

BUSINESS FORUM MAGAZINE

# VIETNAM BusinessForum

THE VIETNAM CHAMBER OF COMMERCE AND INDUSTRY - **VCCI**

VOL.07, NO.1 (1521), JAN 10 - FEB 9, 2026  
ISSN 1859-0632

*Happy  
New  
Year*

**2026**



**Resolution 79-NQ/TW: Driving Breakthrough  
in State Economy**

**Bright Spots in FDI Attraction**



**Add:** 8th Floor, VCCI Building, No.9 Dao Duy Anh St, Dong Da Dist, Hanoi

**Tel:** (+84-24) 3577 1365 / **Fax:** (+84-24) 3577 1563, 3577 2596

**Email:** patent@vcci-ip.com; trademark@vcci-ip.com / **Website:** www.vcci-ip.com

VCCI Intellectual Property Sole Member Company Limited (VCCI-IP CO., LTD.), belonging to the Vietnam Chamber of Commerce and Industry (VCCI), is specialized in Intellectual Property legal services. VCCI-IP was established in 1984, right after the establishment of National Office of Intellectual Property of Vietnam (NOIP) in 1982, formerly as the Patent & Trademark Bureau of VCCI.

In the course of the economic renovation and global economic integration during over 40 years, VCCI-IP has continuously developed and enhanced the professional manner with the firmly asserted position as one of the largest and most prestigious IP agencies in Vietnam. VCCI-IP has annually ranked among Vietnam's best IP agencies by intellectual property magazines.

At present, VCCI-IP has been cooperating with about 500 international law firms, representing for more than 1,000 domestic and foreign clients which are leading industrial groups, multinational corporations such as Sony, Sharp, Panasonic, Toyota, Hitachi, LG, GlaxoSmithKline, Ferarri, etc. VCCI-IP is also a member of international associations such as the International Association for the Protection of Intellectual Property (AIPPI), the International Trademark Association (INTA) and the Asian Patent Attorney Association (APAA), etc.

With a strong team of more than 70 experienced and devoted lawyers, attorneys and technical experts in various fields, VCCI-IP always commits itself to bring the best services based on close and opportune coordination with clients in establishing and protecting effectively intellectual property rights in Vietnam and foreign countries.

## VCCI-IP'S AREAS OF SPECIALIZATION:

- 1 Providing information of legal framework, economic and technical environment of Vietnam and foreign countries in relation to intellectual property for domestic and foreign individuals/enterprises
- 2 Providing investigation and search services on prior art, freedom-to-operate, protection status, patentability and registrability of inventions, industrial designs, trademarks etc.,
- 3 Providing legal advice and representing for filing and prosecuting applications for inventions, industrial designs, trademarks, copyrights, plant variety, etc. of domestic and foreign individuals/enterprises
- 4 Providing legal advice and representing for filing and prosecuting international application for inventions under PCT Treaty
- 5 Providing legal advice and representing for filing and prosecuting international application for industrial design under Hague Agreement
- 6 Providing legal advice and representing for filing and prosecuting international trademark applications under Madrid Protocol/Agreement and European Community trademarks (CTM)
- 7 Providing legal advice and representing for settlement of appeals, disputes of IPRs
- 8 Providing legal advice and representing for settlement of IPRs infringement and anti-counterfeits in Vietnam and foreign countries
- 9 Providing legal services and representing for Recordal of license/assignment of IPRs and technology transfer



# CONTENTS

## INTEGRATION

- 02 Resolution 79-NQ/TW:  
Driving Breakthrough in  
State Economy

## BUSINESS

- 04 Vietnam Records 8.02% GDP  
Growth, Fastest in ASEAN
- 06 Bright Spots in FDI  
Attraction
- 08 Vietnam Trade 2025: Record  
Volumes, Rising Value  
Challenges
- 10 Innovating Trade Promotion  
to Drive Export Momentum
- 11 Completing E-Commerce  
Legal Framework to Curb  
Digital Fraud
- 12 Vietnam's Garment  
Industries Must Adapt to  
U.S. Tariffs to Thrive in 2026
- 14 Credit Surges, Quality Well  
Controlled at Major Banks

## SUSTAINABLE DEVELOPMENT

- 16 Vietnam, Japan Strengthen Innovation  
Cooperation
- 17 Inclusive Economy: Turning Vulnerable  
Groups into Development Resource
- 18 High-Tech and Innovation: Fueling  
Vietnam's Rapid and Sustainable Growth
- 20 Enhancing Human-Centric Economic  
Governance
- 22 Green Transition in Agriculture: From  
Concept to Action

## ENTERPRISE

- 24 Cai Mep-Thi Vai Port Cluster: Strategic  
Gateway and New Growth Engine for  
Vietnam's Port System
- 26 Garco 10: Culture as Long-Term Competitive  
Capability



**Cover photo:** During nearly 40 years of Vietnam's renewal process, the state economic sector has maintained a leading role. **In the photo:** ONE Singapore, with a capacity of 13,932 TEU and operated by Ocean Network Express, is the largest container vessel ever to call at Tan Cang Hai Phong International Container Terminal, September 18, 2025

- 28 Garco 10's Factory System: Driver of  
Industrial Competitiveness
- 30 Nhan Dan Gia Dinh Hospital Reinforcing  
Credibility, Advancing Innovation for  
Community Health
- 32 VISSAN Launches Many New Products for  
Lunar New Year
- 34 LS ELECTRIC Vietnam Shaping Growth  
Strategy in Smart Power and Automation

## TOURISM

- 36 Vietnam Tourism Industry: Shifting from  
Volume Growth to Value Competition
- 38 Green Tourism Driving Sustainable Growth  
in HCM City and Mekong Delta



Prime Minister Pham Minh Chinh pays a working visit to Garment 10 Corporation, January 8, 2026

RESOLUTION 79-NQ/TW

# Driving Breakthrough in State Economy

Resolution No. 79-NQ/TW on the development of the state economic sector, issued by the Politburo in early 2026, aims not only to address long-standing bottlenecks in Vietnam's state-owned enterprise (SOE) sector but also to redefine the sector's role and leadership approach within a new growth model.

**P**arty General Secretary To Lam recently signed Resolution No. 79-NQ/TW, dated January 6, 2026, which was issued by the Politburo on the development of the state economic sector.

The Resolution affirms that the state economic sector is a particularly important component of the socialist-oriented market economy. Over 80 years of development, and especially during nearly 40 years of the national renewal process, the state economic sector has maintained a leading role by orienting, guiding, and regulating economic activities, contributing to economic growth, macroeconomic stability, the maintenance of major economic balances, and the assurance of national defense and security...

However, despite these results, the state economic sector continues to face shortcomings and inefficiencies. To achieve the goal of becoming a developing country with modern industry by 2030 and a developed, high-income country by 2045, the Politburo calls for focused, decisive, coordinated, and effective implementation of key orientations and policies for the development of the state economic sector.

## Advancing SOEs into the World's Top 500

Regarding specific targets, the Resolution sets out a roadmap to 2030 that aims to place 50 SOEs among the 500 largest enterprises in Southeast Asia and 1 to 3 SOEs among the 500 largest enterprises worldwide.

The plan calls for the development of several strong state economic groups and SOEs with large scale, modern technology, and regional and international competitiveness. These entities are expected to play a pioneering role and guide domestic enterprises to participate more deeply in selected global production and supply chains, particularly in key and strategic sectors of the economy. Under the Resolution, 100% of SOEs are to implement modern corporate governance on digital platforms, and 100% of state economic groups and state-owned corporations are to fully apply the corporate governance principles of the Organization for Economic Co-operation and Development (OECD).

For state-owned credit institutions, the goal is to have at least



three state-owned commercial banks ranked among the 100 largest banks in Asia by total assets.

For public service units, the policy continues to expand socialization in the provision of public services, further streamline organizational structures, and aim to retain only public service units that serve political missions, state management, and the provision of basic and essential public services.

With a vision to 2045, the state economic sector is to become a solid foundation for ensuring strategic autonomy, self-reliance, and comprehensive economic competitiveness. About 60 SOEs are to rank among the 500 largest enterprises in Southeast Asia; five SOEs are to be among the 500 largest enterprises globally; and at least 50% of public service units are to fully cover both recurrent and investment expenditures, or fully cover recurrent expenditures while operating effectively under market mechanisms.

### Changing mindset and governance

In terms of general solutions, the Resolution calls for a transition from administrative control to development facilitation and modern governance. It requires a clear separation among ownership functions, economic management functions, and the execution of political missions. Mechanisms are to be established to protect officials who take initiative for the common interest, with clear distinctions between objective errors and legal violations to ensure appropriate handling. At the same time, databases on state economic entities and resources are to be standardized and interconnected to support policy formulation.

For specific solutions, the objective is to complete nationwide measurement, statistical work, digitization, and cleansing of the land data system by the end of 2026, and to connect and share it with other national data systems.

Enterprises, particularly SOEs, are encouraged to invest overseas in the exploration, extraction, and processing of mineral resources that are unavailable domestically or have limited reserves.

Basic surveys are to be strengthened, and data systems on marine and island resources are to be developed, together with plans for effective exploitation and use to support economic development in combination with national defense, security, and sovereignty protection. Priority is given to developing other key marine and island infrastructure works to meet economic development objectives and strengthen defense and security, with the aim of making the marine economy an important component of the state economic sector.

Appropriate mechanisms are to be issued to create a synchronized legal framework and implement controlled experimental frameworks (sandboxes) to promote the development of the space economy, low-altitude economy, and the aviation and aerospace industries.

Forms of mobilizing social resources and public-private partnerships are encouraged in the investment in and operation of underground works. Public-private partnership is promoted in the development and application of artificial intelligence and advanced digital technologies.

In addition, the expansion of investment models under public-private approaches such as “public

investment - private management,” “private investment - public use,” and other public-private partnership arrangements is encouraged to build, manage, and operate infrastructure facilities in the most effective manner.

### Allowing full use of proceeds from equitization and state capital divestment

For SOEs, policies are introduced to encourage the development of large-scale entities through increases in charter capital, including allowing the use of all proceeds from equitization and state capital divestment at enterprises, increasing the proportion of after-tax profits retained by enterprises, and reviewing and reassessing assets that have been fully depreciated but remain usable. Consolidation, mergers, and enterprise transfers are encouraged to leverage overall sector advantages.

SOEs are permitted to decide on the use of science and technology development funds to proactively carry out or commission external research and development under product-based contracting mechanisms. Mechanisms also allow SOEs to independently establish, or cooperate with the State and other enterprises to establish, venture capital funds.

The State Capital Investment Corporation (SCIC) is to undergo comprehensive restructuring toward professional capital investment operations, moving toward the establishment of a national investment fund. Resources are to be concentrated from enterprise capital restructuring and other assigned state resources to: (i) invest in the development of large-scale enterprises and enterprises with strong performance; (ii) invest in projects in technology, innovation, and digital transformation that are significant to the economy; and (iii) carry out direct investment and provide support resources for SOEs to invest overseas and undertake mergers and acquisitions to access new, core, and strategic technologies and industries, or to pursue high-return objectives.

The capacity and operational effectiveness of the Vietnam Asset Management Company (VAMC) and the Vietnam Debt and Asset Trading Corporation (DATC) are to be strengthened to support restructuring processes, particularly financial restructuring and the resolution of bad debts in the SOE sector and commercial banks under market mechanisms. ■



Oil and gas production activities at Petrovietnam's Bach Ho (White Tiger) oil field





In 2025, Ho Chi Minh City is the largest contributor to the country's total GDP, accounting for 23.11% of overall national growth

# Vietnam Records 8.02% GDP Growth, Fastest in ASEAN

Vietnam's 8.02% economic growth in 2025 stood out amid ongoing global economic fluctuations, particularly trade tensions and U.S. reciprocal tariff policies. This rate was the highest in the ASEAN region and among the leading growth rates worldwide.

**ANH MAI**

According to the National Statistics Office (Ministry of Finance), Vietnam's GDP in 2025 increased by 8.02% compared with 2024. This was slightly below the 8.12% growth recorded in 2022, the highest level in the past 15 years, driven primarily by the services and industrial manufacturing sectors. With this outcome, the average GDP growth for the 2021-2025 period reached approximately 6.3% per year,

surpassing the 6.2% achieved in the previous term.

Nguyen Thi Huong, Director of the National Statistics Office, reported that GDP in Q4 2025 reached the highest growth rate of the 2021-2025 period. The economy maintained a pattern of stronger growth in each successive quarter throughout the year.

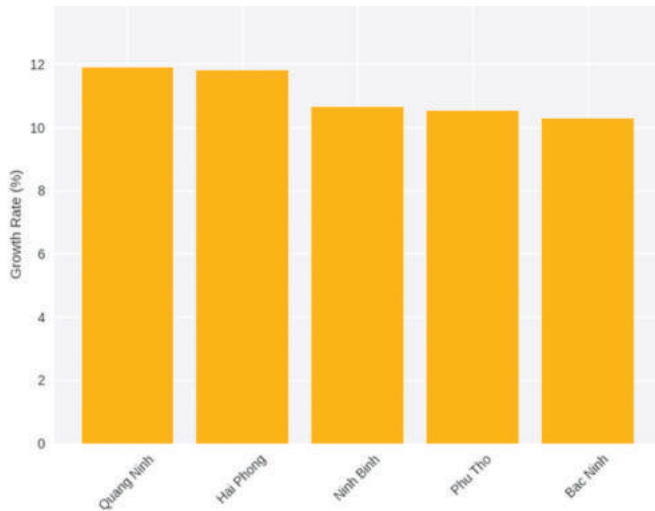
At current prices, Vietnam's GDP in 2025 was estimated at US\$514 billion, up US\$38 billion from the previous year. GDP per capita reached US\$5,026, an increase of US\$326 from 2024 (US\$4,700), placing Vietnam among upper-middle-income countries. Average consumer price inflation (CPI) in 2025 rose 3.31% compared with the previous year.

In terms of gross value added, the agriculture, forestry, and fisheries sector grew 3.78%, contributing 5.30%; the industry and construction sector increased 8.95%, contributing 43.62%; and the services sector rose 8.62%, contributing 51.08%.

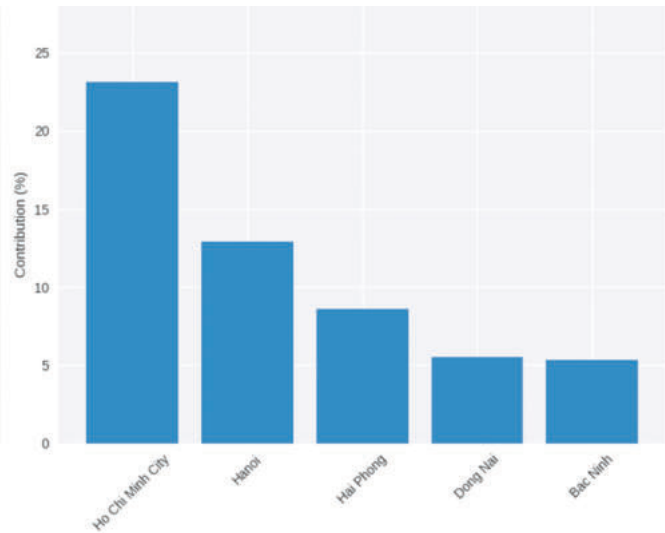
Within the agriculture, forestry, and fisheries sector, despite adverse impacts from storms and flooding, timely measures mitigated damage, keeping production stable. Agricultural value added in 2025 was estimated to increase



**Top 5 Localities with Highest GRDP Growth Rate (2025)**



**Top 5 Contributors to National Economic Growth (2025)**



3.48%, contributing 3.59% to overall economic growth; forestry grew 5.70% but with a small share, contributing 0.38%; and fisheries grew 4.41%, contributing 1.33%.

In the industry and construction sector, industrial growth reached its highest level since 2019. Industrial value added in 2025 was estimated to grow 8.80% year-on-year, contributing 35.15% to total economic growth. Manufacturing increased 9.97%, the highest rate in the 2019-2025 period, remaining a key growth driver and contributing 31.49%.

Trade and tourism activities rose significantly, with international arrivals reaching an all-time high in 2025, providing strong support for service sector growth. Service sector value added in 2025 was estimated to increase 8.62%, slightly below the 10.66% growth recorded in 2022 during the 2011-2025 period.

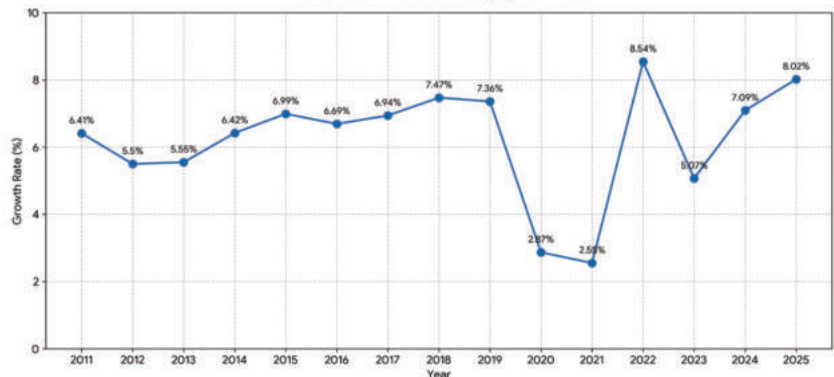
Vietnam's total trade value surpassed US\$930 billion for the first time, increasing 18.2% compared with 2024. Exports reached US\$475 billion, up 17%, with 36 products generating more than US\$1 billion each.

In 2025, nearly 297,500 enterprises were newly registered or resumed operations, an increase of 27.4% compared with the same period in 2024. On average, nearly 24,800 enterprises were established or resumed operations each month, while approximately 18,900 enterprises exited the market monthly.

Regional gross regional domestic product (GRDP) growth ranged from 5.84% to 11.89%, with six localities exceeding 10%. Quang Ninh and Hai Phong led with GRDP growth of 11.89% and 11.81%, respectively, followed by Ninh Binh, Phu Tho, Bac Ninh, and Quang Ngai. Most other provinces achieved stable growth of 7-10%, while five provinces remained below 7%. In terms of contribution to national GDP growth, Hanoi, Ho Chi Minh City, Hai Phong, Dong Nai, and Bac Ninh continued to serve as the pillars of the economy, contributing 55.4% to overall growth.

For 2026, Vietnam aims to achieve double-digit growth while maintaining macroeconomic stability, controlling

**Vietnam's GDP Growth Rate (%), 2011-2025**



inflation, and ensuring key economic balances. According to Huong, this represents a significant challenge, requiring strong measures to accelerate public investment disbursement, particularly for major national projects. Simultaneously, Vietnam needs to resolve lingering projects and continue deep economic restructuring while promoting exports and expanding the domestic market.

Additionally, regulatory agencies need to implement competitive, business-friendly policies to attract large-scale, high-tech projects. Selective mechanisms should be established to draw foreign investment in high-potential sectors such as semiconductors, innovation, and green hydrogen, creating new drivers for growth.

Mariam Sherman, World Bank Country Director for Vietnam, said Vietnam should continue strengthening the private sector, prioritize human capital and technology, advance sustainable infrastructure and green growth, and ensure that the benefits of growth and institutional modernization are shared equitably.

She added that Vietnam's goal of becoming a developed, high-income country is ambitious but achievable. Success will require optimism combined with a sense of urgency, along with clear objectives and timelines, consistent reforms, and a readiness to address challenges directly. ■



# Bright Spots in FDI Attraction

In 2025, despite fluctuations arising from global trade and geopolitical developments, foreign direct investment (FDI) inflows into Vietnam continued to show positive momentum. Many large-scale, high-technology projects were implemented, reinforcing the attractiveness of the investment environment, strengthening foreign investor confidence, and opening up opportunities for sustainable economic growth in the years ahead.

## THU HA

### Growth in both scale and quality

According to data from the National Statistics Office under the Ministry of Finance, total registered foreign investment in Vietnam reached US\$38.42 billion as of December 31, 2025, up 0.5% year on year. Notably, realized foreign direct investment for the full year was estimated at US\$27.62 billion, an increase of 9%, marking the highest level recorded during the 2021-2025 period.

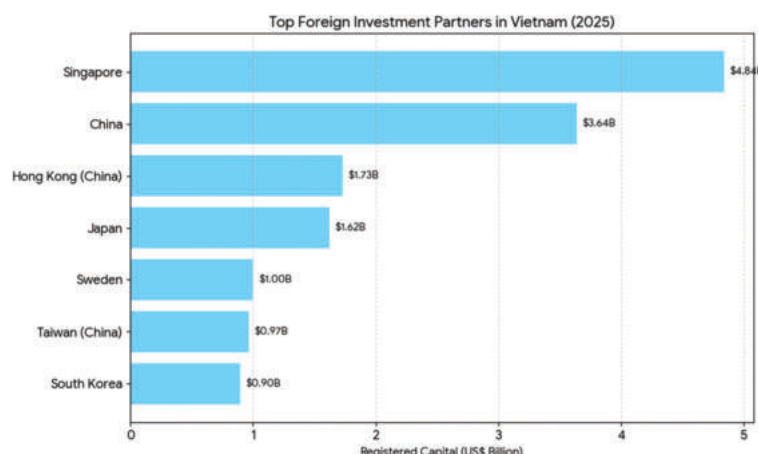
In 2025, Vietnam licensed 4,054 new FDI projects with total registered capital of US\$17.32 billion. Of this amount, the processing and manufacturing sector remained the largest investment destination, attracting US\$9.80 billion and accounting for 56.5% of newly registered capital. Real estate ranked second with US\$3.67 billion, or 21.2%, while the remaining sectors accounted for US\$3.85 billion.

In terms of investment partners, Singapore led with registered capital of US\$4.84 billion, accounting for 27.9%. This was followed by China with US\$3.64 billion (21%), Hong Kong (China) with US\$1.73 billion (10%), Japan with US\$1.62 billion (9.4%), and Sweden with US\$1.0 billion (5.8%). Taiwan (China) and South Korea followed, with registered capital of US\$965.8 million and US\$895.9 million, respectively.

Alongside newly registered capital, adjusted capital saw 1,404 previously licensed projects registering additional investment of US\$14.07 billion, up 0.8% from the previous year.

According to the National Statistics Office, a key positive feature of Vietnam's FDI landscape in 2025 was the sharp rise in disbursed capital, which increased by 9% year on year to an estimated US\$27.62 billion, the highest level of realized FDI in the past five years. Of this total, the processing and manufacturing sector accounted for US\$22.88 billion, or 82.8% of realized FDI, followed by real estate activities with US\$1.93 billion, or 7.0%. Electricity, gas, hot water, steam, and air conditioning supply attracted US\$914.9 million, equivalent to 3.3% of the total.

Hanoi was among the leading localities in attracting FDI. Major projects included those by Gamuda Group (Malaysia), such as the Yen So Park Development Project, the C2-



Gamuda Gardens New Urban Area Project, the Nam Thang Long New Urban Area Project, and the Le Trong Tan New Urban Area - ParkCity Hanoi Project.

Bac Ninh, long regarded as an FDI hub in northern Vietnam, continued to attract large-scale projects from major corporations such as Samsung, Canon, and Goertek.

In Dong Nai, the province recorded strong FDI inflows in 2025, licensing several major projects, including the Mapletree Logistics Park Tam An 1 Project by Singapore's Saffron Logistics Asset Holdings PTE. LTD with registered investment of US\$101.1 million; an investment expansion by Pingfu Home Products Co., Ltd., a U.S.-invested enterprise, which added more than US\$37.6 million, raising total investment to US\$80 million at Minh Hung-Sikico Industrial Park; and a manufacturing project by Midwest Pets Vietnam Co., Ltd. of Singapore, with investment of US\$27.8 million at Becamex-Binh Phuoc Industrial Park.

These results reinforced the confidence of foreign investors in Vietnam's investment environment and the economy's capacity to absorb capital.

### Room for growth in 2026

In 2026, FDI inflows into Vietnam are expected to continue expanding as a series of major infrastructure projects come into operation. Hanoi is accelerating the development of synchronized industrial infrastructure, creating an increasingly attractive investment and business environment. The city's plan to develop a multi-center investment space linked with new growth poles such as Dong Anh-Soc Son-Me Linh for industry and logistics, Gia Lam-Long Bien for commerce and services, and Ha Dong-Hoai Duc for urban development, finance, and technology is expected to form a more balanced investment structure.

For Bac Ninh, after many years of industrial development, the province has been assessed as a major base for the electronics industry and a market with strong potential for semiconductors. To anticipate investment shifts, the province has planned specialized industrial parks with hundreds of





**Strong investment inflows in Vietnam in 2025 reinforce investor confidence and support sustainable economic growth**

hectares of cleared land and modern, synchronized infrastructure. With a large land fund and the Gia Binh Airport under development, Bac Ninh is well positioned to attract both domestic and foreign investment.

Another locality, Phu Tho, has set a target to attract more than US\$1.1 billion in FDI in 2026, with a focus on project quality, efficiency, and sustainability. The province is addressing infrastructure bottlenecks, site clearance, high-quality human resource development, and improvements to the investment and business environment. Public investment is being deployed in a focused and prioritized manner to serve as seed capital for large-scale, high-technology FDI projects.

In the southern region, Long Thanh International Airport welcomed its first flight on December 19, 2025 and is scheduled to officially begin commercial operations in the first half of 2026. In June 2026, Phase I of the 76.3-kilometer Ho Chi Minh City Ring Road 3 is expected to open to traffic, with four expressway lanes and parallel service roads. Once operational, the project will connect industrial parks and seaports in Ho Chi Minh City, Dong Nai, and Tay Ninh, forming an industrial corridor that links seaports, reduces logistics time and costs, and creates new growth momentum for the Southern Key Economic Region.

In addition, the Ben Luc-Long Thanh interregional expressway is expected to be fully completed in September 2026, significantly shortening travel distances from the Mekong Delta to Cai Mep-Thi Vai Port and Long Thanh International Airport. The Cai Mep Ha Free Trade Zone project in Ho Chi Minh City and a free trade zone in Dong Nai are currently under investment preparation. At the same time, the development of logistics zones and next-generation industrial parks is expected to enhance Vietnam's attractiveness to strong FDI inflows and strategic investors.

The outlook for 2026 remains positive, with forecasts indicating continued growth in FDI flows, concentrated in

green and digital sectors, prioritizing high-technology projects with high value added, lower labor intensity, and environmental compatibility.

At the same time, regional competition has become increasingly intense, particularly from India, Malaysia, and Indonesia, which are advancing tax incentives and developing specialized industrial parks. This requires Vietnam to continue shifting its focus from attracting large volumes of capital to attracting high-quality investment, with priority given to core technologies, innovation, value chain linkages, and higher localization rates.

At a forum on improving policies to attract a new generation of investment into industrial parks, held in late November 2025, Hoang Quang Phong, Vice President of the Vietnam Chamber of Commerce and Industry (VCCI), said that Vietnam is facing a historic opportunity to attract high-quality capital flows in high-technology and innovation sectors. Nguyen Duc Hien, Deputy Chairman of the Central Commission for Policy and Strategy, also noted that Vietnam is at a critical juncture to transform into a manufacturing hub linked with innovation and sustainable development in the region. Completing policies to attract a new generation of FDI will play a key role in turning this objective into reality.

Going forward, Vietnam needs to build a comprehensive ecosystem to support high-quality FDI, including digital infrastructure, clean energy, smart logistics, and transparent administrative services. Next-generation high-tech zones should be planned with integrated R&D, production, and training functions, serving not only as manufacturing bases but also as centers of innovation.

At the same time, many investors remain cautious and are closely observing the impact of the two-tier local government model. As a result, a strong focus on business efficiency and the rapid strengthening of investor confidence will be essential. ■



## VIETNAM TRADE 2025

# Record Volumes, Rising Value Challenges

In 2025, Vietnam's total trade value surpassed US\$930 billion for the first time, increasing 18.2% compared with 2024. This result underscored the strength of an open economy and created a foundation for Vietnam to move with confidence from scale expansion toward deeper value creation.

**HUONG LY**

## Impressive figures

In 2025, Vietnam's exports reached US\$475.04 billion, an increase of 17.0% year on year. During the year, 36 product categories posted export values of more than US\$1 billion, accounting for 94.0% of total export turnover, including eight categories with exports exceeding US\$10 billion, which together made up 70.2%. Imports totaled US\$455.01 billion, up 19.4% from the previous year.

Deputy Minister of Industry and Trade Phan Thi Thang said export momentum was driven by balanced growth across many key product groups, particularly electronics, computers, and components, alongside a clear recovery in agriculture, forestry, and fisheries, including fruit and vegetables, durian, and lobster. Textiles and garments, wood, and wood products also recorded positive gains, reflecting improving global demand and the ability of Vietnamese enterprises to capture market opportunities.

Dr. Le Duy Binh, Director of Economica Vietnam, said the export record was supported by the recovery of major markets such as the United States (U.S.), the EU, and Japan, driven by economic recovery measures and looser monetary policies. Peak shopping seasons in the final months of the year generated strong demand for Vietnamese strengths, including textiles and garments, footwear, furniture, electronics, food, and agricultural and forestry products.

According to Nguyen Bich Lam, former Director General of the National Statistics Office, as of 2025, Vietnam's merchandise trade balance had recorded consecutive surpluses for 10 years. However, during the 2023-2025 period, while total import-export turnover grew rapidly, the trade surplus ratio declined from 4.12% in 2023 to 3.17% in 2024 and 2.3%



in 2025. Lam said this trend reflected international trade growth outpacing the economy's ability to accumulate net value, reducing the contribution of imports and exports to GDP scale and growth over the past three years.

The FDI sector continued to serve as a pillar, with projected turnover of US\$663 billion, accounting for 72% of the total. According to Tran Thanh Hai, Deputy Director of the Agency of Foreign Trade, exports still relied heavily on FDI, while domestic enterprises had yet to engage deeply in higher-value stages and remained dependent on imported inputs. Capabilities in design, marketing, and compliance with international and green standards remained limited, leaving production and exports vulnerable.

At present, the U.S. was the largest export market, accounting for over 32%, while China led imports at around 40%. This reality showed risks of dependence on two traditional markets. In addition, FDI enterprises accounted for 70-75% of export turnover, but value added retained in Vietnam remained low, mainly concentrated in assembly, while higher-value stages such as branding, marketing, and supply chains were incomplete. The trade balance was also skewed, with a surplus with the U.S. and a deficit with China.

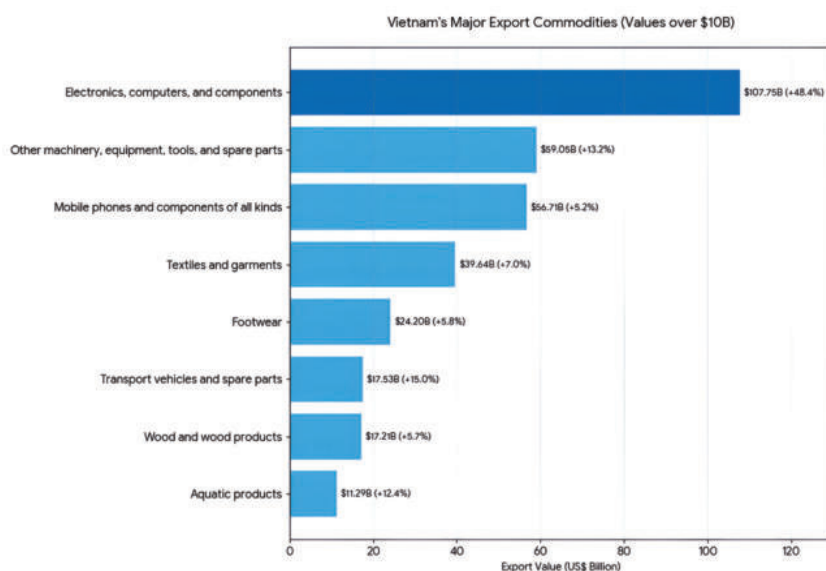
## Key to sustainable trade development

The Ministry of Industry and Trade set an export growth target of over 8% for 2026, with a strategy centered on greener production and digital transformation. To move beyond the low-value-added processing model, experts agreed that Vietnam's future trade development must be built on three pillars: the Green Economy, the Digital Economy, and the Knowledge Economy.

Sustaining the US\$920 billion trade milestone in 2025 depended on stronger supporting industries; to keep exports durable, Vietnamese enterprises needed to progressively secure greater autonomy over input supply. Dr. Nguyen Thuong Lang of the National Economics University said export growth and FDI inflows were driven by several factors, including domestic reforms to the investment environment, legal procedures, and incentive policies; FTAs and stable diplomatic relations; competitive labor costs; and the relative depreciation of the Vietnamese dong, which improved the attractiveness of Vietnamese products in international markets. Many foreign investors therefore selected Vietnam as a long-term destination, using a stable production base to expand operations and transfer projects as the economy accelerated.

Regarding the fact that the FDI sector still accounted for a large share of exports, limiting domestic value retention, with most profits accruing to parent corporations while Vietnam benefited mainly from wages, taxes, and infrastructure, Dr. Lang said Vietnam needed to encourage domestic enterprises to engage more deeply in FDI projects through capital contributions, joint ventures, or equitization to learn technology, management skills, and international market experience.

According to Tran Thanh Hai, optimizing logistics, promoting cross-border e-commerce, and applying digital technologies were prerequisites for entering demanding



markets. Information transparency through blockchain, identification codes, traceability, and green standards had become "passports" for Vietnamese goods entering the U.S. and Europe.

According to Nguyen Bich Lam, restructuring international merchandise trade required six core solutions: renew evaluation indicators by shifting the focus from turnover growth to higher value added, efficiency, and sustainability, while incorporating green, digital, and knowledge-based economic metrics; develop the domestic economic sector to enable enterprises to engage more deeply in value chains through green transformation, digitalization, and higher knowledge content; accelerate the development of supporting and foundational industries to reduce import dependence and form clusters linking green production, digital governance, and technological innovation; prioritize export industries based on knowledge, R&D, branding, intellectual property, and international standards; modernize trade infrastructure, logistics, and supply chains in a green-digital direction to reduce costs and increase transparency; and proactively adapt to new rules by integrating green, digital, and knowledge economies into FTA strategies and market expansion. ■



# Innovating Trade Promotion to Drive Export Momentum

Despite ongoing challenges in global supply chains and rising trade protectionism, Vietnam's import-export turnover in 2025 recorded strong momentum, surpassing US\$930 billion. This outcome showed that trade promotion activities effectively served as a catalyst, supporting market expansion and strengthening Vietnam's position in global trade.

## HUONG LY

According to Le Hoang Tai, Deputy Director General of the Vietnam Trade Promotion Agency (VIETRADE) under the Ministry of Industry and Trade (MoIT), trade promotion activities had undergone substantial changes in mindset, implementation methods, and scale, becoming an effective instrument for enterprises to enhance brand value and strengthen Vietnam's soft power in the international arena.

Specifically, in 2025, VIETRADE prioritized institutional refinement and accelerated administrative procedure reform to create a consistent and open legal framework for trade promotion activities. The agency advised on the issuance of two decrees and one decision by the Prime Minister, and revised three key decrees, helping enterprises cut compliance time and costs by around 30%.

On that foundation, the National Trade Promotion Program continued to deliver tangible results. During the 2021-2025 period, 630 projects with total funding exceeding VND650 billion (US\$26 million) were implemented, supporting more than 41,000 enterprise participations. In 2025 alone, 114 projects were carried out, with the value of signed contracts and memoranda of understanding reaching approximately US\$71 million.

Notably, trade promotion activities saw a strong shift toward digital transformation. Online trade fairs and cross-border sales via livestreaming were widely adopted, enabling enterprises to access global markets at optimized costs. A notable example was the Autumn Fair 2025, which attracted more than 2,500 enterprises and generated nearly VND1,000 billion (US\$40 million) in revenue, demonstrating the organizational capacity and adaptive capability of Vietnam's trade promotion system.

To enable Vietnamese goods to participate more deeply in global value chains, rather than remaining concentrated in low value-added stages such as processing or raw exports, Tran Thanh Hai, Deputy Director General of the Agency of Foreign Trade (MoIT), said coordination could not be limited to short-term, ad hoc support measures. Instead, it needed to focus on building long-term, sustainable development foundations. Trade



**Autumn Fair 2025 features 3,000 booths from 34 provinces and cities, industry sectors, and domestic and international businesses**

promotion programs should be closely aligned with sector development orientations, requirements on standards and rules of origin, and enterprises' capacity to meet these demands.

As Vietnam entered the 2026-2030 period, international trade was forecast to become increasingly competitive, driven by rapid digitalization and tighter technical barriers related to social responsibility, product safety, and traceability. Against this backdrop, Ho Thi Quyen, Deputy Director of the Ho Chi Minh City Trade and Investment Promotion Center, proposed maintaining regular briefings with Vietnam's overseas trade offices, clearly identifying priority markets and sectors, strengthening two-way promotion activities, and building capacity for small and medium-sized enterprises.

From a local perspective, Nguyen Tien Dung, Deputy Director of the Quang Ninh Department of Industry and Trade, recommended granting greater autonomy to localities in organizing and participating in international trade fairs. He also called for prioritizing resources for thematic trade promotion programs, particularly the One Commune One Product (OCOP) Fair, accelerating digital trade promotion and cross-border e-commerce, and thereby supporting local enterprises in expanding production linkages and accessing both domestic and international markets.

At the macro level, Deputy Minister of Industry and Trade Nguyen Sinh Nhat Tan said that trade promotion work needed to be implemented in a more comprehensive manner, not only focusing on export activities but also creating close linkages between the domestic market and international markets.

He affirmed that the 2026-2030 period would be a "pivotal phase for the trade promotion sector to undergo strong innovation, thereby contributing to the achievement of growth targets set by the Party and the Government." Accordingly, trade promotion should be approached with new thinking, not merely as a bridge for goods consumption, but also as a driving force for production, market shaping, and enhancing Vietnam's national position within global value chains. ■

# Completing E-Commerce Legal Framework to Curb Digital Fraud

Online commercial fraud has been becoming a major challenge, creating the need to refine institutions and strengthen governance as the digital economy has expanded rapidly. The Vietnam National Assembly's passage of the E-Commerce Law on December 10, 2025, marked a strategic step, reflecting practical developments in digital commerce while reinforcing fraud prevention and consumer protection, and fostering the investment and business environment for the enterprise community.



## QUYNH CHI

### **Rapid growth accompanied by rising violations**

According to Hoang Quang Phong, Vice President of the Vietnam Chamber of Commerce and Industry (VCCI), amid a strong digital transformation, e-commerce and online business activities had become an important driver of economic growth, expanding opportunities for enterprises and consumers.

According to a report by the Vietnam E-commerce and Digital Economy Agency (Ministry of Industry and Trade), in 2024 e-commerce continued to grow at nearly three times the rate of traditional commerce globally, contributing about 20% of total retail goods and services revenue. Southeast Asia remained the world's fastest-growing region for e-commerce and the digital economy. Within this context, Vietnam's e-commerce sector maintained strong growth, reaching 18–25% annually. In the first nine months of 2025 alone, domestic e-commerce revenue hit VND305.9 trillion (US\$12.24 billion), up 34.35% year on year. This surge further positioned Vietnam as one of the most promising markets in the ASEAN region.

However, alongside this rapid development, smuggling, commercial fraud, and the online trading of counterfeit, imitation, and substandard goods became increasingly complex, adversely affecting consumer health and even safety, harming legitimate enterprises, and creating anxiety among consumers.

According to statistics from the National Steering Committee against Smuggling, Counterfeit Goods, and Trade Fraud (National Steering Committee 389), crimes and legal

violations related to smuggling, trade fraud, and counterfeit goods have continued to develop in a complex manner in many major provinces and cities, including Hanoi, Hai Phong, Hung Yen, Bac Ninh, Ho Chi Minh City, and Dong Nai.

Violations have ranged from the production and trading of counterfeit goods, goods infringing intellectual property rights, and the sale of expired or origin-unclear products to the consumption of smuggled goods and goods without invoices or documentation, creating significant challenges for enforcement agencies.

According to National Steering Committee 389, in the third quarter of 2025 alone, authorities nationwide detected, seized, and handled more than 31,000 cases related to smuggling and trade fraud. State budget revenues exceeded VND3.6 trillion (US\$144 million), while criminal proceedings were initiated in 462 cases involving 915 individuals, reflecting increases in both the scale and sophistication of violations.

### **Tighter regulations and controls**

According to Le Thi Ha, Head of the Division for E-Commerce Management at the Vietnam E-commerce and Digital Economy Agency, current regulations on seller identity verification under the E-Commerce Law are very strict. All sellers are required to have a tax identification number linked to electronic identity verification, which must be associated with both the tax ID and the seller's platform account. Sellers are not allowed to use another person's payment account and may only use their own account on the platform. As a result, traceability has improved significantly, making this a stringent provision and an important step forward.

*(continued on P.21)*



# Vietnam's Garment Industries Must Adapt to U.S. Tariffs to Thrive in 2026

The U.S. tariff shock has hit Vietnam's fashion and textile exports hard. As the year closed, attention shifted toward resilience and growth in 2026. What should businesses do to stay competitive in the new trade reality?

## Tariff shock and immediate impact

On 7 August 2025, the U.S. started to impose a 20% tariff on most fashion and textile (F&T) goods imported from Vietnam. Though lower than the 46% reciprocal tariff first announced by President Donald Trump in April 2025, it remains higher than the tariffs faced by competitors such as Indonesia (19%), Cambodia (15%), and Turkey (15%).

The consequences were swift. From August to September 2025, Vietnamese footwear exports to the U.S. dropped by 27%, while F&T exports declined by 20%, reflecting the high sensitivity of these industries to tariff hikes.

American brands with significant production footprints in Vietnam, such as Nike, which manufactures half of its global footwear output here, are now grappling with increased costs. According to Corinna Joyce, Program Manager of the Bachelor of Fashion (Enterprise) program at RMIT University Vietnam, these costs are being absorbed across the supply chain.

"The costs are partially shared with Vietnamese manufacturers, resulting in squeezed margins, and in some cases, passed on to U.S. consumers in the form of higher retail prices," she said.

To comply with the new regulations and meet sustainability requirements, Vietnam's F&T sector requires substantial investment in acquiring the latest technology, a process that may take several years to establish.

There is also a risk of job and financial losses. As the U.S. is one of Vietnam's primary export markets, accounting for roughly 40% of total F&T exports, Joyce pointed out that any significant drop in orders can cause unemployment and reduce the industry's profits.

"If these tariffs persist or increase further, companies that cannot secure enough demand or absorb the cost increases may face downsizing or closure," she added.

The tariffs add a layer of complexity to global supply chains as well. Vietnam's F&T industry depends heavily on imported raw materials from China and South Korea. This reliance increases challenges related to compliance with U.S. rules of origin



**The U.S. is one of Vietnam's primary export markets, accounting for roughly 40% of total F&T exports**

requirements. In some cases, goods with input sourced from China could be classified as "transshipped," subjecting them to even harsher tariffs up to 40%, further threatening the sector's stability and profitability.

## Industry and government response

F&T export turnover in 2025 reached US\$39.6 billion. The higher export revenue was achieved despite challenges with reciprocal tariffs and changing requirements from global brands. Speaking at a recent conference, Chairman of Vietnam Textile and Apparel Association (VITAS) Vu Duc Giang attributed this achievement to several initiatives, including the diversification of markets (Vietnam now exports F&T products to 138 markets), the move toward digitalization, automation, green practices, and supply chain integration.

Sharing from industry representatives and reports offer more insights into the sector's response and shifting dynamics.

A vertically integrated mill which runs spinning operations, fabric production and garment factories shared that the market has been relatively positive in the past months. However, the rate of increase is not significant as order volume only rises marginally or goes sideways depending on different product portfolios.

"With the vertical setup, we are able to connect our resources to handle changes in supply, demand, and trade tensions," the company's representative told RMIT researchers.

Import data shows a significant increase in cotton imports from the U.S. The market share of U.S. cotton rose to 47% in the first eleven months of 2025, a 94% increase compared to the same period in 2024. This significant increase might reflect the impacts of the reciprocal tariffs, which were originally designed to close the trade deficit. However, a consumer report released by Cotton Incorporated shows a major gap between U.S. imports and spending on apparel – a possible indicator of price transfer from brands to consumers.

On the government's side, Vietnam's Prime Minister has called for immediate support for firms affected by the U.S.'s reciprocal tariffs, highlighting the urgent need to protect the F&T sector against rising costs and decreased demand. Government agencies are urged to implement measures that will help businesses adapt, maintain jobs, and safeguard the industry's long-term competitiveness.

Vietnamese officials have sought to negotiate further favorable conditions through the new U.S.-Vietnam trade agreement framework. According to Prof. Rajkishore Nayak from RMIT Vietnam, the willingness to lower barriers to U.S. goods, coupled with Vietnam's established strengths, political stability, a skilled workforce, and ongoing supply chain diversification, has persuaded many foreign brands to keep their operations in Vietnam, despite competitive headwinds.

"For companies already seeking alternatives to Chinese manufacturing, Vietnam's role as a central node in 'China Plus One' strategies has only become more pronounced," he said.

## Strategies for 2026 and beyond

While the immediate impact has been hard on exporters, the bigger question now is how businesses can adapt to this new reality and position themselves for success in 2026 and beyond. As the strategies adopted today will determine the industry's growth in the years ahead, RMIT researchers recommend comprehensive sector-wide efforts:

**Market diversification:** Factories need to invest in advanced machinery, minimize expenses, and investigate new market opportunities. This includes diversifying products, digitizing operations, increasing green manufacturing, and targeting new markets in Asia, the EU, Oceania, and importantly, the domestic Vietnamese market as a key shock absorber.

**Moving up the value chain:** By focusing on capacity enhancement from cut-make-trim operations to higher-value activities such as design, branding, and supply chain management, Vietnam's F&T sector can lessen vulnerability to supply chain disruptions.

**Workforce development:** Upskilling the workforce for roles in design, product development, and digital supply chain management will support the industry's move up the value chain.

"Prioritizing investment in technology, sustainability, and workforce development, and progressing up the value chain from basic manufacturing to more advanced roles, will enhance resilience," said Prof. Nayak. "Finally, building stronger regional partnerships and negotiating new free trade agreements can help further insulate the sector from future external shocks." ■



Cotton imports from the U.S. into Vietnam increased sharply in 2025





Military Bank's total assets are estimated at nearly VND1.5 quadrillion (US\$60 billion) by the end of 2025

# Credit Surges, Quality Well Controlled at Major Banks

Credit was widely regarded as the strongest positive development of Vietnam's banking sector in 2025, functioning as a core instrument to support economic growth. From the start of the year, banks pursued credit expansion early, as credit quotas were allocated publicly and in full, accompanied by a steady rollout of lending support measures. As a result, outstanding credit accelerated sharply and reached a new record of VND18.4 quadrillion (US\$736 billion), rising 17.87% from the beginning of 2025 and 19.41% year on year as of December 24, 2025. This represented the fastest pace of credit growth recorded in many years.

QUYNH ANH

## Major banks post strong growth

According to the business results of the Joint Stock Commercial Bank for Investment and Development of Vietnam (BIDV), as of December 31, 2025, the bank's total assets exceeded VND3.25 quadrillion (US\$130 billion), up 20% from 2024, maintaining its position as Vietnam's largest bank by total assets. Outstanding credit surpassed VND2.3 quadrillion (US\$92 billion), an increase of 15.2%, while mobilized capital rose to more than VND2.4 quadrillion (US\$96 billion), up 13.7%.

Credit quality remained well controlled, with the non-performing loan ratio under Circular No. 31/2024/TT-NHNN at 1.2%. By the end of 2025, BIDV's consolidated pre-tax profit exceeded VND36 trillion (US\$1.44 billion), representing an estimated increase of more than 12%. Key safety and efficiency indicators were sustained, with return on assets (ROA) at 1.01%, return on equity (ROE) at 19.02%, and the capital adequacy ratio (CAR) at 9%.

For 2026, BIDV targets credit growth of 15-16% in line with limits set by the State Bank of Vietnam, non-performing loans capped at no more than 1.5%, pre-tax profit growth of around 10%, and continued full compliance with prudential safety ratios.

By the end of 2025, the Joint Stock Commercial Bank for Foreign Trade of Vietnam (Vietcombank) had fulfilled all key targets assigned by the State Bank of Vietnam, with capital mobilization rising 10% and credit expanding 15%. Scale growth progressed alongside effective quality control, with safety indicators managed in line with Circulars 31 and 52, including a non-performing loan ratio below 1%, reflecting solid credit quality. Vietcombank is the only bank in Vietnam rated by three international credit rating agencies at the same level as the national credit ceiling, reinforcing its safety and sustainability profile.

According to leadership of the Vietnam Joint Stock Commercial Bank for Industry and Trade (VietinBank), in 2025 the bank completed all assigned plan targets. By the end of 2025, total assets were estimated at VND2.8 quadrillion (US\$112 billion), up about 18% from 2024, while outstanding credit was estimated at nearly VND2 quadrillion (US\$80 billion), an increase of roughly 16% year on year. The non-performing loan ratio remained below 1.5%, and the loan loss coverage ratio stayed at a high level. Mobilized capital was estimated at nearly VND2 quadrillion (US\$80 billion), up 13% from the end of 2024.

For the Vietnam Bank for Agriculture and Rural Development (Agribank), by the end of 2025 total assets exceeded VND2.5 quadrillion (US\$100 billion), up 12.1% from the beginning of the year. Loans to the economy reached nearly VND2 quadrillion (US\$80 billion), rising by more than 16%, while mobilized capital totaled VND2.35 quadrillion (US\$94 billion). The non-performing loan ratio was maintained below 1.5%.

At Military Bank (MB), as of the end of 2025, pre-tax profit was expected to reach VND33.7 trillion (US\$1.35 billion), up around 17% from consolidated profit in 2024 of VND28.829 trillion (US\$1.15 billion). MB's total assets by the end of 2025 were estimated at nearly VND1.5 quadrillion (US\$60 billion), representing growth of about 33% from the beginning of the year and exceeding the established target. Mobilized capital reached approximately VND1.05 quadrillion (US\$42 billion).

### Cautious outlook for pre-tax profit growth in 2026

According to results from the Business Trends Survey of credit institutions for the first quarter of 2026 released by the Forecasting, Statistics, and Monetary and Financial Stability Department of the State Bank of Vietnam, credit institutions assessed customer demand for banking services (including deposits, payment services, cards, and borrowing) as continuing to improve at a stronger pace than in the previous quarter, although still below expectations in the prior survey. Loan and deposit demand are assessed to improve more than demand for payment and card services during the same period.

In the first quarter of 2026 and throughout 2026, credit institutions are expected to see continued improvement in customer demand for banking services compared with the fourth quarter of 2025 and the previous year, with loan demand projected to strengthen more than demand for deposits and payment services.



**Banking system credit is projected to rise 4.4% in Q1 2026 and reach 18.1% for the whole year**

Based on credit institutions' assessments, VND deposit interest rates recorded a slight uptick in the fourth quarter of 2025 to accommodate higher capital needs toward year end. Banking system liquidity in the fourth quarter of 2025 and throughout 2025, compared with 2024, continued to improve and remained in good condition, although the pace of improvement was lower than assessments for 2024. Credit institutions expect liquidity conditions to improve further in the first quarter of 2026 and throughout 2026 compared with 2025.

Survey results showed that credit institutions estimated system-wide capital mobilization growth in 2025 at 14.1%, marking the highest annual forecast since the March 2020 survey. System-wide capital mobilization is projected to increase by an average of 4.2% in the first quarter of 2026 and 16.3% for the full year 2026. Mobilization with maturities under six months is still forecast by credit institutions to expand more strongly in 2026. Total outstanding credit of the banking system is projected to rise by 4.4% in the first quarter of 2026 and reach 18.1% in 2026, up 1.5 percentage points from expectations in the September 2025 survey and representing the highest annual expectation since 2020.

According to the survey, overall business conditions and pre-tax profit of the banking system in 2025 continued to improve, although results remained below expectations in the prior survey. Entering 2026, business conditions of credit institutions are viewed as maintaining positive prospects. However, credit institutions remain cautious in projecting pre-tax profit growth, with expectations for 2026 below those for 2025, despite credit growth expected to remain favorable at above 18% and non-performing loans projected to stay well controlled.

In particular, internal factors continued to support credit institutions' business operations, with 77.2% of credit institutions assessing and expecting internal factors to contribute to improved business conditions in 2025. In 2026, prospects from internal factors are assessed more positively, with the proportion rising to 86.1%, reflecting a generally stable internal foundation of the credit institution system and expectations of further improvement. In addition, prospects from external factors are assessed more positively in 2026, with the share of credit institutions expecting improvement increasing to 78.1%, pointing to a more favorable external environment in the coming year. ■



# Vietnam, Japan Strengthen Innovation Cooperation

Japan has one of the world's most advanced innovation ecosystems, with around 3.7 million active enterprises that continue to seek advanced technology solutions and cross-border cooperation opportunities. Meanwhile, Vietnam's startup landscape has continued to grow strongly, with nearly 178,000 newly established enterprises in the first 11 months of 2025, reflecting a broad digital transformation trend and the rise of deep-tech and AI models. Promoting technology cooperation and co-creation models driven by market demand has therefore become a direction of shared interest for both countries.

QUYNH ANH

## Open startup development potential

The year 2025 marked two years since Vietnam and Japan upgraded their relationship to a Comprehensive Strategic Partnership, with cooperation centered on innovation, green transformation, and high-quality human resource development. In this setting, open innovation has become an effective way to link business needs with flexible and scalable technology solutions from startups, speeding up commercialization and creating new opportunities for bilateral cooperation.

At the same time, startups still face obstacles in early market access and in forming partnerships with large enterprises, while many companies lack suitable channels to test and deploy new technologies at home. Open innovation helps close this gap by directly matching real business challenges with practical solutions from the startup ecosystem.

At the recent "Vietnam-Japan Open Innovation" event organized by the National Innovation Center (NIC), the Embassy of Japan in Vietnam, and the United Nations Development Program (UNDP) in Vietnam, Do Tien Thinh, Deputy Director of NIC, said Vietnam's innovative startup ecosystem currently includes around 4,000 startups, more than 1,400 startup support organizations, 280 investment funds, 79 incubators, about 170 universities and colleges engaged in startup and innovation activities, and more than 20 local and national innovation centers.

According to assessments by the World Intellectual Property Organization (WIPO), Vietnam ranks 44th out of 139



Delegates engage in discussions at the Vietnam-Japan Open Innovation program

economies in the Global Innovation Index (GII). This position stands out, as economies with similar per capita income levels typically rank between 70th and 80th. In particular, Vietnam's innovation output indicators are within the top 40 globally. For input indicators, forecasts suggest notable increases in the coming years, supported by rapid policy changes and the introduction of multiple laws, resolutions, and supporting strategies.

According to Thinh, open innovation, as part of broader innovation activities, is increasingly adopted by enterprises, with many using collective knowledge and external partner resources to support and develop their business areas. This approach allows large enterprises to access solutions that are faster, more cost-effective, and more novel, while startups gain opportunities to reach the markets and customers of major corporations.

## Many programs supporting innovative startups

According to Do Tien Thinh, NIC is working with Japan's Ministry of Economy, Trade and Industry (METI), the Executive Office of Japan (EOJ), and the Japan External Trade Organization (JETRO) to organize the "Inno Vietnam - Japan Fast Track Pitch 2025." The program aims to support enterprises from both countries in developing practical solutions to real business challenges. Companies with suitable solutions can co-develop products, strengthen their brands, expand business networks, and participate in innovation ecosystems in Vietnam,

*(continued on P.40)*

# Turning Vulnerable Groups into Development Resource

As traditional advantages such as natural resources and low-cost labor gradually diminish, Vietnamese enterprises are facing the need to reposition their growth models. As ESG standards increasingly become a “passport” for accessing markets, capital, and global supply chains, the inclusive economy - particularly the integration of vulnerable groups and persons with disabilities into value chains - is emerging not merely as a humanitarian option, but as a strategic platform that enables enterprises to strengthen competitiveness and adapt sustainably.

### GIANG TU

According to Bui Anh Tuan, Director General of the Agency for Private Enterprise and Collective Economy Development under the Ministry of Finance, the private economic sector currently serves as a leading force of the economy, playing an important role in job creation, promoting innovation, and participating more deeply in domestic and global value chains. In the new era, the role of enterprises does not stop at generating purely economic value, but also requires them to become links in addressing social and environmental issues, guided by the principle that no one is left behind.

### **Inclusive business - a strategic platform for enterprises**

Unlike approaches that treat inclusion as part of social welfare, inclusive business is increasingly being recognized as a strategic choice for enterprises, particularly as traditional growth advantages gradually narrow.

According to Dao Ngoc Tien, Vice President of Foreign Trade University, inclusive business is not a “fashion trend” but a guiding trajectory. As resources such as natural assets or low-cost labor no longer provide sustainable competitive advantages, enterprises are compelled to seek new growth spaces. Integrating vulnerable groups into value chains, when organized in a structured manner, represents a way to expand the development base by effectively mobilizing social resources that have not been fully utilized.

According to Tien, the new value that inclusive enterprises

generate for communities, particularly vulnerable groups, goes beyond improving livelihoods or income, and contributes to the formation of closely connected ecosystems linking enterprises, workers, and society. This spillover effect creates long-term competitive advantages, enabling enterprises to strengthen their reputation, adaptive capacity, and market position in both domestic and international markets.

From an international perspective, Srinivas Tata, Director of the Social Development Division at the United Nations Economic and Social Commission for Asia and the Pacific (UN-ESCAP), assessed that Vietnam possesses favorable conditions to promote inclusive business, with more than 6 million persons with disabilities representing a potential resource that has not been fully utilized. When provided with opportunities to participate in the labor market and value chains within appropriate environments, this group can make a meaningful contribution to sustainable economic growth.

### **From ESG policy frameworks to enterprise practices employing vulnerable labor**

Practical experience from enterprises shows that inclusive business becomes truly sustainable only when it is embedded in strategic thinking, rather than approached through charity or isolated social responsibility activities.

According to Vu Thi Quyen, CEO of We-Edit Vietnam, who lives with congenital brittle bone disease, inclusive business is a core strategy of the enterprise. The greatest barrier facing vulnerable groups does not lie in capability, but in the lack of opportunities to study and work in professional environments.

“At We-Edit, the enterprise builds its model on the principle of synergy: the company provides opportunities, and workers contribute their capabilities. The company commits to paying wages based on the true value of the work and does not lower product quality standards. Instead of compromise, We-Edit invests strongly in training and recruitment processes so that persons with disabilities can work and compete on equal terms with other professionals in the global market,” Quyen shared.

The working environment at We-Edit is considered demanding, as all clients come from international markets. These strict requirements have enabled the workforce, including many persons with disabilities, to demonstrate their substantive value. The model shows that when placed within professional processes, vulnerable groups can reach global markets and generate high value-added outcomes.

Sharing experience in integrating persons with disabilities into operational structures, Nguyen Thi Hong Hanh, Chief Happiness Officer of TokyoLife, said that for this model to succeed, a consistent mindset from leadership and

*(continued on P.40)*



## HIGH-TECH AND INNOVATION

# Fueling Vietnam's Rapid and Sustainable Growth

High-tech industries and innovation have become key factors shaping a nation's competitiveness and global standing. For Vietnam, transitioning to a growth model driven by science, technology, and innovation is not only necessary but has also been explicitly outlined in the Party and government's major strategies and directives. While supportive policies provide a strong foundation, achieving this goal still faces several challenges that must be tackled in a coordinated way.

GIANG TU

For many years, the development of science, technology, and innovation has been recognized as a national priority. This principle was further reinforced in strategic documents, notably Resolution No. 57-NQ/TW of the Politburo on national science, technology, innovation, and digital transformation, issued at the end of 2024 and vigorously implemented throughout 2025. Within this framework, science, technology, and innovation are no longer merely supportive sectors; they have become the foundation for rapid and sustainable growth, closely tied to building an independent and self-reliant economy amid deep international integration.

### **Policies driving high-tech and innovation**

In practice, the policy framework has been increasingly refined to support research, application, and commercialization of high-tech solutions. At the opening



Developing high-quality human resources is a key factor



**Truong Hai Group considers technology and innovation key drivers of business growth**

ceremony of Techfest Vietnam 2025 in Hanoi in December 2025, Prime Minister Pham Minh Chinh affirmed that innovation is no longer a slogan but must become a culture that spreads throughout society, including government agencies, enterprises, research institutes, and universities. He emphasized that Vietnam is developing a dynamic innovation ecosystem, with nearly 4,000 innovative startups and technology enterprises that meet regional and international standards, reflecting a qualitative transformation of the economy.

He said that developing domestic technological capacity is essential for Vietnam to build a self-reliant economy while pursuing deep integration. Policies must serve as enablers by removing institutional barriers, encouraging enterprises to invest in research and development, and fostering effective collaboration between the government, scientists, and the private sector.

According to economic experts, Vietnam's recent policy direction on science, technology, and innovation is increasingly aligned with international best practices. At the 2025 year-end review and 2026 action plan conference held by the Ministry of Science and Technology in December 2025, Minister Nguyen Manh Hung emphasized that science, technology, innovation, and digital transformation have become central drivers of socio-economic growth. Prioritizing investment, improving financial mechanisms, and designing national programs in high technology, artificial intelligence, and digital transformation that address the practical needs of enterprises are essential for policies to be effective.

### **From policy to practice**

Experience from implementation shows that the greatest bottleneck lies in execution. Most enterprises, particularly small and medium-sized ones, have limited capacity to absorb and master new technologies, while risk-sharing mechanisms between the government and the private sector are insufficient to encourage long-term investment in research and innovation. Moreover, connections between research institutes, universities, and enterprises remain weak, preventing many research outcomes from reaching

production and business. A slowly developing science and technology market, combined with underdeveloped technology transfer and commercialization channels, further reduces incentives for innovation, especially in high-tech fields that require substantial capital and long-term investment.

From the business perspective, the demand for innovation is more urgent than ever. At a digital technology event in Hanoi at the end of 2025, Truong Gia Binh, Chairman of FPT Corporation, emphasized that innovation and mastery of core technologies are essential for Vietnamese enterprises to integrate deeply into global value chains. He said that if enterprises remain focused on processing and assembly, they cannot significantly increase value-added, whereas investing in R&D and foundational technologies is the path to sustainable competitive advantage.

To make high-tech and innovation genuine growth drivers, experts argued that institutional frameworks should be further refined to encourage risk-taking in research and innovation. The government also needs to boldly adopt mechanisms for commissioning or contracting final outcomes of science and technology tasks, rather than relying on heavily administrative procedures.

Developing high-quality human resources is also a key factor. Investing in STEM education, attracting leading domestic and international experts, and creating opportunities for intellectuals to engage more deeply in high-tech enterprise projects are fundamental solutions.

For enterprises, proactively connecting with research institutes, universities, and innovation centers should form part of a long-term development strategy. Once supportive policies are in place, the initiative and determination of the private sector will determine the success of the transition to a technology- and innovation-driven economy.

In Vietnam's new development phase, high-tech and innovation are not merely strategic options but essential requirements. As policies continue to improve and be effectively implemented, institutional support can generate sufficient momentum for the economy to advance, enhancing productivity, growth quality, and Vietnam's position in the global economic landscape. ■



# Enhancing Human-Centric Economic Governance

Effective and coordinated management of financial, natural, product, social, and especially human resources is crucial to the success of Vietnam's 10-year Socioeconomic Development Strategy in the 2021-2030 period.

Dr. DOAN DUY KHUONG

In the 21st century, strong economic progress has been driven by advances in science and technology in the digital age, particularly within the market economy. In such an economy, macroeconomics examines indicators such as GDP, inflation, and unemployment to assess overall economic health, guide governments in designing effective fiscal and monetary policies to stabilize growth and manage business cycles, and help enterprises and investors forecast performance and make strategic decisions based on development trends.

However, economists agree that the macroeconomic picture offers only broad guidance for the economy. For example, while GDP is seen as the most important macroeconomic indicator because it measures the total value of final goods and services and reflects economic size, condition, and growth, it has several limitations that must be considered in policymaking and business management.

First, GDP growth is often high in developing economies that depend on large-scale infrastructure and real estate projects, or on export-oriented strategies and FDI projects whose products do not directly serve domestic living needs. Moreover, GDP can continue to rise even when projects are low in quality, poorly coordinated, lack connectivity, operate below capacity, are wasteful or delayed, lack maintenance plans, or are eventually dismantled.

Second, through indicator-based analysis, macroeconomics addresses only the “what” of the economy. It does not deal with the systems and processes for managing national resources to achieve those macroeconomic outcomes. In practice, this requires sound economic governance to create a stable environment that supports macroeconomic stability and growth. Governance, in essence, is the “how” of managing the economy.

Vietnam is actively preparing to implement the 2026-2030 Five-Year Plan, aiming for rapid and sustainable growth, maintaining macroeconomic stability, and achieving an average annual GDP growth of 10% or higher. To reach this target, economists emphasize that a sustainable economic



**Vietnam must adopt flexible, innovation-driven governance to create quality jobs and sustainable prosperity**

governance model based on five key development resources must be applied consistently and comprehensively in planning, directing, operating, and effectively supervising national programs. Effective, coordinated management of financial, natural, product, social, and especially human resources is crucial to the success of the 10-year Socio-Economic Development Strategy 2021-2030.

Applying the principle of putting people at the center and following President Ho Chi Minh's teaching, “For the sake of ten years, we must plant trees; for the sake of 100 years, we must cultivate people,” sustainable economic governance prioritizes the development of human resources.

Long-term strategies concentrate on education and training for younger generations. Recently, the National Assembly issued Resolution 217/2025/QH15 on tuition exemptions and support for preschool children, general education students, and learners in general education programs within the national education system. However, in a person's life, most time is devoted to work (on average around 40 years), so the concept of “labor” carries decisive meaning for an individual's destiny.

In 1951, President Ho Chi Minh renamed the Party the “Workers' Party of Vietnam.” This change aligned with the principle of great national unity and the importance of the labor force that he consistently pursued. As a result, in today's efforts to build and develop human resources, employment governance plays a central role, as it not only underpins sustainable GDP growth but also contributes to human well-being and progress.

Globally, many leading economic figures have affirmed the

importance of employment, alongside other resources, to societal happiness, prosperity, and sustainability.

Former UK Prime Minister David Cameron said that it was time to recognize that there is more to life than money and to focus not only on GDP but also on general wellbeing.

Professor Paul Krugman, Nobel Prize in Economics laureate in 2008, argued that the core factor of happiness is having a job, which, beyond providing stable income, gives a person confidence and self-respect, and that more jobs must be created to increase public happiness.

With a population of about 100 million, Vietnam has a large labor force of more than 52 million people aged 15 and above as of 2024-2025. The labor market shows positive signs, including higher employment and rising average income. Average monthly income increased from VND7.5 million (US\$300) in Q2/2024 to VND8.2 million (US\$328) in Q2/2025, representing a rise of 10.7%.

Employment structure is shifting toward services and industry, and labor productivity is increasing. However, working conditions face many constraints, job shortages persist due to small-scale manufacturing industries, low wages (one worker's income does not support one dependent), noncompetitive benefits, limited incentives, workplaces lacking occupational safety and hygiene, and shortcomings in training, recruitment, and wage scale systems. These factors make it difficult for workers to achieve adequate living standards commensurate with their contributions, leading to lower productivity and limited ability to attract talent.

In addition, environmental pollution, pandemics, natural disasters, and particularly wide income gaps among regions and social groups remain significant, leaving Vietnam behind many countries in the region. At the same time, digital technology and AI are expected to automate many jobs, disrupt traditional growth models and development strategies, weaken the link between wage growth and productivity, and increase unemployment and inequality.

These practical risks make it essential to carry forward the foundations of economic governance, particularly the management of human and social resources, including institutions and legal frameworks, into the future. This approach will help Vietnam adapt to new socio-economic realities, create more jobs with better working conditions, ensure that "no one is left behind," and prevent the next global crisis.

Furthermore, as the market economy continues to be refined, it is necessary to recognize that sustainable economic governance is not only about establishing frameworks of rules, procedures, and institutions for conservative management, but also about allocating space for constructive action to proactively shape a positive environment, healthy competition, guidance, and decision-making that serves national strategies and objectives, while being supervised by governance structures.

Moreover, it must establish a flexible framework that allows and guides creative processes rather than merely imposing rigid rules. Governance can be understood as the establishment of clear legal and institutional frameworks, strategic alignment, and accountability, while permitting innovation within those boundaries, ensuring that creative ideas are implemented toward effective economic governance and the gradual improvement of people's living and working conditions, delivering sustainable happiness and prosperity for the nation. ■

*(from P.11)*

Notably, the E-Commerce Law stipulates that if product information posted on a platform differs from the goods actually received by buyers, the platform operator bears direct responsibility for accepting the return of defective goods. This obligation is significantly stronger than those under the current decree and earlier regulations. However, challenges remain in reconciliation and inspection. Under existing rules, sellers must provide documents proving product origin and quality disclosure when listing goods. In practice, verifying these documents remains difficult, as falsification and imitation are still common.

According to Ha, the agency has proposed measures to relevant management bodies, particularly those responsible for food safety, healthcare, and pharmaceuticals, to make their databases public and connect them with shared databases used in e-commerce. This would enable platform operators to reconcile data more effectively.

She also explained that while online product listings are primarily based on product information, the physical goods behind those listings can be managed through digital connectivity and control mechanisms.

The E-Commerce Law also required that all platform operators, including direct sales platforms, intermediary platforms, social networks, and e-commerce marketplaces, conduct information screening from the outset, before any information was posted, particularly for products at risk of violations, counterfeit goods, and imitation goods.

In recent years, the E-Commerce and Digital Economy Agency removed a large number of violating products. In 2025 alone, the agency took down more than 47,000 pieces of information related to products and goods identified as counterfeit, imitation, infringing intellectual property rights, or showing signs of violations. Previously, this figure had never exceeded 10,000 entries. As such, 2025 could be considered a very high level.

"However, in reality, product removals tend to be repetitive: a product is removed today, and similar products reappear the next day. Particularly for social media platforms, especially cross-border social networks, the removal of violating goods faces even greater difficulties," Ha added.

The current E-Commerce Law includes specific provisions for e-commerce activities involving foreign elements. In particular, foreign-involved social media platforms that use the Vietnamese language (with a ".vn" domain) or generate more than 100 transactions with Vietnamese consumers are required to comply with special regulations, including the obligation to establish a legal entity in Vietnam.

Where a legal entity is not established in Vietnam but operational commitments exist, such platforms must place a deposit in Vietnam through a commercial bank. This mechanism helps ensure that, when administrative sanctions or takedown requirements arise, foreign-involved platforms are subject to obligations equivalent to those of domestic platforms. ■



## GREEN TRANSITION IN AGRICULTURE

# From Concept to Action

In 2025, agricultural, forestry, and fisheries exports reached a record US\$70 billion, confirming the sector's role as a backbone of the economy. However, growing pressure from climate change and international technical standards posed increasing challenges. Green value chains and regional linkages are no longer just guiding ideas but essential requirements for Vietnamese enterprises seeking long-term growth.

**HUONG LY**

## New mindset on green value chains

According to Minister of Agriculture and Environment Tran Duc Thang, full-year GDP growth for the agricultural, forestry, and fisheries sector exceeded 3.9%, while exports reached US\$70 billion, surpassing the US\$65 billion target. These results reflected not only the sector's scale but also its increased adaptability and

enhanced competitiveness amid external uncertainties.

This growth did not stem from land expansion or resource-intensive practices seen in earlier periods, but from the early formation of green value chains. "Green value chains encompass the entire cycle of production, harvesting, processing, transportation, distribution, consumption, and waste treatment, aiming to reduce environmental impact, conserve resources, and cut emissions while ensuring sustainable livelihoods for farmers," said Dr. Tran Cong Thang, Director of the Institute of Strategy and Policy on Agriculture and Environment.

The approach to agricultural economics had therefore shifted. National strategies such as the Net-zero 2050 target and the one-million-ha program for high-quality, low-emission rice had moved into implementation. Dr. Dao Xuan Hung, Editor-in-Chief of Agriculture and Environment Magazine, said the foundation of this transition lay in regional linkages, the development of concentrated and synchronized raw-material zones, deeper processing, logistics optimization, lower post-harvest losses, standardized production processes, and traceability to expand access to demanding markets.

From the business perspective, Phung Ngoc Bo, Director of the Technical Department at Vietnam National Chemical Group (VINACHEM), said that to meet its net-zero commitment from COP26, VINACHEM launched a green transition program for 2025-2030 with a vision toward 2050. By 2030, the program aims



Vinamilk Green Farm applies a circular ecological model, featuring a fully "green" process from farm to product





**Using modern technologies to boost productivity and ensure sustainable agricultural development**

to reduce CO<sub>2</sub> emissions by at least 5% compared with 2024 and increase renewable energy to 5-10% of total consumption. By 2050, it targets a 20% emissions reduction, carbon neutrality, and a renewable energy share of 20-30%.

### **Institutional and technological challenges**

Despite many positive developments, the path toward greening remained challenging, particularly for foundational industries such as chemicals and for access to capital. First, weak linkages continued to be a major constraint. Dr. Tran Cong Thang said the scale of linkages remained limited, with low participation from farmers, enterprises, and cooperatives; many models lacked durability, contracts did not ensure binding commitments, and value chains were therefore vulnerable.

Second, supporting industries, especially chemicals, faced significant difficulties. Pham Huy Nam Son, Deputy Director of the Chemicals Department under the Ministry of Industry and Trade, said investment costs for green technologies remained high, while small and medium-sized enterprises were constrained by limited technological and management capacity and relied heavily on imported technologies.

Phung Ngoc Bo acknowledged that many plants continued to rely on outdated technologies with high energy consumption and emissions. Integrating green technologies was difficult due to incompatibility with existing systems. Circular technologies had yet to be applied at scale, including the treatment of PG gypsum waste and the reprocessing of apatite tailings. Fossil fuels still dominated because of lower costs, while green, environmentally friendly products were positioned in higher-priced segments and struggled to compete. In addition, green and circular economy projects required substantial capital outlays, increasing costs and weighing on business efficiency.

Third, capital flows for the green transition remained misaligned. Nguyen Xuan Vinh, Deputy General Director of Agribank, said the bank had invested more than VND28 trillion (US\$1.12 billion) in clean energy and green agriculture. However, key constraints included the absence of standardized data on green projects for risk assessment, the lack of refinancing mechanisms from the State Bank of Vietnam for green credit, limited ESG implementation capacity among small

and medium-sized enterprises, and an underdeveloped green bond market.

According to experts, awareness of the long-term benefits of sustainable development remained incomplete, and policy mechanisms, despite the Chemical Law 2025 and the Cooperative Law 2023, still required more specific guidance to move into practice.

### **Digital technology and PPP solutions**

Amid growing challenges, green growth pathways are emerging through practical models based on two pillars: technology and public-private partnerships (PPP).

On technology and regional governance, Dr. Pham Thi Thanh Nga, Director of the Institute of Meteorology, Hydrology, and Climate Change, said that climate impacts are intensifying and spreading across regions, requiring localities to strengthen regional linkages through shared data platforms and integrated basin-ecosystem planning. Incorporating climate risk maps into socio-economic decision-making has become essential for proactive risk management.

Dr. Pham Anh Tuan, Director of the Institute of Agricultural Engineering and Post-Harvest Technology, said deep-processing technologies and logistics were key drivers of higher value creation. He proposed accelerating mechanization and digitalization through automated irrigation systems, environmental sensors, electronic farm diaries, QR and blockchain-based traceability, alongside the development of advanced processing technologies such as cold drying, freeze-drying, and essential oil extraction.

A critical solution in the green transition was the effectiveness of public-private partnership models. Participation by multinational groups and domestic organizations had delivered clear quantitative improvements. A notable example was the Bayer ForwardFarming project in the Mekong Delta, which reduced greenhouse gas emissions by 24.7%, saved 50% of irrigation water, cut nitrogen fertilizer use by 30-50%, while yields rose 13.5% and profits increased 13.1-54.9%.

The Pronutiva model implemented by UPL Vietnam in Tay Ninh (now Long An), which integrates biological and chemical solutions, delivered positive outcomes. Production costs declined by VND1-1.5 million (US\$40-60) per ha, while yields increased by 500-700 kg per ha. Farmer representatives said that traditional farming had previously involved high costs and unstable output; after adopting the Pronutiva model, yields reached 5.8 tons per ha, and income rose to VND19 million (US\$760) per ha.

From the public management perspective, the approach was also shifting from encouragement to requirement and compliance. Pham Sinh Thanh, a representative of the Ministry of Industry and Trade, said: "At present, greening remains largely voluntary. Once it is codified into law with mandatory provisions, enterprises will give it serious attention."

It is clear that achieving the Net-Zero 2050 commitment requires a coordinated ecosystem, from a binding legal framework and expanded green credit flows to changes in mindset among farmers and enterprises. "Developing green value chains is not just the responsibility of the agricultural sector but of society as a whole. Only with the participation of all stakeholders can the agricultural production ecosystem transform fundamentally toward sustainable value," said Deputy Minister of Agriculture and Environment Phung Duc Tien. ■



## CAI MEP-THI VAI PORT CLUSTER

# Strategic Gateway and New Growth Engine for Vietnam's Port System



In the Cai Mep-Thi Vai area, Saigon Newport Corporation is developing an integrated port and logistics ecosystem

The Cai Mep-Thi Vai (CM-TV) port cluster is widely recognized as Vietnam's key deep-water port area, playing a critical role in the national gateway and international transshipment port network. With natural advantages in channel depth, the ability to accommodate large mother vessels, and direct shipping connections to Europe, the United States, South America, Africa, and the Middle East, CM-TV has been steadily consolidating its position as an emerging international cargo transshipment hub in Southeast Asia.

VAN LUONG

In the context of the integration and expansion of development space, CM-TV is entering a pivotal phase, increasingly becoming a key connective pillar within the new maritime logistics landscape of the expanded Ho Chi Minh City. This orientation is aligned with the city's marine economic development strategy, which identifies three core pillars: maritime economy and logistics; oil, gas, energy and renewable energy; and marine tourism and coastal urban development.

Alongside new national and government planning orientations for the development of seaports, logistics systems, and hinterland transport infrastructure, CM-TV is presented with significant opportunities for breakthrough growth. According to Resolution No. 24-NQ/TW of the Politburo on socio-economic development and national defense and security in the Southeast Region, CM-TV is designated as a special-class international gateway, serving as a central driving force for regional development and progressively expanding its international transshipment function, attracting cargo flows from neighboring countries such as Cambodia, Thailand, and the Philippines.



## Shifting logistics supply chains toward Cai Mep-Thi Vai port cluster

Recent operational realities indicate that shipping lines and import-export enterprises are increasingly seeking optimized logistics solutions to reduce costs, shorten transit times, and enhance supply chain stability. In this context, strengthening direct cargo delivery and pickup at CM-TV ports is viewed as a key solution to easing pressure on inner-city areas while improving the overall efficiency of Southern Vietnam's logistics operations.

This trend is further reinforced by the strong potential for the development of industrial zones and new trade areas surrounding the CM-TV region. In particular, the planned Cai Mep Ha Free Trade Zone (FTZ), with a projected area of approximately 3,800 ha and closely linked to the deep-water port cluster, is expected to create a more flexible institutional framework for logistics, industrial production, and international trade. This provides a foundation for developing integrated industrial-service-logistics models in line with international standards, encouraging enterprises to increase the proportion of direct port delivery and fully leverage the region's locational, infrastructural, and policy advantages.

At the same time, the synchronized development of transport and logistics infrastructure around CM-TV has become a decisive driver of this shift. Strategic projects such as the Bien Hoa-Vung

In the Cai Mep-Thi Vai area, Saigon Newport Corporation is currently developing an integrated port and logistics ecosystem anchored by three key terminals: Tan Cang-Cai Mep International Terminal (TCIT), Tan Cang-Cai Mep Thi Vai Terminal (TCTT), and Tan Cang-Cai Mep Terminal (TCCT). This ecosystem plays a vital role in enhancing capacity for large vessel operations, optimizing logistics service chains, and meeting the increasingly diverse needs of domestic and international shipping lines and customers.

Tau Expressway, Ho Chi Minh City's Ring Roads 3 and 4, together with a growing network of ICDs, logistics centers, and satellite warehouses, are gradually being completed, significantly reducing transportation time and costs from factories to ports. The formation of a large hinterland logistics space directly connecting key industrial zones in the Southeast region with CM-TV creates favorable conditions for import-export enterprises to increase direct port delivery, optimize supply chain efficiency, and reduce reliance on traditional intermediary stages. ■



The Cai Mep-Thi Vai port cluster plays a critical role in the national gateway and international transshipment port network





Prime Minister Pham Minh Chinh presents the First-Class Labor Order to Garco 10 at the ceremony marking the company's 80th anniversary, January 8, 2026

GARCO 10

# Culture as Long-Term Competitive Capability

In the highly volatile garment and textile industry, where markets, labor, and supply chains change constantly, competitive advantage comes from more than scale or technology alone. With over 80 years of development, Garment 10 Corporation (Garco 10) has taken a different path by turning corporate culture into a long-term competitive strength. From disciplined operations to a workforce of nearly 12,000 employees, its culture is not just an identity, but a foundation for stability, adaptability, and lasting brand value.

NGO KHUYEN

## Disciplined operations

Established in 1946, Garco 10 began its development journey under unique conditions, where discipline, responsibility, and trust were formed as core values. For more than 80 years, these values have not been diluted by expansion or changes in governance models; instead, they have been preserved as the company's operating backbone.

In the garment and textile industry - an area strongly influenced by market cycles, cost pressures, and global supply chain shifts - the ability to maintain organizational stability is a rare advantage. At Garco 10, discipline goes beyond regulatory compliance; it reflects consistency between commitments and actions, and between individual responsibility and collective credibility. This structured approach allows the company to sustain stable production, ensuring schedules, quality, and reputation through repeated periods of industry volatility.

Viewed this way, culture is no longer an abstract concept but an internal mechanism that guides and regulates operations. With a value system that is broadly shared and

consistently applied, Garco 10 can adapt to change without undermining its core operating structure. This foundation enables the enterprise to remain resilient over the long term, rather than relying on short-term, reactive measures.

### **Human-centric culture: A competitive asset**

Built on this disciplined framework, Garco 10 has cultivated a people-centric culture. Today, the company employs nearly 12,000 managers, staff, and workers across units nationwide. The true value, however, lies not in the absolute number but in the depth of employee commitment and workforce continuity - qualities that are rare in an industry characterized by high labor turnover.

The presence of families with two or even three generations working at Garco 10 reflects the depth of labor relations, where the enterprise and its employees are connected through long-term commitments. This continuity creates a distinctive form of organizational capital: skills accumulated over time, stable production discipline, and an institutional memory that helps sustain consistent quality standards.

This human capital delivers a competitive advantage that machinery or financial investment alone cannot replace.

While many companies are forced to trade quality for speed in responding to volatility, Garco 10 can adjust flexibly without undermining its operational foundation. This capability underpins the company's ability to maintain trust with domestic and international customers and partners - an essential requirement in global supply chains.

Importantly, stability in people and discipline does not hinder innovation at Garco 10. On the contrary, a strong cultural foundation creates a safe buffer for controlled innovation, spanning management thinking, technology adoption, process optimization, and improvements in labor productivity. Innovation at Garco 10 is therefore evolutionary rather than disruptive - a process of continuity and advancement that allows the company to adapt while preserving its identity.

From a strategic perspective, culture at Garco 10 is not merely a spiritual value or historical legacy; it is a core competitive capability, accumulated over time and translated directly into operational efficiency, market credibility, and brand strength. This intangible asset is difficult to replicate, yet decisive for the company's resilience and its capacity for sustainable development amid deepening global integration. ■



Prime Minister Pham Minh Chinh visits the factory of Garco 10, January 8





The Hanoi-origin factory of Garco 10 serves as the central coordination and standardization hub

## GARCO 10'S FACTORY SYSTEM

# Driver of Industrial Competitiveness

In the textile and garment industry, competitiveness depends not only on orders or labor costs, but also on how the production system is structured. For Garment 10 Corporation (Garco 10), the factory system is more than a processing base; it is a strategic asset that shapes the company's stability, adaptability, and long-term growth.

SONG UYEN

Over more than 80 years of development, Garco 10 has built a nationwide network of factories across many provinces and cities. This structure allows the company to diversify risk, leverage regional strengths, and maintain stable production capacity in an industry often affected by labor and market volatility.

Within this system, factories in Hanoi, particularly in the Long Bien area where the headquarters is located, serve as the central coordination hub. They lead process standardization, quality control, and core workforce training. Technical standards, production discipline, and quality requirements are established here and then applied consistently throughout the entire system.

The factory cluster in Hung Yen functions as a large-scale production center. Benefiting from a strong labor pool and a long-standing garment-making tradition, the units there handle high volumes of core product lines such as shirts, trousers, and suits.

In Thanh Hoa, its Bim Son factory is organized as a strategic





**Garco 10's nationwide factories diversify risk, harness regional strengths, and sustain stable production capacity**

capacity allocation point. The facility helps expand production space, balance orders across regions, and reduce pressure on major hubs. Amid supply chain volatility, this “buffer” role allows the company to maintain flexibility without compromising quality or delivery schedules.

In Ha Tinh and Quang Tri, Garco 10's factories clearly reflect an industrial development approach closely aligned with local conditions. Locating production facilities in the North Central region is not only intended to expand scale, but also to build a stable, cost-effective workforce with long-term commitment. These units serve as employment and skills training centers, strengthening the human resource base of the entire system.

A defining feature of Garco 10's factory system is consistency in management and production standards. Although facilities are located across multiple regions, all factories operate under the same processes, quality benchmarks, and labor discipline. This allows the company to allocate orders flexibly among units while ensuring product uniformity and delivery reliability for both domestic and international partners.

The factory system also provides the foundation for Garco 10's industrial innovation. Advances in technology, processes, and production organization are piloted, assessed, and scaled up under a unified roadmap. This

approach enables the enterprise to raise productivity, manage costs, and strengthen competitiveness without major disruption to operations.

From an industrial standpoint, Garco 10's strength does not lie in any single factory, but in the way the entire system is organized and operated as an integrated whole. Each facility plays a defined role, complementing others in capacity, workforce, and production capabilities. This structure allows the company to maintain stability, improve efficiency, and sustain its position in Vietnam's textile and garment industry.■



**Bim Son Garment Factory plays a key role in diversifying production capacity by product and market**





Nhan Dan Gia Dinh Hospital honored among 50 enterprises with outstanding brands and products in Ho Chi Minh City, April 2025

## NHAN DAN GIA DINH HOSPITAL

# Reinforcing Credibility, Advancing Innovation for Community Health

Located at No. 1 No Trang Long Street, Gia Dinh Ward, Ho Chi Minh City, Nhan Dan Gia Dinh Hospital is among the city's longest-established and most respected medical institutions. Constructed by the French in the early 20th century, the hospital has gone through several historical phases under names including Hospital de Gia Dinh, Nguyen Van Hoc, and the Medical Practice Center, before officially adopting the name Nhan Dan Gia Dinh Hospital in 1975, which it has retained to this day.

VAN LUONG

### Advancing innovation and high-tech treatment

As of Jan 15, 2026, Nhan Dan Gia Dinh Hospital operates as a Grade I general hospital and a tertiary referral facility, classified at an advanced professional and technical level, with a capacity of 1,500 beds and an ongoing project to develop a modern 15-story treatment building. Each day, the hospital handles more than 4,500 outpatient visits and provides care for around 1,000 inpatients, while also serving as a clinical training and education center for over 2,000 students and postgraduate trainees annually.

To meet the demands of advanced medical development, the hospital established three new departments on April 25, 2024: Hepatobiliary and Pancreatic Surgery, Cardiovascular Intensive Care, and Musculoskeletal Medicine. On October 10, 2025, the Oncology Department officially began operations, marking an important advance in cancer treatment. The addition of these four departments has increased the hospital's total to 51 units, including 34 clinical departments, expanding access to specialized care and strengthening the quality of medical workforce training.

Nhan Dan Gia Dinh Hospital has consistently ranked among the leading institutions in applying modern medical techniques in Ho Chi Minh City. With a comprehensive system of specialized departments, the hospital functions as an effective treatment center

for complex conditions, particularly in intensive care and emergency medicine.

The hospital is among the few institutions in Vietnam to hold GOLD PLUS certification from the American Heart Association for heart failure treatment and Platinum certification from the World Stroke Organization. Its Cardiovascular Intensive Care Unit has successfully performed advanced procedures such as ECMO, E-CPR, pacemaker implantation, coronary interventions, IVUS, and OCT, contributing to the survival of many critically ill patients.

The Non-Cardiac Interventional Unit is regarded as a core strength of the hospital, with expertise in most modern endovascular techniques, including TACE for liver cancer, BRTO for portal hypertension, visceral artery embolization for trauma-related bleeding, and below-the-knee interventions for diabetic foot disease. Notably, it is one of the few units performing DSA-guided interventions to treat cutaneous vascular malformations using alcohol injection for both children and adults, creating opportunities to improve appearance and quality of life for many patients.

## Fostering research, cooperation, and human-centric care

Alongside clinical services, Nhan Dan Gia Dinh Hospital maintains a strong focus on scientific research, carrying out projects at the institutional and city levels as well as ministerial-level clinical trials. Research outcomes have been effectively applied in clinical practice and published in reputable domestic and international medical journals.

The hospital continues to broaden cooperation with medical institutions, universities, and international organizations, including partnerships with Severance University in South Korea and the pharmaceutical group Sanofi, along with other partners, strengthening its academic standing and professional capacity.

Beyond medical treatment, the hospital gives close attention to the spiritual and material well-being of patients, particularly those from low-income and vulnerable groups. Many meaningful programs are maintained on a regular basis, including “Spring of Compassion,” gift-giving for elderly patients and hospitalized children, and free hair washing and haircuts for patients, reflecting the humanitarian spirit of medical professionals.

The hospital has implemented comprehensive health check-up packages for enterprises in accordance with Circular 32/2023/TT-BYT, which replaced Circular 14/2013/TT-BYT, fully meeting regulations on annual periodic health examinations for employees. These packages are scientifically designed and flexible, covering comprehensive clinical examinations in General Medicine, Ophthalmology, Otorhinolaryngology, Odonto-Stomatology, Dermatology, and Gynecology/Andrology; basic laboratory tests of blood and urine; and diagnostic imaging such as chest X-ray and ultrasound. The hospital provides both Basic and Advanced packages, allowing enterprises to tailor



Launch ceremony of the vaccination center at Nhan Dan Gia Dinh Hospital

examination content to job characteristics, working environments, and employee healthcare needs, while complying with Ministry of Health regulations.

In addition to general health check-up packages, the hospital also offers several specialized examination programs, notably:

**Early Cancer Screening Packages:** Combining clinical examinations, general laboratory tests, tumor marker tests, and modern diagnostic imaging methods such as X-ray, ultrasound, low-dose lung CT, and endoscopy, supporting early detection of common cancers and contributing to improved treatment effectiveness and longer survival.

**Weight Loss and Obesity Health Check Packages:** Designed for overweight and obese individuals (BMI  $\geq 23$  kg/m<sup>2</sup>), including multidisciplinary consultations, screening tests for related conditions, necessary diagnostic imaging, and personalized nutrition plans, supporting safe, scientific, and sustainable weight loss.

With reasonable costs, streamlined examination procedures, an experienced team of physicians, and a modern equipment system, the health check-up packages at Nhan Dan Gia Dinh Hospital help enterprises and residents proactively prevent disease, improve health, and enhance quality of life.

## Brand strength and sustainable development

For many consecutive years, Nhan Dan Gia Dinh Hospital has ranked among the Top 10 hospitals with the highest quality assessment scores in Ho Chi Minh City. The hospital has received several prestigious honors, including Emulation Flags from the Ministry of Health and the Ho Chi Minh City People's Committee, as well as the Labor Order Third Class (2011), Second Class (2016), and First Class (2024).

In the current phase, the hospital continues to strengthen its role as a key tertiary medical facility of the city, advancing digital transformation through electronic medical records, smart examination processes, cashless payments, and the application of AI in professional support, pursuing sustainable development with patient-centered care.

With nearly 110 years of development, the hospital has continued to expand its capabilities, becoming a trusted destination for medical examination and treatment for residents of Ho Chi Minh City and the southern region. ■





VISSAN's products comply with stringent quality standards

# VISSAN Launches Many New Products for Lunar New Year

To prepare for the peak shopping season of the 2026 Lunar New Year, VISSAN Joint Stock Company (VISSAN) has officially announced its supply plan, with a total reserve budget of more than VND530 billion (US\$21.2 million). In addition to securing the supply of essential foods, VISSAN has introduced a range of new convenient product lines and rolled out promotional and sampling programs to support consumers in welcoming a joyful and cost-effective Tet holiday.

**VAN LUONG**

## **Ensuring supply and maintaining price stability**

In anticipation of stronger consumer demand, VISSAN began implementing its production plan in mid-2025, increasing its budget by 8% compared with the same period. The company expects to supply nearly 850 tons of fresh food and more than 3,400 tons of processed food to the market. In addition, VISSAN consistently maintains extra reserves equivalent to 10-20% of total output to address potential market fluctuations before, during, and after Tet. All raw materials are tightly managed through the closed-loop Feed - Farm - Food chain and comply with VietGAP standards, ensuring a high level of food safety for consumers.

## **“Clean - Convenient - Nutritious” product lines**

Keeping pace with modern consumption trends that prioritize speed and convenience while safeguarding health, VISSAN has continuously upgraded and introduced new products such as Hotdog Wow! Sausage, Bep Viet Pork Fat,



Fried Pork Loaf, the premium Bavaria Sausage line inspired by German culinary traditions, and Tet gift combos designed to meet diverse customer needs. These products comply with stringent quality standards and help families reduce food preparation time during the busy holiday season.

### Surge of promotions and sampling experiences

To enable consumers to access quality products at attractive prices, VISSAN has rolled out a series of promotional programs across its store network and supermarkets. These include special trial offers with direct discounts of up to 30% on Fried Pork Loaf and Bavaria Sausage at VISSAN stores in Ho Chi Minh City; buy-two-pay-one offers; direct giveaways of practical gifts; and 50% discounts on selected products, among other incentives.

In addition, in-store sampling activities for new products allow customers to experience product quality firsthand before making purchasing decisions.

“VISSAN always places serving the public at the forefront, especially during the traditional Tet holiday. With careful preparation of supply sources and a wide range of new products, we are committed to maintaining price stabilization and delivering delicious, clean, and nutritious Tet meals to



**VISSAN increases production to boost reserves for the year-end shopping peak**

every family,” a representative of VISSAN’s management said.

To support flexible shopping, alongside traditional channels, VISSAN has expanded supply through its website, Vissanmart.com, e-commerce platforms such as Sendo and ShopeeFood, and the hotline 1900 1960, meeting consumer shopping demand during the year-end peak period.

Through early and proactive supply preparation, VISSAN has reaffirmed its continued partnership with the market in ensuring the availability of essential food products, contributing to market stability and effectively serving consumer demand during the 2026 Lunar New Year. ■





## LS ELECTRIC VIETNAM

# Shaping Growth Strategy in Smart Power and Automation

As the global power and industrial sectors enter a period of profound transformation, focused on energy transition, automation, and digitalization, LS ELECTRIC Vietnam has clearly defined its development direction: it will continue to act as a technology nucleus, supporting the modernization of both power infrastructure and industrial production throughout Vietnam and the Southeast Asian region.

**B**uilding on nearly three decades of presence in Vietnam, LS ELECTRIC Vietnam is entering a new phase of development. This long-term vision tightly links expanding manufacturing capacity with increasing technological content and added value. Commissioning the new Bac Ninh plant optimizes the company's production chain, logistics, and human resources. Importantly, it creates room for investing in advanced production lines to meet the growing market demand for medium and low voltage industrial electrical equipment and integrated solutions for smart power systems.

In the coming time, LS ELECTRIC Vietnam will continue to regard industrial electrical equipment manufacturing as its core pillar, while accelerating a shift from supplying standalone equipment to delivering comprehensive solutions. This strategy allows the company to participate more deeply in the value chain of industrial, infrastructure, and energy projects, from design and installation to operation, maintenance, and system performance optimization. This approach not only enhances investment efficiency for customers, but also establishes a foundation for the company's own sustainable growth amid increasingly intense competition.



**LS ELECTRIC Vietnam signs a strategic cooperation with Fuji Haya Electric to jointly develop RMU, C-AIS, and compact substation solutions for a smarter and more sustainable power system in Vietnam**

LS ELECTRIC Vietnam is also stepping up development in fields identified as medium- and long-term growth drivers. Industrial automation solutions, smart energy, renewable energy systems, and smart factories will receive priority investment in both technology and human resources. These areas align closely with trends in energy transition, emissions reduction, and productivity improvement, factors that are increasingly becoming decisive criteria in investment decisions by businesses and policymakers.

The development orientation of LS ELECTRIC Vietnam is guided by the global slogan “Beyond X”, reflecting the aspiration to move beyond the traditional boundaries of the power and industrial sector. In practice, “Beyond X” is translated into continuous product innovation, the application of advanced technologies, and enhanced system integration capabilities, with the aim of delivering solutions that meet international standards while being flexibly adapted to the conditions and needs of the Vietnamese market and the Southeast Asian region.

#### AC PRODUCTS (THIẾT BỊ ĐIỆN XOAY CHIỀU)



#### Some electrical equipment products of LS ELECTRIC

A key pillar in LS ELECTRIC Vietnam's strategy for the period ahead is placing customers at the center of all activities. The company focuses on developing tailored solutions designed to match each industry, each project, and each stage of a customer's development. This approach helps optimize investment costs, enhance reliability and operational efficiency, and build long term partnerships, rather than limiting engagement to traditional buyer-seller relationships.

Alongside technology and market considerations, LS ELECTRIC Vietnam has also identified human resource development and organizational capability as the foundation for sustainable growth. The company continues to invest in training, technology transfer, and the development of teams of engineers and specialists capable of mastering complex power and automation systems. This is not only an internal requirement, but also a practical contribution to improving the quality of Vietnam's industrial workforce.

From a broader perspective, LS ELECTRIC Vietnam aims to become a key manufacturing and power and automation solution hub for LS ELECTRIC in Southeast Asia. With advantages in geographic location, the investment environment, and market scale, Vietnam is identified as a

## Beyond X going beyond all limits to lead the future of smart energy

*"Beyond X" is LS ELECTRIC's global brand strategy, reflecting the group's long-term vision as the power and automation industry undergoes profound change driven by digitalization, energy transition, and the imperative of sustainable development. Built on more than 50 years of experience and international credibility, Beyond X is not merely a slogan, but a strategic declaration that guides all activities and development decisions of LS ELECTRIC worldwide.*

*At the core of the Beyond X strategy is the letter "X," meaning Expectation, which reflects a commitment to consistently exceed market and customer expectations through pioneering thinking, breakthrough solutions, and sustainable value. Through a commitment to continuous technological innovation, optimized energy efficiency, and the development of flexible, highly integrated solutions, Beyond X positions LS ELECTRIC not only as a leading manufacturer of electrical equipment, but also as a comprehensive strategic partner, accompanying customers and society on the journey to shape a smart, efficient, and sustainable energy future.*

strategic base for the company to expand operations across the region and to integrate more deeply into global supply chains.

In the coming time, LS ELECTRIC Vietnam remains steadfast in its growth strategy based on innovation, advanced technology, and long-term partnerships. By delivering modern, efficient, and sustainable power and industrial solutions, the company not only pursues its own growth objectives, but also contributes to advancing the energy transition, enhancing the competitiveness of Vietnam's industrial sector, and building a long-term development foundation for the region in the era of the green and digital economy. ■



LS ELECTRIC Vietnam's first smart energy technology application factory in Northern Vietnam at the Yen Phong Expanded Industrial Park





Retaining visitors amid growing destination competition remains a key challenge

## VIETNAM TOURISM INDUSTRY

# Shifting from Volume Growth to Value Competition

By the end of 2025, Vietnam recorded more than 21 million international arrivals, surpassing pre-2019 levels and ranking among the fastest-growing destinations in the region. Beyond this growth, a key question has emerged: where Vietnam's tourism stands in the global value chain, and how it can turn rising visitor numbers into sustainable competitive advantage.

### GIANG TU

#### **Strong momentum in international visitor arrivals**

Vietnam entered 2026 with unprecedented results, as international arrivals surpassed 21 million in 2025, rising more than 20% year on year and well above the 2019 peak. While many Asia-Pacific destinations continued to recover unevenly, this performance showed that Vietnam had moved beyond the post-pandemic phase into a period of substantive growth. Notably, momentum came not only from traditional source markets but

also from strong expansion into long-haul, higher-spending markets.

The structure of international source markets shifted noticeably. China and Korea remained the largest contributors by volume, while the U.S., Canada, and several European countries posted double-digit growth in 2025. This expansion was supported by more open visa policies, especially longer-stay e-visas, along with the launch of additional direct international flights. More fundamentally, Vietnam's reputation as a safe, stable destination with a strong cultural identity and reasonable costs continued to drive international visitor choice and repeat travel.

According to the United Nations World Tourism Organization (UN Tourism), Vietnam ranked among the world's fastest-growing tourism markets in 2024-2025 and was one of the few Asian destinations to surpass pre-2019 levels. Many Vietnamese destinations continued to feature in reputable rankings voted by international readers, from heritage towns such as Hoi An to beach hubs like Phu Quoc. These recognitions reflected growing interest and goodwill among international travelers, positioning Vietnam not only as an emerging destination but also as a familiar choice on global itineraries.

Despite these positive assessments, Vietnam was still seen mainly as attractive for its landscapes, culture, and affordability, rather than for clearly differentiated, high-end experiences.



Although arrivals grew rapidly, average visitor spending and repeat-visit rates remained lower than those of regional competitors such as Thailand, Singapore, and Indonesia. This gap pointed to the limits of a development model that relies largely on existing advantages, while product depth and service quality are still evolving.

The gap between visitor volume and value highlights the need for repositioning. As international travelers increasingly seek personalized experiences, wellness tourism, high-quality resorts, and sustainability-oriented products, Vietnam can no longer rely on being an “easy-access destination.” Instead, it must focus on creating deeper, more distinctive experiences that encourage repeat visits.

Minister of Culture, Sports and Tourism Nguyen Van Hung repeatedly called for tourism development that prioritizes sustainability, quality, and added value rather than growth in scale alone. During working sessions with UN Tourism in December 2025, he affirmed that the strong recovery and increase in visitor numbers were positive signs but not the ultimate goal. In his view, Vietnam needs to focus more on completing tourism products, upgrading service standards, and improving destination management capacity to generate long-term economic value and strengthen its competitive position on the global tourism map.

### Challenge of value-based competition

The pressure to shift toward value-based competition has pushed Vietnam to adjust its approach. As international travelers increasingly seek personalized experiences, high-quality resorts, wellness tourism, and sustainability-oriented products, Vietnam can no longer rely solely on existing resources and must invest more in product design, service standardization, and destination management.

Pham Tien Dung, Director of GoldenTour, said arrivals from Europe, North America, and Australia saw clear growth in 2025, reflecting expansion into long-haul, higher-spending markets. However, this segment places high demands on service quality, personalization, and the depth of cultural experiences. If tourism products remain limited to traditional sightseeing and resort activities, Vietnam will struggle to retain these visitors amid intensifying competition among destinations.



**Competition now focuses on creating memorable, high-value visitor experiences rather than sheer numbers**



**Vietnam welcomes its first tourists of 2026**

This reality aligns with UN Tourism assessments that, in the post-recovery phase, international tourism trends have shifted strongly toward thematic experiences linked to local identity, wellness, and sustainability, with the aim of extending stays and increasing per-trip spending. In response, GoldenTour and many international tour operators in Vietnam have proactively developed thematic tours and local experience itineraries combined with high-quality resorts. This approach seeks not only to raise trip value but also to create strong incentives for repeat visits, a core element of Vietnam’s shift toward value-based destination competition.

Corporate efforts, however, will be limited if infrastructure and environmental bottlenecks remain unresolved. Tourism experts point to overcrowding at major destinations, along with shortcomings in public space management, environmental protection, and human resources, as direct constraints on visitor experience. As competition among destinations intensifies, these weaknesses could quickly undermine Vietnam’s image and credibility in international markets.

More fundamentally, competition is no longer about attracting the highest number of visitors, but about which destinations create experiences distinctive enough to be remembered and worth higher spending. For Vietnam, the 21 million international arrivals recorded in 2025 represent both a major achievement and a test for the next phase of development. Without converting scale into value, volume advantages could quickly become pressure. Conversely, if visitor growth is translated into higher-quality experiences, Vietnam tourism will be well positioned to move into a higher tier of global competition. ■



## GREEN TOURISM

# Driving Sustainable Growth in HCM City and Mekong Delta

As global tourism increasingly shifts toward eco-friendly models that preserve nature and local culture, green tourism has become a key trend in Vietnam. In Ho Chi Minh City and the Mekong Delta, it is seen as a strategic approach to enhance both quality and sustainability in the tourism sector.



**Eco-friendly practices are viewed as a strategic approach to boost quality and sustainability in the tourism sector in Ho Chi Minh City and the Mekong Delta**

**T**he Mekong Delta is rich in natural resources, including river networks, mangrove forests, fruit orchards, and a distinctive orchard-based culture, providing a strong foundation for green tourism, agricultural tourism, and community-based tourism.

## Diverse green models from agriculture to community

According to a report by the Mekong Delta Tourism Association, total tourism revenue in the first six months of 2025 reached approximately VND53.8 trillion (US\$2.15 billion), an increase of about 54.5% compared with the same period in 2024. The region recorded more than 35.2 million visitor arrivals, including over 2 million international visitors. Total service revenue across the Mekong Delta exceeded VND55 trillion (US\$2.2 billion), with green tourism destinations contributing a meaningful share of this performance.

In 2025, Ho Chi Minh City welcomed nearly 8.6 million international visitors (up 40.3%) and almost 46 million domestic visitors (up 20%). Total tourism revenue reached VND278.566 trillion (US\$11.14 billion), marking an increase of 45.8% year on year.

In the Mekong Delta, a notable example is nature-aligned tourism at Con Chim (formerly Tra Vinh Province, now Vinh Long), where local residents have integrated organic farming with ecotourism experiences. Daily life and agricultural activities are combined with experiential offerings such as coconut nectar harvesting, ecological walks, and cycling through orchards, creating attractive tourism products while preserving the environment.

Lam Huu Phuc, Deputy Director of the Department of Culture, Sports and Tourism of Vinh Long Province, stated that the locality has implemented a Green Tourism Criteria Framework to promote tourism products that align with environmental protection, local cultural values, and investment attraction.

In Can Tho City, many accommodation providers have taken early steps to adopt green standards, maintaining approximately 80% green space, using recycled materials, and organizing monthly waste collection activities to improve river and canal environments.

Vo Xuan Thu, Director of Victoria Can Tho Resort, stated that the hotel system had earned the Travelife Gold Certification for sustainable tourism. "Green certifications in tourism operations help businesses enhance responsibility and boost brand recognition, especially in international markets," she said.

However, many tourism experts believe that green tourism models in the Mekong Delta remain unstandardized and lack a unified brand identity to compete internationally. According to Le Dinh Minh Thy, Director of Vietravel Can Tho, specific criteria for Mekong Delta green tourism are necessary to enable enterprises to engage more deeply and promote sustainable regional development.

## Ho Chi Minh City connects green products across the region

As the southern tourism hub, Ho Chi Minh City has actively partnered with Mekong Delta provinces and cities to develop



green tourism products, focusing on river-based tourism, ecotourism, and agricultural tourism.

This interregional cooperation aims not only to expand business opportunities but also to enhance standardization, promotion, and market connectivity for tourism products.

Nguyen Thi Anh Hoa, Director of the Ho Chi Minh City Department of Tourism, said that collaboration between the urban center and the Mekong Delta should prioritize building green tourism products linked to cultural identity and environmental conservation, while leveraging digital technologies such as 3D smart maps to support promotion and destination management.

In practice, Ho Chi Minh City has introduced attractive green tourism routes, including river tours from the city center to Mekong Delta provinces, visits to the Can Gio mangrove ecosystem, a UNESCO-recognized biosphere reserve, and agricultural experiences at nearby fruit orchards. These offerings have attracted domestic and international visitors, especially those seeking nature-based experiences, outdoor activities, and community engagement.

### Challenges and future directions for green tourism

One of the major challenges for green tourism in the Mekong Delta has been the impact of climate change, including saltwater intrusion, land subsidence, and extreme weather.

According to Dr. Doan Manh Cuong, Lecturer at Nguyen Tat Thanh University in Ho Chi Minh City, these factors have directly affected several river-based ecotourism sites, requiring tourism products to adapt to environmental changes and protect natural landscapes. He noted that sea-level rise, saltwater intrusion, and extreme weather have directly impacted many destinations.

A recent report by the Ministry of Agriculture and Environment indicated that saltwater intrusion and land



Ho Chi Minh City holds a welcoming ceremony for the first tourists of 2026

subsidence in the Mekong Delta have reduced approximately 30% of cultivated land and mangrove forest area over the past 10 years, affecting ecotourism tours.

To enhance the development of green tourism, experts have proposed the establishment of standardized green criteria nationwide. Phung Quang Thang, Chairman of the Vietnam Green Tourism Association, said that standardization would improve service quality and competitiveness while creating opportunities to attract foreign investment and access international markets.

Vu The Binh, Chairman of the Vietnam Tourism Association, added that the green tourism trend has been evolving clearly and that travelers are willing to pay more for sustainable and environmentally safe experiences. "The Mekong Delta has strong potential for green transformation because its resources are highly diverse. Enterprises here in particular, and in Vietnam more broadly, have been actively pursuing green tourism. The destinations we surveyed have almost reached a 70–80% green transition rate. These are very encouraging signals," he said. ■



Ba Ria-Vung Tau area in Ho Chi Minh City boasts a lot of scenic beauty



(from P.16)

Japan, and the wider region. Selected startups may sign cooperation agreements with major Vietnamese and Japanese corporations and receive investment and technical support from NIC and JETRO.

Enterprises presenting challenges in this round include MUFG (seeking strategic partners in agri-tech, fintech, and supply chain solutions), Petrovietnam (developing sustainable and globally scalable AI solutions to improve operational efficiency), Thang Long Industrial Park (seeking innovative solutions to achieve carbon neutrality and improve quality of life for 90,000 employees), NTT West (seeking partners to build platforms for a global IP voice economy), Rikkei (applying generative AI to optimize system development processes, increase enterprise value, and advance digital transformation), and Viettel Software (co-creating the next generation of work and digital intelligence).

Recently, 22 high-potential technology startups have been supported under two key initiatives implemented by NIC in cooperation with Japanese partners. These include the project “Enhancing the Innovation Support Capacity of the National Innovation Center,” funded by the Government of Japan and

jointly implemented by UNDP and NIC, and the VietLeap AI Accelerator Program, a strategic initiative led by NIC in collaboration with JICA, BCG, and the Embassy of Japan to promote Vietnam’s AI ecosystem. More than 50 in-depth business matching sessions between startups and leading corporations from both countries have demonstrated the effectiveness of the “challenge-solution” model in reducing technology adoption risks, accelerating proof-of-concept implementation, and expanding commercialization opportunities.

“Vietnam-Japan Open Innovation is a multi-dimensional cooperation space where Japanese enterprises can openly share specific business challenges and invite Vietnamese startups to propose innovative solutions,” said NIC Director Vu Quoc Huy.

With Vietnam’s entrepreneurial spirit combined with Japan’s technological capabilities and enterprise scale, the Vietnam-Japan Open Innovation platform is positioned as a strong driver of cooperation, aimed at co-creating solutions that can scale across regional and global markets, marking the beginning of a new era of collaboration. ■

(from P.17)

engagement across the entire organization are required. For TokyoLife, this is not merely a humanitarian activity, but a long-term business criterion aligned with its sustainable development strategy. The enterprise is prepared to share its experience and implementation processes to help spread positive impact across the business community.

However, according to Dr. Le Ha, Deputy Director of the Center for Innovation and Incubation at Foreign Trade University, inclusive business in Vietnam continues to face significant barriers. Currently, only just over 23% of persons with disabilities of working age are employed, most of them in low-skilled jobs. The greatest challenge lies in limited intersectoral coordination and fragmented support policies.

To address these constraints, Dr. Le Ha said that support objectives for vulnerable groups should be integrated into existing policy frameworks, particularly the implementation roadmap of Program 167 on supporting sustainable business practices. In parallel, administrative procedure reform, the establishment of centralized support focal points, and the

promotion of public procurement for products from inclusive enterprises would create tangible market advantages, enabling enterprises to compete with confidence rather than relying solely on social support mechanisms.

From a regulatory perspective, Bui Anh Tuan said that the Prime Minister has issued Decision No. 167/QĐ-TTg approving the Program to Support Private Sector Enterprises in Sustainable Business for the 2022-2025 period. Resolution No. 68-NQ/TW of the Politburo has also reaffirmed the private economy as an important driver of economic development, with a leading role in green transition and sustainable growth. As of the end of 2025, Program 167 had provided in-depth training for more than 10,700 enterprises and mobilized over VND6,000 billion (US\$240 million) from the private sector and international partners.

The first foundational building blocks have been laid; the next challenge is to achieve more synchronized coordination among the Government, educational institutions, and enterprises, transforming humanitarian values into intrinsic strength for Vietnam’s sustainable economic growth. ■

## VIETNAM Business Forum

Published by VCCI

EDITOR-IN-CHIEF: NGUYEN LINH ANH

DEPUTY EDITOR-IN-CHIEF: PHAM THE NAM

Designer: MINH NGHI

### HEAD OFFICE

4th Floor, 9 Dao Duy Anh St., Hanoi  
Tel: (84-24) 35743985/35743063

Fax: (84-24) 35743985

Email: vbhanoi@gmail.com; vbf@vcci.com.vn

Website: www.vccinews.com

### SOUTHERN REP. OFFICE

171 Vo Thi Sau St., HCM City

Tel: (84-28) 39321099/39321700

Fax: (84-28) 39321701

License 58/GP-BTTTT dated February 18, 2020. License 208/GP-BTTTT issued on July 30, 2024 amending and supplementing License 58/GP-BTTTT, and Document 3117/BTTTT-CBC issued on July 30, 2024 pertaining to changes in manchette and leadership

Printed by the Trade Union Printing Company  
PRICE: VND25,000

# eCASH GIẢI PHÁP THU HỘ TIỀN MẶT 24/7 CHO MỌI LOẠI HÌNH KINH DOANH



**100%**

Quản lý online

**MỌI LÚC - MỌI NƠI**

Thu hộ theo chỉ định



**ĐĂNG KÝ NGAY**

## **eCash – Thu hộ tiền mặt an toàn nhanh chóng, tiền về tức thì!**

HDBank tiên phong mang đến eCASH, giải pháp thu hộ tiền mặt số hóa, giúp doanh nghiệp quản lý dòng tiền hiệu quả, giảm rủi ro và tối ưu quy trình vận hành. Nhân viên thu hộ chuyên nghiệp, giao dịch minh bạch, tiền mặt được chuyển ngay vào tài khoản.

Hàng nghìn doanh nghiệp, chuỗi cửa hàng, siêu thị, nhà thuốc trên cả nước đã tin dùng eCASH "made in HDBank" - giải pháp quản lý tài chính online trên nền tảng số hiện đại nhất để bứt phá doanh thu.

Giải pháp hiện đại – Tài chính tối ưu – Dẫn đầu xu hướng! Trải nghiệm ngay eCASH để tăng tốc kinh doanh!





## YOUR SUSTAINABLE INVESTMENT LOCATION

Since 1997



No. of  
Industrial zones

05

Haiphong  
& Quang Ninh



3,400 Ha +  
Land Bank



7 Billion USD  
Investments



170 +  
Projects



European  
management  
standards



Eco-Industrial  
Park Vietnam



info@deepc.vn



www.deepc.vn