industry: Giants like Samsung, LG have a localization rate of about 20-25%, but this mainly comes from satellite FDI enterprises (tier 1 vendors) also from abroad. The proportion of components supplied by purely Vietnamese enterprises accounts for only about 5-10% of the product value.

5.5.2. Linkage between FDI Enterprises and Domestic Enterprises

Although Vietnam has been highly successful in attracting FDI (as indicated by the registered and realized investment capital figures in the report), the “horizontal” linkage between foreign and domestic blocs remains weak, creating a “two-speed economy.”

“FDI Enclave” Situation: Many FDI enterprises (especially large technology corporations) operate like enclaves. They bring their existing supply chains from abroad (tier 1 and tier 2 vendors are often foreign companies from the same country) to Vietnam instead of using domestic suppliers.

Capacity Gap: Only about 15% - 20% of domestic enterprises are capable of supplying products and services to FDI enterprises. Domestic enterprises mainly provide simple services such as packaging, logistics, security, industrial meals... rather than high-tech components.

Positive Shift (2024-2025): Under the pressure of global transportation costs and requirements for rules of origin in FTAs (such as EVFTA, CPTPP), FDI enterprises have started proactively seeking local suppliers. Corporations like Samsung, LG, Apple (through partners) have begun implementing “intensive” training programs for Vietnamese enterprises to meet global standards.

Causes of Weak Linkages:

Technical Standards: Vietnamese enterprises often face difficulties in meeting the stringent ESG (Environmental, Social, Governance) standards, green certifications, and technical precision required by the FDI bloc.

Capital and Technology Scale: As analyzed in the ICOR coefficient table, despite efficiency, the private sector is still small in scale, making it difficult to invest in modern production lines to keep pace with the changing product designs of FDI.

Lack of Domestic “Leading” Enterprises: Vietnam lacks large private enterprises in the manufacturing industry to play a leading role and connect smaller enterprises into the supply chain.

- *Assessment and Recommendations:*

To increase the localization rate and strengthen linkages, attention should be paid to:

From the State: Policies for FDI attraction need to shift from “tax incentives” to “incentives based on domestic linkage.” This means FDI enterprises that use more Vietnamese suppliers and have a higher added value rate will receive greater incentives.

From Domestic Enterprises: Need to leverage digital transformation support packages and green credit to upgrade production capacity. “Joining hands” to form industrial clusters will help increase competitive strength when approaching the FDI bloc.

Outlook 2026: With the boom in the semiconductor and renewable energy industries, Vietnam has a “golden” opportunity for domestic enterprises to participate in design and testing stages – segments with much higher added value than simple assembly.

In summary: If the localization rate cannot be improved, hundreds of billions of USD in export figures will bring less actual value to the Vietnamese people compared to its true potential.

6. Overall Conclusions on the Situation and Key Contributions of FDI in 2025

The year 2025 marked a period of stability and significant transition for Foreign Direct Investment (FDI) flows into Vietnam, clearly reflecting a shift from scale expansion to quality enhancement. Total registered FDI reached approximately USD 38.4 billion, remaining nearly flat compared to the previous year, but the capital structure showed notable improvement, particularly with an increase in adjusted capital and contributions/share purchases. This reflects growing confidence among foreign investors in Vietnam’s investment environment and business prospects.

6.1. Significant Improvement in Capital Quality

One of the most notable points is the growth of adjusted capital (accounting for 36.6%) and capital contributions/share purchases (up sharply by 55%). This indicates that existing projects are operating effectively and investors are continuing to expand their scale rather than focusing solely on new projects. Conversely, new registered capital decreased in both share and average project size, reflecting a more cautious approach to new investment decisions and a shift toward medium- and small-scale, more flexible projects.

Moreover, realized capital reached USD 27.6 billion (up 9%), demonstrating continued improvement in the economy’s capital absorption and disbursement capacity, directly contributing to real economic growth.

6.2. Sectoral Structure Remains Concentrated but Shows Positive Shifts

FDI continued to concentrate mainly in the manufacturing and processing industry (over

50%), confirming Vietnam's central role in the global production supply chain. However, the share of this sector declined compared to the previous year, while sectors such as real estate, trade, science & technology, and services showed an upward trend.

Notably, technology-driven, innovative, and high-value service sectors are increasingly attracting new capital, reflecting a shift toward a knowledge- and technology-based economy. M&A activity also indicates expansion into services, finance, and technology sectors, rather than focusing solely on manufacturing as before.

6.3. Geographic Distribution Shows Spillover but Remains Highly Concentrated

In 2025, FDI remained heavily concentrated in major economic centers such as Ho Chi Minh City, Bac Ninh, and Hanoi. However, there is a trend of spillover into new localities such as Gia Lai, Phu Tho, and Tay Ninh. This reflects the positive impact of improved infrastructure and investment attraction policies at the local level.

Nevertheless, concentration remains high, with the top 10 localities accounting for more than 85% of total registered capital. This underscores the need to continue improving investment environments and infrastructure in other regions to achieve more balanced capital distribution.

6.4. Investment Partners Remain Mainly from Asia

FDI in Vietnam primarily comes from Asian countries, particularly Singapore, China, South Korea, and Japan. These partners account for a dominant share of total investment, highlighting Vietnam's strong integration within regional supply chains.

At the same time, the presence of investors from Europe and developed economies (e.g., Sweden) in large projects indicates a trend of diversifying capital sources and growing interest in sustainable and high-tech sectors.

6.5. FDI's Increasing Importance in the Economy

FDI continues to affirm its role as one of the three pillars of the economy:

- **In total social investment:** accounting for approximately 16%, remaining stable and providing an important supplementary resource.
- **In GDP:** contributing around 21%, with a slight upward trend, demonstrating efficiency and high added value.
- **In the state budget:** accounting for the largest share (~38%), though slightly declining due to tax incentives and the impact of the global minimum tax.

Notably, the FDI sector remains a key driver of exports, with export turnover exceeding USD 360 billion and a trade surplus of nearly USD 50 billion, contributing to the balance of national trade.

6.6. Driving Structural Transformation and Growth Model Innovation

In 2025, there was a clear shift from labor-intensive FDI toward high-tech, green, and sustainable FDI. Projects in semiconductors, renewable energy, digital technology, and the circular economy are increasingly prominent.

Eco-industrial parks and high-tech zones have become preferred destinations, with mandatory ESG standards. This is an important step in enhancing the quality of FDI attraction in line with sustainable development goals and the Net Zero commitment.

6.7. Some Limitations and Challenges

Despite positive outcomes, certain issues remain:

- The average size of new projects has decreased, with fewer large-scale or core technology projects attracted.
- FDI distribution remains uneven across regions.
- High-quality human resources are insufficient to meet the demands of new technology sectors.
- Local government operations at the two-tier level still require improvement and coordination. Administrative procedures and the investment environment need further enhancement to remain competitive with regional peers.

6.8. Overall Conclusion

Overall, 2025 was a pivotal year marking a clear shift in Vietnam's FDI attraction strategy: from "attract at all costs" to "quality-focused selection." FDI not only supplements financial resources but also serves as a key driver for technological innovation, production capacity enhancement, and deeper integration into global value chains.

Looking ahead, to maximize FDI effectiveness, Vietnam needs to continue improving its institutional framework, enhancing human capital quality, developing synchronized infrastructure, and, importantly, building a transparent, stable, and competitive investment ecosystem. This will lay the foundation for attracting a new generation of FDI, contributing to fast and sustainable development goals.





I. OVERVIEW

1.1. Outbound Investment (ODI) Capital Increased Sharply

In 2025, amidst continued global economic fluctuations, escalating trends of supply chain restructuring, and intensifying competition for investment attraction among nations, Vietnamese enterprises and individuals' outbound investment activities continued to show positive developments. Total registered outbound investment capital increased sharply compared to the previous year, demonstrating a growing trend of Vietnamese enterprises proactively expanding their production and business activities into international markets, seeking new development opportunities, and gradually enhancing the position and brand of Vietnamese enterprises in the global market.

According to aggregated data, Vietnam's total registered outbound investment capital in 2025 reached approximately 1.1 billion USD, an increase of more than 1.7 times compared to 2024. Of which, there were 173 newly granted projects with total registered capital of 985.4 USD million, an increase of 5.5% in the number of projects and 1.63 times in registered capital compared to 2024; concurrently, there were 29 adjusted projects with total additional capital of

156.2 USD million, an increase of 11.5% in the number of projects and 155% in adjusted capital compared to the previous year.

Generally, outbound investment activities in 2025 showed a trend of sharp increase in investment capital scale, while the number of projects did not increase significantly. This reflects a gradual shift from small-scale projects to larger-scale projects, focusing on high-value-added sectors and key investment destinations.

1.2. Outbound Investment by Investor Type

1.2.1. Investment by the Private Enterprise Sector

In 2025, the private enterprise sector continued to play a leading role in Vietnam's outbound investment activities. The total number of outbound investment projects by the private sector reached 90 projects, a decrease of 24.4% compared to 2024 (119 projects). However, total registered capital reached 659.1 USD million, an increase of 11.7% compared to 2024 (589.9 USD million).

The decrease in the number of projects but increase in capital scale indicates that private enterprises are tending to concentrate resources on larger-scale projects with higher potential efficiency, instead of broadly investing in many small projects. Simultaneously, this also reflects the maturity of Vietnamese enterprises in participating in international markets, with increasingly improved financial and management capacities.

Some sectors attracting significant interest from private enterprises in 2025 include energy, industrial manufacturing, trade, and logistics.

1.2.2. Individual Investment

Individual outbound investment activity in 2025 showed a trend of increasing again compared to 2024. Specifically, the number of newly registered projects by individuals reached 55 projects, an increase of 37.5% compared to 2024 (40 projects). Total registered capital reached 39.8 USD million, an increase of 71.6% compared to the previous year (23.2 USD million).

However, most individual investment projects still have a small capital scale, primarily focusing on services, trade, restaurants, retail, or small business activities abroad. Despite limited capital scale, the increasing number of projects indicates a growing demand for Vietnamese individuals to expand business operations abroad, especially in regional markets and countries with Vietnamese communities.

1.3. Laos is Vietnam's Largest Investment Destination

In 2025, Vietnamese investors carried out investments in 36 countries and territories, indicating an increasingly expanded and diversified investment scope.

Among the investment destinations, Laos continued to be Vietnam's largest investment recipient, with 20 newly granted projects and 03 adjusted capital projects, totaling 581.9 USD million in registered capital, accounting for 51% of Vietnam's total outbound investment in 2025. This reflects the special cooperative relationship between Vietnam and Laos, as well as the advantages of Vietnamese enterprises when investing in this market, especially in energy, agriculture, and mining sectors.

Besides Laos, some other notable investment destinations include:

- **Philippines**, accounting for **8.1% of total investment**;
- **United States**, accounting for **6.5% of total investment**;
- **Indonesia**, accounting for **6.1% of total investment**.

The increase in investment in markets such as the United States, the Philippines, or Indonesia indicates that Vietnamese enterprises are gradually expanding their investments into larger economies and markets with high growth potential in the region and worldwide.

Table 23: Vietnam's outward investment in 2025 by location

No.	Location	New Projects	Registered Vietnamese Capital (USD)	Adjusted Projects	Adjusted Capital (USD)	Total Registered Capital (USD)	Percentage
1	Laos	20	572,896,504.13	3	9,029,638	581,926,142	51.0%
2	Philippines	8	92,048,287.00			92,048,287	8.1%
3	USA	22	46,493,100.00	3	28,025,000	74,518,100	6.5%
4	Indonesia	9	69,598,776.00			69,598,776	6.1%
5	Germany	1	38,718.00	1	50,580,008	50,618,726	4.4%
6	India	9	35,300,965.71	1	2,745,926	38,046,891	3.3%
7	Hungary	2	29,441,201.00			29,441,201	2.6%
8	Gibraltar (overseas territory of the United Kingdom)	2	27,083,574.45	1	1,422,613	28,506,188	2.5%
9	Japan	9	760,935.53	7	26,548,956	27,309,892	2.4%
10	Thailand	2	24,630,770.00	2	9,095	24,639,865	2.2%
11	British Virgin Islands (BVI)	1	21,000,000.00			21,000,000	1.8%
12	Singapore	20	17,875,014.89	2	1,676,753	19,551,768	1.7%
13	Netherlands	3	880,371.00	1	16,583,120	17,463,491	1.5%
14	Russia	1	30,815.45	2	14,233,253	14,264,068	1.2%
15	Cuba	3	6,632,678.00	1	3,951,103	10,583,781	0.9%

16	Poland	1	6,934,873.71			6,934,874	0.6%
17	Kazakhstan	3	5,560,000.00			5,560,000	0.5%
18	Saudi Arabia	1	5,000,000.00			5,000,000	0.4%
19	Cambodia	9	4,367,900.00			4,367,900	0.4%
20	China	7	3,981,032.00			3,981,032	0.3%
21	Canada	2	3,687,374.51			3,687,375	0.3%
22	Hong Kong	4	2,055,000.00			2,055,000	0.2%
23	Australia	5	2,044,427.85	1	267	2,044,695	0.2%
24	Kyrgyzstan	2	2,004,403.24			2,004,403	0.2%
25	South Korea	7	625,781.00	1	1,000,000	1,625,781	0.1%
26	Spain	1	2,079,270.00	1	(500,000)	1,579,270	0.1%
27	France	2	917,969.00			917,969	0.1%
28	Denmark	0	0.00	1	750,000	750,000	0.1%
29	Taiwan	7	736,427.14			736,427	0.1%
30	Mozambique	2	313,000.00			313,000	0.0%
31	UAE	3	200,000.00			200,000	0.0%
32	Malaysia	0	0.00	1	189,256	189,256	0.0%
33	Kenya	1	98,000.00			98,000	0.0%
34	Bangladesh	1	50,000.00			50,000	0.0%
35	Myanmar	2	44,750.00			44,750	0.0%
36	Egypt	1	22,000.00			22,000	0.0%
	Total	173	985,433,920	29	156,244,987	1,141,678,907	

Source: Foreign Investment Agency, Ministry of Finance

1.4. Trend of Diversifying Investment Sectors

In 2025, Vietnamese investors carried out outbound investments in 16 different sectors and fields, reflecting a trend of diversifying investment sectors.

Among these, the electricity production and distribution sector continued to hold the leading position with total investment capital reaching 506.9 USD million, accounting for 44.4% of total outbound investment in 2025. This is a large-scale capital sector, often associated with energy projects such as hydropower, wind power, and solar power in several regional countries, especially Laos.

Next are the key sectors: Manufacturing and processing industries, contributing to the expansion of Vietnamese enterprises' production capacity in the international market; Wholesale

and retail; repair of automobiles, motorcycles, motorbikes, and other motor vehicles, mainly supporting trade activities and the distribution of goods; and Transportation and warehousing, aimed at facilitating logistics operations, import-export activities, and regional supply chain connectivity.

The structure of investment sectors shows that Vietnamese enterprises are increasingly focusing on linking outbound investment activities with production and supply chains, thereby enhancing the efficiency of production and business operations and increasing competitiveness in international markets.

Table 24: Vietnam's outward investment by sector

Reporting period:		Reporting country:		Report date:			
1/1-24/12/2025		(All)		24-Dec-25			
No.	Sector	New Projects	Registered Vietnamese Capital (USD)	Adjusted Projects	Adjusted Capital (USD)	Total Registered Capital (USD)	Per cent-age
1	Electricity, gas, steam, and air conditioning supply	5	506,936,699.00			506,936,699	44.4%
2	Wholesale and retail trade; repair of motor vehicles and motorcycles	54	59,452,093.15	8	71,389,335.66	130,841,429	11.5%
3	Transportation and storage	16	116,994,793.85	1	7,525,000	124,519,794	10.9%
4	Manufacturing	14	103,417,692.27	3	20,170,349.27	123,588,042	10.8%
5	Real estate activities	2	56,506,361.65			56,506,362	4.9%
6	Mining and quarrying	5	45,340,864.51	1	770,000	46,110,865	4.0%
7	Information and communication	20	3,053,420.03	7	26,708,808	29,762,228	2.6%
8	Other service activities	12	29,676,354.00	2	-509,851.93	29,166,502	2.6%

17	Accommodation and food service activities	7	25,357,606.00			25,357,606	2.2%
15	Construction	16	13,326,161.30	3	11,425,908.4	24,752,070	2.2%
11	Human health and social work activities	2	11,949,890.90	2	10,505,800	22,455,691	2.0%
12	Agriculture, forestry and fishing	6	7,061,770.00	2	8,259,638	15,321,408	1.3%
13	Professional, scientific and technical activities	10	4,015,351.70			4,015,352	0.4%
14	Water supply; sewerage, waste management and remediation activities	1	2,000,000.00			2,000,000	0.2%
15	Administrative and support service activities	2	306,143.24			306,143	0.0%
16	Education	1	38,718.00			38,718	0.0%
	Total	173	985,433,919.60	29	156,244,987	1,141,678,907	

Source: Foreign Investment Agency, Ministry of Finance

II. ASSESSMENT, REMARKS

2.1. Achievements

- ODI in 2025 saw strong growth in new investment scale, (an increase of 5.5% in project numbers and 1.63 times in investment capital) demonstrating that Vietnamese enterprises are growing, actively participating in international markets, and deeply integrating into global value chains.

- Investment sectors are gradually shifting towards high-value-added areas such as: electric vehicle manufacturing, software production, artificial intelligence (AI), scientific research... abroad.

- Laos remains a strategic destination, continuing to attract investment from Vietnamese enterprises. It is the largest investment destination for Vietnamese enterprises in 2025, with 23 projects and a total registered capital of 572.89 USD million (accounting for 51% of total ODI in 2024), focusing on important sectors such as: green energy, mining, agriculture, transportation,...

- Besides traditional markets like Laos and Cambodia, in 2025, Vietnamese enterprises boosted investment in several countries with modern technology such as: the United States, Singapore, South Korea, Japan, ... Promoting investment in the United States helps boost exports and balances trade between the two countries to leverage these nations' science and technology. In addition, Vietnamese enterprises also increased investment in other Asian and ASEAN countries such as: India, Indonesia, the Philippines,...

2.2. Existing Issues, Limitations, and Causes

2.2.1. Existing Issues, Limitations

First, the scale and financial capacity of many enterprises investing abroad remain limited, leading to small capital sizes for many projects, low investment efficiency, and low competitiveness in international markets.

Second, the structure of outbound investment is still concentrated in some traditional markets, especially regional countries, while expanding investment to developed markets remains limited.

Third, the operational efficiency of some outbound investment projects is not high, with some projects experiencing slow progress, market difficulties, legal issues, or policy changes in the host country.

Fourth, state management and supervision of outbound investment activities still have some shortcomings, with delays in monitoring project operational efficiency and the situation of capital transfers, capital recovery, and profits returning to Vietnam in some cases.

Fifth, many enterprises have limited access to market information and legal frameworks of host countries, leading to risks in project implementation.

2.2.2. Causes of Existing Issues and Limitations

a) Objective Causes:

- The global economic and political situation is complex and unpredictable, affecting global investment flows, including the investment destinations of Vietnamese enterprises.
- The investment and business environment in some countries is unfavorable or changes to become less attractive, causing difficulties and problems for businesses.
- Changes in the legal policies of the host country, with some countries having opaque or inconsistent laws, also affect project operations and efficiency.
- Human resources to meet demands in some areas remain challenging, especially in areas requiring a large workforce.
- Some investment sectors have a high degree of risk, heavily dependent on natural conditions such as oil and gas exploration, mineral mining, agriculture, etc. Many investment projects are located in remote, deep-lying, border, or extremely disadvantaged economic areas, making implementation difficult.

b) Subjective Causes

- Vietnam is a developing country with an economy not yet strong enough; the majority of enterprises are small and medium-sized, with limited financial capacity and experience; the capacity to manage and mitigate risks for outbound investment projects of some enterprises does not meet international investment requirements.
- The infrastructure system, especially transportation infrastructure connecting Vietnam with key destinations like Laos... remains limited, causing difficulties for businesses in transporting goods and engaging in trade with neighboring countries.
- Research and understanding of relevant laws in host countries are limited, and enterprises still face confusion and difficulties regarding the legal policies of the host country.
- For some State-Owned Enterprise projects, there has been a lack of timely coordination among the enterprise, the owner's representative agency, and the State management agency to resolve difficulties, problems, and support enterprises.
- State management, inspection, and supervision of outbound investment activities are not adequate. For some State-Owned Enterprise projects, most owner's representative agencies have not issued internal regulations on the process and procedures for approving outbound investment policies, or policies to cease outbound investment, as stipulated in Clause 2, Article 71 of Decree No. 31/2021/ND-CP dated March 26, 2021, of the Government; the management, inspection, and supervision by some owner's representative agencies have not been truly diligent.

III. PERFORMANCE OF SELECTED OVERSEAS INVESTMENT PROJECTS

3.1. Viettel: Telecommunications Infrastructure and Digital Services Investment Model with Deep Localization

Viettel is a typical case of a Vietnamese enterprise investing abroad by expanding its telecommunications market while developing digital infrastructure. According to data released in early 2026, Viettel's foreign market segment in 2025 achieved revenue of approximately USD 3.34 billion; international market growth reached 23.9%; the total number of international mobile subscribers reached 56 million; and Viettel held a leading position in 7 out of 10 countries where it invested. In the context of slow global telecommunications growth and intense competition, these results demonstrate Viettel's international expansion capability as a notable example from a developing economy.

A key feature of Viettel's investment model is its strategy of selecting markets with significant growth potential, where telecommunications infrastructure is incomplete and digital demand is high. This is combined with a strong localization strategy through the creation of individual brands in each country, such as Metfone, Unitel, Mytel, Telemor, and Lumitel. This approach indicates that Viettel's investment effectiveness stems not only from capital scale but also from its ability to adapt to local regulations, consumer culture, and operational conditions.

Another important indicator is cash flow repatriated to Vietnam from Viettel's international markets in 2025, which reached USD 385.5 million, exceeding the plan; the cumulative return rate was about 91%. This shows that the company's international investment has shifted from market capture to generating relatively sustainable cash flows. From a management science perspective, this exemplifies a long-term investment model that accepts challenging markets while offering potential leadership positions if the enterprise maintains strategic consistency and execution capability.

3.2. FPT: Globalizing Technology Services and Entering High-Value Segments

Unlike Viettel, FPT represents an overseas investment model based on information technology services, digital transformation, and knowledge capability. According to the 2025 business results report, FPT's newly signed foreign IT services revenue reached VND 40,636 billion, up 23.2%; the company won 26 projects worth over USD 10 million each; and foreign digital transformation revenue reached VND 16,751 billion. Japan remained an important growth market, while the US and Europe provided opportunities to scale contracts and enhance customer positioning.

Notably, FPT does not follow a simple software export path, but gradually moves up the value chain through M&A activities, strategic partnerships, and investment in core technology platforms such as AI, Cloud, and Data Analytics. By becoming a strategic technology partner for global corporations, the effectiveness of overseas investment is reflected not only in revenue but also in the ability to establish long-term customer relationships, contract sustainability, and the upgrading of the Vietnamese technology brand.

From a management science perspective, FPT's success illustrates that overseas investment in technology differs from investment in tangible assets. The core assets are not only offices, infrastructure, or machinery abroad, but people, knowledge, process standards, and market credibility. This requires strong global human resource management, service quality standardization, and responsiveness to international clients' digital transformation needs.

3.3. Petrovietnam: Strategic Resource Investment and Efficiency Challenges in High-Risk Environments

Petrovietnam is a highly specific case due to its close link with national energy security objectives. According to compiled reports, the Vietnamese oil and gas enterprise operates in many regions, including Russia, Algeria, Malaysia, Indonesia, Peru, Venezuela, Myanmar, Iraq, and Kazakhstan. Russia and Algeria are generally regarded as relatively stable investment locations, while Venezuela demonstrates the high sensitivity of oil and gas investments to political, policy, and international environment fluctuations.

Unlike the telecommunications or technology sectors, Petrovietnam's overseas investment effectiveness cannot be measured primarily by short-term profits. Oil and gas projects typically have long investment cycles, large capital requirements, high sunk costs, and are strongly dependent on oil prices, political stability, legal frameworks, and negotiation capacity with host governments. Therefore, this activity must be evaluated from both commercial and strategic perspectives. In some projects in Russia and Algeria, clear legal frameworks, favorable extraction conditions, and reasonable costs improve capital recovery potential. Conversely, in high geopolitical risk markets, financial performance is significantly affected, and some projects must be adjusted or restructured.

From a policy standpoint, Petrovietnam demonstrates that state-owned enterprises in strategic sectors should be assessed using multidimensional criteria. Beyond profitability, considerations should include maintaining energy presence, preserving technical capacity, expanding international cooperation, and reducing dependence on a single resource or extraction site. At the same time, this requires restructuring the investment portfolio toward more selective, risk-controlled, and high-quality projects.

3.4. TH Group: High-Tech Agricultural Investment in Host Markets

TH Group is a notable case among Vietnamese private enterprises investing abroad by building production ecosystems directly in host countries. In May 2025, TH inaugurated a dairy processing plant in Kaluga Province, Russian Federation, with a design capacity of 1,000 tons/day, including Phase 1 at 500 tons/day. This project is part of a high-tech dairy farming and processing complex that TH has developed in Russia over several years.

What distinguishes TH is that it does not pursue a simple export path but invests directly in the local production chain, from raw materials, dairy herds, processing, to local brand establishment. This approach is more challenging, requiring significant capital, long payback periods, and exposure to geopolitical fluctuations, but allows better quality control and a more sustainable presence in the host market.

From a business development perspective, TH's model demonstrates that overseas investment in agriculture and food is not only market-driven but combines technology, quality management, supply chain organization, and strategic perseverance. When successful, this model can elevate the Vietnamese brand in high-quality consumer segments while contributing to national image through high-value, technology-driven products.

3.5. General Observations and Policy Implications

From these four case studies, several general observations can be drawn. First, Vietnamese enterprises are gradually shifting from the “go abroad to find opportunities” model to the “go abroad to build positions” model. This change is reflected in enterprises not only selling products or opening representative offices but progressively building infrastructure, brands, technological capabilities, and value chains in host markets.

Second, the effectiveness of overseas investment cannot be measured by a single metric. For telecommunications and technology enterprises, indicators such as market share, contract growth rate, competitive positioning, and cash flow generation are crucial. For oil and gas enterprises, energy security objectives and long-term investment cycles must be considered. For high-tech agriculture, additional considerations include the ability to establish localized production-distribution chains and brand sustainability.

Third, successful projects typically share strong local adaptation capabilities. Localization here involves more than brand or communication adjustments; it includes deep market understanding, building relationships with local authorities, organizing suitable human resources, and designing products compatible with local income levels, preferences, and regulatory conditions.

Based on this experience, several policy implications emerge:

First, continue improving information systems and early warning mechanisms for overseas investment projects, particularly in markets with high political, currency, or legal risks.

Second, enhance pre-investment appraisal quality, considering not only financial aspects but also market structure, institutional conditions, and enterprises' international management capacity.

Third, establish post-investment evaluation mechanisms by sector group, avoiding a one-size-fits-all approach.

Fourth, Support enterprises in strengthening cross-border management capabilities, including international human resource management, compliance, technology, and market risk management.

Fifth, encourage large enterprises with clear core competencies to invest abroad by creating sustainable value chains rather than merely expanding geographically in a dispersed manner.

Vietnamese enterprises' overseas investment is entering a new development phase, re-

quiring greater strategic orientation, professionalism, and risk management. Cases such as Viettel, FPT, Petrovietnam, and TH Group demonstrate that Vietnamese firms are no longer only small-scale market participants but are progressively becoming actors capable of establishing markets, building brands, and integrating deeper into international value chains.

Going forward, the effectiveness of overseas investment will depend on the combination of enterprises' internal capabilities and national policy frameworks that are transparent, selective, supportive, and reinforced with post-investment monitoring. In this way, overseas investment will become not only a matter for individual enterprises but also a key component of Vietnam's strategy to expand its economic development space.



IV. ORIENTATIONS AND SOLUTIONS

4.1. Trends of Outbound Investment

In the context of a rapidly changing global economy, particularly with the trends of global supply chain restructuring, investment shifts, and strategic competition among major economies, Vietnam's overseas investment activities are expected to continue expanding in both scale and geographical scope in the coming period.

First, the trend of expanding overseas investment by Vietnamese enterprises is projected to increase further. As Vietnam's economy becomes more deeply integrated into the global economy, many Vietnamese enterprises have accumulated financial capacity, managerial experience, and a certain level of competitiveness. This provides favorable conditions for enterprises to actively seek investment opportunities in international markets to expand their market presence, access technology and raw materials, and participate more deeply in global value chains.

Second, the sectoral structure of overseas investment is likely to concentrate on industries in which Vietnam has advantages and which have strong international demand, such as energy, mining, agriculture, manufacturing, logistics, trade, and services. Among these, energy projects—particularly hydropower, wind power, and solar power in certain countries in the region—are expected to continue accounting for a significant share of total overseas investment.

Third, the geographical scope of overseas investment will become increasingly diversified. In addition to traditional markets such as Laos, Cambodia, and certain ASEAN countries, Vietnamese enterprises will gradually expand investment into large-scale markets with high growth potential, such as the United States, Europe, the Middle East, and some African countries.

Fourth, the trend of overseas investment linked to strategies for ensuring energy security, raw material security, and expanding economic development space is expected to become increasingly prominent. Some overseas investment projects will not only pursue corporate profit objectives but also contribute to securing energy and raw material supplies and expanding markets for Vietnamese goods and services.

4.2. Orientations and Solutions for the coming years

To promote effective and sustainable outbound investment activities by Vietnamese enterprises, in line with the country's economic development orientation, it is necessary to focus on implementing the following orientations and solutions in the coming period:

4.2.1. Improving Mechanisms and Policies on Outbound Investment

Updating and improving the legal framework for outbound investment. The draft decree on outbound investment proposes many amendments to resolve practical difficulties. Simplifying administrative procedures (simplifying applications for outbound investment certificates, raising the project threshold for exemption from permits to reform procedures). Amending regulations on profit repatriation and capital accounting to facilitate enterprises in diversifying investment

capital. Concurrently, considering linking outbound investment policy with macro policy: promoting the State's role in controlling outbound capital flows to avoid floating capital risks.

Developing specific incentive mechanisms for strategically significant investment projects. For example, it is possible to research and apply support policies specifically for high-tech cooperation projects or green sectors abroad (similar to FDI incentives into Vietnam). Promoting the signing of Bilateral Investment Treaties (BITs) and Double Taxation Avoidance Agreements with strategic partners to protect the interests of Vietnamese investors abroad.

4.2.2. Enhancing Support for Enterprises Investing Abroad

Strengthening the provision of information on the investment environment, laws, and investment opportunities in countries and territories; enhancing outbound investment promotion activities, connecting Vietnamese enterprises with potential partners and markets.

In addition, researching and developing financial support mechanisms, investment risk insurance, and supporting enterprises in accessing credit sources for outbound investment activities.

4.2.3. Improving the Effectiveness of State Management over Outbound Investment Activities

Strengthening monitoring, supervision, and evaluation of the effectiveness of outbound investment projects, especially for large-scale projects or those using state capital.

Concurrently, promoting the application of information technology in management, building a database on outbound investment to serve management, supervision, and policy formulation.

4.2.4. Encouraging Investment in Strategic Sectors and Regions

Guiding enterprises to focus outbound investment on advantageous sectors and those of significant importance to Vietnam's economic development, such as energy, mining, agriculture, processing industry, logistics, and trade.

Concurrently, prioritizing investment in areas with traditional cooperative relations with Vietnam, markets with high growth potential, and countries playing an important role in global supply chains.

4.2.5. Enhancing the Capacity of Enterprises Investing Abroad

- Financial and credit investment: Establish or increase the limit of the National Credit Guarantee Fund for outbound investment projects, providing preferential credit packages for exporting enterprises to invest. Increase long-term loan limits and preferential exchange rates for projects constructing factories and purchasing technology in foreign markets.

- Risk insurance and payment: Develop outbound investment insurance mechanisms (in-

cluding political risk insurance, export credit insurance) supported or guaranteed by the State. Support enterprises in signing investment insurance contracts with multinational corporations or international funds.

- Capacity building: Train and coach enterprises on international management skills, market assessment, and risk management. Legal, financial, and tax support programs for enterprises before going abroad are essential. For example, developing specialized consulting groups (such as the National Innovation Center - NIC) to accompany enterprises in their outbound investment projects. In addition, promoting linkages and cooperation among Vietnamese enterprises when investing abroad to enhance the scale, efficiency, and competitiveness of projects.

A hand is holding a small, realistic-looking globe of the Earth. The globe is positioned over a desk. On the desk, there is a spiral-bound notebook, a clear glass lightbulb, and a small potted plant in a brown pot. The background is a light-colored wall with some green accents. The overall scene suggests a focus on global issues, sustainability, or environmental impact.

ANNUAL REPORT
**ON FOREIGN INVESTMENT
IN VIETNAM 2025**



04 ASSESSMENTS BY INTERNATIONAL ORGANIZATIONS ON VIETNAM'S INVESTMENT ENVIRONMENT

I. ASSESSMENT BY JAPAN EXTERNAL TRADE ORGANIZATION (JETRO)

In 2025, there were 429 new investment projects by Japanese enterprises in Vietnam, with a total registered capital of 3.78 billion USD. The number of projects decreased by 3.4% compared to 2024, but the total investment capital increased by 19.5% compared to 2024. This shows that Japanese enterprises' investment in Vietnam did not decrease but continued to increase in capital scale, reflecting an increasingly stable and long-term investment trend.

By industry, the number of projects in the manufacturing sector did not increase significantly, but in non-manufacturing sectors, it increased sharply. With a population of about 100 million people, Vietnam is an attractive market for Japanese enterprises in the non-manufacturing sector to expand domestic consumption.

Regarding capital contribution and share purchase flows, in 2025, Japan ranked 3rd among countries investing in Vietnam. This form reflects Japanese enterprises' desire to better understand the market, enhance cooperation with Vietnamese enterprises, co-invest, expand operations, and strongly target the domestic market, becoming long-term partners of Vietnamese enterprises.

Investment Trends

With the aforementioned characteristics, this trend is predicted for the coming period: Many Japanese enterprises in the non-manufacturing sector will invest in Vietnam; Japanese enterprises will strengthen cooperation with Vietnamese enterprises; and aim to exploit the domestic market. Vietnam's improvement of the living environment, investment environment, and infrastructure are also important factors attracting more Japanese enterprises.

Difficulties, Problems, and Recommendations

The results of Jetro's newly released survey on the actual situation of Japanese enterprises investing abroad in fiscal year 2025 show that there are three biggest risks when doing business and investing in Vietnam: Complex administrative procedures – the rate of high assessment is significantly higher than in other ASEAN countries; Changes in the legal system; Increasing labor costs. The first two risks are much higher than in other ASEAN countries. For the biggest risk – complex administrative procedures – Vietnam has the highest level among the compared countries and has continuously increased over the years, with a 5.1 percentage point increase in 2025 alone compared to the previous year. The survey results show the complexity of administrative procedures and licensing, for example: Previously, when a retail business license expired, enterprises that wanted to renew it had to undergo an economic needs test (ENT). After enterprises reported the shortcomings, this regulation was abolished, and Japanese enterprises highly appreciate Vietnam's flexibility.

However, along with rapid economic development, the Vietnamese Government issued many decrees and guiding documents for legal enforcement with rather urgent timelines, while enterprises need time to adjust and adapt, which affects business plans and operations.

Recommendations

When Vietnam issues new policies, decrees, or laws, it needs to:

- Organize dialogues between enterprises and relevant agencies
- Listen to enterprises' difficulties and problems
- Announce clear implementation roadmaps, allowing preparation time

Enterprises often develop business plans for 5-10 years, so sudden application of new regulations will significantly affect operations. Dialogue and a prepared roadmap will help enterprises build more trust and proactively adjust their production and business activities.

Long-term Development Goals

Vietnam aims to become a high-income country by 2045. Achieving this goal requires many factors such as: Training and developing high-quality human resources; preparing hard and soft infrastructure; improving policies and the business investment environment.

Japanese enterprises highly appreciate Vietnam's incentives for priority sectors such as high technology and green technology. However, when deciding to invest, enterprises will make a comprehensive assessment and comparison with other countries, so reducing investment risks and improving the business environment are key factors.

Impact of US Countervailing Duties

According to the survey: 35% of Japanese enterprises in Vietnam have transactions and exports to the United States; Among these, 33.8% reported negative impacts from US countervailing duty policies.

However, the proportion of enterprises exporting to the United States is not large.

According to Jetro's survey: Exports to the United States accounted for only 7.5%; Exports to Japan accounted for over 70%. Therefore, Japanese enterprises in Vietnam are generally not significantly affected by US tariff policies.

Global Minimum Tax (GMT)

The Global Minimum Tax mainly applies to very large enterprises, while in Vietnam, about 3,000 Japanese enterprises are mostly small and medium-sized enterprises, so the impact is not significant. However, the application of GMT from 2024 has led to the abolition of some investment incentives, while the scope of industries eligible for incentives remains limited.

Some enterprises, mainly in the large-scale machinery and transportation sectors, are affected.

In addition, there are cases where enterprises not belonging to the high-tech sector, even if they use CNC machinery in their operations, still do not receive incentives.

Some Local and Legal Issues

Hanoi: not merged, but in the implementation of the two-tier local government, some enterprises reported difficulties in investment and licensing.

Amended Chemical Law (Law No. 69/2025): expected to apply from January 2026, however, there are no guiding documents for implementation, causing difficulties for enterprises in importing chemicals.

Decision 01/2026/UBND on road traffic, trucks and commercial vehicles: JETRO will submit recommendations from the Japanese Business Association related to this issue.

In general, Vietnam's investment environment is gradually improving and liberalizing, but some issues still need to be addressed.

II. ASSESSMENT BY KOREA CHAMBER OF COMMERCE AND INDUSTRY (KOCHAM)

As of the end of 2025, South Korea's investment capital in Vietnam reached 94.5 billion USD, and trade volume was 95 billion USD; the target between the two countries for 2026 is 100 billion USD with over 10,000 investment projects, showing that Vietnam is still an attractive destination for South Korean investors. The reasons for this attractiveness include the fact that despite many political and social fluctuations in 2025, such as US tariffs, the Ukraine-Russia war, the Iran-US conflict, etc., Vietnam still achieved 8.05% growth, demonstrating its political stability.

In 2026, Vietnam aims for double-digit growth by implementing various actions to achieve this goal, and South Korean enterprises are also striving and hoping to contribute to this achievement. Over 80% of South Korean enterprises are in manufacturing and processing, are very proud to have contributed to Vietnam's development. South Korean enterprises are expected to increase production scale, high-quality, high-tech products; and strongly focus on high-tech sectors, semiconductors; infrastructure: roads, seaports, green energy, green growth, smart cities. Regarding green energy: considering investment in LNG energy, nuclear power, wind energy. The South Korean government and enterprises are actively exchanging with the Vietnamese Government to invest in smart city projects in the future. In the coming years, South Korean investors are particularly interested in semiconductor and robot projects.

The Vietnamese Government has made great efforts in policy reform, from reorganizing the two-tier system to expanding free trade zones. However, during the implementation of this reform, some issues inevitably arise: first, after the merger of some provinces and cities, licensing and resolving issues for foreign investors are not always on time as regulated, because officials also need to update and adapt to new tasks. This makes South Korean investors worried and spread negative information to new investors. Therefore, to attract new investors, it is necessary to solve problems for existing investors, so that they become media ambassadors, attracting new investors. Hence, we hope that the division of tasks for local officials will be clear so that when enterprises have requests or need permits, they can be resolved quickly.

Second, the current infrastructure is still not good; we hope the Vietnamese Government continues to strive to overcome this problem. For example, two years ago, enterprises faced electricity shortages, which have improved somewhat but still show few positive signs. In addition, there are difficulties in recruiting human resources, especially skilled labor. There is primarily a shortage of human resources concentrated in localities with many industrial parks. Although local authorities are making efforts to address this, progress is still very slow. Third, over the past year, the Vietnamese Government has made many tax policy changes, which enterprises have not yet been able to update, causing great insecurity. For example, taxes on domestic export enterprises, VAT refunds that are regulated for 15 days but take a very long time in practice; Understanding of tax regulations differs in each locality, leading to varying implementation. We hope the Vietnamese Government will provide a roadmap to quickly resolve these issues, helping new investors make investment decisions in Vietnam

without hesitation. Regarding human resources, we recommend some solutions: The Government should build policies to attract and adequately train human resources from areas with fewer factories and industrial parks to those with more industrial parks, with adequate infrastructure arranged so they can feel secure in their new workplaces; there should be closer connections between rural human resources and the needs of industrial parks; there should be a specific trained human resource database by sector so that foreign investors can anticipate capabilities and feel secure investing in Vietnam. Regarding energy, many investors are concerned about electricity shortages in the next 5 years, so the Government needs specific measures and a roadmap to inform enterprises, helping them feel secure in their investment plans in Vietnam.

Regarding the new-generation investment attraction policy in Vietnam, we highly appreciate the diversification of investment sectors: shifting from focusing on manufacturing to directing capital towards investment in finance and innovation sectors such as AI and large data centers. However, to succeed in attracting investment in these sectors, great attention must be paid to human resources, such as intelligent young engineers, financiers,... and updated information and knowledge related to these issues. This is a problem that associations in Vietnam such as VAFIE, Kocham... need to cooperate to organize relevant seminars, such as on AI, finance... to work with the Government to resolve difficulties. We believe that Vietnamese policymakers write very good policies, but their implementation actions are not yet effective, so experts in these fields should be sought and invited to assist. The Vietnamese Government has introduced a new investment list in high-tech fields, but it needs to create platforms to attract talents who can implement projects in these investment fields.

Regarding Vietnam's new economic development model, we assess that building financial centers in Da Nang and Ho Chi Minh City is very correct, although a bit late, it is not too late. In terms of experience in operating international financial centers, South Korea has many developed financial companies ready to participate in Vietnam's financial centers, only hoping that Vietnam's regulations and policies are consistent with international standards so that South Korean enterprises and investors have the opportunity to share and participate.

For economic free zones, free trade zones: Current policies are still complex; clear and simple policies are needed so that businesses working, operating, and investing here can have a comfortable environment for development, transparent business conditions, not just incentives.

2025 is a year with many fluctuations affecting investment and trade not only for Vietnam but globally, such as US countervailing duties, green regulations on product origin, etc. But in my opinion, in 2025, the whole world is affected by US countervailing duties, which is also an opportunity to diversify the global economy, not just focusing on the US market. Issues of rules of origin are also an opportunity for Vietnam to increase its product localization. The demand for Environmental, Social, and Governance (ESG) standards in sustainable development investment strategies to join global supply chains and green products will also require increased investment costs; businesses must make self-reliant efforts. However, the Government also needs special mechanisms, green financial support, and green industrial park development

for businesses, for IPs to develop according to green, ESG processes. This is not just an effort of businesses but requires the accompanying support of the Government (banks, finance, preferential loans, support, and guarantees when exporting to the EU).

All the aforementioned issues, besides the efforts of businesses and the Government's policies, require coordination among VAFIE, Kocham, and VBF to select prominent issues and jointly organize forums and seminars to propose solutions.

VAFIE has many members in various fields who can coordinate with localities, businesses, and schools to help students graduating access work and internships even while studying to immediately fill human resource gaps.

The Ministry of Justice has a national document portal, so businesses can monitor it and contribute feedback immediately. However, this portal is only in Vietnamese, and the time for submitting feedback is too short. Therefore, it is recommended to consider having an English version available simultaneously so that foreign enterprises in general, and South Korean enterprises in particular, can promptly update and provide feedback and counter-arguments, so that legal normative documents, when implemented, can be effective immediately, saving time, costs, and effort. This would also reassure foreign enterprises investing in Vietnam that their voices are heard by the Government.

Regarding the Global Minimum Tax affecting many large enterprises, there are some specific difficulties that we wish to coordinate with VAFIE to propose to the Foreign Investment Agency for early resolution.

Regarding the shortage of human resources for South Korean enterprises investing in manufacturing in Vinh Phuc, Phu Tho, Bac Ninh, Hai Phong due to competition for labor among companies, especially Chinese companies taking advantage of labor trained by South Korean companies with higher salaries, this has led to a strong development of human resource supply companies. Therefore, it is necessary to have a management policy for human resource supply companies. In addition, we recommend focusing on engineer training, which is a highly demanded area, related to the policies of the Ministry of Education, requiring specific research to guide the increase or decrease of enrollment quotas in each sector to match labor market demands, as well as to provide future orientation for training at universities and vocational schools.

For Hanoi city, we hope for an early improvement of the investment environment; most importantly, traffic infrastructure, as traffic congestion causes too much time waste; Hanoi's environment is too polluted, affecting the health and lives of workers; specifically, Hanoi has many lakes and ponds, but they are all polluted, so eating fish, animals, and plants from here will affect health. This is a problem that we believe Hanoi, the capital, cannot fail to solve, and we are willing to share South Korean experience with you. Hanoi is not a destination for manufacturing enterprises, but for infrastructure, road transport, finance, services, AI enterprises, so we hope that the issues we have raised will be resolved soon, helping Hanoi develop sustainably and strongly, worthy of being the capital of Vietnam.

The localization rate of FDI enterprises is currently the lowest compared to state-owned enterprises. Therefore, finding ways to develop supporting industries in Vietnam is a task for both our enterprises and the state.

We hope to receive prompt updates on specific requirements, information, and legal regulations regarding the development of Financial Centers and Free Trade Zones to jointly support connectivity with financial associations and financial organizations to promote investment in these sectors.

These are our aspirations and opinions, hoping to contribute in some way to Vietnam's growth reaching double digits in 2026.



III. ASSESSMENT BY AMERICAN CHAMBER OF COMMERCE IN VIETNAM (AMCHAM)

AmCham represents a community of over 650 member companies and 2,500 US business leaders across manufacturing, energy, technology, healthcare, finance, and consumer goods sectors. AmCham members invest capital, technology, and global best practices, fostering innovation, creating jobs, and strengthening Vietnam's role in global supply chains. Currently, the United States remains Vietnam's largest export market and one of the top 10 largest investors in Vietnam, demonstrating the deep partnership and commitments between the two countries for sustainable and quality growth. Over the past three decades, AmCham has stood by Vietnam on its journey of economic transformation, from industrialization and trade liberalization to the pursuit of green growth and digitalization, especially since Vietnam and the United States elevated their relationship to a Comprehensive Strategic Partnership in 2023, this cooperation has become even more meaningful. As Vietnam accelerates its green transition, AmCham affirms its commitment to being a reliable partner – supporting policy reforms, investing in clean technologies, and sharing expertise to ensure growth is not only robust but also sustainable, inclusive, and digitized.

2025, Vietnam's Time for Reform for a Sustainable Future

The administrative restructuring and the adoption of a two-tier local government model mark a historic step towards building a more efficient, transparent, and sustainable governance system. For US companies, these reforms can alleviate one of the most persistent challenges, administrative complexity. Digital transformation not only helps businesses but also has the potential to transform the legal environment, reducing time and costs for businesses and the government, saving paperwork, and transportation costs for people and resources.

Important policy resolutions, such as Resolution No. 57 on promoting science, technology, and innovation; Resolution No. 59 on proactive international integration; Resolution No. 68 on developing the private sector; and Resolution No. 66 on legislative and law enforcement reforms have provided a strong framework for the future, and digitalization will play a crucial role in coordinating the implementation of these governance initiatives. However, effective implementation is essential. We hope the Vietnamese Government will soon issue clear guidance and measurable roadmaps to ensure reforms are achieved at all levels: national, provincial, and local; especially highlighting the importance of transparency, accountability, and anti-corruption measures. This will strengthen investor confidence and affirm Vietnam's reputation as a trusted partner in the global green transition, enabling businesses to contribute more effectively to Vietnam's sustainable development goals.

Sustainable Trade and Market Access

After Vietnam's integration into global trade, this next phase is about ensuring environmentally sustainable trade growth. Both countries share the opportunity to expand bilateral trade and investment towards promoting low-carbon production, green logistics, and digital trade. AmCham appreciates the removal of barriers and the adjustment of Vietnam's standards to align with those of the United States to promote sustainable trade, specifically by eliminat-

ing non-tariff barriers, simplifying customs procedures, and improving transparency, which enhances competitiveness, especially through increased digitalization. Expanding access for US goods and services, from clean energy technology to agricultural innovation, will strengthen both economies and accelerate Vietnam's green transition. In this way, trade becomes not only a driver of growth but also a channel for sharing technology, expertise, and sustainable practices.

Digital Transformation for a Low-Carbon Economy

AmCham highly appreciates Vietnam's efforts in promoting science, technology, and innovation through Resolution No. 57 and other initiatives that lay the foundation for a sustainable digital ecosystem. Smart manufacturing, cloud computing, artificial intelligence, and e-commerce are tools to enhance resource efficiency and reduce emissions. To fully realize this potential, digital regulations such as those on e-commerce, cybersecurity, and data flows need to be harmonized and transparent. Domestic data storage or overlapping licensing rules can slow the adoption of technologies that support green growth. By adopting innovation-friendly legal frameworks aligned with global practices, Vietnam can attract more investment in digital solutions that improve energy efficiency, optimize logistics, and empower small and medium-sized enterprises to participate in green supply chains. AmCham also supports reforms to promote Vietnam's creative and digital industry, from online content to advertising, with simple, transparent regulations that encourage innovation and comply with international norms. This will create a dynamic, environmentally friendly, and inclusive digital economy.

Green Healthcare and Life Sciences

A sustainable future depends on a healthy population. Vietnam's progress in healthcare reform, such as the 2024 Pharmaceutical Law with transparent regulations, has improved patient access. Building on that, we look forward to further promoting green healthcare policies such as sustainable hospital infrastructure, waste minimization, and environmentally friendly procurement practices.

Concurrently, strengthening preventive care, expanding health insurance coverage, and updating the National List of Insured Drugs will ensure equitable access to modern treatments while minimizing long-term economic and social costs. Digital health technologies, telemedicine, and data-driven care can play a crucial role in increasing efficiency and reducing the environmental impact of the industry.

Furthermore, strong intellectual property protection, transparent procurement, and predictable regulatory processes are critical factors for attracting investment in green healthcare innovation and life sciences. This is an area where AmCham members are ready to support Vietnam in developing an accessible, innovative, and sustainable healthcare system.

Tax and Fiscal Policies for Sustainable Growth

Sound fiscal policy is essential for Vietnam's green transition. AmCham commends the

government's efforts to maintain macroeconomic stability and support business goals. Going forward, tax and fiscal reforms can further promote sustainability by encouraging green investment, innovation, and digitalization.

Modernizing corporate and personal income tax laws, coupled with transparent enforcement, will create a stable environment for long-term investment. We hope that incentives for renewable energy, energy efficiency, carbon capture, and green finance will be considered. Aligning tax policies with global sustainability frameworks, such as OECD standards, will enhance Vietnam's international competitiveness while supporting environmental goals.

We also hope that the US and Vietnam will soon sign a bilateral tax agreement, ensuring fair treatment and facilitating greater flows of sustainable investment and technology transfer.

Clean Energy and Sustaining the Vision for Green Growth

AmCham appreciates the close cooperation and constructive consultations between businesses and central and provincial authorities on Vietnam's energy development; the significant progress Vietnam has made in strengthening the legal framework for energy investment and low-carbon development. Adequate energy, including renewable energy, is key to the development of the entire economy.

The issue of electricity supply and demand is complex, and a collaborative approach between the public and private sectors is essential to develop affordable, reliable, and sustainable electricity. In the future, innovation and advanced technologies, especially data centers, artificial intelligence, and digital services and cloud computing, will require abundant, reliable, and low-carbon power to thrive. The modern requirements of these industries, including liquid-cooled processors, ever-expanding cloud storage, and stringent standards for resilience and sustainability, add pressure to Vietnam's grid, raising serious implications for future energy security. Vietnam must act decisively to avoid these constraints.

US companies have expertise and experience in financing and developing supply solutions for innovative energy investment projects; many companies have been working closely with EVN and its subsidiaries to help meet Vietnam's needs. Continued dialogue to strengthen Vietnam's energy strategy and legal framework is equally important. The experience of US companies shows that high electricity consumption industries in the US are increasingly self-sourcing their power generation through cooperation with government, private companies, and power companies via direct power purchase agreements. Vietnam can learn valuable lessons from these models and more effectively implement the decree on direct power purchase agreements.

Vietnam's 8th National Power Development Plan (PDP8) envisages nuclear power as a significant factor in Vietnam's long-term energy mix, along with natural gas, renewable energy, biofuels, and battery storage, which will play an important role in meeting growing electricity demand, and this is a great opportunity for US and Vietnamese companies and investors to cooperate to help Vietnam achieve its energy security goals. We highly appreciate the Politburo's

issuance of Resolution 70 on Ensuring National Energy Security until 2030, with a vision to 2045, and hope to accelerate the implementation of what can be done in the short term.

Environmental Protection and Inclusive Development

Vietnam has made significant strides in harmonizing regulations on greenhouse gas emission reduction, promoting the circular economy, clarifying green classification, and addressing other aspects of environmental protection under the law. A forward-looking strategy that integrates climate change adaptation into specific sectors such as infrastructure, agriculture, and urban development will be crucial for the next phase of green growth and resilience. AmCham members are committed to supporting Vietnam with expertise, technology, and investment in both climate change mitigation and adaptation efforts. However, administrative challenges persist, specifically environmental licensing lacking clear deadlines and consistent guidance, leading to uncertainty and delays. Aligning project requirements with international standards and reporting and assessment frameworks will help support transparency and trust with trade and investment partners, while enhancing Vietnam's integration into global supply chains.

Support for small and medium-sized enterprises (SMEs) is also crucial. These enterprises form the backbone of supply chains and supporting industries, but they often face disproportionate regulatory burdens and lack resources to integrate into the green and digital economy. By developing policies that improve access to finance, reduce regulatory compliance costs, and encourage technology adoption, Vietnam can enhance the competitiveness of its SMEs, while strengthening the overall investment ecosystem.

Sustainable Consumer Goods and Food Safety

Vietnam's consumer goods sector reflects both market potential and opportunities to lead in sustainable production and consumption. Streamlining labeling and import processes, minimizing unnecessary packaging, and encouraging circular economy principles can reduce costs and lessen environmental impact.

As Vietnam finalizes its new Food Safety Law and implementing decrees, AmCham hopes these regulations will be science-based and globally harmonized to protect consumers while fostering efficient, low-waste supply chains. International harmonization will improve food safety, boost exports, and enhance confidence in Vietnamese products. By encouraging sustainable sourcing, responsible advertising, and innovation in green packaging, Vietnam can build a sustainable consumer market that meets global sustainability expectations.

Green Finance and Financial Sector Development

Finance is the lifeblood of the green transition. AmCham welcomes the adoption of Resolution No. 222/2025/QH15 and the establishment of International Financial Centers (IFCs) in Ho Chi Minh City and Da Nang. These reforms position Vietnam as a regional leader in green finance and innovation. To realize this vision, regulatory autonomy for IFC regulators, transparent foreign exchange rules, and international arbitration mechanisms will be key. Upgrading

Vietnam to “Emerging Market” status will open access to global capital, especially ESG-linked funds, and accelerate investment in renewable energy, digital infrastructure, and sustainable urban development.

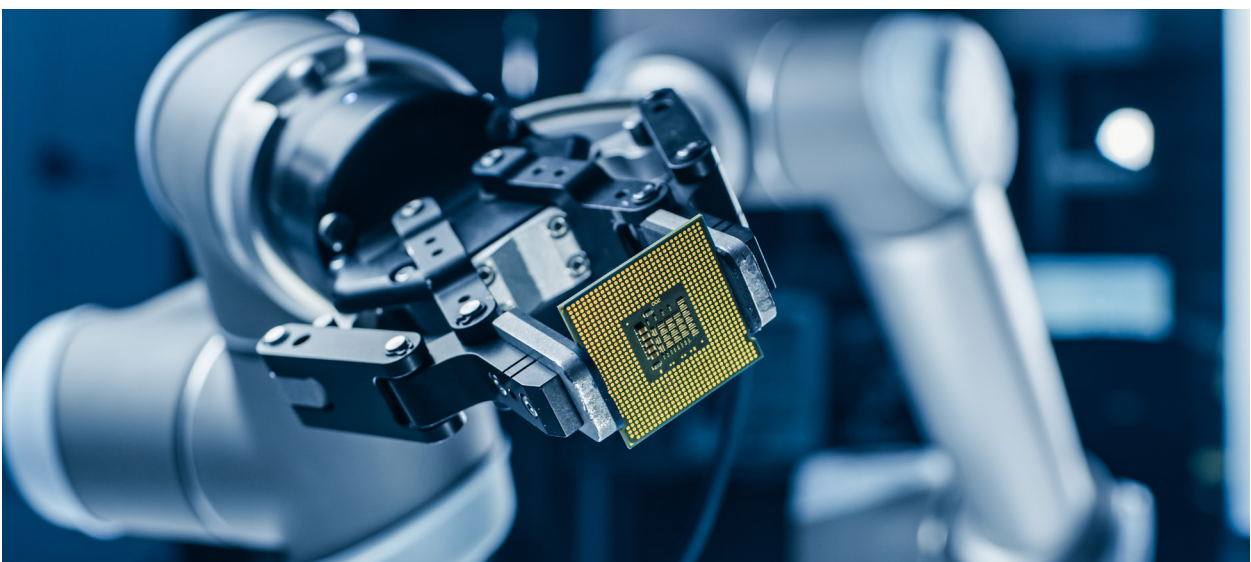
We encourage Vietnam to continue integrating sustainable reporting, green bonds, and climate risk disclosure frameworks consistent with international best practices, to enhance both transparency and investor confidence.

Human Resources and Infrastructure

The twin transitions of green and digital depend on people and infrastructure. Vietnam’s young and dynamic workforce is its most valuable asset. Continued investment in education, reskilling, and STEM training will ensure that workers can thrive in the industries of the future, from clean energy to AI-driven manufacturing. We welcome Decree No. 219/2025/ND-CP, which simplifies labor permit procedures, and encourage ongoing efforts to make Vietnam an attractive destination for international professionals.

Modernizing seaport infrastructure, airports, logistics corridors, and smart cities must also integrate sustainability from the outset. Prioritizing green transportation systems, renewable energy transmission, and climate-resilient design through transparent public-private partnerships (PPPs) will enhance Vietnam’s competitiveness and reduce emissions.

In conclusion, Vietnam’s economic transformation has been extraordinary. The next phase, green, digital, and inclusive, will shape Vietnam’s future. With strong leadership, appropriate reforms, and effective implementation, Vietnam can become a model for sustainable growth and innovation. AmCham and its members are proud to be partners in this journey; we will continue to invest, share expertise, and offer constructive recommendations aligned with Vietnam’s national vision for a prosperous, low-carbon, and technology-driven future. Together, through reform, innovation, and cooperation, we can build a more sustainable and resilient Vietnam, bringing shared prosperity for future generations.



IV. ASSESSMENT BY KPMG

FDI into Vietnam in 2025 grows thanks to an improved investment environment

In 2025, despite the global economic context facing numerous challenges of slowing growth and many geopolitical-commercial fluctuations, Vietnam still recorded significant growth in FDI flows. According to data from the General Statistics Office (Ministry of Finance), total registered foreign direct investment into Vietnam reached approximately 38.42 billion USD, of which implemented capital is estimated at 27.62 billion USD, an increase of about 9% compared to the previous year and the highest level in the past 5 years. This shows that the international investment community maintains confidence in Vietnam's investment environment amidst global uncertainties.

The data indicates that the processing and manufacturing industry continues to be the pillar attracting FDI into Vietnam in 2025, accounting for over 80% of total FDI, while other sectors such as real estate, energy, and logistics also recorded significant investment.

Confidence in the long-term outlook of the Vietnamese market

FDI flows from many Asian countries such as Singapore, China, South Korea, and Japan continue to be prominent, along with FDI from the US and Europe, indicating confidence in Vietnam's prospects as an attractive destination for stable and long-term production. Significant expansion plans, particularly in manufacturing, high-tech, and infrastructure, show that foreign investors' strategic confidence in the Vietnamese market extends beyond short-term business goals.

From strengthening manufacturing supply chains to expanding presence in technology and financial services, the FDI community shares the view that Vietnam is entering a strong repositioning phase.

The formation of international financial centers (IFCs), the orientation to attract high-tech FDI (semiconductors), and the establishment of new key economic urban areas after administrative boundary mergers are seen as clear signals that Vietnam has been shifting from a "broad FDI" model towards a "deep FDI" model, associated with innovation, production efficiency, and high added value.

For foreign investors, Vietnam is not only a destination with low-cost advantages, yielding higher profits, but also one of the important manufacturing, service, financial, and logistics centers in the region. Vietnam's stable macroeconomic environment, open policies, and strategic location are major advantages attracting long-term capital flows, especially as multinational companies seek alternative production locations in global supply chains.

In addition, one of the most notable policy changes impacting Vietnam's FDI investment environment is the country's official adoption of the Global Minimum Tax (GMT) from early 2025 as part of the OECD and G20-initiated Base Erosion and Profit Shifting (BEPS) framework.

Accordingly, multinational corporations with large consolidated global revenues (≥ 750 million EUR) will be subject to a minimum tax of 15% even if operating in countries with lower tax rates.

The application of the global minimum tax strengthens transparency and alignment with international standards, which many global investors view as a positive signal for legal and long-term investment sustainability. However, the GMT impacts the competitive advantage of corporate income tax incentives, which were previously a crucial tool for attracting FDI, forcing Vietnam to shift towards non-tax incentives and improving the business environment instead of competing with low tax rates. This also creates significant pressure on FDI enterprises currently enjoying low tax incentives, forcing them to restructure operations and reconsider long-term investment and business costs.

A significant breakthrough in investment attraction strategy is the Vietnamese government's approval and commencement of Resolution 222/2025 on the establishment of International Financial Centers (IFCs), located in Ho Chi Minh City and Da Nang. IFCs are expected to create a professional financial environment, attracting foreign capital through international standard legal policies, regulatory frameworks, and accompanying incentives to support financial services, international transactions, digital assets, and global capital mobilization.

The implementation of IFCs demonstrates Vietnam's will to elevate its international position on the regional financial map, thereby attracting long-term capital flows, large investment funds, and promoting the development of the domestic capital market.

Attracting FDI into Vietnam in the AI Era

In February 2026, KPMG released the "KPMG Global Tech Report – Leading in the Intelligence Age." The report is based on a survey of 2,500 business leaders across 27 countries regarding how enterprises are deploying artificial intelligence (AI) and emerging technologies. According to the report, 74% of respondents indicated that AI has generated measurable economic value, confirming that AI is formally transitioning from the pilot phase to large-scale commercial deployment (scaling). The report further notes that 88% of enterprises are investing in Agentic AI namely AI systems capable of autonomous decision-making and task execution, rather than merely serving as tools to enhance operational efficiency. Notably, the report identifies the principal constraint on enterprise AI development as the shortage of qualified human resources: 53% of surveyed enterprises reported a lack of personnel capable of managing AI agents, including data engineers and AI product managers with the capacity to integrate AI into existing production and operational processes.

Against this backdrop of rapid global AI advancement, a critical question arises as to Vietnam's current position and its intended trajectory. In contrast to the global shift from experimental AI to large-scale deployment, Vietnam remains, in substance, at an early-stage pilot phase. Although Vietnam benefits from a comparative advantage in terms of competitive labor costs for AI programming, the principal impediments to scaling AI lie in data quality and the shortage of leadership in AI transformation. Fragmented, non-standardized, and inadequately governed data systems significantly constrain the ability of Vietnamese enterprises to scale in

the AI era. These challenges are further compounded by limited capital resources and a shortage of highly skilled human capital, including AI strategists, leading AI researchers, and data specialists.

In such circumstances, committing billions, or even tens of billions of U.S. dollars to the development of foundational AI models may not constitute an optimal policy or investment strategy for Vietnam. Instead, Vietnamese enterprises may adopt a more pragmatic and cost-effective approach, focusing on AI engineering and the application of AI across key sectors such as banking and finance, retail services, logistics, and industrial manufacturing. Alongside other Asian economies such as India and Singapore, Vietnam is well-positioned to emerge as a regional hub for AI software development in Asia and Southeast Asia, particularly in the development of AI applications and model training. Vietnam's competitive advantages in this domain include a large pool of software engineers, cost competitiveness, and the presence of ongoing research and development (R&D) projects by major global corporations such as NVIDIA, Qualcomm, Robert Bosch, National Australia Bank, and DIGI-TEX.

If Vietnam succeeds in attracting increased foreign direct investment (FDI) from leading global technology firms in this sector, it could significantly enhance the quality of its human capital, thereby establishing a robust foundation for accelerated innovation and sustainable growth in the AI era.

Building an attractive investment environment in the new era

For Vietnam to achieve and sustain high growth of over 10% in the 2026-2030 period, it needs to attract large investment capital from various sources, including FDI. To maintain its attractiveness for FDI amidst increasingly fierce regional competition and rising demands from international investors, Vietnam needs to enter a phase of more robust reform – focusing on policy transparency, efficiency, linkages, and endogenous capacity. The three groups of orientations below not only reflect investors' universal expectations but are also prerequisites for Vietnam to shift towards a high-quality FDI model, associated with innovation and green, sustainable development.

Policy Transparency and Predictability

In the context of continuous global investment environment fluctuations, policy predictability has become one of the most important factors for multinational corporations when deciding where to invest. When businesses choose an investment destination, they not only look at costs, human resource quality, or infrastructure, but also pay special attention to the consistency, stability, and predictability of the legal and policy system.

For Vietnam, strengthening this system has strategic significance in three aspects.

A consistent policy environment between central and local levels

Due to multi-layered governance, investors often encounter situations where each local-

ity has different interpretations and implementations of the same policy, creating significant disparities in actual implementation across localities. Enhancing coordination, issuing clear guidelines, and establishing two-way feedback mechanisms will help minimize legal risks and compliance costs; shorten investment decision-making time; and increase business confidence in long-term investment strategies.

Data Disclosure and Digitalization of Policy Processes

In the data era, transparency is not just about publishing information, but also about fast, accurate, and non-discriminatory access. An open data platform on planning, land, procedures, and processing progress will help investors make decisions faster – and minimize opportunity costs.

Predictability in Reform

International investors often prioritize a legal environment not because it “changes little,” but because changes can be predictable. A clear policy roadmap, for example, for the Global Minimum Tax (GMT), carbon market development, electricity sector planning, or the legal framework for international financial centers (IFCs) – will help businesses adjust long-term investment strategies, ensuring stable operations and minimizing financial and operational risks.

Optimizing Processes to a Service Mindset in Administrative Procedure Reform

In the new era of FDI competition, administrative procedures become a decisive factor in the investor experience. Competition for FDI attraction among countries is now competition in the speed of procedures, clarity, and convenience for investors.

Standardizing Processes Nationwide

A digitized, unified investment procedure process operating based on public KPIs will significantly reduce invisible costs, which are a major barrier to large-scale FDI projects, especially in technology, R&D, logistics, and infrastructure.

Digital Transformation of Administrative Procedures

Many investors appreciate countries that allow:

- Online submission of applications;
- Tracking of processing progress;
- Receiving electronic results; and
- Direct interaction with authorities via integrated platforms.

This not only speeds up processing but also enhances transparency, reduces direct contact, and lowers the risk of unforeseen costs.

Public Service Mindset for Investors

Shifting from a Management - Licensing model to a Support - Companion model is a systemic step. This requires:

- Training a specialized investment team
- Effective inter-agency coordination mechanisms
- A system for receiving, responding to, and resolving complaints according to international standards

In leading FDI hubs, local authorities act as facilitators, not just licensing but also supporting projects through challenges during implementation.

Strategy to Elevate the Value Chain by Strengthening Linkages with Domestic Enterprises

FDI truly creates long-term value for Vietnam's economy only when it is connected to the domestic economy. While Vietnam is an attractive destination for multinational corporations, the localization rate in many industries remains modest. To change this situation, three strategies need to be emphasized:

Enhancing the Capacity of Domestic Enterprises

Vietnamese enterprises need support to meet global standards in:

- Governance
- Product quality
- Technology
- Environmental, Social, and Governance (ESG)

This helps them not only become suppliers for FDI projects but also participate in regional and global value chains.

Designing Industry-Specific Supply Chain Linkage Programs

Vietnam can learn from successful models in South Korea, Japan, Singapore... where governments, industry associations, and industrial parks collaborate to create transparent, regular, and in-depth connection platforms.

Developing the Supporting Industry Ecosystem

In addition to supporting enterprises, the Vietnamese government can consider:

- Building industrial clusters by industry (cluster)

- Focusing on certain areas such as semiconductors, electronic components, industrial equipment, pharmaceuticals, new materials, etc.
- Encouraging domestic R&D through non-tax incentives and innovation funds.

When domestic enterprises are strong enough, the added value of FDI will no longer primarily lie in assembly and processing, but will shift to design, technology, services, and logistics.

Conclusion - From Broad FDI Attraction to Shaping New-Generation FDI Flows

In the next decade, Vietnam will not only need to compete to attract FDI flows – but will need to select and lead capital flows consistent with its goals of technological development, greening the economy, and exporting high-value services.

This requires institutional reforms and policy transparency to enhance competitiveness in the high-quality FDI segment – i.e., projects with advanced technology, large added value, and deep linkages with global supply chains. Vietnam needs to continue reforming policies, strengthening the transparency and predictability of the policy and legal system, as well as improving governance capacity and law enforcement.

If these changes are effectively implemented, Vietnam can shift from being a dynamic factory of the world to a manufacturing, innovation, financial services, and logistics hub in Asia and the world, elevating its national position on the global economic map.



V. SYNTHESIS OF EVALUATIVE OPINIONS

On the basis of opinions provided by the Korea Chamber of Business in Vietnam (KoCham), the Japan External Trade Organization (JETRO), the American Chamber of Commerce in Vietnam (AmCham), and KPMG Vietnam, it can be observed that the foreign-invested business community continues to highly appreciate Vietnam's development potential, macroeconomic stability, strategic location, and efforts toward institutional reform in the new phase. At the same time, these organizations also identify several key bottlenecks that need to be further addressed in order to strengthen the confidence of existing investors, enhance national competitiveness, and lay the groundwork for rapid and sustainable growth in the coming period.

5.1. Attractiveness and Prospects of Vietnam's Investment Environment

The opinions consistently affirm that Vietnam remains an attractive investment destination within the Asian region. This attractiveness is derived from multiple factors, including political and social stability, a large market size, a favorable position within regional supply chains, a young labor force, deep international integration, and the Government's strong commitment to reform.

KoCham emphasizes that, despite global fluctuations in geopolitics, trade, energy, and tariff policies, Vietnam has maintained positive growth momentum, thereby reinforcing the confidence of Korean enterprises in the Vietnamese market. Meanwhile, JETRO notes that Japanese investment in Vietnam is shifting from purely quantitative expansion (reaching 56.9%, an increase of 0.8 percentage points according to JETRO's 2025 survey) toward greater stability in quality and capital scale, with increasing interest in the domestic market and non-manufacturing sectors, driven by "expanding domestic demand" (67.4%) and "export growth" (58.7%), both higher than in other ASEAN countries. AmCham considers that Vietnam is entering a strategically significant "moment of reform," in which green transition, digital transformation, and institutional reform constitute three key pillars shaping the next stage of development.

Overall, the FDI business community no longer views Vietnam merely as a manufacturing destination, but increasingly as a strategic market, an important link in global value chains, and a new development space for high-technology sectors, finance, data, green logistics, clean energy, and modern services.

5.2. FDI Flows Are Shifting Toward Higher Quality and Greater Diversification

A notable point is that foreign investment flows into Vietnam are increasingly shifting toward higher quality, greater diversification, and alignment with sustainable development requirements.

Korean investors show strong interest in high technology, semiconductors, robotics, smart cities, transport infrastructure, seaports, LNG, wind power, nuclear energy, and green growth. Japanese enterprises tend to expand investment into non-manufacturing sectors, services,

partnerships with Vietnamese enterprises, and the domestic market. U.S. enterprises emphasize sectors with high technological content and added value, such as cloud computing, artificial intelligence, data, medical technology, clean energy, green finance, digital infrastructure, low-carbon supply chains, and digital trade.

Accordingly, a defining characteristic of the new-generation FDI inflows into Vietnam is no longer the exploitation of low-cost labor, but a rapid transition toward investment models associated with innovation, modern infrastructure, ESG standards, energy security, institutional quality, and the capacity to supply high-quality human resources.

5.3. Key Bottlenecks Requiring Remedial Action

Despite positive assessments of long-term prospects, the associations agree that Vietnam's investment environment still contains systemic constraints that directly affect business efficiency and investment expansion decisions.

First, administrative procedures and law enforcement remain the most significant bottleneck. JETRO indicates that this constitutes the highest-rated risk for Japanese enterprises investing in Vietnam, with a level of complexity significantly higher than in many ASEAN countries, specifically 67.5% in Vietnam compared to 42.4% in ASEAN. Legal system incompleteness and lack of transparency are reported at 58.7% in Vietnam, compared to 36.7% in ASEAN. Tax systems and procedures are considered complex at 56.5% in Vietnam versus 37.8% in ASEAN. KoCham reflects delays in administrative processing, particularly in the context of administrative restructuring and the two-tier local government model, raising concerns regarding timeliness and stability. AmCham emphasizes that institutional reform is meaningful only when implemented consistently, transparently, accountably, and measurably at all levels.

Second, the rapid evolution of the legal framework and the absence of clear implementation roadmaps create uncertainty for investors. JETRO highlights that enterprises typically plan investments on a 5–10 year cycle, and the issuance of new regulations with insufficient preparation time increases compliance risks. KoCham notes that changes in tax policies, inconsistent legal interpretations across localities, and delays in tax refunds adversely affect investor confidence. AmCham recommends clearer, more consistent, transparent, and internationally aligned guidance, particularly in digital, data, e-commerce, environmental, energy, financial, and healthcare sectors.

Third, technical infrastructure and investment-supporting infrastructure have not kept pace with new development demands. KoCham raises concerns regarding electricity shortages, transport infrastructure quality, industrial park infrastructure, and logistics pressures. AmCham also emphasizes the need to prioritize electricity transmission, seaports, airports, logistics corridors, smart cities, and low-carbon power supply for energy-intensive sectors such as data centers, AI, cloud computing, and high-tech manufacturing.

Fourth, shortages of high-quality human resources and labor market volatility are in-

creasingly evident barriers. KoCham highlights labor competition in industrial localities, particularly shortages of skilled workers and engineers. JETRO identifies rising labor costs as a significant risk. AmCham underscores the importance of STEM education, reskilling, attracting international experts, and improving labor quality to meet the demands of a green and digital economy.

Fifth, certain sectoral regulatory areas lack predictability, consistent guidance, or clear processing timelines. This is reflected in issues such as chemical imports, environmental licensing, tax refunds, business licensing, labor regulations, data governance, foreign exchange, medical procurement, food safety, and standards for emerging sectors. These factors increase compliance costs and prolong investment decision timelines.

5.4. Key Reform Priorities

From the above opinions, several key reform priorities can be identified that the FDI business community expects Vietnam to continue advancing.

First, a shift is required from policy formulation to ensuring effective policy implementation. While Vietnam has adopted many appropriate policies, implementation remains uneven, inconsistent, and below investor expectations. Accordingly, it is necessary not only to continue improving the legal framework but also to enhance enforcement capacity, clarify responsible authorities, shorten processing times, increase predictability, and reduce discrepancies across localities.

Second, it is essential to establish substantive, regular, and responsive policy dialogue mechanisms. JETRO recommends that new laws, decrees, and policies should involve business consultation, clear implementation roadmaps, and reasonable preparation periods. KoCham proposes strengthened coordination among associations such as VAFIE, KoCham, and VBF to identify key issues for forums and policy recommendations. AmCham also emphasizes the role of policy consultation in areas such as environment, energy, trade, healthcare, finance, and digital transformation.

A particularly noteworthy requirement is improving foreign enterprises' access to policies through greater transparency and multilingual support. KoCham specifically recommends that draft legal documents for consultation should be made available simultaneously in English, with extended consultation periods to enable meaningful feedback from foreign enterprises. This has significant practical value in improving policy quality and reducing risks in implementation.

In addition, there is a need to improve the quality of energy infrastructure and investment-supporting infrastructure, particularly electricity, transport, logistics, data systems, and digital economy platforms. AmCham stresses that energy security will be a prerequisite for high-tech industries. KoCham also notes that without addressing electricity, human resources, and infrastructure constraints, Vietnam may face difficulties in retaining and expanding manufacturing investments.

Another cross-cutting priority is human resource development aligned with market needs. KoCham proposes strengthening linkages between rural labor and industrial zones, developing labor market data by sector, and orienting policies toward engineering and technical workforce development. AmCham emphasizes investment in education, STEM, and reskilling. JETRO considers improvements in living conditions and social infrastructure as key to attracting long-term investors.

5.5. Policy Orientations

From a policy analysis perspective, the FDI business community is concerned not only with investment incentives in the narrow sense but more importantly with governance quality, institutional transparency, legal stability, and actual compliance costs.

Accordingly, in the coming period, Vietnam's FDI attraction policy should shift decisively from "incentives-based attraction" to "reform-based competitiveness." In other words, rather than focusing solely on tax incentives or input support, Vietnam should build a high-quality investment ecosystem in which enterprises can anticipate policies, access procedures efficiently, operate stably, mobilize suitable human resources, utilize reliable infrastructure, and participate more deeply in domestic value chains.

The opinions also indicate that future investment trends will be closely associated with three requirements: greener, more digital, and more knowledge-based. Therefore, institutional reforms must simultaneously pursue three objectives: reducing administrative costs, supporting growth model transformation, and upgrading Vietnam's position in global supply chains.

5.6. General Recommendations

Based on the above synthesis, several general recommendations may be proposed:

First, continue reviewing, simplifying, and standardizing administrative procedures related to investment, land, construction, environment, taxation, customs, labor, and sector-specific licensing; at the same time, clearly define focal authorities, responsibilities, and processing timelines at each level.

Second, when promulgating laws, decrees, circulars, or policies with significant impact on investors, establish substantive consultation mechanisms, publicly disclose implementation roadmaps, provide reasonable transition periods, and minimize abrupt changes.

Third, enhance consistency in legal interpretation and application between central and local authorities, reducing discrepancies across jurisdictions, particularly in taxation, environment, investment, e-commerce, data, chemicals, and customs.

Fourth, promptly improve strategic infrastructure capacity, especially electricity supply and transmission, logistics, regional connectivity, seaports, airports, digital infrastructure, data centers, and enabling conditions for high-tech industries.

Fifth, develop a human resource strategy aligned with actual economic needs, prioritizing engineers, technical workers, digital talent, workforce for green transition, and key technology sectors; simultaneously strengthen linkages between educational institutions, enterprises, and local authorities.

Sixth, support small and medium-sized enterprises within supply chains in accessing technology, finance, training, and compliance advisory services to enhance their participation in high-quality FDI ecosystems.

Seventh, enhance policy transparency and expand the provision of legal information in English and other appropriate languages, particularly for legal normative documents, draft regulations for consultation, and implementation guidelines.

Eighth, continue improving the institutional framework for emerging sectors such as clean energy, green finance, international financial centers, digital trade, data centers, artificial intelligence, circular economy, ESG, and next-generation investment models in line with international standards.





ORIENTATIONS AND SOLUTIONS 05 FOR ATTRACTING NEW-GENERATION FDI

I. FORECAST OF WORLD ECONOMY AND GLOBAL FDI TRENDS

1.1. Global Economic Outlook

In 2025, global economic growth achieved a fair level, and is forecast to continue sideways in 2026. In 2026, a global recession is unlikely, but growth will be weak, slowing down or sideways, difficult to break through; developed economies will grow slowly, and the main growth drivers will continue to come from the group of emerging economies. According to the IMF (Jan 2026), global economic growth in 2026 is projected to reach 3.3%, matching the growth rate of 2024 and 2025. Growth in developed economies will slightly improve, estimated at 1.8% in 2026, higher than 1.7% in 2025, thanks to strong growth in the US economy. For developed economies, strong growth in investment in artificial intelligence and semiconductor industries along with reduced policy interest rates due to gradually decreasing inflationary pressure are the main growth drivers for 2026, offsetting uncertainties from trade policies. The group of emerging/developing economies is projected to grow by about 4.2% in 2026, lower than 4.4% in 2025 (IMF, 2026).

The military conflict among the United States, Israel, and Iran officially escalated from late February 2026 with the military campaign “Operation Epic Fury” launched by U.S. President Donald Trump, thereby exerting adverse impacts on global economic growth. The state of turmoil in Iran led to the closure of the Strait of Hormuz, a transit route accounting for 20% of global crude oil and 21% of global liquefied natural gas (LNG) shipments (WEF, 2026). A direct consequence was that Brent crude oil prices surged by more than 40% within less than one month, from an average of USD 70–75 per barrel at the beginning of the year to USD 104 per barrel by the end of March 2026, at times reaching as high as USD 120 per barrel (Enerdata, 2026). This disruption not only affected fuel prices but also caused shortages of fertilizers (urea), as approximately 20–30% of global fertilizer exports pass through this strait, thereby posing a direct threat to global food security and agricultural production in the 2026 crop season (Deloitte, 2026).

Under the impact of US tariff policies, China’s economy is projected to grow by only 4.5% in 2026, significantly lower than 5.0% in 2025 (IMF, 2026). Expansive fiscal and monetary policies continue to be growth drivers for the Chinese economy in 2026, but cannot fully offset the negative impact of US tariff policies, a cooling real estate market, and a continued aging labor structure (OECD, 2025). Southeast Asian countries are projected to grow by 4.2% in 2026, equivalent to the region’s growth rate in 2025. Although also negatively affected by US tariff policies, trade flows shifting from China to this region to avoid US-China trade tensions still boost export and FDI activities in some ASEAN countries, especially Vietnam.

In the US, economic growth in 2026 is projected to reach approximately 2.4% (IMF, 2026) and 2.0% after the military conflict takes place (OECD, 2026). The negative impacts of the conflict reduce previously optimistic growth projection. The negative impact of tariff policies is offset by strong growth in investment in high-tech sectors, expansionary fiscal policy, and easing monetary policy, specifically: i. Tariffs increase the prices of final goods to consumers. Consumption is the most important component of the US economy, accounting for up to 68.4% of GDP in 2025. However, the expansionary fiscal policy with the One Big Beautiful Bill Act in July 2025 temporarily boosts consumption and aggregate demand. Investment in artificial intelligence and semiconductors also increased sharply in 2025; ii. The upward pressure of tariffs on inflation is partly offset by falling global oil and energy prices. In 2025, the Federal Reserve (Fed) cut its policy interest rate 03 times. Coupled with 03 rate cuts in 2024, the Fed’s policy interest rate decreased from 5.5% in 2024 to 3.75% in 2026. Lower interest rates in the US help boost domestic and cross-border lending activities. In addition, lower USD interest rates help reduce pressure on exchange rates and interest rates in many developing countries. However, rising energy prices have put upward pressure on inflation in the United States and in most economies worldwide. This has slowed down, and may even reverse, the Fed’s process of cutting interest rates. At the Federal Open Market Committee meeting in mid-March 2026, the Fed decided to keep the policy rate unchanged at 3.5%–3.75%, emphasizing inflation risks as one of the main reasons for this decision. Data on financial market expectations suggest that inflation is likely to increase over the next two years. The OECD (2026) has revised inflation forecasts upward in several major economies: (i) the United States is projected to have inflation of 4.2% in 2026, an increase of 1.2 percentage points com-

pared to the pre-conflict forecast; (ii) the Eurozone is projected at 2.6%, up by 0.7 percentage points; and (iii) the United Kingdom is projected at 4.0%, up by 1.5 percentage points.

Figure 27: Inflation and Inflation Expectations



Source: OECD, 2026

In the Eurozone, economic growth in 2026 is projected to reach approximately 1.3%, nearly equal to the 1.4% growth rate in 2025. The temporary positive impact of tariffs on European exports in 2025 due to front-loading (buying/investing ahead to avoid tariffs) will no longer be present in 2026, as trade negotiations conclude and a new, higher tariff level is expected to be applied. Under current framework agreements, this tariff level will be 15% (BBC, 2026). In addition, Europe's manufacturing industry continues to suffer significant negative impacts from high energy prices since the war between Russia and Ukraine, cutting off cheap energy flows from Russia to Europe. With 08 interest rate cuts by the European Central Bank (ECB) from mid-2024 to mid-2025, the interest rate for main refinancing operations is maintained at 2.15%, while the deposit facility rate and marginal lending facility rate are kept at 2.0% and 2.4% respectively as of end-2025. In 2026, the ECB will have limited room for monetary policy implementation to boost growth, and interest rates are expected to increase slightly to control inflation amid rising energy prices (OECD, 2026). East Asia continues to be the growth engine of the world economy, although the growth rate in 2026 is only 4.4%, lower than 4.9% in 2025 (United Nations, 2026). US tariff policies have a negative impact on the region's growth in 2026. In 2025, demand for the region's exports surged in the short term as the US market increased imports before the official tariffs came into effect. In 2026, this effect will no longer be present as trade agreements between the US and countries in the region come into effect with new tariff levels. Differentiated US tariff rates for each country in the region also mean that some countries, such as Vietnam or India, could benefit from the shift of export supply to the US market from China to these countries (Miller, 2025). In the region, China's economy is projected to grow by 4.5% in 2026, significantly lower than 5.0% in 2025 (IMF, 2026). US tariff policies are one of the reasons for the reduced growth momentum for China in 2026, although the country has made great efforts to diversify its export markets. China's exports to markets in Europe, Asia, and Africa all grew at a fair pace. Nevertheless, China's trade surplus is projected to be only 0.3% of GDP in 2026, much lower than 1.8% of GDP and 2.4% of GDP in 2025 and 2024. The real estate market

and construction industry continue to shrink, negatively impacting China's aggregate demand in 2026. China's fiscal policy in 2026 is expected to expand, offsetting the impact of the real estate and construction markets. 2026 is the first year of the 2026-2030 five-year plan, with large-scale public investment projects expected to break ground (OECD, 2025). Although also affected by the military conflict, strong investment growth in the technology sector helps mitigate the negative impact of high energy prices on the region's economy (OECD, 2026). OECD's report in March 2026 maintained its growth forecasts for the two largest economies in the region, China and Japan.

Key factors affecting the global economic growth outlook for 2026 include:

(1) *Tariff shock - protectionism and policy uncertainty* can impact and "lose momentum" for trade and investment, as these factors have caused businesses to delay investment, trade to be less active, and costs to increase. Currently, the US is conducting bilateral trade agreement negotiations. As of February 8, 2026, the US trade strategy under President Donald Trump has shifted strongly from multilateral blocs to bilateral agreements based on the principle of reciprocity. The application of universal tariffs and reciprocal tax mechanisms has served as leverage for Washington to restructure trade relationships. Countries negotiating bilateral trade agreements with the US can be divided into 03 groups:

- *Signed and implemented group:* As of February 2026, 24 countries have official bilateral agreements that exempt them from most new reciprocal tariffs or apply preferential tariffs, including: i. Traditional FTA partners: USMCA countries (Canada, Mexico), South Korea, Australia, Singapore, and Central American countries (CAFTA-DR) (U.S. Department of State, 2025); ii. Countries signing new FTAs in 2025-2026: Taiwan (China) signed a Trade and Investment Agreement (January 15, 2026) with a tariff ceiling of 15% (Global Trade Alert, 2026); El Salvador & Guatemala: Signed an official Reciprocal Trade Agreement in late January 2026 (USTR, 2026); Argentina: Signed a bilateral Trade and Investment Agreement on February 5, 2026 (USTR, 2026).

- *Group that has concluded negotiations or reached Framework Agreements:* Approximately 14 partners have finalized core terms and are in the process of internal ratification or official signing: i. Vietnam: Concluded the 6th round of negotiations (February 6, 2026), agreed on a reciprocal tariff level of 20% and is preparing for official signing procedures (Bao Quoc Te, 2026); ii. India: Just reached an Interim Agreement on February 6, 2026, reducing the reciprocal tariff to 18% (The White House, 2026); iii. Other Southeast Asian countries: Thailand, Malaysia, Cambodia, and Indonesia have reached framework agreements since late 2025 (Global Trade Law Blog, 2025).

- *Remaining Countries:* The remaining number of countries (approximately 155 countries) are still subject to a Baseline 10% tariff or high reciprocal tariffs (up to 50%) under the adjusted list of Executive Order 14257 (The White House, 2025). China remains a special case with the highest tariffs and frequent negotiation stalemates due to non-tariff barriers (Industrial Equipment News, 2026).

With a large number of countries and economies that have not signed bilateral trade agreements with the US, including most major trading partners such as the EU and China, global eco-

conomic uncertainty in 2026 is high, depending on the subsequent trade policies of the Trump administration.

(2) *2025 saw a phenomenon of front-loading*, where businesses and import-exporters accelerate orders, shipments, and even expand production/investment in the short term when anticipating tariff increases or trade barriers. The goal is to lock in prices/transaction conditions before new tariffs take effect, and increase inventory to maintain sales after tariffs rise. Therefore, economic and trade activity may temporarily pick up due to demand being pulled from the future to the present. The OECD describes this as a key factor supporting manufacturing and merchandise trade in early 2025 due to “pre-emptive action” before higher tariffs are applied. However, the core of front-loading is not to create sustainable demand, but merely to shift the timing of demand. Entering 2026, the world economy faces a “reversal effect”; businesses have already purchased enough goods and built up inventory, so they reduce new orders, draw down inventory instead of expanding imports/production; investment projects that “started early” are also unlikely to repeat the pace of the previous year. Therefore, 2026 is often difficult to accelerate, and a feeling of “slowing down/sideways” emerges even if the long-term fundamentals are not bad.

(3) *Financial conditions are gradually easing but remain in a “braking” state*: real interest rates/cost of capital and risk sentiment remain sensitive. Regarding interest rates and monetary policy, continuously falling energy prices in 2024 and 2025 eased inflationary pressure, leading major central banks worldwide, such as the Fed and ECB, to implement multiple interest rate cuts in 2024 and 2025. Interest rates of these central banks are expected to remain flat or continue to decrease slightly in 2026. This also creates favorable conditions for central banks in developing countries to pursue the dual objective of monetary easing and exchange rate stability. The OECD notes improved financial conditions but emphasizes that markets still face risks, including: i. Inflation in the US could rise again, as the impact of tariffs is fully transmitted to consumer prices in 2026. Risks of a tariff war or geopolitical tensions causing energy prices to reverse course in 2026 increase inflation risk. The decline in USD interest rates could slow down, or even reverse, if this risk occurs. In January 2026, the Fed kept interest rates unchanged after 03 previous downward adjustments; ii. The growth of financial markets in some major economies, such as the US, depends on the artificial intelligence sector. The real economy reflects the financial economy. US GDP growth, excluding growth from artificial intelligence and related equipment manufacturing, was negative in 2025. The technology sector is always a difficult sector to value and harbors bubble risks. The dot-com bubble in the US during 1995-2000 is a typical example of the consequences that excessive investment in the technology sector can bring to the economy. The repricing of technology assets by financial markets when artificial intelligence and related sectors do not deliver expected profits will create a shock to financial markets, negatively impacting growth in many countries.

(4) *Narrow fiscal space (high debt, sustainability concerns) prevents many countries from stimulating strong demand*: The WB (June 2025) warned that the global economy is constrained by policy uncertainty, conflict risks, and a debt/fiscal resource environment, leading to weak recovery. The fiscal burden from public spending to cope with the Covid pandemic in 2020-2023, coupled with increased interest payment costs due to tight monetary policies in many coun-

tries in 2022-2024, left many countries worldwide with limited fiscal space for expansion. Public debt in many major economies rose significantly in 2025, such as the US (125% of GDP) and Japan (220% of GDP). The OECD (December 2025) also pointed out that the upward-sloping long-term yield curve reflects fiscal risk concerns.

(5) *Structural factors*: aging population, slow productivity growth, stalled reforms, leading to a low “growth ceiling.” The IMF (October 2025) emphasizes that in a fragmented environment, many economies face challenges from an aging population and slow productivity growth; while structural growth reforms are stalled, making the medium-term outlook “dim” and difficult to achieve breakthroughs in 2026.

(6) *Risk of unforeseen shocks*: geopolitical conflicts, logistics/supply chain disruptions, and extreme weather could derail the 2026 growth scenario towards a worsening direction. These shocks often appear suddenly but spread rapidly through three channels: (i) increasing costs (energy, transport, insurance, raw materials) pushing up inflation; (ii) supply disruptions causing businesses to lack inputs, delay deliveries, and increase inventory and working capital costs; (iii) “risk-off” sentiment tightening financial conditions, making investment and consumption more cautious. The consequence is that 2026 could face a situation of reduced growth while inflation rises due to costs, forcing monetary and fiscal policies to be more cautious than the baseline scenario. The global inflation outlook for 2026 generally leans towards a gradual cooling scenario, but in a “slow and uneven” manner. Continuously falling global energy prices in 2024 and 2025 created conditions for global inflation to continue its downward trend, however, they have surged sharply since the onset of the military conflict in late February. The OECD has revised upward its inflation forecasts for most countries relative to its projections prior to the conflict. Inflation is projected to rise by 0.7% in the Eurozone, 1.2% in the United States, and 1.5% in the United Kingdom. For the US, inflation is likely to remain higher than the target, and inflation risks could increase. The transmission effect of reciprocal tariffs on consumer prices was not fully reflected in 2025, due to a surge in imports before these tariffs took effect. This impact may be more clearly reflected in 2026. Regarding policy interest rates, following a period of gradual rate reductions in 2024 and 2025, the interest rate level in many major economies has fallen substantially below the peak levels observed in 2023. Given the inflationary pressures from energy prices, an outcome of the military conflict in Iran, the prevailing trend in 2026 is expected to be stable or modestly increasing rates across most advanced and emerging economies (OECD, 2026). While 2026 is likely to see interest rates less tight than the previous tightening phase, a return to “cheap money” status due to persistent cost risks (tariffs, energy prices, logistics) and policy uncertainty.

Global trade in 2026 is assessed as unlikely to return to high growth rates as before, as the trade environment continues to be dominated by policy barriers and uncertainty. First, the trend of rising tariffs, trade defense measures, export controls, and supply chain “fragmentation” increases transaction costs, reduces the spread of international trade, and makes businesses more cautious about expanding cross-border production networks. The OECD (Dec 2025) emphasizes that policy uncertainty and trade barriers could slow trade and investment; the WB (June 2025) also notes that trade tensions and policy uncertainty are significant impediments to trade growth in the coming period. In particular, trade momentum in 2026 could be

weak due to the delayed impact of tariffs and adjustments after the “front-loading” of orders.

1.2. The global financial market in 2026

The global financial market in 2026 tends to see more favorable financial conditions compared to the previous tightening phase. However, since the onset of the military conflict, stock prices have declined by 5%-15% across 18 of the 20 largest equity markets worldwide (OECD, 2026). Ten-year government bond yields have increased in most major economies, including the United Kingdom (up 0.8%), Germany (up 0.35%), France (up 0.5%), and the United States (up 0.65%) (Yahoo Finance, 2026). Nominal interest rates and capital costs have risen and may continue to evolve unpredictably, depending on developments in the conflict in Iran.

1.2. FDI Outlook 2026: Global FDI flows in 2026 face intertwined challenges and opportunities, are highly uncertain, and heavily depend on protectionist trends and tariff policies of the United States and some major economies worldwide.

Factors negatively impacting FDI flows:

US reciprocal tariff policies affected global trade and investment flows in 2025, including: i. Overall impact on all economies exporting to the US market due to a general increase in tariffs on imports. This impact will become more pronounced in 2026, when the front-loading effect of 2025 is no longer present; ii. Differentiated impact on each region and economy. The shift of trade flows from China to some ASEAN countries, such as Thailand or Vietnam, could slightly mitigate the negative impact of tariffs on these economies. Tariff and trade protection policies will continue to negatively affect FDI flows into developing countries in 2026, especially economies dependent on global production chains of FDI enterprises in manufacturing for export to the US and developed markets.

The military conflict in Iran has negatively affected global FDI flows through the following channels: i. Increasing energy, logistics, and production costs, which negatively impact global trade and, in turn, FDI flows, especially in sectors dependent on global value chains; ii. Raising the cost of capital as lending rates increase and stock prices fall; iii. Heightening investor anxiety and uncertainty.

The trend of FDI flows shifting towards high-tech industries and sectors such as artificial intelligence and related fields (data centers, semiconductors) has been ongoing in 2025 and is expected to continue in 2026. As many as 7 out of the 10 largest new FDI projects in 2025 belonged to this group of industries (Table...). The traditional advantage of low labor costs in developing countries is not an advantage for attracting FDI in this sector. Conversely, developed countries hold an advantage in attracting these capital flows, with: i. Highly skilled labor resources; ii. Developed infrastructure (electricity, data infrastructure...); iii. Legal frameworks for intellectual property protection.

Table 25 Largest Newly Announced Greenfield Investment Projects in 2025

Investor Country	Sector	Host Country	Parent Company	Estimated Investment (USD million)	Estimated Jobs Created
United Arab Emirates	Data centers	France	MGX Fund Management	43,436	3,000
Taiwan, Province of China	Semiconductors	United States	Taiwan Semiconductor Manufacturing	25,000	3,000
Taiwan, Province of China	Semiconductors	United States	Taiwan Semiconductor Manufacturing	25,000	3,000
Taiwan, Province of China	Semiconductors	United States	Taiwan Semiconductor Manufacturing	25,000	3,000
Spain	Renewable energy	United States	Iberdrola	20,000	1,158
Australia	Coal, oil, and gas	United States	Woodside Energy	17,500	2,156
Canada	Data centers	France	Brookfield Asset Management	16,263	3,000
China	Metals	Kazakhstan	East Hope	12,000	3,000
Taiwan, Province of China	Semiconductors	United States	Taiwan Semiconductor Manufacturing	11,000	3,000
Taiwan, Province of China	Semiconductors	United States	Taiwan Semiconductor Manufacturing	11,000	3,000

Source: UNCTAD (2026)

Factors positively impacting FDI flows:

Prior to the military conflict in Iran, inflation in many major economies worldwide is expected to decrease in 2026. Policy interest rates of many major central banks worldwide have been on a downward trend, leading to a decrease in global lending interest rates. 2025 witnessed a resurgence of international financial activity. Cross-border credit in key currencies increased in 2025, with Euro and USD credit rising by 12% and 6% respectively (United Nations, 2026). Total portfolio flows tend to remain positive and more stable in the second half of 2025 after a period of strong volatility. Debt flows dominated the structure of capital flows into emerging economies throughout 2024 and 2025.

Equity flows: Experienced irregular fluctuations, even recording negative levels (capital withdrawal) in late 2024 before stabilizing in 2025. Monetary policies tending to ease in 2026 are a driving force for investment activities in general, including FDI. Although the military conflict in Iran has temporarily nullified many of these positive effects, if the conflict were to end soon, global financial markets could return to conditions similar to those prevailing prior to the war.

Strategic competition between the US and China continues to be the central factor reshaping the structure of FDI flows globally. The US's increasing tightening of technology control measures against China, especially in key areas such as semiconductors, artificial intelligence, and cloud computing, has disrupted existing value chains and spurred a wave of production restructuring towards risk diversification. In this context, the ASEAN region emerges as a crucial recipient of shifting FDI flows, aiming both to diversify production locations and mitigate geopolitical risks.

In reality, FDI flows into industries directly related to supply chains in ASEAN have increased significantly in recent years, from approximately 34 billion USD in 2021 to 41 billion USD in 2024, with electronics and semiconductors accounting for an increasingly large proportion. However, this shift is not uniform but shows clear differentiation in the position and function of each country within the emerging new value chain.

Some ASEAN economies have gradually moved up to higher value-added stages. Singapore and Malaysia are strengthening their roles as regional high-tech hubs, with Singapore attracting most data centers, regional headquarters, and design activities, while Malaysia emerges as an important link in semiconductor packaging and testing (OSAT), especially in the high-tech segment. Indonesia chooses a different strategy, leveraging its superior nickel resources to become a deep processing center in the global battery and electric vehicle value chain, through strong interventionist policies such as restricting raw ore exports to compel foreign investors to increase local added value. Vietnam, meanwhile, is orienting itself to become a large-scale manufacturing hub in electronics, with the increasing presence of multinational corporations, and gradually participating in the semiconductor value chain. In addition, its advantage in large rare earth reserves creates potential for developing strategic industries such as permanent magnets and electric motors in the medium and long term.

However, the “friend-shoring” trend not only brings opportunities but also poses new challenges for FDI-receiving economies. Investment decisions of MNEs increasingly depend not only on production costs, but also on the level of policy stability, geopolitical risks, and the host country's ability to be self-sufficient in strategic raw materials. This forces ASEAN countries to carefully consider between opening up to attract investment and ensuring supply chain security amidst increasingly fierce strategic competition between major economies.

According to analysis by the Asia Society Policy Institute (2025), ASEAN is currently “stuck in the middle,” benefiting from the wave of supply chain shifts away from China while facing increasing pressure from a sudden surge of cheap Chinese exports into the region. This situation compels ASEAN countries to simultaneously strengthen trade defense measures, control origin, and enhance domestic production capacity. In this context, the ability to create genuine domestic added value and participate in high-value stages of global value chains becomes a decisive factor for the resil-

ience and long-term position of each country in the reshaping regional and global economic order.

The Global Minimum Tax (GMT), also known as Pillar Two in the Global Anti-Base Erosion (GLOBE) rules, was introduced by the OECD and the G20 in January 2020. Its primary purpose is to address base erosion and profit shifting by MNEs. By May 28, 2024, 147 countries and jurisdictions had agreed to the Inclusive Framework on Base Erosion and Profit Shifting, including seven ASEAN countries (Brunei, Indonesia, Malaysia, Philippines, Singapore, Thailand, and Vietnam). The GMT imposes a minimum corporate income tax rate of 15% on MNEs with consolidated global revenues of EUR 750 million or more in at least two of the most recent four consecutive fiscal years.

The implementation of GMT significantly reduces the effectiveness of traditional tax incentives used by countries to attract FDI. Previously, tax incentives – particularly corporate income tax exemptions and reductions, extended tax holidays, or ultra-low tax rates – were considered the most important tools for attracting large-scale FDI. However, the “top-up tax” mechanism under Pillar Two of the OECD allows the country where the MNE’s headquarters is located to collect the difference if the enterprise enjoys an effective tax rate below 15% in the investment country. This means that the FDI recipient country can no longer maintain its “tax reduction to compete” advantage, because this incentive will ultimately be reclaimed by another country. As a result, traditional tax incentives lose their substantive effect, no longer create net benefits for businesses, and no longer serve to attract high-quality FDI projects.

More importantly, the impact of Pillar 2 extends beyond merely nullifying tax incentives and also alters the investment strategies of multinational enterprises. When tax incentives no longer play a decisive role, firms are compelled to consider multiple other factors, including infrastructure, workforce quality, legal stability, governmental support, and in particular long term operational efficiency. This implies that countries inclined toward tax competition will lose their short-term competitive advantage, whereas countries with a stronger foundation in business environment development will become more attractive. Developing countries, traditionally heavily reliant on tax incentives, face pressure to undertake comprehensive reforms of their foreign direct investment attraction models to avoid being placed at a strategic disadvantage.

This reality requires an entirely new policy mindset: shifting from income-based incentives to cost-based incentives. Direct cash grants or tax deductions for R&D activities, human resource training, and green transition are becoming new competitive tools that Singapore, Thailand, and India are aggressively adopting.

Trend of increasing ESG standards: In addition to taxes, ESG standards are becoming a mandatory “passport” for participating in global supply chains. Major markets like the EU have implemented the Carbon Border Adjustment Mechanism (CBAM) and the EU Deforestation Regulation (EUDR). New-generation FDI investors, especially technology corporations and major brands (e.g., Apple, Samsung, LEGO), all have Net-Zero commitments and require suppliers to use renewable energy. Therefore, the ability to provide clean energy (wind power, solar power, DPPA mechanism) and ecological industrial park infrastructure is no longer a “nice-to-have” but a “must-have” factor. Localities or industrial parks that cannot meet green standards will be excluded from the investment survey round.

II. DOMESTIC CONTEXT IMPACTING FDI FLOWS INTO VIETNAM

The domestic context for the period 2026–2030 is being shaped by the interplay of two major trends. On one hand, Vietnam continues to maintain a high-growth orientation alongside macroeconomic stability, promoting institutional reforms, developing strategic infrastructure, and accelerating the attraction of foreign direct investment with higher technology content, innovation, and added value. On the other hand, the external environment is becoming markedly more uncertain, as the conflict in Iran exacerbates energy and logistics shocks, while new US tariff policies continue to exert adjustment pressures on global trade and investment.

With regard to international trade policy, the most significant development occurred following the US Supreme Court ruling of 20 February 2026, when the White House terminated tariffs under the International Emergency Economic Powers Act and implemented a temporary 10 percent import surcharge under Section 122 of the Trade Act of 1974 for a period of 150 days. In the short term, this tariff mitigates the shock compared with the previously anticipated higher retaliatory tariffs; however, it signals that the international trade environment has entered a state of elevated uncertainty, with risks of rapid policy changes and increasingly stringent requirements regarding rules of origin, anti-transshipment measures, and supply chain security. For Vietnam, this creates a relative opportunity to capture a portion of investment flows shifting away from higher-risk locations, but it also increases the need for rigorous FDI screening, particularly for projects potentially subject to origin fraud or over-reliance on a single export market. Quantitative assessments indicate that macroeconomic risks from US tariff policy are significant, especially if the United States activates trade sanctions under Section 301. Under such pressures, Vietnam's GDP growth could be reduced by 0.33 percentage points under the current 10 percent tariff scenario, and up to 0.93 percentage points under a broad-based tariff scenario. Likewise, export-import growth could face a contraction of 3–4 percentage points under the worst-case scenario.

Meanwhile, the conflict in Iran and the disruption of the Strait of Hormuz are generating additional pressure on the domestic economy through oil prices, transportation costs, and inflation expectations. The International Energy Agency (IEA) assesses this as the largest supply disruption in the history of the modern oil market. Brent crude prices surged after the outbreak of the conflict and are forecast to remain in the range of 90–100 USD per barrel in the short term before easing if tensions subside. For an economy with high openness, sensitivity to logistics costs, and import dependence such as Vietnam, this constitutes a significant macroeconomic challenge, requiring flexible monetary and fiscal policy responses. Under different conflict scenarios (ranging from one month to year-end), fluctuations in oil prices combined with rising logistics costs could reduce Vietnam's GDP by 1.13 to 4 percentage points in 2026. More critically, this shock may push consumer price inflation above 5 percent, threatening macroeconomic stability targets and the government's monetary policy space.

The risk of stagflation, defined as slower growth coupled with high inflation, could severely erode Vietnam's traditional competitive advantage based on low-cost labor. Facing such pressures, the development orientation must shift from "breadth" to "depth." The Government's implementation of Decree 182/2024/ND-CP on the Investment Support Fund, together with

the strategy for developing the semiconductor industry and the groundbreaking of the first domestic chip factory in early 2026, provides a clear illustration. Vietnam is rapidly creating new competitive advantages, directing next-generation FDI flows into sectors such as semiconductors, artificial intelligence, data centers, renewable energy, and high-tech supporting industries.

In addition, the current context imposes heightened competitive pressures. As an export-oriented economy, Vietnam is particularly sensitive to demand declines from the US and China as well as to global trade policy uncertainty. Investors are increasingly selective, favoring locations with reliable electricity supply, dependable logistics, skilled labor, rapid support mechanisms, and a predictable legal environment. The current domestic context simultaneously presents an opportunity for Vietnam to capture a new wave of investment shifts while creating pressure to upgrade its development model: from broad-based FDI attraction toward high-quality FDI that is linked to domestic enterprises and resilient to geopolitical and tariff shocks. This represents a crucial opportunity for Vietnam to transform external uncertainty into a driver for restructuring and upgrading its position within global value chains.

- **Socio-economic development plan for 2026–2030:** In the new context, Vietnam is implementing its 5-year socio-economic development plan for 2026–2030 with the goal of maintaining a high economic growth rate, focusing on quality and sustainable growth. At the 14th National Party Congress, the general orientation is to promote economic modernization, enhance national competitiveness, and achieve growth targets of 10% per year in the coming period, aiming to make Vietnam a high-middle-income industrialized country.

- **Reorganization of the administrative apparatus and regional economic space:** Researching, merging, and reorganizing provinces, cities, and administrative units aims to streamline the administrative apparatus, expand regional development space, contribute to promoting synchronous socio-economic infrastructure planning, and foster regional linkages. This forms the basis for building new economic growth poles, creating a favorable environment for attracting large-scale and inter-regional strategic investments, thereby enhancing governance efficiency and attracting high-quality FDI flows.

- **Development of new economic spaces:** Vietnam is accelerating the planning and development of industrial parks, high-tech parks, specialized economic zones, and new financial centers to create “highlights” for investment attraction, especially in advanced technology, financial services, logistics, and production linked to global value chains. This model reflects a shift from traditional widespread investment attraction to high-value-added projects linked to innovation.

- **Digital transformation and economic development based on science and technology (S&T), innovation:** One of Vietnam’s key strategic orientations is to develop the digital economy linked to S&T and innovation. The S&T and Innovation Development Strategy to 2030, issued under Decision No. 569/QD-TTg dated May 11, 2022, clearly defines the objective of transforming S&T and innovation into important growth drivers for the economy, enhancing competitiveness, and making greater contributions to GDP growth.

This strategy sets specific targets such as increasing the proportion of high-tech industrial product value in manufacturing and processing industries to at least 45% by 2030, as well as

increasing spending on S&T and innovation to 1.5–2% of GDP by the same period. This forms the basis for policies to shift FDI attraction towards high-tech, innovative, and sustainable projects – consistent with the goal of developing the digital economy and deep integration into global value chains.

● **Requirements for sustainable development and improving growth quality:** In addition to the above factors, the domestic context requires a focus on sustainable development, environmental protection, and adaptation to climate change when formulating investment attraction policies. This is reflected in national strategies for socio-economic development, such as increasing the contribution of green economic sectors, promoting the circular economy model, and increasing technology standards to meet international norms, especially in technology and modern manufacturing.

Emerging Barriers and Challenges

Traditional Challenges: Despite the positive results achieved in over three decades of FDI attraction, Vietnam continues to face a series of structural and persistent challenges, which have existed since previous development stages but have not been fundamentally addressed. These “traditional” challenges not only diminish the spillover effects of FDI on the domestic economy but also become more apparent as Vietnam faces the imperative to attract a new generation of FDI with higher technological content and added value.

First, the quality of institutions and the investment-business environment have not kept pace with the requirements of new-generation FDI. Although Vietnam has made many improvements in administrative procedures and the legal framework related to foreign investment, in practice, the implementation process still lacks stability and consistency between central and local levels. FDI investors often report overlapping legal regulations and differing interpretations and applications among regulatory agencies, especially in land, construction, environment, and tax matters. This increases compliance costs and policy risks, affecting long-term investment expansion decisions.

Second, limitations in the quality of human resources and the absorptive capacity of domestic enterprises for technology continue to be a major barrier to the diffusion of benefits from FDI. Despite an abundant workforce and competitive costs, Vietnam still faces a shortage of high-skilled labor, technology specialists, engineers, and mid- to high-level management personnel. This leads many FDI projects to focus on assembly and processing, using medium technology, while R&D, design, and innovation activities remain primarily located at parent companies abroad.

Third, linkages between the FDI sector and domestic enterprises remain weak and superficial. The localization rate in many key industries such as electronics, automotive, and precision mechanics remains low; Vietnamese enterprises primarily participate in supply chains at low-value-added stages. The reasons stem not only from the capacity of domestic enterprises but also from the lack of sufficiently strong incentives and regulations to promote FDI technology transfer, supplier training, and the formation of a supportive industrial ecosystem.

Fourth, infrastructure and production facilities do not fully meet the requirements of large-scale, high-tech FDI projects. Although transport, logistics, and industrial park infrastructure have significantly improved, congestion in some key economic regions, high logistics costs, a lack of clean land, and synchronous infrastructure remain bottlenecks. In particular, many industrial parks are not ready with digital infrastructure, stable energy, and environmental standards – factors increasingly crucial for international investors.

Fifth, the crowding-out effect and low technology absorption capacity. In many cases, FDI creates greater competitive pressure than positive spillover effects for domestic enterprises. FDI enterprises tend to attract and “siphon off” high-quality labor, increasing labor costs and making it difficult for domestic enterprises to maintain and improve productivity. This indicates that the technology absorption capacity, management, and skills of the domestic enterprise sector are still weak, limiting the role of FDI as a channel for upgrading the domestic production structure.

Sixth, inadequacies in industrial and high-tech park planning and infrastructure. The industrial park system – a pillar of the FDI attraction strategy – still reveals many planning inadequacies, lack of regional linkages, and unreasonable spatial distribution. Infrastructure overload in key economic regions alongside surplus land in less developed areas indicates inefficient resource utilization. At the same time, the lack of social infrastructure and support services around industrial parks reduces their long-term attractiveness for high-tech investors and high-quality labor. High-tech parks and innovation centers, despite strategic orientation, still struggle to attract “anchor” projects capable of leading the ecosystem. The reasons stem from inflexible management models, a lack of superior incentives, and an incomplete innovation ecosystem, making it difficult for Vietnam to compete with regional technology hubs.

Emerging Challenges: Alongside traditional barriers, the rapidly changing global economic, technological, and geopolitical landscape is giving rise to new challenges that are more complex and unpredictable for Vietnam’s FDI attraction strategy. These challenges are linked to the restructuring of global value chains, changes in international investment standards, and increasing demands for sustainable development, innovation, and economic security, requiring Vietnam to make timely and strategic policy adjustments.

First, competitive pressure to attract high-quality FDI is intensifying amidst the restructuring of global value chains. The trend of investment shifts is no longer based primarily on low labor costs but on criteria such as transparent institutions, innovation capacity, technology ecosystems, and the ability to meet ESG standards. Meanwhile, Vietnam faces direct competition from regional countries such as Indonesia, Malaysia, Thailand, and India – countries with larger market sizes or more selective and proactive industrial policies.

Second, the impact of the Global Minimum Tax (GMT) diminishes the effectiveness of traditional incentives for FDI. The application of a 15% global minimum tax to large multinational corporations means that corporate income tax incentives – Vietnam’s primary FDI attraction tool for decades – are gradually losing their effect. Meanwhile, alternative support tools (such as infrastructure, human resources, R&D support) have not yet been designed and implement-

ed synchronously, reducing Vietnam’s attractiveness to strategic projects.

Third, increasing demands for sustainable development, environment, and social responsibility pose new challenges for both the State and FDI enterprises. Large investors, especially from the EU, the US, Japan, and South Korea, increasingly prioritize environmental standards, carbon emissions, renewable energy use, and corporate governance. Meanwhile, Vietnam’s green infrastructure system, carbon pricing mechanisms, carbon credit markets, and policy frameworks to support green transition are still in their nascent stages, creating a delay in meeting investor expectations.

Fourth, institutional barriers and a new business environment. In new areas such as the digital economy, Fintech, and digital assets, Vietnam’s legal framework still has many gaps. The absence of regulations on pure digital banking, flexible sandbox mechanisms for Fintech, or regulations on virtual assets has caused Vietnam to miss opportunities to attract venture capital into innovation sectors. Potentially promising startups in this field often tend to move to Singapore (which has a clear Sandbox legal framework) to register businesses and raise capital, leading to a “brain drain” and loss of resources.

Fifth, the risk of being “stuck” in the low-value-added segment if FDI attraction and utilization strategies are not upgraded. If FDI continues to be attracted extensively, without selectivity and linkage to industrialization-modernization goals, Vietnam could face the risk of prolonged dependence on the FDI sector, while the domestic enterprise sector develops slowly, innovation capacity is limited, and the technology gap is difficult to narrow.



III. NEW RESOURCES FROM INTERNATIONAL FINANCIAL CENTERS AND FREE TRADE ZONES

3.1. Policies and Legal Framework for International Financial Centers in Vietnam

An International Financial Center (IFC) is a specific area with a concentration of financial institutions and international transactions. An IFC provides a favorable business environment with low transaction costs, easy access to capital, a highly skilled financial workforce, political stability, and a dynamic business ecosystem. An IFC is where cross-border financial activities take place, offering a diverse range of services from banking, securities, to insurance and fintech. In Vietnam, the IFC legal framework is developing in two layers: the first layer is Resolution 222/2025/QH15 dated June 27, 2025, by the National Assembly, and the second layer consists of 8 Government Decrees (Nos. 323 – 330 issued on December 18, 2025).

Table 26: Summary of IFC Legal Regulations

Legal Document	Key Policy/Regulation
Resolution 222/2025/QH15	Provides the highest legal basis, demonstrating the State's commitment to developing IFCs.
Decree 323/2025/ND-CP	Regulates organizational structure and applicable subjects (IFC members, investors, regulatory authorities, etc.).
Decree No. 324/2025/ND-CP	Regulates member recognition, financial policies, special tax incentives, tax administration mechanisms, capital market development, insurance and reinsurance, licensing of securities organizations, and Fintech sandbox mechanisms.
Decree No. 325/2025/ND-CP	Regulates labor, employment, and social security.
Decree No. 326/2025/ND-CP	Provides detailed regulations on land and environment, including implementation of policies on land allocation, land leasing, and environmental management within the IFC.
Decree No. 327/2025/ND-CP	Regulates issuance of visas and temporary residence cards; procedures for foreign investors, experts, managers, high-skilled workers, and their accompanying family members.
Decree No. 328/2025/ND-CP	Provides detailed regulations on the establishment and operation of international arbitration centers.
Decree No. 329/2025/ND-CP	Provides detailed regulations on licensing of commercial banks, foreign exchange management, anti-money laundering, and counter-terrorism financing (AML/CFT).
Decree No. 330/2025/ND-CP	Provides detailed regulations on the operation of commodity exchanges within the IFC.

Source: Institute for Economic Research (NCKT) compilation.

The above documents have basically formed the legal framework for the operation of Vietnam's IFC, with quite superior, competitive, and comprehensive regulations, demonstrating the Government's determination to build and develop an IFC of international stature, embodying Vietnam's new position in the global financial market.

To build and operate a successful international financial center, many specific and breakthrough policies have been developed. Regarding foreign exchange policy, Vietnamese IFC members are permitted to use foreign currency in transactions, payments, and valuations between members or with foreign parties. In addition, foreign investors can transfer capital, profits, and other legitimate income into and out of Vietnam through foreign currency accounts at authorized financial institutions. However, when transacting with non-member organizations or individuals within Vietnamese territory, they must comply with current foreign exchange regulations. This policy provides significant flexibility for international financial activities, helping to reduce exchange rate risks and create favorable conditions for global investors.

Regarding tax policy, priority projects at the IFC enjoy a 10% tax rate for 30 years, with a maximum 4-year tax exemption and a 50% reduction for the subsequent 9 years. Other projects apply a 15% tax rate for 15 years, with a maximum 2-year tax exemption and a 50% reduction for the subsequent 4 years. For individuals, experts, managers, and investors (both domestic and foreign) are exempt from tax until 2030, while individuals with income from capital transfers (shares, capital contributions, capital contribution rights) are exempt from personal income tax until the end of 2030. Goods in the IFC also benefit from preferential import tax rates and simplified procedures.

Foreign experts, strategic investors, and skilled workers will enjoy preferential immigration policies, such as obtaining visas and residence permits for a minimum of 1 year with simplified procedures. IFC members have the autonomy to determine salaries and bonuses and receive support for human resource training from the state budget for 4 years starting from 2026. This policy helps attract international talent, a key factor in building the IFC into a leading financial hub.

To develop infrastructure, Vietnam's IFC is prioritized for infrastructure development with capital from the state budget and other legal sources for 10 years. Investors can advance capital and receive deductions or reimbursements, with imported equipment exempt from tax.

In addition, a "sandbox" mechanism will be implemented in the IFC to pilot new financial and technological models under the supervision of competent authorities (independent of the controlled testing mechanism in the banking sector under Decree 94/2025/ND-CP). IFC members will be exempted from certain regulations to enable the development and testing of new, modern financial products and services.

These policies are expected to help Vietnam form an IFC of international stature. In the context of increasingly deep globalization and financial liberalization, competition among IFCs not only reflects the development capacity of each nation's financial market but also serves as an important measure of institutional sophistication, the quality of macroeconomic manage-

ment, and the level of integration into the global financial system. For developing and transitioning economies like Vietnam, the formation and development of an IFC is a structural strategic choice aimed at repositioning the nation's role in regional and international financial value chains.

Orientation, Policies, and Legal Framework for Free Trade Zones in Vietnam

A Free Trade Zone (FTZ) is a special economic area subject to customs, tax, and trade management mechanisms that are superior to the rest of the territory, operating according to international practices to attract investment, promote logistics, goods circulation, and exports, pilot new policy mechanisms, and create new growth drivers for the economy. FTZs are often organized around major seaports, international airports, and/or national border areas – regions with many advantages in trade, logistics, and investment attraction. According to UNCTAD, there are over 5,400 FTZs operating in 140 countries worldwide, with an additional 1,000 new FTZs expected in the 5-year period 2026-2030.

In Vietnam, FTZs were formed in 2007 with the establishment of the Chu Lai Free Trade Zone within the Chu Lai Open Economic Zone, Quang Nam province (under Decision 185/2007/QĐ-TTg dated December 3, 2007). However, to date, Vietnam still lacks specific legal documents on FTZs and a complete, comprehensive legal framework for FTZs. FTZs are mainly being piloted through specific mechanisms and policies for some key localities: Da Nang, Hai Phong, and Ho Chi Minh City. Similar to IFCs, FTZs will also receive many specific preferential mechanisms to attract investment. Resolution No. 259/2025/QH15 stipulates incentives for the Da Nang Free Trade Zone. Although there are no similar regulations for FTZs in HCMC and Hai Phong, with the policy of harmonizing the policy framework for FTZs, these mechanisms can be expected to apply to all FTZs in Vietnam, creating favorable conditions for the development of these areas.



Table 27: Summary of Legal Regulations for Free Trade Zones (FTZs) in Vietnam

Legal Document	Key Contents
Resolution No. 136/2024/QH15 (dated June 26, 2024) and Resolution No. 375/NQ-CP (dated November 20, 2025)	Permits the establishment of the Da Nang FTZ associated with Lien Chieu seaport.
Resolution No. 259/2025/QH15 (dated December 11, 2025)	Provides preferential policies for the Da Nang FTZ, including: <ul style="list-style-type: none"> - Tax incentives for enterprises, projects, and individuals; - Exemptions and reductions of taxes and fees; - Special financial mechanisms for Da Nang City.
Resolution No. 226/2025/QH15 (dated June 27, 2025)	Permits the establishment of the Hai Phong FTZ.
Resolution No. 260/2025/QH15 (dated December 10, 2025)	Permits Ho Chi Minh City to implement the development of an FTZ associated with the Cai Mep Ha port area.
<i>Source: Institute for Economic Research (NCKT) compilation.</i>	

The development prospects of Vietnam's FTZs are assessed as positive for the 2026-2030 period and long-term vision due to favorable factors. First, Vietnam possesses a strategic geo-economic location, favorable for regional and global trade and logistics, serving as a convenient "gateway" for international trade and investment with all modes of transport: road, sea, air, and rail.

Second, Vietnam's seaport and airport infrastructure, expressways, and logistics centers are increasingly developed, with improving infrastructure and logistics quality, creating favorable conditions for merchandise trade.

Third, with 17 FTAs already signed and in force and 3 FTAs under negotiation/preparation for signing, Vietnam has economic and trade relations with over 200 countries, including 14 comprehensive strategic partners (accounting for approximately 90% of global GDP). Vietnam ranks among the Top 20 largest trading economies globally, Top 15 developing economies, and Top 3 ASEAN countries in FDI attraction.

Fourth, the Ministry of Finance is developing a plan for Vietnam's Free Trade Zone development, moving towards establishing a specific Resolution/Law on Free Trade Zones, creating a solid legal foundation for the development of modern FTZ models that integrate high technology, modern financial services, logistics, and innovation centers.

3.2. Impact of IFCs and FTZs on Vietnam's Resource Mobilization Capacity

First, IFCs in HCMC and Da Nang, and FTZs in favorable locations (expected to have 6–8 zones by 2030, and 8–10 internationally standardized, highly competitive FTZs by 2045) will increase the ability to attract investment flows into these areas, contributing to regional economic development. For HCMC and Da Nang, two important economic engines of Vietnam, the presence of both IFCs and FTZs will promote economic growth in these two regions, contributing significantly to achieving national growth targets. Breakthrough preferential policies on tax, land, customs, financial support, etc., combined with special incentives for some key sectors, will help direct capital flows to industries that the Government is prioritizing to develop to achieve national long-term goals, such as digital finance, green finance, and the green economy (significant tax incentives, along with positive financial access potential when IFCs focus on developing green finance). Globally, the investment attraction capacity of IFCs has made significant contributions to regional economies. The Astana International Financial Center (AIFC) in Kazakhstan, since its launch in 2018, has mobilized a total of 20 billion USD for the Kazakh economy. In 2025 alone, AIFC members attracted 6 billion USD (including 4 billion USD in indirect investment and 2 billion USD in direct investment). According to data published by GIFT City (India), this Center currently has 35 operating banks (18 foreign and 17 domestic), with total assets exceeding 100 billion USD, providing a large amount of foreign currency capital for domestic enterprises.

Second, thanks to pilot mechanisms and specific policies, IFCs and FTZs will promote the development of technology sectors and new business models and services. Specifically, Vietnam's IFC will have a great opportunity to develop this financial technology segment thanks to a special pilot mechanism as well as supporting policies for digital asset development, while FTZs can develop high-tech sectors, electric vehicles, etc., due to superior tax incentives as mentioned above. Not only the prioritized sectors, but IFCs and FTZs will also create spillover effects on related auxiliary industries. According to the National Association of Foreign-Trade Zones (NAFTZ) in the US, every direct job in an FTZ supports an additional 1.5 to 2 indirect jobs in auxiliary, non-manufacturing service sectors (transportation, supply, logistics services, legal consulting services, expert services). According to the World Investment Report-Special Economic Zones by UNCTAD, 1 USD invested in an FTZ can generate 3-5 USD in added value for auxiliary service sectors in the domestic economy; contributing 0.4-0.8 percentage points of added value to the economic sectors of localities/regions with FTZ activities and creating a spillover effect that increases domestic demand. According to global FTZs (combined with special economic zones and similar models), they contribute an average of 20-30% of total world merchandise trade; attract about 15-25% of national total FDI capital; contribute directly about 1-3% of GDP and indirect and spillover contributions can reach 15-30% of GDP.

Third, if operated efficiently, IFCs and FTZs will help attract FDI thanks to relaxed regulations and significantly simplified procedures compared to other regions in Vietnam. For IFCs, the regulations in Resolution 222 and Decree 329/2025/ND-CP have allowed enterprises operating in the IFC to enjoy foreign exchange and capital account policies much more freely than current regulations, and FTZs are also expected to have similar policies. In addition, IFCs and FTZs will provide a transparent business environment, with a legal framework and dispute

resolution mechanisms meeting international standards, increasing the confidence of foreign investors. Vietnam's IFC will have an International Arbitration Center to handle disputes among members, and also a specialized Court with a flexible organizational and operational mechanism, supplemented with judicial autonomy, applying advanced rules to meet the requirements of the domestic and foreign investment community. These policies will help attract FDI into the IFC and FTZ areas, contributing to the development of these areas in particular and the economy in general. Globally, the AIFC in Kazakhstan has been very successful in attracting FDI, as by the end of 2025, this Center had attracted over 4,900 businesses from more than 90 countries to operate.

Fourth, IFCs and FTZs coming into operation will generate tax revenues, supplementing local budgets. This will be an important additional resource, helping to increase public investment capacity to meet infrastructure, health, and education needs, while also serving the goal of double-digit growth. Despite preferential tax policies, attracting many businesses to invest and operate still brings very significant tax revenues from IFCs and FTZs. At AIFC, in the first three quarters of 2025, members contributed 72.8 billion KZT in taxes to the Kazakh budget (approximately 147.5 USD million), an increase of 76% compared to the same period last year. As of October 1, 2025, throughout AIFC's entire operating period (from July 2018), members had contributed a total of 221.2 billion KZT (approximately 447.7 USD million).



IV. ORIENTATIONS, POLICIES, AND SOLUTIONS FOR ATTRACTING NEW-GENERATION FDI

4.1. State Orientation

Vietnam's FDI attraction policy has undergone many reform stages to adapt to the context of international economic integration and domestic development requirements. The Investment Law 2020 and current guiding decrees continue to be the basic legal framework governing investment activities, clearly stipulating principles, conditions, and incentives for foreign investors; at the same time, Vietnam continuously improves its investment environment to enhance its competitiveness compared to the region.

An important current orientation is to shift the focus from attracting capital by quantity to attracting high-quality capital, concentrating on projects with advanced technology, high added value, environmental friendliness, and the ability to deeply participate in global value chains. This perspective is prominently reflected in Resolution No. 50-NQ/TW of the Politburo on perfecting institutions and policies, improving the quality and effectiveness of foreign investment cooperation until 2030. The Resolution emphasizes proactively attracting and selecting strategic investors, prioritizing projects with innovation and sustainable development.

In addition, Vietnam is committed to enhancing transparency, simplifying administrative procedures, and creating further favorable conditions to reduce legal compliance costs and market entry barriers for foreign investors. Tax, land, and credit incentive policies continue to be applied but are increasingly designed more selectively, linked to the goals of technology development, high-quality services, and environmental protection. This trend is consistent with the new-generation Free Trade Agreements (FTAs) that Vietnam has signed, such as the CPTPP and EVFTA, helping foreign investors access broader markets through commitments on market opening and preferential access.

In the context of increasingly fierce global FDI competition, the Vietnamese Government also encourages linkages between FDI enterprises and domestic enterprises to enhance internal strength and create a sustainable production-supply ecosystem. This orientation not only aims to increase investment capital but also emphasizes the quality of capital flows, technology transfer, and domestic human resource development.

In summary, Vietnam's current FDI attraction policy orientation, through legal documents, is a selective strategy that prioritizes high-quality, transparent, and sustainable projects, linked to long-term socio-economic development goals and deep integration into regional and global value chains.

4.2. Proposed New Perspectives and Orientations for FDI Attraction

4.2.1. Development Perspective

In the context of increasingly fierce FDI competition and rapidly changing international investment standards, Vietnam needs to fundamentally transform its FDI attraction perspec-

tive towards prioritizing quality, sustainability, and spillover effects on the domestic economy.

First, focusing on quality and technology: Strongly prioritize projects with high technological content (semiconductors, AI, biotechnology), green technology, and modern governance. Resolutely reject labor-intensive, resource-intensive, environmentally polluting, or outdated technology projects, regardless of short-term growth benefits.

Second, organic linkage with the domestic sector: The ultimate goal of FDI attraction is not just GDP growth or exports, but enhancing the internal capacity of the economy. FDI must be a leverage for Vietnamese enterprises (especially the VPE500 group) to deeply participate in global value chains through technology transfer and component supply.

Third, sustainable and regionally balanced development: FDI attraction must be linked to national spatial development planning, ensuring harmony across regions. Capitalize on the administrative unit reorganization process to reallocate industrial space, reduce pressure on large urban areas, and create momentum for disadvantaged areas with renewable energy potential.

4.2.2. Priority Industry and Sector Orientation

Vietnam needs to concentrate resources on strategic “spearheads” to create national competitive advantages:

Table 28: FDI Attraction Orientation by Priority Industry and Key Policy Tools

Priority Sector	FDI Attraction Focus	Rationale	Key Incentive and Support Instruments
Semiconductors, Electronics and High Technology	Attract FDI into chip design, advanced OSAT (outsourced semiconductor assembly and test), core components, and R&D centers; limit projects focused solely on assembly.	Supply chain restructuring and technology controls are driving relocation from China; Vietnam has a strong electronics manufacturing base and anchor investors.	(i) Support R&D costs and semiconductor engineer training via the Investment Support Fund; (ii) Prioritize dedicated infrastructure (stable power supply, ultra-pure water, digital infrastructure).
Automotive Supporting Industries and Green Mobility	Selectively attract FDI into components, batteries, electric motors, and control software; linked with localization and supporting industries.	Global electrification trends and strong investment waves from automakers, especially Chinese EV firms, into ASEAN to restructure supply chains and bypass trade barriers; Vietnam’s market size and initial production capacity create room to upgrade the value chain.	(i) Support investment in component and battery production lines; (ii) Develop local supplier programs tied to localization commitments.

IT Infrastructure and Data Centers	Attract FDI into data centers, cloud computing, 5G networks, and shared digital infrastructure.	Rapid data demand growth; digital infrastructure is foundational to attracting high-tech FDI and value-added services.	(i) Ensure reliable power supply, renewable energy, and DPPA mechanisms; (ii) Support land access and digital connectivity in integrated industrial park–urban–service zones.
Software Services, AI and Innovation	Attract FDI into software development centers, AI, R&D and regional innovation hubs.	Young workforce advantage and fast technology adoption; increases knowledge intensity and reduces reliance on low-value outsourcing.	(i) Support high-tech workforce training; (ii) Implement sandbox mechanisms for digital business models and new technologies.
Fintech and Digital Financial Services	Attract FDI into fintech, digital banking, digital payments, digital financial infrastructure and financial innovation hubs.	Digital finance is a driver of the digital economy; Vietnam has a large market but lacks flexible legal frameworks, competing directly with Singapore and Malaysia.	(i) Implement fintech sandboxes in financial centers and high-tech parks; (ii) Apply tiered licensing frameworks and support product testing.
Green Industry and Renewable Energy	Attract FDI into renewable energy, energy storage, and emissions-reduction equipment for industrial parks and export manufacturing.	ESG standards and emissions reduction requirements are becoming investment conditions; Vietnam has strong renewable potential and significant demand for green transition.	(i) Support investment in green infrastructure and energy transition; (ii) Develop carbon credit markets and carbon pricing mechanisms.

Source: Compilation.

4.3. Proposed Solutions and Policies

Based on the analyzed limitations and challenges, especially in the context of declining traditional tax incentive advantages due to the impact of the Global Minimum Tax, Vietnam needs to strongly shift to an FDI attraction model based on dynamic competitive advantage creation. To achieve this goal, five strategic solution groups need to be implemented synchronously, focusing on institutional improvement, new economic space development, infrastructure upgrading, high-quality human resource development, and enhancing the capacity of domestic enterprises.

4.3.1 Solutions to create investment attraction spaces

(1) Complete integrated planning and strengthen regional linkages

It is necessary to review and adjust the planning of industrial parks within provincial plans towards integration, focus, and selectivity, avoiding fragmented and inefficient development. Industrial parks that fail to attract investment, inefficiently use land, or cause significant environmental pressure should be eliminated, downsized, or converted.

In addition, an effective regional coordination mechanism needs to be established, especially in the context of administrative unit reorganization and merger during 2026–2030. This mechanism aims to reasonably allocate land, infrastructure, and FDI projects within the region, limiting unhealthy internal competition among localities, thereby avoiding a “race to the bottom” in investment incentives.

Building on this foundation, it is necessary to promote the formation of inter-regional industrial clusters, transcending provincial administrative boundaries, linking FDI enterprises, domestic enterprises, training institutions, and logistics infrastructure. Some models such as electronics clusters in Bac Ninh – Bac Giang – Thai Nguyen or logistics in Ba Ria – Vung Tau – Dong Nai – Ho Chi Minh City can be replicated.

(2) Complete the legal framework for innovation and new models

In the fields of digital economy, Fintech, and financial centers, it is necessary to promptly issue and implement breakthrough pilot legal mechanisms. The focus is on early implementation of the resolution on specific mechanisms for the International Financial Centers in Ho Chi Minh City and Da Nang, which allows for the application of a controlled testing mechanism (sandbox) for independent digital banking, digital asset transactions, and new forms of capital mobilization.

At the same time, a tiered licensing framework should be applied to facilitate Fintech startups and innovation enterprises to enter the market with capital and compliance requirements appropriate to their risk level. Completing the legal framework for digital assets, based on the Law on Digital Technology Industry, will contribute to legitimizing investment activities in tokenized assets, thereby attracting FDI in technology and venture capital.

For high-tech parks, greater autonomy should be granted to the Management Board, especially in investment licensing, detailed planning, and financial-personnel management, moving towards a truly “one-stop shop” model. This helps shorten market entry time and enhances Vietnam’s competitiveness in attracting high-tech FDI.

4.3.2 Solutions for investment incentives and support

(1) Transition to non-tariff investment support

In the context of corporate income tax incentives being limited by the Global Minimum Tax, Vietnam needs to promptly operationalize the Investment Support Fund effectively, using revenues from top-up taxes and other legitimate sources to implement cost-based incentives.

Practical experience shows that countries in the region do not abandon incentives but shift from tax rate incentives to conditional financial and non-tax support mechanisms, which both comply with international standards and maintain FDI attractiveness.

A prominent trend in Singapore, Malaysia, and Indonesia is replacing tax exemptions and reductions with support payments based on actual costs, especially for R&D, human resource training, technology transformation, and green investment. Singapore implements the Refundable Investment Credit (RIC) mechanism, which allows enterprises to deduct or receive cash refunds for strategic investment expenditures, without reducing the effective tax below 15% under GMT. Malaysia and Indonesia are also designing similar support packages, focusing on semiconductors, data centers, EVs, and green technologies.

For Vietnam, the establishment of the Investment Support Fund under Decree 182/2024/ND-CP is an appropriate step, but it is necessary to accelerate the transformation of this Fund into a key incentive tool, replacing the role of tax exemptions and reductions. Support payments should be directly linked to R&D costs, engineer training, high-tech equipment investment, green transformation, and ESG compliance. These factors are becoming increasingly decisive for strategic investors.

(2) Conditional incentives linked to national FDI attraction strategy

ASEAN experience shows that post-GMT incentives are no longer “blanket” but are tightly linked to strategic goals. Indonesia offers strong incentives only for the EV–battery–nickel chain, with localization conditions; Malaysia prioritizes OSAT, semiconductors, and data centers; Singapore focuses on R&D, innovation, and regional headquarters. Incentives thus become a tool for shaping FDI structure, rather than just a “bait” for attracting capital.

Therefore, Vietnam needs to design tiered incentive packages, strongly prioritizing projects within strategic value chains (semiconductors, AI, digital technology, clean energy), while reducing or eliminating incentives for simple assembly projects with high transit risks. This helps adapt simultaneously to GMT and US reciprocal tariffs.

4.3.3 Solutions for infrastructure and land |

(1) Develop new-generation industrial parks

The strategy for industrial park development needs to strongly shift towards models of ecological industrial parks, specialized industrial parks, and industrial parks integrated with

urban-service areas. New industrial parks must be synchronously planned with social infrastructure such as housing, healthcare, education, and services, to ensure living conditions for workers and attract high-quality human resources.

Lessons from Hoa Lac High-Tech Park show that developing technical infrastructure without social infrastructure and transport connectivity significantly reduces investment attractiveness. Therefore, it is necessary to complete synchronous infrastructure to gradually form “science cities,” rather than just production spaces.

(2) Upgrade energy and digital infrastructure

Ensuring stable, high-quality electricity supply is a prerequisite for attracting high-tech industries, especially semiconductors and data centers. It is necessary to promote renewable energy development, implement the direct power purchase agreement (DPPA) mechanism, and invest in transmission infrastructure.

In addition, it is necessary to accelerate investment in digital infrastructure, including undersea fiber optic cables, 5G networks, and internationally standardized data centers, to meet the needs of the digital economy and global technology corporations.

4.3.4 Solutions for developing high-quality human resources |

Human resources are a decisive bottleneck for the ability to attract new-generation FDI. The human resource development strategy needs to be implemented on two pillars.

One, domestic training through the “State – School – Enterprise” linkage model, in which FDI enterprises deeply participate in curriculum development, practical training, and output assessment. Universities should be encouraged to expand and update new training programs such as semiconductors, AI, data science, and Fintech.

Two, attracting international talent and overseas Vietnamese through a “Talent Visa” policy, with long-term residency procedures, personal income tax incentives, and a favorable working environment in high-tech parks and financial centers.

4.3.5 Solutions for promoting linkages and domestic enterprise capacity |

To avoid falling into the processing trap and the risk of being subject to transit tariffs, the development of domestic enterprises needs to be placed at the center of the FDI strategy. In particular, the role of large private enterprises (VPE500 group) needs to be promoted as “locomotives” to lead, encourage investment in core technologies, and form satellite supply chains.

In addition, supplier development programs with the participation of the Government and multinational corporations should be implemented, focusing on technical consulting, management improvement, and raising production standards for supporting industry enterprises. The goal is to truly increase the localization rate and help goods produced in Vietnam meet the

rules of origin of major markets.

4.3.6 Solutions to promote the development of IFCs and FTZs |

Based on the orientations, policies, and legal framework, as well as the assessment of the impact of IFCs and FTZs on resource mobilization capacity, meeting Vietnam's high growth requirements in the coming period, the Research Team offers the following recommendations:

For regulatory agencies: implement socio-economic development solutions linked to resources from IFCs and FTZs:

First, political systems at all levels need to promptly concretize action programs, plans, tasks, and key solutions to bring the 14th Party Congress Resolution to life. This includes establishing a new growth model, shifting from one heavily reliant on cheap labor and capital investment to one that relies more on S&T, innovation, digital transformation, green transition, institutional reform, efficient resource allocation, and from a "simple growth" mindset to "sustainable development." Concurrently, continue to successfully implement strategic resolutions of the Politburo and laws and resolutions enacted by the National Assembly and the Government, linked to enhancing implementation capacity at all levels, especially local government.

Second, steadfastly maintain macroeconomic stability, whereby fiscal policy needs to be focused, timely adjusted, closely coordinated with proactive and flexible monetary policy, and harmonized with other macroeconomic policies to promote growth and control inflation; ensure the supply of essential goods (including electricity), flexibly manage interest rates - exchange rates, stabilize the gold market, rationalize the real estate market, control real estate prices, and manage interconnected risks between financial, monetary, and real estate markets. Concurrently, promptly develop a scheme for financial market reform, developing a balanced and synchronous financial market, reducing excessive reliance on bank credit linked to focusing on efficient capital allocation; be determined to upgrade the stock market according to the roadmap; operate international financial centers, free trade zones, carbon credit markets, digital assets, etc., as planned, develop venture capital funds, and various types of capital sources for S&T, innovation, and energy, etc.

Third, accelerate economic restructuring, focusing on improving growth quality: (i) Speed up the resolution of outstanding and problematic projects to free up resources, prevent waste, and increase investment efficiency; (ii) Pay utmost attention to solving pressing and urgent issues such as traffic congestion, flooding, and environmental pollution in urban areas, especially in Hanoi, HCMC, and surrounding areas; (iii) Focus on restructuring remaining weak SOEs and credit institutions, restructuring public investment towards sustainability (increasing the proportion of investment in S&T, healthcare, education, digital infrastructure, and sustainable infrastructure adaptable to climate change, etc.), along with a determination to improve investment quality and efficiency (reducing the ICOR to approximately 4 times); (iv) Develop a scheme to increase labor productivity, a national green transition scheme, a scheme to enhance the resilience and strategic autonomy of the economy and enterprises, especially in strategic industries and supporting industries.

Fourth, develop and implement specific, feasible, and effective plans and solutions for resource mobilization, utilization, and allocation. According to the Research Team's estimates, to achieve a GDP growth target of 10% or more, approximately 260 billion USD needs to be mobilized annually during 2026-2030, not including capital needs to promote green transition and climate change adaptation, and emergency reserves. The demand for resources is enormous, requiring diversification of methods and resource markets (such as capital markets, international financial centers, carbon markets, digital assets, investment funds, green finance, etc.) linked to effective resource allocation plans and organization, with specific evaluation criteria and metrics.

Fifth, implement solutions to make IFCs and FTZs truly drivers and resources for economic development: in addition to developing preferential policies for IFCs and FTZs, focus on digital infrastructure, international payment systems, databases, legal – financial – arbitration services, ensuring IFCs and FTZs operate smoothly according to global standards. Strengthen connections between IFCs, FTZs and domestic enterprises through supply chains, financial services, technology transfer, and human resources.

Sixth, increase investment in education, especially higher education and postgraduate education to improve the supply of high-quality human resources. The policies of IFCs and FTZs are expected to attract investment flows from leading global corporations and organizations to Vietnam, which will entail higher demands for the quality of the workforce. Therefore, increasing investment in education is essential to enhance the competitiveness of Vietnam's IFCs and FTZs.

For International Financial Centers:

First, Ho Chi Minh City and Da Nang need to promptly complete the infrastructure within the administrative boundaries of the IFC to be ready to welcome international businesses to operate.

Second, it is necessary to promptly complete the institutional, legal, and operational processes of the center in Q1 and Q2/2026. In particular, attention should be paid to the personnel of the supervisory and operating agencies, especially concerning issues of anti-money laundering, counter-terrorism financing, data security, technology, etc., to ensure the IFC operates effectively and increases its attractiveness to investors.

Third, the IFC operating agency needs to promptly issue specific preferential policies mentioned in Resolution 222/2025/QH15 such as: a controlled testing policy for financial services applying technology; field-specific preferential policies; policies for strategic investors, etc. These policies will have a significant impact on foreign investors' investment decisions, and therefore need to be finalized to serve as the foundation for the IFC's development.

For Free Trade Zones:

First, complete Free Trade Zone policies that are synchronous with FDI attraction policies,

especially for new-generation FDI (high-tech, green, environmentally friendly), such as higher incentives for green projects, emission reduction, commitments to technology transfer, export output targets, localization rates, number of patents; job creation for local labor, etc.

Second, strengthen the actual improvement of the business environment and infrastructure development; enhance human resource quality to leverage the advantages from shifting trends, diversifying supply chains to attract high-quality FDI, promoting the role and contribution of the FDI sector to local and national economies.

Third, localities developing FTZs and economic hubs should focus on selecting and concentrating resources to develop large enterprises in strategic industries such as semiconductors, AI, and green energy, contributing to forming financially strong enterprises capable of leading Vietnamese businesses in absorbing and developing technology, becoming partners and collaborators with multinational corporations and FDI enterprises, thereby helping Vietnamese enterprises participate more deeply in global value chains and reach out to the world.

Fourth, research options for linking the operations of IFCs and FTZs. Currently, both Ho Chi Minh City and Da Nang are approved to build both IFCs and FTZs within their territories. Connecting these two areas will create significant synergy, promoting the overall economic development of both cities.



V. CONCLUSION

The 2026–2030 period marks a crucial turning point in Vietnam’s FDI attraction and utilization strategy, amidst strong global economic fluctuations, restructuring of supply chains and value chains, the Global Minimum Tax, and increasingly stringent sustainable development standards. These changes diminish the effectiveness of FDI attraction models based on static advantages such as low labor costs and tax incentives, posing an urgent need to adjust mindsets and policies.

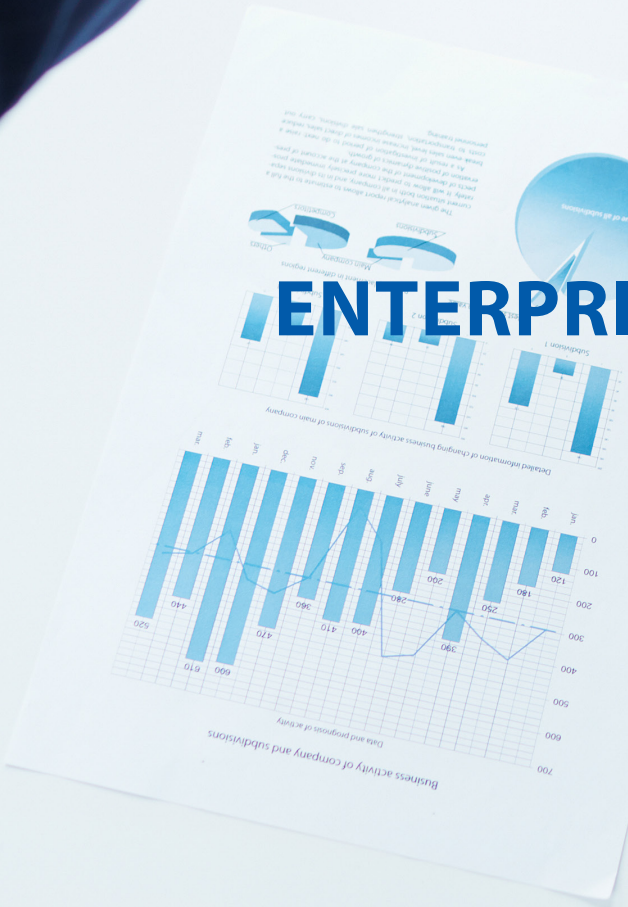
Over three decades of FDI attraction demonstrate that the FDI sector has contributed significantly to growth and integration, yet limitations in linkages with domestic enterprises, technology absorption capacity, and spillover quality persist. Without strategic adjustments, Vietnam risks being trapped in low-value-added segments and prolonged dependence on the foreign investment sector.

In this context, the policy focus must shift to attracting new-generation FDI, linked to S&T, innovation, green transition, and enhancing internal capacity. Groups of solutions concerning institutions, non-tax incentives adapted to the Global Minimum Tax, the development of new-generation infrastructure and industrial parks, training high-quality human resources, and enhancing the capacity of domestic enterprises need to be implemented synchronously and consistently.

In the long term, FDI needs to be seen as a tool to upgrade Vietnam’s economic structure and position in global value chains. The effective implementation of the above orientations and solutions will lay the foundation for Vietnam to shift to a growth model based on technology, knowledge, and sustainable development, thereby moving towards the goal of becoming a high-income country in the coming decades.

06

ENTERPRISE INFORMATION



Investment climate research

DEEPC INDUSTRIAL PARK

CREATING AN INTEGRATED INDUSTRIAL-PORT ECOSYSTEM IN VIETNAM

A Unique Industrial Park Development Model in Vietnam

The DEEP C Industrial Complex, a Belgian industrial park developer, pioneers an innovative and sustainable approach to industrial development in Vietnam. With a long-term development mindset, strategic location choices, and integrated industrial solutions, DEEP C aims to build a future-ready industrial ecosystem where businesses can operate responsibly, expand efficiently, and maintain competitiveness in a volatile global environment.

This development model has proven effective over time, as DEEP C has continuously expanded its land portfolio and investment projects over nearly three decades. Originating from the Đình Vũ Industrial Park (now DEEP C Hai Phong 1) - a collaboration between the Belgian investor and the People's Committee of Hai Phong City - DEEP C has grown into a system of industrial parks covering approximately 3,400 ha in Hai Phong and Quang Ninh, the most dynamic region in Northern Vietnam.

With cumulative investment exceeding USD 8.5 billion from over 180 projects, DEEP C has gradually established a diversified industrial complex. Its investor base spans multiple manufacturing sectors and increasingly extends into higher value-added industries.



DEEP C’s sustainable development orientation and practices align with new investor expectations, particularly regarding environmental compliance, energy efficiency, and long-term operational stability. Sustainability functions as an operational “filter” that attracts the right group of investors rather than serving merely as a marketing tool.

A MULTI-NODE INDUSTRIAL PARK SYSTEM

DEEP C’s industrial parks are located at key transportation hubs, including connections to Lach Huyen deep-water port, expressways linking to Hanoi and Northern economic corridors, proximity to Cat Bi International Airport, and major railway lines such as Con Minh - Lao Cai – Hanoi - Hai Phong and the high-speed Hanoi- Hai Phong- Quang Ninh line.

In the long term, plans to expand Lach Huyen Port to 16 terminals by 2030 are expected to significantly increase cargo throughput capacity, meeting the growing demand of international trade through Vietnam.

Industrial Park	Size	Infrastructure	Key Sectors	Notable Investors
DEEP C Hai Phong 1	541 ha	Fully developed eco-industrial park within Dinh Vu–Cat Hai Economic Zone; integrated infrastructure; direct connections to Lach Huyen Port, Cat Bi Airport, Hanoi–Hai Phong expressway, and railways	General manufacturing, chemicals, petrochemicals, high technology	Bridgestone, SK Leaveo, USI, Flat Glass Group, Yusen Logistics, etc.
DEEP C Hai Phong 2	645 ha	Operating eco-industrial park in Hai Phong Free Trade Zone (FTZ); complete infrastructure; diverse investor ecosystem; multimodal connectivity	Semiconductors, electronics, automotive, new materials, renewable energy equipment	Pegatron, Tesa, Pyeong Hwa Automotive, TrakMotiv, ASSA ABLOY, etc.
DEEP C Hai Phong 3	520 ha	Operating industrial park, developed in phases; complete infrastructure; located in FTZ, adjacent to Lach Huyen Port	Automotive assembly, bonded warehouses, smart logistics, distribution centers	Smart Logistics, Jupiter, etc.
DEEP C Quang Ninh Complex	1,680 ha	Operating industrial park, developed in phases; complete infrastructure; planned bulk cargo port	General manufacturing, chemicals, high technology, logistics, port infrastructure	EVA, Boltun, Solex High-tech, Xiamen Sunrise, Foxconn, Sunrex, YHP, etc.



HAI PHONG FREE TRADE ZONE (FTZ) AND OPPORTUNITIES FOR PIONEER INVESTORS

Within the DEEP C ecosystem, more than 800 ha in DEEP C Hai Phong 2 and 3 fall within the Hai Phong Free Trade Zone (FTZ) in the Dinh Vu–Cat Hai Economic Zone, directly benefiting from new preferential mechanisms.

In the initial phase (2025 - 2030), the FTZ in Dinh Vu - Cat Hai will serve as a pilot area for special policies and mechanisms, particularly in customs, investment licensing, and non-tariff regulations. Investors entering during this period can gain a “first-mover” advantage as mechanisms are implemented and refined in practice.

Beyond incentives, the FTZ reflects a broader shift toward an integrated industrial-port-logistics model. According to Mr. Koen Soenens, DEEP C’s Director of Business & Marketing:

“The FTZ will drive Hai Phong to develop a fully integrated industrial-port-logistics ecosystem. In the next five years, I expect rapid advancements in smart port management, digitalization of information flows between factories and ports, enhanced multimodal logistics connectivity, and development of green, low-emission transport.”

OUTLOOK: FROM INDUSTRIAL PARK DEVELOPER TO ECOSYSTEM BUILDER

As Vietnam continues to reposition its role in the global supply chain, the function of industrial park developers is shifting from simply providing production space to creating ecosystems.

In this context, DEEP C positions itself as an ecosystem connector, linking investors with infrastructure, customs systems, port operations, and regulatory authorities. The core challenge

is transforming the FTZ policy framework into a practical, ready-to-implement operational environment, thereby minimizing risks and uncertainties for investors.

This approach is reflected in a “pre-emptive demand” development model, in which essential infrastructure such as bonded logistics, dry ports, digital systems, and energy solutions is invested in and ready before investors launch their projects. This shortens market entry time and ensures operational continuity.

Such readiness becomes a key competitive advantage, especially as DEEP C targets high value-added sectors such as semiconductors, automotive, advanced manufacturing, and high-tech components, which require not only physical infrastructure but also stable energy, clear legal frameworks, and efficient operational support.

Energy transition is also a crucial factor. Investors increasingly prioritize access to renewable energy and sustainable infrastructure to meet both regulatory requirements and ESG commitments. Therefore, DEEP C’s efforts in integrating renewable energy and developing eco-industrial parks contribute not only to environmental goals but also to enhancing competitiveness.

In the future, as the FTZ framework is fully completed and implemented, DEEP C’s investment promotion activities are expected to intensify in key markets such as Europe, the U.S., Japan, and other Asian countries. While investor interest is already positive, converting this into long-term investment commitments will depend on policy clarity and infrastructure readiness.

Coordination also plays an important role. Close collaboration with local authorities, customs, and port operators ensures transparent procedures and consistent implementation. For long-term investors, predictability in the business environment is often more important than short-term cost advantages.

Overall, Hai Phong’s development trajectory, together with DEEP C’s role, reflects a broader trend in Vietnam’s industrial strategy: moving from cost-based advantages to development models based on integrated infrastructure, quality, and selective investment attraction.



GELEXIMCO

CTCP KHU CÔNG NGHIỆP GELEXIMCO HƯNG PHÚ

HUNG PHU INDUSTRIAL PARK

Hung Phu Industrial Park, developed by Geleximco Hung Phu Industrial Park JSC, a member of Geleximco Group, one of Vietnam's leading multi-sector private conglomerates, leverages over 30 years of experience in real estate, infrastructure, finance, banking, and industrial sectors. The group has built a strong reputation through large-scale projects, contributing positively to socio-economic development.

Hung Phu Industrial Park is designed to be an eco-friendly, modern, and fully integrated industrial park, applying high environmental and sustainability standards to attract high-quality domestic and foreign investment. Its focus is on becoming a production and assembly hub for automobiles, attracting clean and high-tech industrial projects, environmentally friendly operations, while contributing to Vietnam's green growth objectives.


Hung Phu Industrial Park is located within the Thai Binh Economic Zone, Hung Yen Province, one of the key coastal economic zones in Northern Vietnam, and is planned to develop in a modern, multi-sectoral, and internationally integrated direction.

Transport Connectivity, Hung Phu Industrial Park boasts outstanding advantages in multi-modal, integrated infrastructure. From the park, it takes just over 2 hours to reach Hanoi and Noi Bai International Airport, and more than 1 hour to Hai Phong Port and Cat Bi Airport - key gateways for international trade. Additionally, the park is about 30 km from the Ninh Binh-Hai Phong Expressway, 55 km from Nam Dinh Railway Station, and 280 km from Mong Cai International Border Gate, forming a tight network linking the Northern economic triangle. The project also connects directly to Hung Phu inland port, facilitating cost-effective waterway transportation.

HUMAN RESOURCES:

The surrounding area offers a strong labor pool. Hung Yen Province and nearby localities have a young demographic, with over 50% of the population in the working-age group. Among them, more than 70% have completed general education, providing a solid foundation to develop a high-quality workforce to meet investors' needs.

Located within the Thai Binh Economic Zone, projects in Hung Phu Industrial Park enjoy attractive incentives under Vietnamese government regulations. Specifically, enterprises benefit from a preferential corporate income tax rate of 10% for 15 years, including 4 years of tax exemption from the first taxable income, 50% reduction for the next 9 years, and continuation of the 10% rate for the remaining 2 years. Additionally, enterprises are exempt from import duties on raw materials and components for 5 years, as well as on imported goods used to create fixed assets. These policies significantly reduce investment costs and enhance operational efficiency.



Hung Phu Industrial Park is being implemented rapidly, reflecting the developer's strong commitment to early operation. Key milestones include: 13/09/2024: Approval of investment policy; 24/01/2025: Land lease approval; 12/05/2025: Project groundbreaking; Q1/2026: Phase I operation (100 ha), followed by Phase II development for the remaining 109.08 ha

Currently, essential infrastructure including internal roads, water supply and drainage, wastewater treatment, electricity, and fire safety systems are being developed in parallel, ensuring readiness to provide high-quality services for investors.

In parallel with infrastructure development, the developer successfully attracted the GEL O&J Automobile Plant - a joint venture between Geleximco Group and Chery Group (one of China's top three automobile manufacturers and exporters). The project received its Investment Registration Certificate on 26/04/2025, with Phase I total investment of USD 319 million (~VND 8,125 billion), covering 38.1 ha and a design capacity of 120,000 vehicles per year. The GEL O&J plant is designed as an integrated facility, including: welding shop, painting shop, plastic component shop, assembly line, and EU-standard professional test track, along with supporting production and fabrication areas such as logistics, vehicle transportation, and environmental management. All production lines are equipped with advanced automation solutions meeting strict international standards. This plant will also serve as the main production base for New Energy Vehicles (NEVs) under the Omoda and Jaecoo brands for the Vietnamese market and export to other countries.

Immediately after receiving the Investment Registration Certificate, Hung Phu Industrial Park has worked closely with the GEL-O&J Automobile Plant investor to complete all procedures under Vietnamese law, including obtaining approvals, feasibility study and basic design approvals, environmental permits, and fire safety plan evaluations. On 30/10/2025, the GEL-O&J Automobile Plant officially broke ground. The project is now accelerating the construction of key facilities to begin production by Q3 2026.

With the vision of becoming an automobile production and assembly hub, Hung Phu Industrial Park considers the GEL-O&J Automobile Plant a core project that will drive the development of and attract automotive parts and component manufacturers. In addition, the industrial park prioritizes attracting manufacturers in advanced processing and manufacturing technologies to increase production value and promote green growth.

With a clear development strategy, modern infrastructure, and the presence of the GEL-O&J plant along with its supply chain of parts and components, Hung Phu Industrial Park is ready and always welcomes investors. We affirm our strong commitment to support investors in completing investment procedures quickly and efficiently, maximizing benefits under Vietnam's incentives, ensuring that investments in Hung Phu Industrial Park are effective and successful.

Contact Hanoi Office: Floor 20, Geleximco Building, 36 Hoang Cau, O Cho Dua, Hanoi

Tel: 088.662.5959 / 091.600.5788

Email: contact@hungphuip.vn | **WeChat:** HungPhu_IP_Huyen

SCG VIETNAM

THREE DECADES OF INVESTMENT FOR A LONG-TERM GREEN GROWTH JOURNEY

Over more than three decades in Vietnam, SCG has gradually transformed from a foreign investor into a trusted partner, accompanying Vietnam in pursuing sustainable development goals.

Vietnam has consistently been recognized by international investors as one of the most promising FDI destinations in Southeast Asia. In 2025 alone, total registered foreign direct investment in Vietnam reached USD 38.42 billion, up 0.5% compared to 2024.

It is forecasted that by 2026, total registered FDI in Vietnam could reach or exceed USD 38–40 billion, with a clear shift toward “green” and “digital” sectors. This trend reflects Vietnam’s transition from attracting FDI primarily based on capital scale to prioritizing investment quality, where technology transfer, sustainable standards, and long-term value creation for the domestic economy play a central role.

As a result, many international businesses are proactively adapting and moving toward greener strategies to accompany Vietnam on its sustainable development journey.

OVER THREE DECADES TOGETHER: SCG AND VIETNAM CREATING A NEW ERA OF GREEN GROWTH

In the past three decades, Vietnam has gradually shifted toward sustainable growth, offering a stable investment environment with increasingly clear green orientation. This foundation enables SCG to continue long-term investment, partnering with the government, local partners, and communities to promote smarter, greener, and more sustainable production models. Vietnam is not just an investment destination but also SCG’s “second home.”

Mr. Kulachet Dharachandra, Country Director of SCG Group in Vietnam and CEO of Long Son Petrochemicals Co., Ltd., stated: “Vietnam’s commitment to achieve net-zero emissions by 2050 aligns with global trends, as environmental standards are increasingly mandatory in trade, investment, and international economic integration. In many export markets, low-emission requirements have already become prerequisite conditions. Therefore, Vietnam’s strategic orientation provides a crucial foundation for long-term investment, enhancing com-



SCG Group in Vietnam and Its Subsidiaries Recognized as Sustainable Enterprises

petitiveness, and pursuing sustainable growth. This long-term vision reinforces SCG's approach to supporting Vietnam's development—not only as an investor but also as a committed partner aiding the country's transition toward a green and high-value economy."

SCG Group in Vietnam, along with its member companies, has been consecutively honored as a Sustainable Enterprise in Vietnam for the past five years.

Building on this solid foundation, the group has gradually implemented a comprehensive Green Growth strategy, focusing on green production and strengthening the domestic industrial value chain. Technology has become a key enabler, optimizing production efficiency, reducing resource consumption, and advancing sustainable development goals.

Currently, SCGP's factories, the packaging arm of SCG, are leveraging artificial intelligence (AI) and machine learning to monitor and optimize production processes in real time. The AI system collects data from 104 sensors along the production line to monitor paper quality and adjust operations accordingly. As a result, production speed has improved by around 4%, while saving thousands of tons of raw materials annually.

Beyond packaging, other SCG subsidiaries in Vietnam are also integrating advanced technologies into production and operations with a sustainability focus. Binh Minh Plastics Joint Stock Company, a member of SCG, has implemented multiple energy-saving solutions across its supply chain. The company has replaced old motor systems with high-efficiency inverter-servo motors and deployed automated robotic arms in plastic pipe component production.

In the group's building materials sector, Song Gianh Cement continuously enhances automation technology in both operations and logistics. SCG plans to invest approximately USD 3.5 million in an Auto Truck system at the Song Gianh Cement plant in 2026 to automate loading and transportation processes.

Additionally, factories under Prime Group, a member of SCG, are implementing IoT systems to monitor production in real time, alongside closed-loop wastewater treatment systems



SCG Sharing the Dream Scholarship – Over 18 Years Supporting Vietnam’s Young Generation

to minimize environmental risks and conserve water resources in manufacturing.

In parallel, SCG is developing a variety of environmentally friendly products. A notable initiative, well received in both domestic and international markets, is the SCG Green Choice product line. This portfolio includes construction solutions such as SCG Low Carbon Cement, which not only reduces environmental impact but also meets requirements for durability and practical application. SCG Green Choice products currently help reduce approximately 115,000 tons of CO₂ annually thanks to energy and resource efficiency, as well as lower greenhouse gas emissions throughout the product lifecycle.

Beyond technological innovation and product development, SCG also invests in large-scale production complexes to enhance competitiveness and create value for domestic industrial chains. A prime example is the Long Son Petrochemical Complex (LSP) – one of SCG’s flagship projects in Vietnam – where the group heavily invests in green technologies and production solutions, while planning to introduce ethane as an additional feedstock from 2027 to further reduce carbon emissions.

SCG does not stop at internal investment; the company also promotes green transition through multi-stakeholder collaboration, helping link policy, capital, technology innovation, and sustainable consumer demand. This approach lays the foundation for expanding circular economy models and advancing a sustainable industrial ecosystem in Vietnam.

In this spirit, SCG regularly participates in large-scale forums such as the Vietnam Economic Forum 2026 (VEPF), sharing ESG practices, fostering dialogue, and strengthening collaboration among regulators, business communities, and specialized partners.

These initiatives are carried out in close cooperation with SCG’s partners, suppliers, and local communities in Vietnam, contributing to strengthening domestic value chains and developing a more sustainable industrial ecosystem.

INVESTING IN PEOPLE IS A PILLAR OF SUSTAINABLE DEVELOPMENT

ESG standards (Environmental – Social – Governance) have increasingly become key metrics for international businesses investing in Vietnam. Beyond minimizing environmental impact, ESG reflects how companies create sustainable social value and operate with transparency and high accountability.

Within SCG’s ESG strategy, human development is regarded as a core pillar. This aligns with the Vietnamese government’s strategy, which emphasizes improving workforce quality and expanding sustainable employment opportunities for workers during the transition to a green economy.

Following this direction, SCG implements long-term community projects with deep local impact. A notable example is the “SCG Sharing the Dream” scholarship program, an annual initiative supporting disadvantaged yet motivated students. Since 2007, the program has awarded over 6,000 scholarships, helping students improve language skills and creative thinking, while equipping university students with knowledge and skills in sustainable development through specialized training courses.

Alongside investing in and developing human resources, SCG has implemented the “SCG Learn to Earn – Skills for Livelihood” project, aimed at equipping individuals with practical skills, expanding employment opportunities for vulnerable workers, and promoting meaningful social inclusion. In 2025, under the theme “Reaching Dreams,” the project focused on removing common barriers that people with disabilities often face in the labor market.

In addition, SCG has launched practi-



“Care for Water, Love the Future” Project Enhances Community Living Standard



Binh Minh Plastics Accelerates Robotics and Digitalization to Realize Sustainability Goals



Each ton of SCG Low Carbon Cement helps reduce carbon emissions equivalent to the CO₂ absorption of 12 mature trees over one year.

cal initiatives to enhance community living standards. Through the “Care for Water, Love the Future” program, implemented in collaboration with Binh Minh Plastics Joint Stock Company (BMP) and other partners, the group has contributed to reducing social inequality and advancing the Comprehensive Green Growth agenda in local communities. In 2025, the project installed 34,560 meters of clean water pipelines, serving the daily needs of 1,152 households and over 1,600 children in Đồng Nai province.

Alongside environmental and social commitments, strong corporate governance remains a key pillar of sustainable investment. SCG applies transparent management practices, strictly adheres to international standards, and implements a robust safety and risk management framework across all operations in Vietnam. These measures reinforce trust, accountability, and long-term business resilience, exemplified through initiatives like the SCG Academy digital learning platform.

From green production, technological innovation, and environmentally friendly product development to investing in human capital and community initiatives, SCG is gradually integrating ESG principles comprehensively into its operations and growth. The three-decade journey of SCG in Vietnam reflects a broader transformation of FDI in the country, where investors are expected not only to provide capital but also innovation, strong governance standards, and long-term commitment to green and inclusive growth.

This partnership-oriented approach highlights the role of high-quality FDI in supporting Vietnam’s transition toward a high-value, low-carbon economy, while creating shared and sustainable value for both investors and the host country, ensuring that no one is left behind



COCA-COLA VIETNAM BEVERAGE COMPANY LIMITED

Coca-Cola Vietnam Beverage Company Limited is a member company of Swire Coca-Cola Limited, which is 100% owned by Swire Pacific Limited.

Coca-Cola Vietnam currently operates factories in Tay Ninh, Da Nang, and Hanoi, generating approximately 4,000 direct jobs, as well as six to eight times that number indirectly through its supply chain activities. With a vision to become a comprehensive beverage company focused on consumers, the company continuously innovates and provides a wide range of high-quality beverages, including low-sugar and no-sugar products, while diversifying packaging and expanding its business presence across Vietnam. Coca-Cola's beverage brands in Vietnam include COCA-COLA, COCA-COLA LIGHT, COCA-COLA ZERO SUGAR, SPRITE, FANTA, NUTRIBOOST, MINUTE MAID SPLASH, MINUTE MAID TEPPY, SCHWEPPEs, DASANI, and AQUARIUS, as well as bottled teas FUZETEA+, canned coffee GEORGIA, and THUMPS UP CHARGED.

Demonstrating a commitment to human resource development, Coca-Cola Vietnam has consistently been recognized by Anphabe as a "Best Workplace" from 2018 to 2025. The company has also been ranked among the Top 10 Sustainable Enterprises in Vietnam for nine consecutive years since 2016 and received the CSI Star Award from the Vietnam Chamber of Commerce and Industry (VCCI), a leading national recognition honoring sustainable enterprises based on a comprehensive ESG (Economic, Social, Governance) index developed by VCCI. The company's efforts in digital transformation in operations and business production have also been recognized with the Asia Excellence in Technology Awards for four consecutive years.

In July 2025, Coca-Cola Vietnam inaugurated a new factory in Tay Ninh Province, with a design capacity exceeding 1 billion liters of beverages per year. The factory is equipped with modern production lines meeting both international and Vietnamese food safety standards, employing advanced automation technology to optimize resource efficiency and minimize environmental impact. To manage water resources effectively, the factory has implemented a recovery and reuse system covering up to 89% of water used in production. Reclaimed water is treated to meet production-quality standards, reducing overall water consumption.

DIGITAL TRANSFORMATION JOURNEY AND STRATEGIC OBJECTIVES

Coca-Cola Vietnam officially embarked on its digital transformation journey in 2019 with a clear direction: customer-centricity, productivity enhancement through automation, and building a digital mindset across the organization via flexible and modern work practices. Over the years, the company has heavily invested in long-term technological capabilities, automating

up to 87% of core business functions. This technology-driven approach has not only enhanced operational efficiency but also laid the foundation for sustainable business growth. In the next phase, Coca-Cola Vietnam aims to become a leading enterprise in digital transformation within the industry by adopting new technologies early, promoting widespread technology adoption, and embedding a digital mindset as a core organizational capability.

TECHNOLOGY APPLICATION IN OPERATIONS AND THE VALUE CHAIN

Coca-Cola Vietnam's digital transformation strategy is built on five main pillars: agile and responsive technology infrastructure, value chain digitization, process simplification, cybersecurity enhancement, and digital culture development. The company places strong emphasis on omnichannel customer experience, applying automation solutions in sales and services to improve transparency, engagement, and interaction efficiency. Additionally, advanced data analytics are used to extract valuable insights to better serve customers. The supply chain is digitized with sophisticated tools, supporting automated decision-making at factories and in logistics operations.

Automation and Employee Experience Enhancement

Coca-Cola Vietnam has widely implemented Robotic Process Automation (RPA) to eliminate repetitive office tasks, enabling employees to focus on higher-value activities. Simultaneously, the company continually innovates employee experiences through chatbots, digital workflows, and immersive technologies such as Metaverse, Augmented Reality (AR), and Virtual Reality (VR). These initiatives contribute to creating a modern, flexible, and engaging workplace environment.





DIGITAL TRANSFORMATION IN GOVERNANCE AND DECISION-MAKING

Enhancing decision-making quality is a core value delivered by digital transformation at Coca-Cola Vietnam. The company emphasizes data accessibility, reliability, and shareability, empowering management and business teams in decision-making processes. In response to the rapid advancement of Generative AI, Coca-Cola Vietnam is gradually integrating AI tools to support data analysis and improve insight quality. Its data strategy is based on robust data governance, transparent decision frameworks, and proactive stakeholder engagement, ensuring alignment with the company's overall objectives. AI and machine learning tools are also applied in forecasting, anomaly detection, and content creation, enhancing competitive advantage.

CULTURAL AND ORGANIZATIONAL CAPABILITY TRANSFORMATION

Coca-Cola Vietnam emphasizes that digital transformation is not only about technology but also involves simultaneous changes in people, processes, and organizational mindset. The company underscores the importance of a shared vision where innovation is driven collectively. In the past two years, Coca-Cola Vietnam has built a network of "digital ambassadors" across departments and trained employees in self-service data analytics and low-code/no-code platforms. Activities such as Digital Day and internal innovation events are regularly organized to ensure all employees are engaged throughout the transformation journey.

TOWARDS A FUTURE-READY ORGANIZATION

By democratizing digital experiences and encouraging continuous learning, Coca-Cola Vietnam is gradually building a flexible organization capable of rapid adaptation and large-scale experimentation. Digital culture goes beyond tool adoption; it involves leveraging internal and

partner ecosystems to enhance organizational agility and resilience. This foundation ensures Coca-Cola Vietnam is prepared for the future in a constantly evolving business environment.

CORPORATE SOCIAL RESPONSIBILITY

Over 32 years of operation in Vietnam, Coca-Cola Vietnam has demonstrated a strong commitment to sustainable development, focusing on key areas: Packaging, Water Management, and Community Engagement. Through comprehensive initiatives, the company contributes to building a more prosperous and sustainable future for Vietnam.

In packaging strategy, Coca-Cola Vietnam is a member of the National Plastic Action Partnership (NPAP) led by the Ministry of Agriculture and Environment and pioneered the introduction of bottles made from 100% recycled PET (rPET) in Vietnam in 2022. The company has also strengthened long-term partnerships, being one of nine founding members of PRO Vietnam to promote packaging collection and recycling since 2019, supported The Ocean Cleanup in removing plastic waste from the Can Tho River since 2021, and co-supported the United Nations Development Programme (UNDP) in waste management and plastic pollution reduction through a USD 15 million Coca-Cola Fund for Vietnam and eight other Asian countries since 2025. From 2023, Coca-Cola implemented the “Reborn Plastic Bottle” program to raise consumer awareness and reduce plastic waste in Vietnam. In collaboration with BOTOL, Coca-Cola installed bottle and can collection machines in residential areas and universities in Ho Chi Minh City and Hanoi; collected items are subsequently processed for recycling into new products.

To protect water resources, Coca-Cola Vietnam demonstrates a strong commitment to efficient water management and use, leading the global Coca-Cola system. The company has also partnered with the World Wide Fund for Nature (WWF) to implement the “Water for Life” project at Tram Chim National Park (Dong Thap) since 2007, aiming to conserve and restore freshwater resources.

In 2024, the TCCF collaborated with the International Union for Conservation of Nature (IUCN) to implement a sustainable agriculture project for 2024-2026, expanding mangrove forests integrated with shrimp farming in Soc Trang and Bac Lieu to mitigate climate change impacts and provide economic benefits for farmers. During 2019-2024, TCCF and the Center for Family Health and Community Development installed 39 drinking water filtration systems in 39 secondary schools in Da Nang and surrounding areas, serving thousands of students, teachers, and local residents.

In community engagement, Coca-Cola Vietnam has introduced numerous innovative initiatives to continuously improve living standards, education, healthcare, and livelihoods of local communities. Highlights include supporting sustainable rice farming in Tay Ninh, creating STEAM and AI learning spaces for children in Ho Chi Minh City, training women in traditional lacquer e-commerce in Hanoi, and supporting training and capacity-building for waste collection workers in Da Nang.

POLICY RECOMMENDATIONS AND INVESTMENT ENVIRONMENT IMPROVEMENT

We sincerely thank the Government of Vietnam and relevant authorities for their continued attention and facilitation of business activities. We hope to continue receiving timely support from the Government and agencies in the future.

In 2025, during production and business operations, we faced several difficulties in implementing new regulations. Our requests for guidance submitted to authorities have been under consideration. Specific cases include:

- The People’s Committee of Da Nang City has reviewed and will continue to consider extending the land lease period for Coca-Cola’s Da Nang factory.
- The Ministry of Agriculture and Environment continues to listen to enterprises regarding exemptions from Extended Producer Responsibility (EPR) obligations for recycled rPET volumes.
- The Ministry of Industry and Trade is receiving feedback from enterprises to complete the circular regulating goods traceability.
- The VCCI is collecting proposals regarding invoice declaration under new regulations to ease administrative burdens and maintain stable business operations.
- The Ministry of Science and Technology issued a two-year transitional period for labeling addresses on goods following administrative unit restructuring.
- The Tax Department has provided households with knowledge and software to comply with the new electronic invoicing regulations and abolish lump-sum tax.
- The Ministry of Finance continues to apply an 8% VAT preferential rate.
- The National Institute of Standards and Technology has guided product classification related to “Beverages.”
- The Government Office issued Resolution 09 temporarily suspending and adjusting the application period of Decree 46/2026, regulating detailed implementation for certain provisions and measures under the Law on Food Safety and Resolution 66.13 regarding product registration and announcement.

We believe that timely resolution of regulatory challenges by the Government and relevant authorities is essential for enterprises to plan proactively, operate confidently, avoid legal risks, prevent waste, maintain stable operations, and limit administrative overload.

Timely guidance from state management agencies serves as a foundation for enterprises to understand and consistently apply relevant legal regulations, while proactively fulfilling their legal obligations.



SUNTORY PEPSICO VIETNAM

After years of pursuing sustainable development, Suntory Pepsico Vietnam (SPVB) has a vision “to become a leading beverage company, bringing joy to consumers and being committed to a better Vietnam through every drop of our products.”

Guided by the philosophy of Growing for Good and Giving Back to Society, SPVB considers sustainability as the guiding principle for its business strategy, implemented consistently across three pillars: Environment, Social, and Governance (ESG). In 2023, the company established an ESG Committee to ensure cross-departmental coordination and the consistent, effective implementation of its Sustainable Development goals throughout the organization.

SPVB’s efforts have been recognized through its leading position as the No.1 most reputable non-alcoholic beverage company in Vietnam for seven consecutive years, inclusion in the Top 100 highest-tax-paying enterprises for eight consecutive years, and various ESG awards from AmCham, Asian Business Review, and MORS Group. These recognitions reflect the company’s leadership in transparency standards, operational efficiency, and environmental-social responsibility.

The "Water of Life" program demonstrates Suntory Pepsico’s strong commitment to resource conservation. By the end of 2025, the company had implemented a multi-objective public-private partnership model with the Ministry of Agriculture and Environment to increase the total reforested area to 260 hectares, while enhancing water replenishment, carbon sequestration, and livelihoods in headwater forests across key river basins such as Thái Nguyên, Nghệ An, Tây Ninh, and Đồng Nai. These efforts aim to ensure water security for communities and move toward the long-term goal of replenishing more water than is used across all SPVB factories.

On the aspect of Water Education, 2025 marked the 10th anniversary of the “Nature Experience with Mizuiku” initiative. This is the first nature-based environmental education model in Vietnam implemented through a public-private partnership between the Forest Protection Department and SPVB. To date, the program has expanded to 34 provinces and established strategic cooperation with the Ministry of Education and Training, becoming a mandatory educational content reaching over 1.4 million students nationwide. In addition, the program has constructed or upgraded nearly 200 clean water facilities in schools, improving sanitation and health conditions for the school community. Through the program, participating students and teachers engage in interactive lessons with hands-on forest experiences, gaining a deeper understanding of the origins of water and fostering ecosystem stewardship for future generations.



Mr. Ashish Joshi, CEO of Suntory PepsiCo Vietnam, affirms the company's commitment to contributing to the circular economy.

PERSISTING WITH SUSTAINABLE PACKAGING AND EMISSION REDUCTION STRATEGIES.

Mr. Ashish Joshi, CEO of SPVB, stated: ***“SPVB takes a comprehensive approach to the circular economy, from water to packaging. For SPVB, packaging recycling is the top priority, second only to water.”***

Regarding sustainable packaging, SPVB has established itself as a pioneer in promoting sustainable packaging and the circular economy in Vietnam, becoming the first beverage company to launch a product using 100% recycled PET (rPET) in 2022. In addition, SPVB continuously improves packaging design, uses removable inks to enhance recyclability, and significantly reduces virgin plastic through lightweight designs, exemplified by the 11-gram Aquafina bottle, the lightest in the world.

Beyond product innovation, with most packaging designed to be recyclable, reusable, or biodegradable, the company leads systemic changes as a co-founder of the PRO Vietnam Packaging Recycling Alliance and proactively implements Extended Producer Responsibility (EPR) before official regulations take effect, while organizing training activities to strengthen the capacity of informal collectors and raise awareness among students.

SPVB's emission reduction strategy focuses on replacing fossil fuels, optimizing operations, and expanding renewable energy. To date, all five factories have converted boiler energy to biomass, using agricultural and forestry by-products such as rice husks and wood chips to replace diesel. From 2026, SPVB will begin installing rooftop solar panels at the Đồng Nai and Long An factories, with plans to expand to all five factories by 2028. In 2025, the company reduced approximately 23,000 tons of CO₂e compared to 2024 by optimizing energy use through online monitoring systems, fully switching from fossil fuels to biomass, and applying innovative technologies in production operations.

SPVB's story shows that business growth can go hand in hand with environmental govern-



Students participating in a field trip and nature experience in Bến Tre as part of the “Mizuiku – I Love Clean Water” program in 2025.

ance if vision, technology, and partnerships are properly aligned. When companies lead, the ripple effect reaches industry peers, authorities, and consumers to collectively promote shared responsibility for a low-emission future, circular materials, and restored water resources. This commitment aligns with national climate goals and Vietnam’s sustainable development vision.

A STORY OF TRUST AND ASPIRATION

Mr. Ashish Joshi, CEO of Suntory PepsiCo Vietnam, first came to Vietnam to work between 2015 and 2020. Returning in early 2025, he was deeply impressed by the country’s progress.

“The scale and maturity of the market have increased significantly. The business environment is more dynamic and competitive, while infrastructure, workforce quality, and the pace of digital transformation have also improved,” shared the Indian CEO.

Looking ahead to 2026, Mr. Joshi sees it as a pivotal year, when institutional reforms and legal framework changes are expected to start producing concrete results.

He affirmed: “Vietnam is telling a story of trust and aspiration. It is a belief in the country’s ability to transform from a fast-growing emerging market into a real economic and financial powerhouse in the region. This is a bold vision, and if executed well, it will redefine Vietnam’s role in the global economy.”

Mr. Joshi noted that what sets this period apart is the intensity of the reforms. He praised the National Assembly’s unprecedented legislative effort to modernize the legal framework, notably in tax and economic management reforms.

Actions to enhance transparency and fairness in the tax system reflect the Vietnamese Government's rightful intention to "formalize" the economy, bringing informal and small-scale economic sectors into professional regulatory frameworks.

Another clear example of Vietnam's determination, according to Mr. Joshi, is the establishment of International Financial Centers (IFC) in Ho Chi Minh City and Đà Nẵng. He sees this as a strategic move to differentiate Vietnam from regional competitors.

"When we think of financial centers, we usually think of Singapore – a developed country. Looking at other emerging economies in Southeast Asia such as Indonesia, Thailand, or Malaysia, I don't see them building a comparable model at this scale. Vietnam's IFC reflects an ambition to reach Singapore-level development in the future. This is a very positive step to position Vietnam as a regional hub, not just a manufacturing base or consumer market," the CEO observed.

EVEN MULTINATIONALS CANNOT STAND STILL

However, Mr. Joshi emphasizes that the highlight of this reform period is not a specific policy, but the speed of change. Change is occurring rapidly and decisively, creating pressure for the entire economy to adapt. This pressure is so great that even multinational corporations cannot remain outside the trend.

He stated: "We understand the good intentions behind these major changes. The desire to make Vietnam a developed country within the next 20 years is very inspiring. The question is: how can we enhance capacity while ensuring the entire system progresses in sync? For me, this is a major challenge."

In the short term, the entire economy needs to learn to adapt. Large enterprises must examine details and understand what needs to change. Without a proper transition roadmap, cap

"We still have many points to discuss with regulators to understand how to build ecosystems around these changes. We work alongside partners and stakeholders to prepare and implement development expectations together," the CEO of Suntory PepsiCo Vietnam pledged.

For institutional reforms to achieve the desired impact, Mr. Joshi believes the top priority is ensuring maximum clarity in policy implementation.

He suggested: "The policy framework is good, and the intentions are clear. The key now is how to make the detailed implementation behind these policies feasible in practice. Our view is that reforms are most effective when predictable, well-supported, and accompanied by clear guidance and rollout plans. Therefore, we encourage the government to focus more on issuing implementation guidelines for new policies. The current pace of change benefits the economy, forcing all of us, including multinationals, to adapt. However, clarity will ensure smooth execution and allow everyone to keep up with the intended changes."

APPENDIX 1:

FDI ATTRACTION IN VIETNAM

Table 29: FOREIGN INVESTMENT IN 2025 BY INDUSTRY
(As of January 01, 2025 to December 31, 2025)

No.	Industry	New Projects	New Registered Capital (USD million)	Adjusted Projects	Adjusted Registered Capital (USD million)	Capital Contribution/Share Purchase	Value of Capital Contribution/Share Purchase (USD million)	Total Registered Capital (USD million)
1	Manufacturing and Processing Industry	1,381	9,795.05	843	8,790.14	602	2,429.54	21,014.73
2	Real Estate Business Activities	107	3,676.95	50	2,583.67	95	851.77	7,112.39
3	Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	1,412	471.90	243	1,558.20	1,413	987.39	3,017.50
4	Professional, Scientific, and Technological Activities	464	402.47	89	281.92	568	1,289.91	1,974.29
5	Water Supply and Waste Management	6	1,075.04	5	137.35	10	45.33	1,257.72
6	Electricity, Gas, Steam, and Air Conditioning Supply	9	746.71	3	31.81	22	305.75	1,084.28
7	Accommodation and Food Service Activities	102	417.68	17	219.42	245	307.76	944.87
8	Construction	57	220.52	31	70.03	49	141.54	432.09
9	Transportation and Storage	142	265.46	19	26.24	133	82.08	373.77

10	Financial, Banking, and Insurance Activities	5	2.76	1	0.02	20	218.31	221.09
11	Education and Training	42	95.18	15	74.39	48	44.59	214.16
12	Administrative and Support Service Activities	88	33.92	21	124.59	84	36.01	194.52
13	Information and Communication	217	43.80	57	6.49	232	142.97	193.27
14	Human Health and Social Work Activities	3	12.65	2	85.53	11	76.84	175.01
15	Mining and Quarrying	1	15.00	2	85.35	5	1.30	101.65
16	Agriculture, Forestry, and Fishing	6	41.12	6	-5.64	22	24.82	60.31
17	Other Service Activities	8	4.16	-	-	15	32.94	37.10
18	Arts, Entertainment, and Recreation	4	0.91	-	-	13	8.41	9.32
	Total	4,054	17,321.28	1,404	14,069.51	3,587	7,027.26	38,418.06

Table 30: FOREIGN INVESTMENT IN 2025 BY PARTNER
(As of January 01, 2025 to December 31, 2025)

No.	Partner	New Projects	New Registered Capital (USD million)	Adjusted Projects	Adjusted Registered Capital (USD million)	Capital Contribution/ Share Purchase	Value of Capital Contribution/ Share Purchase (USD million)	Total Registered Capital (USD million)
1	Singapore	542	4,836.20	190	2,144.89	370	2,414.08	9,395.16
2	China	1,275	3,635.89	270	1,555.84	687	504.06	5,695.80
3	South Korea	451	895.92	263	3,299.89	838	1,096.40	5,292.21
4	Japan	296	1,620.97	133	1,457.53	232	653.32	3,731.82
5	Hong Kong	470	1,725.13	178	1,226.71	137	177.78	3,129.62
6	Malaysia	40	239.07	15	1,595.56	53	228.32	2,062.95
7	Taiwan	173	965.77	94	425.18	244	332.29	1,723.23
8	Thailand	43	276.35	24	523.89	37	353.35	1,153.58
9	Sweden	4	1,000.30	4	20.24	7	0.58	1,021.12
10	British Virgin Islands	31	317.37	32	294.44	26	300.14	911.95
11	Cayman Islands	7	280.86	6	338.71	12	45.11	664.68
12	United States	127	467.07	32	(9.94)	149	206.99	664.12
13	Samoa	46	170.80	24	224.98	21	200.51	596.29
14	Switzerland	18	161.64	11	301.23	14	121.84	584.71
15	United Kingdom	36	37.46	11	196.48	52	8.19	242.12
16	Netherlands	21	70.60	9	43.88	23	92.93	207.41
17	Germany	36	155.58	11	13.65	37	18.81	188.03
18	Seychelles	24	90.91	13	29.25	12	50.20	170.35
19	Italy	12	7.33	7	127.03	17	3.20	137.56
20	France	42	33.22	14	43.84	55	8.95	86.01
21	Denmark	8	72.17	1	0.00	7	12.80	84.97
22	Luxembourg	3	72.07	1	2.36	3	5.26	79.69

23	United States Virgin Islands	1	4.00	2	62.50	1	4.85	71.35
24	Canada	28	34.29	4	13.81	31	17.18	65.28
25	Australia	55	32.77	10	19.48	59	6.72	58.97
26	British Isles	1	0.10	-	-	1	52.20	52.30
27	Belgium	10	7.70	3	38.77	7	5.09	51.57
28	India	53	3.19	7	15.13	84	17.06	35.38
29	Laos	1	30.30	1	(0.30)	-	-	29.99
30	Russian Federation	19	2.39	6	15.50	71	4.39	22.27
31	Turkey	9	0.92	1	19.69	9	1.65	22.27
32	Philippines	10	0.53	1	0.01	20	20.83	21.36
33	Belize	1	1.00	1	14.20	1	4.10	19.30
34	Cuba	1	18.72	-	-	1	0.00	18.72
35	Spain	6	14.45	2	(0.01)	13	2.87	17.30
36	Indonesia	22	8.66	-	-	17	3.48	12.15
37	Nigeria	2	0.02	-	-	39	9.74	9.75
38	Brunei Darussalam	1	4.66	1	3.03	-	-	7.69
39	Mauritius	2	6.35	1	0.05	1	0.40	6.80
40	United Arab Emirates	9	1.98	2	3.18	6	1.33	6.49
41	Cambodia	8	1.16	-	-	9	4.98	6.13
42	Republic of Moldova	1	0.70	1	4.16	-	-	4.86
43	Pakistan	3	0.06	-	-	24	3.97	4.03
44	Bangladesh	11	1.09	-	-	8	2.92	4.02
45	Anguilla	1	2.50	1	1.03	1	0.13	3.66
46	Ireland	7	2.35	-	-	4	0.58	2.93
47	Austria	4	1.92	2	0.68	5	0.28	2.88
48	Czech Republic	5	0.49	1	0.23	4	2.13	2.85
49	Macao	1	1.30	-	-	1	0.80	2.10
50	Egypt	3	0.17	-	-	7	1.82	1.99
51	Island of Nevis	-	-	1	1.80	-	-	1.80
52	Greece	1	0.05	1	1.75	1	0.00	1.80
53	New Zealand	4	0.31	-	-	5	1.46	1.77

54	Kyrgyzstan	2	0.02	-	-	6	1.67	1.69
55	Afghanistan	2	0.03	-	-	12	1.64	1.67
56	Cyprus	4	0.36	-	-	2	1.14	1.50
57	Georgia	-	-	-	-	2	1.47	1.47
58	Israel	3	0.05	-	-	5	1.30	1.36
59	Lithuania	3	1.11	-	-	1	0.12	1.23
60	Kazakhstan	3	0.12	-	-	4	1.10	1.22
61	Norway	3	0.16	2	0.68	3	0.37	1.21
62	Finland	2	0.17	1	1.00	1	0.03	1.20
63	Yemen	1	0.02	-	-	4	1.12	1.14
64	Congo	-	-	-	-	3	1.10	1.10
65	Vanuatu	2	0.26	1	0.04	5	0.78	1.08
66	Marshall Islands	-	-	-	-	1	0.89	0.89
67	Romania	4	0.09	1	0.30	4	0.45	0.85
68	Myanmar	6	0.30	-	-	4	0.41	0.70
69	Central African Republic	1	0.50	1	0.20	-	-	0.70
70	Saint Kitts and Nevis	2	0.16	2	0.45	-	-	0.61
71	Ukraine	1	0.01	-	-	6	0.55	0.56
72	Argentina	-	-	1	0.53	2	0.02	0.55
73	Lebanon	1	0.01	1	0.27	3	0.25	0.54
74	Slovakia	1	0.01	-	-	1	0.49	0.50
75	Angola	-	-	-	-	1	0.48	0.48
76	Uruguay	-	-	-	-	1	0.48	0.48
77	Syrian Arab Republic	-	-	-	-	4	0.48	0.48
78	Iceland	-	-	-	-	1	0.45	0.45
79	Ghana	-	-	-	-	3	0.44	0.44
80	Mongolia	1	0.01	-	-	1	0.39	0.40
81	Sri Lanka	1	0.01	-	-	4	0.38	0.39
82	Palestine	-	-	-	-	2	0.35	0.35
83	Uzbekistan	1	0.01	-	-	2	0.34	0.35
84	Saudi Arabia	-	-	-	-	4	0.34	0.34

85	South Africa	2	0.02	-	-	3	0.27	0.28
86	Poland	1	0.10	-	-	3	0.16	0.26
87	Jordan	-	-	-	-	1	0.24	0.24
88	Mexico	3	0.21	-	-	2	0.02	0.23
89	Serbia	2	0.21	-	-	-	-	0.21
90	Panama	1	0.20	-	-	-	-	0.20
91	Tajikistan	-	-	-	-	1	0.20	0.20
92	Iran (Islamic Republic of)	2	0.02	-	-	3	0.12	0.14
93	Libya	-	-	-	-	1	0.13	0.13
94	Turkmenistan	-	-	-	-	1	0.12	0.12
95	Niger	-	-	-	-	1	0.12	0.12
96	Latvia	-	-	-	-	3	0.12	0.12
97	Oman	1	0.10	-	-	-	-	0.10
98	Cameroon	-	-	1	0.00	2	0.09	0.09
99	Colombia	-	-	-	-	2	0.09	0.09
100	Belarus	1	0.01	-	-	2	0.06	0.07
101	Brazil	1	0.07	-	-	1	0.00	0.07
102	Armenia	1	0.02	-	-	1	0.04	0.06
103	Tanzania	1	0.05	-	-	-	-	0.05
104	Hungary	-	-	-	-	2	0.04	0.04
105	Kenya	-	-	-	-	1	0.03	0.03
106	Estonia	2	0.03	-	-	-	-	0.03
107	Chile	1	0.02	-	-	-	-	0.02
108	Peru	2	0.01	-	-	-	-	0.01
109	Bosnia and Herzegovina	1	0.01	-	-	-	-	0.01
110	Morocco	1	0.01	-	-	-	-	0.01
111	Uganda	1	0.01	-	-	-	-	0.01
112	Sudan	1	0.01	-	-	-	-	0.005
113	Bulgaria	-	-	1	(4.30)	2	0.322	(3.978)
	Total	4,054	17,321.28	1,404	14,069.51	3,587	7,027.26	38,418.06

Table 31: FOREIGN INVESTMENT IN 2025 BY LOCALITY
(As of January 01, 2025 to December 31, 2025)

No.	Locality	New Projects	New Registered Capital (USD million)	Adjusted Projects	Adjusted Registered Capital (USD million)	Capital Contribution/ Share Purchase	Value of Capital Contribution/ Share Purchase (USD million)	Total Registered Capital (USD million)
1	Ho Chi Minh City	1,994	2,113.47	401	1,460.82	2,562	3,515.41	7,089.70
2	Bac Ninh	384	2,016.67	279	3,440.14	89	232.12	5,688.93
3	Hanoi	445	383.36	148	3,484.09	385	569.07	4,436.52
4	Dong Nai	198	1,781.94	79	1,102.61	96	1,344.28	4,228.83
5	Tay Ninh	209	978.90	156	1,552.03	101	389.55	2,920.48
6	Hai Phong	220	1,777.28	82	336.04	69	219.35	2,332.68
7	Hung Yen	148	1,461.19	31	162.30	23	152.92	1,776.41
8	Ninh Binh	92	1,120.78	53	485.23	24	45.00	1,651.01
9	Gia Lai	16	1,501.40	2	3.92	7	4.21	1,509.53
10	Phu Tho	48	731.06	22	404.09	15	34.28	1,169.43
11	Nghe An	24	324.01	18	690.23	2	6.46	1,020.70
12	Thanh Hoa	16	565.61	9	161.22	22	101.17	828.00
13	Quang Ninh	27	555.05	9	72.23	8	125.53	752.81
14	Thai Nguyen	17	154.40	47	342.28	8	21.26	517.93
15	Vinh Long	8	217.95	18	116.96	10	85.40	420.30
16	Can Tho	2	316.13	2	16.56	4	1.60	334.29
17	Khanh Hoa	13	256.06	1	60.85	35	2.59	319.50
18	Da Nang	130	201.10	21	17.59	51	99.81	318.50
19	Quang Tri	10	260.05	4	15.14	6	26.58	301.78
20	Dong Thap	14	228.16	1	45.00	5	6.93	280.09
21	Quang Ngai	4	67.15	9	122.66	-	-	189.81
22	Tuyen Quang	3	144.23	-	-	-	-	144.23
23	Lam Dong	12	89.05	2	1.74	13	5.77	96.56
24	Thua Thien Hue	11	39.27	3	-3.73	3	0.25	35.78
25	Ha Tinh	5	22.86	-	-	3	2.11	24.97
26	Dak Lak	-	-	3	5.73	9	8.28	14.01

27	Lao Cai	2	7.11	1	0.40	3	4.44	11.95
28	An Giang	1	0.04	-	-	31	8.48	8.52
29	Son La	1	7.00	-	-	1	0.96	7.96
30	Dien Bien	-	-	-	-	1	2.54	2.54
31	Ca Mau	-	-	3	-26.61	1	10.92	-15.70
	Total	4,054	17,321.28	1,404	14,069.51	3,587	7,027.26	38,418.06

Table 32: FOREIGN INVESTMENT IN VIETNAM BY INDUSTRY

(Accumulated effective projects as of December 31, 2025)

No.	Industry	Number of projects	Total Registered Capital (USD million)
1	Manufacturing and Processing Industry	19,068	325,883.26
2	Real Estate Business Activities	1,318	79,586.74
3	Electricity, Gas, Steam, and Air Conditioning Supply	205	42,647.27
4	Accommodation and Food Service Activities	1,091	13,396.10
5	Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	9,304	12,750.98
6	Construction	1,883	10,738.51
7	Transportation and Storage	1,320	7,368.11
8	Professional, Scientific, and Technological Activities	5,166	6,485.95
9	Information and Communication	3,269	5,224.14
10	Mining and Quarrying	108	4,970.74
11	Education and Training	722	4,802.54
12	Agriculture, Forestry, and Fishing	538	3,868.71
13	Water Supply and Waste Management	88	3,717.48
14	Arts, Entertainment, and Recreation	154	3,170.05
15	Human Health and Social Work Activities	157	1,849.23
16	Administrative and Support Service Activities	748	1,276.30
17	Other Service Activities	166	939.58
18	Financial, Banking, and Insurance Activities	105	938.89
19	Activities of Households as Employers	6	10.64
	Total	45,416	529,625.24

Table 33: FOREIGN INVESTMENT IN VIETNAM BY PARTNER
(Accumulated effective projects as of December 31, 2025)

No.	Partner	Number of projects	Total Registered Investment (USD million)
1	South Korea	10,379	94,608.58
2	Singapore	4,400	89,875.99
3	Japan	5,717	79,320.22
4	Taiwan	3,413	42,335.89
5	Hong Kong	3,226	41,404.24
6	China	6,318	34,990.05
7	British Virgin Islands	943	24,456.98
8	Thailand	793	15,391.96
9	Netherlands	466	14,938.10
10	Malaysia	786	14,815.81
11	United States	1,515	12,302.11
12	Samoa	556	11,480.37
13	Cayman Islands	143	8,499.05
14	Canada	299	4,908.15
15	United Kingdom	610	4,576.89
16	France	726	4,012.48
17	Germany	512	3,000.73
18	Luxembourg	67	2,790.72
19	Seychelles	367	2,725.15
20	Switzerland	234	2,402.18
21	Denmark	176	2,070.74
22	Australia	712	1,907.01
23	Sweden	110	1,760.31
24	Turkey	50	1,753.80
25	Belgium	108	1,195.97
26	India	473	1,117.53
27	Brunei Darussalam	153	1,085.25
28	Russian Federation	213	996.05
29	British West Indies	21	988.36
30	Indonesia	152	678.36
31	Italy	164	633.28
32	Philippines	109	624.85
33	Bermuda	13	587.43
34	Cyprus	29	469.76
35	Mauritius	67	446.75

36	Poland	33	408.32
37	Marshall Islands	24	357.98
38	Belize	38	338.52
39	New Zealand	59	208.85
40	Norway	62	201.57
41	Macao	20	194.87
42	Anguilla	26	187.82
43	Cook Islands	2	172.00
44	Spain	102	158.30
45	Israel	45	155.48
46	Austria	52	153.92
47	Slovakia	16	140.87
48	United States Virgin Islands	8	139.15
49	Bahamas	10	136.27
50	Angola	4	118.40
51	Laos	14	102.17
52	Czech Republic	46	91.72
53	Cambodia	45	81.38
54	United Arab Emirates	53	79.27
55	Hungary	22	72.36
56	Ireland	45	62.94
57	Ecuador	4	56.70
58	Isle of Man	2	54.33
59	Panama	15	52.69
60	Finland	38	51.96
61	Saint Vincent and the Grenadines	4	47.60
62	Swaziland	1	45.00
63	Pakistan	82	44.86
64	Sri Lanka	34	43.09
65	Saint Kitts and Nevis	6	41.08
66	Kenya	1	40.77
67	Channel Islands	9	38.08
68	Belarus	4	32.26
69	Ukraine	27	30.60
70	Iraq	6	27.28
71	Bulgaria	14	27.02
72	Cuba	6	26.00
73	El Salvador	2	23.50
74	Armenia	6	22.61

75	Lithuania	12	22.23
76	Oman	4	20.87
77	Iceland	3	20.32
78	Brazil	10	16.92
79	Costa Rica	5	16.69
80	Island of Nevis	2	12.08
81	Saudi Arabia	9	8.58
82	Dominica	2	8.04
83	Guatemala	4	5.90
84	Kyrgyzstan	3	5.02
85	Republic of Moldova	2	4.91
86	Liechtenstein	1	4.00
87	Nigeria	44	3.93
88	Andorra	1	3.80
89	Estonia	8	3.71
90	Qatar	1	3.23
91	Turks & Caicos Islands	2	3.10
92	Mexico	12	3.01
93	Egypt	24	3.00
94	Barbados	1	2.50
95	Slovenia	3	2.27
96	Bangladesh	33	2.22
97	Greece	7	1.92
98	Romania	10	1.82
99	Serbia	4	1.79
100	Vanuatu	7	1.61
101	Kuwait	3	1.40
102	Myanmar	11	1.35
103	Syrian Arab Republic	6	1.28
104	Mongolia	7	1.26
105	Albania	1	1.24
106	Democratic People's Republic of Korea	5	1.20
107	Lebanon	9	1.11
108	Morocco	4	1.08
109	Ghana	3	1.03
110	Jordan	5	1.00
111	South Africa	22	0.89
112	Kazakhstan	10	0.83
113	Yemen	5	0.78
114	Afghanistan	9	0.74

115	Malta	3	0.71
116	Central African Republic	1	0.70
117	Argentina	5	0.69
118	Nepal	8	0.53
119	Venezuela	3	0.52
120	Guam	1	0.50
121	Iran (Islamic Republic of)	15	0.41
122	Libya	4	0.41
123	Mali	2	0.32
124	Sudan	4	0.32
125	Antigua and Barbuda	2	0.31
126	Chile	4	0.29
127	Latvia	3	0.25
128	Maldives	1	0.23
129	Cameroon	6	0.21
130	Monaco	1	0.21
131	Burkina Faso	1	0.20
132	British Isles	2	0.20
133	Uruguay	2	0.14
134	Palestine	2	0.13
135	Honduras	1	0.10
136	Uganda	4	0.10
137	Portugal	2	0.09
138	Turkmenistan	1	0.07
139	Tanzania	1	0.05
140	Guinea	2	0.03
141	Sierra Leone	1	0.03
142	Congo	1	0.02
143	Trinidad and Tobago	1	0.02
144	Djibouti	1	0.02
145	Peru	2	0.01
146	Lesotho	1	0.01
147	Bosnia and Herzegovina	1	0.01
148	Ethiopia	1	0.01
149	Uzbekistan	1	0.01
150	Tunisia	1	0.007
151	Côte d'Ivoire	1	0.006
152	Colombia	1	0.005
153	Georgia	1	0.005
		45,416	529,625.24

Table 34: FOREIGN INVESTMENT IN VIETNAM BY LOCALITY

(Accumulated effective projects as of December 31, 2025)

No.	Locality	Number of projects	Total Registered Investment (USD million)
1	Ho Chi Minh City	20,255	141,917.12
2	Bac Ninh	3,479	48,364.15
3	Hai Phong	2,083	45,800.12
4	Dong Nai	2,656	45,255.49
5	Hanoi	7,925	44,540.66
6	Tay Ninh	2,067	25,665.64
7	Quang Ninh	247	16,964.82
8	Hung Yen	992	16,282.42
9	Thanh Hoa	224	16,280.13
10	Ninh Binh	799	14,586.87
11	Da Nang	1,400	13,570.75
12	Phu Tho	901	12,796.51
13	Ha Tinh	89	12,110.85
14	Thai Nguyen	262	11,539.00
15	Khanh Hoa	197	7,412.99
16	Nghe An	194	6,809.81
17	Vinh Long	182	5,969.09
18	An Giang	93	5,205.75
19	Lam Dong	295	4,950.74
20	Ca Mau	30	4,836.35
21	Thua Thien Hue	168	4,195.96
22	Quang Tri	63	4,015.55
23	Can Tho	125	3,768.19
24	Dong Thap	180	3,561.69
25	Gia Lai	124	2,854.38
26	Quang Ngai	82	2,853.15
27	Dak Lak	81	2,593.60
28	Lao Cai	73	1,077.30
29	Lang Son	43	515.03
30	Tuyen Quang	31	394.51
31	Son La	11	142.73
32	Cao Bang	13	20.73
33	Dien Bien	1	3.00
34	Lai Chau	1	1.50
	Oil and Gas Projects	50	2,768.69
	Total	45,366	529,625.24

APPENDIX 2: VIETNAM'S OUTWARD INVESTMENT

(ACCUMULATED AS OF END OF 2025)

Table 35: VIETNAM'S OUTWARD INVESTMENT BY LOCATION

(Note: Only effective projects are included)

N o.	Location	New Pro-jects	Vietnamese Registered Capital (USD)	Ad-justed Pro-jects	Adjusted Capital (USD)	Total Registered Capital (USD)	Percent-age	Percentage
1	Laos	282	4,764,157,747	70	1,467,737,786	6,231,895,533	26.2%	0.141637368
2	Cambodia	221	3,265,925,664	57	-322,805,267	2,943,120,397	12.4%	0.110999498
3	Venezuela	2	1,825,120,000			1,825,120,000	7.7%	0.00100452
4	Russia	18	1,307,383,904	9	332,737,279	1,640,121,183	6.9%	0.009040683
5	Myanmar	109	1,338,074,984	34	130,286,205	1,468,361,189	6.2%	0.054746359
6	United States	269	866,259,472	47	563,201,729.5	1,429,461,202	6.0%	0.135107986
7	Peru	5	1,276,729,830			1,276,729,830	5.4%	0.002511301
8	Algeria	1	21,000,000	3	1,240,500,000	1,261,500,000	5.3%	0.00050226
9	Malaysia	27	68,261,913	13	786,497,255	854,759,168	3.6%	0.013561025
10	Singapore	199	620,272,217	42	67,990,870.63	688,263,088	2.9%	0.099949774
11	Australia	97	521,300,769	10	31,133,452.66	552,434,221	2.3%	0.048719237
12	Tanzania	4	356,291,828			356,291,828	1.5%	0.002009041
13	Mozambique	5	346,206,000			346,206,000	1.5%	0.002511301
14	Germany	44	220,411,374	10	115,482,180.6	335,893,555	1.4%	0.022099448
15	Indonesia	35	251,480,855	4	16,086,943	267,567,798	1.1%	0.017579106
16	Canada	21	92,341,404	2	150,062,998.7	242,404,403	1.0%	0.010547464
17	Cameroon	2	230,687,303			230,687,303	1.0%	0.00100452
18	Burundi	1	170,000,000			170,000,000	0.7%	0.00050226
19	British Virgin Islands (BVI)	11	109,787,952	4	45,235,000	155,022,952	0.7%	0.005524862
20	India	29	135,835,448	9	7,170,497.69	143,005,946	0.6%	0.014565545
21	Philippines	23	134,156,713	5	-695,000	133,461,713	0.6%	0.011551984
22	Netherlands	12	90,679,927	1	16,583,120	107,263,047	0.5%	0.006027122
23	Cuba	9	67,818,072	4	27,285,409.27	95,103,481	0.4%	0.004520342

24	Iran	1	82,070,000			82,070,000	0.3%	0.00050226
25	Israel	4	67,150,000	3	11,100,000	78,250,000	0.3%	0.002009041
26	Spain	4	64,733,100	2	1,030,820	65,763,920	0.3%	0.002009041
27	Haiti	2	59,892,455			59,892,455	0.3%	0.00100452
28	Thailand	23	55,491,253	5	3,622,542	59,113,795	0.2%	0.011551984
29	Gibraltar (overseas territory of the UK)	3	56,448,835	1	1,422,613.4	57,871,449	0.2%	0.001506781
30	Marshall Islands	1	56,926,220			56,926,220	0.2%	0.00050226
31	Hong Kong	36	51,549,682	1	1,091,224	52,640,906	0.2%	0.018081366
32	China	51	42,937,944	6	6,043,372	48,981,316	0.2%	0.025615269
33	Japan	130	15,310,792	30	32,329,579.99	47,640,372	0.2%	0.065293822
34	New Zealand	12	33,760,313	3	10,159,000	43,919,313	0.2%	0.006027122
35	France	22	39,457,001	2	398,381	39,855,382	0.2%	0.011049724
36	South Korea	114	36,502,104	9	2,203,720	38,705,824	0.2%	0.057257659
37	United Kingdom	16	35,765,818	3	1,880,356	37,646,174	0.2%	0.008036163
38	Uganda	2	35,500,000			35,500,000	0.1%	0.00100452
39	Hungary	4	30,249,981	1	5,000,000	35,249,981	0.1%	0.002009041
40	Republic of Congo	1	15,310,000	1	11,740,000	27,050,000	0.1%	0.00050226
41	Egypt	4	16,950,664			16,950,664	0.1%	0.002009041
42	East Timor	1	14,919,294			14,919,294	0.1%	0.00050226
43	Bosnia and Herzegovina	1	14,015,118			14,015,118	0.1%	0.00050226
44	Belgium	4	12,656,280			12,656,280	0.1%	0.002009041
45	Poland	5	8,774,874	3	1,775,273.33	10,550,147	0.0%	0.002511301
46	South Africa	3	7,915,000			7,915,000	0.0%	0.001506781
47	Taiwan	34	7,838,542	1	-26,088.35	7,812,454	0.0%	0.017076846
48	Saudi Arabia	3	5,777,463	1	662,000	6,439,463	0.0%	0.001506781
49	Kazakhstan	3	5,560,000			5,560,000	0.0%	0.001506781
50	Uzbekistan	5	3,550,000	2	876,348	4,426,348	0.0%	0.002511301
51	United Arab Emirates	9	2,513,741			2,513,741	0.0%	0.004520342

52	Angola	3	2,250,000			2,250,000	0.0%	0.001506781
53	Tajikistan	2	2,222,000			2,222,000	0.0%	0.00100452
54	Kyrgyzstan	2	2,004,403			2,004,403	0.0%	0.00100452
55	Ukraine	3	1,906,686			1,906,686	0.0%	0.001506781
56	Czech Republic	4	1,505,600			1,505,600	0.0%	0.002009041
57	Brunei	2	3,650,000	1	-2,261,030	1,388,970	0.0%	0.00100452
58	Bangladesh	4	710,000	4	673,000	1,383,000	0.0%	0.002009041
59	Mauritius	3	1,220,000			1,220,000	0.0%	0.001506781
60	Finland	10	1,135,384			1,135,384	0.0%	0.005022602
61	Denmark	2	243,924	1	750,000	993,924	0.0%	0.00100452
62	Côte d'Ivoire	1	895,000			895,000	0.0%	0.00050226
63	Portugal	1	856,000			856,000	0.0%	0.00050226
64	Turkey	1	850,000			850,000	0.0%	0.00050226
65	Belarus	1	816,000			816,000	0.0%	0.00050226
66	Austria	2	793,399			793,399	0.0%	0.00100452
67	Sweden	3	705,623			705,623	0.0%	0.001506781
68	Italy	1	682,172			682,172	0.0%	0.00050226
69	Romania	1	600,000			600,000	0.0%	0.00050226
70	Seychelles	2	550,000			550,000	0.0%	0.00100452
71	Solomon Islands	1	500,000			500,000	0.0%	0.00050226
72	Cyprus	1	481,857			481,857	0.0%	0.00050226
73	Mexico	2	460,000			460,000	0.0%	0.00100452
74	Slovakia	1	447,000			447,000	0.0%	0.00050226
75	Ghana	1	110,154	1	285,846	396,000	0.0%	0.00050226
76	Brazil	1	310,000	1	-10,000	300,000	0.0%	0.00050226
77	Sri Lanka	1	300,000			300,000	0.0%	0.00050226
78	Isle of Man	1	260,000			260,000	0.0%	0.00050226
79	Bhutan	1	234,000			234,000	0.0%	0.00050226
80	Ireland	2	214,190			214,190	0.0%	0.00100452
81	Belize	2	100,000			100,000	0.0%	0.00100452

82	Kenya	1	98,000			98,000	0.0%	0.00050226
83	Norway	2	80,900			80,900	0.0%	0.00100452
84	Bahrain	1	53,000			53,000	0.0%	0.00050226
85	Switzerland	1	21,128			21,128	0.0%	0.00050226
	Total	1991	18,986,976,270	406	4,765,237,417	23,752,213,688		

Source: Foreign Investment Agency, Ministry of Finance

Table 36: VIETNAM'S OUTWARD INVESTMENT - BY SECTOR
(Accumulated as of end of 2025)

Reporting Period:		Reporting Country:			Report Date:	Includes effective projects	
(ALL)		(ALL)			24-Dec-25		
No.	Sector	New Projects	Vietnamese Registered Capital (USD)	Adjusted Projects	Adjusted Capital (USD)	Total Registered Capital (USD)	Percentage
1	Mining and Quarrying	78	4,140,181,912	20	2,937,084,522	7,077,266,434	30%
2	Agriculture, Forestry, and Fishing	138	2,737,144,279	43	669,952,571	3,407,096,850	14%
3	Information and Communication	252	2,750,034,919	54	150,561,792.17	2,900,596,711	12%
4	Electricity, Gas, Steam, and Air Conditioning Supply	24	2,816,882,608	8	-551,370,001	2,265,512,607	10%
5	Manufacturing and Processing Industry	195	1,622,950,743	58	232,852,625.92	1,855,803,369	8%
6	Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	578	758,637,374.7	85	375,952,945.87	1,134,590,321	5%
7	Real Estate Business Activities	58	933,327,758.7	18	123,129,176	1,056,456,935	4%

8	Professional, Scientific, and Technological Activities	104	690,000,613.5	24	355,040,017	1,045,040,631	4%
9	Arts, Entertainment, and Recreation	9	1,016,520,308			1,016,520,308	4%
10	Financial, Banking, and Insurance Activities	31	703,818,376	26	292,476,223	996,294,599	4%
11	Accommodation and Food Service Activities	106	226,494,704.1	15	70,219,137	296,713,841	1%
12	Transportation and Storage	89	233,732,523.5	11	13,198,818	246,931,342	1%
13	Other Service Activities	95	142,389,345.5	11	12,194,820.07	154,584,166	1%
14	Administrative and Support Service Activities	60	48,448,765.51	6	55,549,905	103,998,671	0%
15	Construction	131	84,484,813.43	20	11,876,951.73	96,361,765	0%
16	Human Health and Social Work Activities	20	54,266,061.55	5	15,964,913.7	70,230,975	0%
17	Education and Training	18	17,190,165	1	90,000	17,280,165	0%
18	Water Supply and Waste Management	5	10,471,000	1	463,000	10,934,000	0%
	Total	1991	18,986,976,270.11	406	4,765,237,417	23,752,213,688	

Source: Foreign Investment Agency, Ministry of Finance

REFERENCES

IMF (October 2025), "World Economic Outlook: Global economy volatile, outlook remains gloomy", <https://www.imf.org/en/publications/weo/issues/2025/10/14/world-economic-outlook-october-2025>, accessed December 26, 2025.

EU (November 2025), "European Economic Forecast Autumn 2025", https://economy-finance.ec.europa.eu/economic-forecast-and-surveys/economic-forecasts/autumn-2025-economic-forecast-shows-continued-growth-despite-challenging-environment_en, accessed December 26, 2025.

FR (December 2025), "Global Economic Outlook December 2025", <https://www.fitchratings.com/research/sovereigns/global-economic-outlook-december-2025-03-12-2025>, accessed December 26, 2025.

ADB (December 2025), "Asian Development Outlook December 2025: Stable growth but uncertainty persists", <https://www.adb.org/outlook/editions/december-2025>, accessed December 26, 2025.

WTO (November 2025), "Goods Trade Indicator November 2025: Goods trade growth expected to slow as indicator declines", https://www.wto.org/english/news_e/news25_e/wtoi_28nov25_223_e.htm, accessed December 26, 2025.

UNCTAD (December 2025), "Global Trade Update December 2025", <https://unctad.org/publication/global-trade-update-december-2025-global-trade-poised-record-breaking-2025-flows>, accessed December 26, 2025.

Trading Economics (January 2026), <https://tradingeconomics.com/commodity/crude-oil>, accessed at 9:30 AM on January 05, 2026.

WB (December 2025), "Global Monthly Report, November-December 2025", <https://thedocs.worldbank.org/en/doc/de57f32fdf177170d1fe413327b553dd-0050012025/related/Global-Monthly-Nov-Dec-2025.pdf>, accessed December 26, 2025.

Trading Economics (January 2026), <https://tradingeconomics.com/commodity/gold>, accessed at 10:00 AM on January 05, 2026.

FAO (December 2025), "FAO Food Price Index December 2025", <https://www.fao.org/world-foodsituation/FoodPricesIndex/en/>, accessed December 26, 2025.

Trading Economics (January 2026), <https://tradingeconomics.com/>, accessed January 05, 2026.

WB (October 2025), "East Asia and Pacific Economic Update, October 2025", <https://www.worldbank.org/en/publication/east-asia-and-pacific-economic-update>, accessed December 26, 2025.

ADNOC Group. (2025). Annual investment strategy: Moving beyond oil. <https://www.adnoc.ae/en/investment-strategy-2025>

Bao Quoc Te. (2026, February 7). Vietnam–US promote early completion of reciprocal trade agreement.

Bown, C. P. (2025, November 14). US-China trade war tariffs: An up-to-date chart. Peterson Institute for International Economics. <https://www.piie.com/research/piie-charts/2019/us-china-trade-war-tariffs-date-chart>

British Broadcasting Corporation. (2026, February 2). US trade policy: Latest updates on global tariffs. <https://www.bbc.com/news/articles/c4gwp2me3gzo>

China Briefing. (2025). China's FDI in 2025: A year of recalibration. <https://www.china-briefing.com/news/chinas-fdi-in-2025-a-year-of-recliberation/>

Congress.gov. (2026). Presidential 2025 tariff actions: Timeline and status (Report R48549). Congressional Research Service.

European Commission. (2025). Report on EU investment policy and intra-EU M&A trends. Publications Office of the European Union.

Executive Office of the President. (2025, April 2). Executive Order 14257: Regulating imports with a reciprocal tariff. Federal Register. <https://www.whitehouse.gov/wp-content/uploads/2025/04/Annex-I.pdf>

Global Trade Alert. (2026). Tariff watch: Real-time information on Trump's trade deals (US-Chinese Taipei agreement). <https://globaltradealert.org/reports/Real-Time-Information-on-Trump-Trade-Deals>

Global Trade Law Blog. (2025, November 10). Shifts in U.S. trade in Asia: Key agreements from President Trump's October 2025 Asia trip. <https://www.globaltradelawblog.com/2025/11/10/shifts-in-u-s-trade-in-asia-key-agreements-from-president-trumps-october-2025-asia-trip-part-i-southeast-asia/>

Holland & Knight. (2025). An overview of President Trump's trade policy to date. Legal Insights.

Industrial Equipment News. (2026). A list of the trade deals the U.S. has announced so far. <https://www.ien.com/supply-chain/news/22946761/a-list-of-the-trade-deals-the-us-has-announced-so-far>

Miller, J. (2025, September 17). Casualties of the U.S.-China trade war: 36 million phones. Trade Data Monitor.

Peterson Institute for International Economics. (2025). Trump's quest for foreign direct invest-

ment. <https://www.piie.com/blogs/realtime-economics/2025/trumps-quest-foreign-direct-investment>

Tax Foundation. (2025). Tracking the economic impact of the Trump trade war. Economic Analysis Report.

Tax Foundation. (2026). The impact of global tax reforms on European FDI (2025 Edition). <https://taxfoundation.org/research/federal/european-fdi-impact-2025/>

U.S. Department of State. (2025). Existing U.S. trade agreements in force. <https://2021-2025.state.gov/trade-agreements/>

UNCTAD. (2026). World investment report 2026: Investment and the new industrial policy. United Nations Conference on Trade and Development. <https://unctad.org/wir2026>

UNI Customs Consulting. (2025). US reciprocal tariffs update for Vietnam and partner countries.

United States Trade Representative. (2026). Ambassador Greer signs the U.S.–El Salvador, Guatemala, and Argentina agreements on reciprocal trade. <https://ustr.gov/about-us/policy-offices/press-office/press-releases>

The White House. (2026, February 6). United States-India joint statement on interim agreement regarding reciprocal and mutually beneficial trade. <https://www.whitehouse.gov/briefings-statements/2026/02/united-states-india-joint-statement/>

Wikipedia. (2025). Tariffs in the second Trump administration. (Compiled data from the US Department of Treasury).

World Bank. (2025). Global economic prospects: Structural shifts in European markets. World Bank Group.

ADNOC Group. (2025). Annual investment strategy: Moving beyond oil. <https://www.adnoc.ae/en/investment-strategy-2025>

Bao Quoc Te. (2026, February 7). Vietnam–US promote early completion of reciprocal trade agreement.

Bown, C. P. (2025, November 14). US-China trade war tariffs: An up-to-date chart. Peterson Institute for International Economics. <https://www.piie.com/research/piie-charts/2019/us-china-trade-war-tariffs-date-chart>

British Broadcasting Corporation. (2026, February 2). US trade policy: Latest updates on global tariffs. <https://www.bbc.com/news/articles/c4gwp2me3gzo>

China Briefing. (2025). China's FDI in 2025: A year of recalibration. <https://www.china-briefing.com>

com/news/chinas-fdi-in-2025-a-year-of-recliberation/

Congress.gov. (2026). Presidential 2025 tariff actions: Timeline and status (Report R48549). Congressional Research Service.

European Commission. (2025). Report on EU investment policy and intra-EU M&A trends. Publications Office of the European Union.

Executive Office of the President. (2025, April 2). Executive Order 14257: Regulating imports with a reciprocal tariff. Federal Register. <https://www.whitehouse.gov/wp-content/uploads/2025/04/Annex-I.pdf>

Global Trade Alert. (2026). Tariff watch: Real-time information on Trump's trade deals (US-Chinese Taipei agreement). <https://globaltradealert.org/reports/Real-Time-Information-on-Trump-Trade-Deals>

Global Trade Law Blog. (2025, November 10). Shifts in U.S. trade in Asia: Key agreements from President Trump's October 2025 Asia trip. <https://www.globaltradelawblog.com/2025/11/10/shifts-in-u-s-trade-in-asia-key-agreements-from-president-trumps-october-2025-asia-trip-part-i-southeast-asia/>

Holland & Knight. (2025). An overview of President Trump's trade policy to date. Legal Insights.

Industrial Equipment News. (2026). A list of the trade deals the U.S. has announced so far. <https://www.ien.com/supply-chain/news/22946761/a-list-of-the-trade-deals-the-us-has-announced-so-far>

Miller, J. (2025, September 17). Casualties of the U.S.-China trade war: 36 million phones. Trade Data Monitor.

Peterson Institute for International Economics. (2025). Trump's quest for foreign direct investment. <https://www.piie.com/blogs/realtime-economics/2025/trumps-quest-foreign-direct-investment>

Tax Foundation. (2025). Tracking the economic impact of the Trump trade war. Economic Analysis Report.

Tax Foundation. (2026). The impact of global tax reforms on European FDI (2025 Edition). <https://taxfoundation.org/research/federal/european-fdi-impact-2025/>

U.S. Department of State. (2025). Existing U.S. trade agreements in force. <https://2021-2025.state.gov/trade-agreements/>

UNCTAD. (2026). World investment report 2026: Investment and the new industrial policy. United Nations Conference on Trade and Development. <https://unctad.org/wir2026>

UNI Customs Consulting. (2025). US reciprocal tariffs update for Vietnam and partner countries.

United Nations. (2026). World economic situation and prospects 2026.

United States Trade Representative. (2026). Ambassador Greer signs the U.S.–El Salvador, Guatemala, and Argentina agreements on reciprocal trade. <https://ustr.gov/about-us/policy-offices/press-office/press-releases>

The White House. (2026, February 6). United States-India joint statement on interim agreement regarding reciprocal and mutually beneficial trade. <https://www.whitehouse.gov/briefings-statements/2026/02/united-states-india-joint-statement/>

Wikipedia. (2025). Tariffs in the second Trump administration. (Compiled data from the US Department of Treasury).

World Bank. (2025). Global economic prospects: Structural shifts in European markets. World Bank Group.

The Government's Electronic Portal and other public sources, citing information on Viettel's international investment results in 2025.

FPT, Earnings Report 12M2025; 2024 Annual Report; 2025 Shareholders' General Meeting documents.

Compiled documents in the source file on Petrovietnam's and other Vietnamese oil and gas companies' overseas investment activities; content is used for analytical purposes and does not replace specialized audit figures.

VietnamPlus/TH Group, information on the inauguration of TH's dairy processing plant in Kaluga, Russian Federation, May 2025.

The Guardian (March 2026), "Monthly Oil Price Surge Hits Record Due to Iran War Impacting Gold Markets," <https://www.theguardian.com/business/2026/mar/29/oil-monthly-surge-record-iran-war-markets-gold>, accessed on 30/03/2026.

WEF (March 2026), "Energy Shock Shakes Markets: Must-Read Financial Stories of the Week," <https://www.weforum.org/stories/2026/03/energy-shock-shakes-markets/>, accessed on 26/03/2026.

Deloitte Insights (March 2026), "Middle East Conflict Begins to Cast a Shadow over the Global Economy," <https://www.deloitte.com/us/en/insights/topics/economy/iran-middle-east-conflict-impacts-global-economy.html>, accessed on 26/03/2026.

Enerdata (March 2026), "The Future of Fossil Fuel Prices: Oil and Gas Outlook after the 2026

Conflict," <https://www.enerdata.net/publications/executive-briefing/oil-gas-price-forecast-2026-2050.html>, accessed on 26/03/2026.

Federal Reserve (March 2026), "Monetary Policy Report, March 2026," <https://www.federalreserve.gov/monetarypolicy/files/monetary20260318a1.pdf>, accessed on 30/03/2026.

Yahoo Finance (March 2026), "Bond Yields Surge as Iran War Breaks Out," <https://finance.yahoo.com/economy/policy/articles/bond-yields-surge-iran-war-142401877.html>, accessed on 30/03/2026.

OECD (March 2026), "OECD Economic Outlook, Interim Report: Resilience Check," https://www.oecd.org/en/publications/oecd-economic-outlook-interim-report-march-2026_03-2026-en, accessed on 30/03/2026.