
**VIETNAM
BUSINESS WHITEBOOK
2025**

(Short version)

The Challenge of Creating
New Industries



Introduction



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We are pleased to present the inaugural edition of the Vietnam Business White Book. When we announced this project last year, we received over 100 reservations, for which we are deeply grateful. We sincerely apologize for the delay in publication beyond the initial schedule.

Vietnam has maintained high growth for the past 20 years. Globally, few countries have achieved such stable growth this century despite facing external shocks like the global financial crisis, the pandemic, inflation, and a real estate downturn. Its stable political system, low-income disparity, good public safety, and open diplomacy form the foundation supporting its long-term development.

Considering its demographic trends and ongoing urbanization, Vietnam remains in a developmental phase. Business opportunities created by connecting foreign companies with the Vietnamese market are expanding across hundreds of sectors alongside the economy's growth.

The overarching theme of this book is "The Challenge of Creating New Industries." While Vietnam already possesses several strong industries, its creation of added value remains insufficient. Therefore, amid global transformation and within its strategy to become a high-income country, the Vietnamese government aims to build new, major industries in areas like semiconductors, AI, and the environment. This requires elevating social systems like human resource development and infrastructure such as energy and logistics to significantly higher levels. For individual companies, this presents opportunities for major leaps forward, and ultimately, each company's fate will hinge on whether it can succeed in this "industry creation." We have selected the sectors covered in this book with a focus on these growth areas.

Since its founding, B&Company has supported market research and business planning for companies and government agencies worldwide, primarily Japanese firms. Accurate information is indispensable for doing business in Vietnam. With the dramatic increase in available information today, what corporate activities now require is information with the following characteristics:

Focus and Depth: Content that goes beyond economic overviews to delve into specific products and services

Comprehensive Overview and Balance: Information that provides a broad perspective on the entire theme, avoiding bias toward specific events

Fact-Based Accuracy: Continuous updates to keep pace with a rapidly changing environment

While these elements can sometimes be contradictory, we strive to improve accuracy through cross-referencing multiple sources and obtaining primary information.



The "foundational elements" common to each industry overlap across many projects. Consumer lifestyles intersect broadly across B2C, and in B2B sectors, conditions in one industry often reflect customer trends in another. Therefore, we conceived this book to systematically reorganize and widely share this foundational industry-specific information.

While numerous general entry guides and macro-level explanations about Vietnam exist, few publications comprehensively summarize the current state across multiple industries. This book therefore adopts the following approach:

- Provide an overview of the interconnectedness of Vietnam's economy across diverse industries
- Include insights useful even for readers outside the industry
- Structure the content to be engaging as a read, covering the background of changes and the movements of major companies
- Minimize information available elsewhere (books/web) by adopting unique perspectives
- Keep the volume manageable for practitioners to read through

We sometimes debated how deeply to delve into each industry within the limited scope of a few pages per sector. Ideally, each theme would require its own volume, like a "Logistics White Paper" or "E-Commerce White Paper." For this book, we decided to streamline and omit certain points. We believe reading this single volume in one sitting will provide readers with a multidimensional understanding of Vietnam's growth sectors.

Finally, we extend our gratitude to DAI, who handled the entire editing process for this book and consistently supports our marketing operations with high quality.

We sincerely hope this book helps refresh the foundational understanding of those involved in Vietnam business and serves as a useful tool for considering the next steps.



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Regarding the contents of this document

- 1. Proper Nouns**
Place names, personal names, company and organization names, etc., are presented using alphabetical notation as deemed most understandable in each context.
- 2. Ministry Reorganization/ Regional Reorganization**
Major consolidations of ministries, agencies, and prefectures took place during 2025. While the new classifications are generally followed, movements or statistics prior to that point may be described using the old classifications. Instructions such as "former XX" may also be used.
- 3. Addresses**
Follow the same approach as above in Section 2. Specifically, for districts within Hanoi and Ho Chi Minh City, both new and old designations may be used as appropriate.
- 4. Currency**
Generally stated in US dollars, but yen or dong may be used depending on the content. When conversion is necessary, it will be calculated using the Vietcombank exchange rate.
- 5. Source**
Mainly cite by the organization's name. Information obtained through our interviews, etc., will be cited as "B&Company Analysis."
- 6. Common Abbreviations**
To avoid redundancy, commonly used terms will be abbreviated.

About the B&Company Enterprise Database

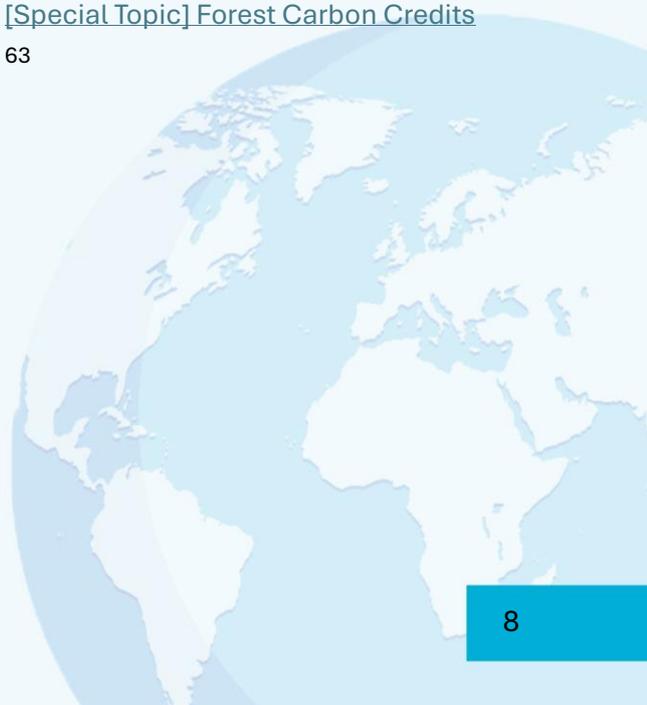
<p>Overview</p>	<p>Covers nearly all companies in Vietnam:</p> <ul style="list-style-type: none"> • B&Company has compiled an enterprise database (EDB) containing information on nearly all companies operating in Vietnam, approximately 1 million companies. This includes both domestic and foreign-invested companies. • Data used is as of the end of 2023 (While our company currently has access to 2024 data, it is not reflected in this document). <p>Contents:</p> <ul style="list-style-type: none"> • Listed companies are categorized by industry (using the Vietnam Standard Industrial Classification VSIC code). Data such as revenue and number of employees enables company search and analysis. • Content includes company name, location, year established, legal form, investor nationality, industry, sales, profit, number of employees, and over 100 other items. • Analysis using data on the number of companies by industry and the sales figures of company groups enables an overview of market trends and industry structures in specific sectors. • We combine data obtained from Vietnamese authorities with information gathered from our past business activities, and we also conduct comparative verification with data from other sources as appropriate. • However, we cannot guarantee the accuracy of all data. Particularly for industry classification, companies are registered based on their primary business activity, so secondary or additional business activities may be omitted for companies engaged in multiple businesses. When providing customer service, we typically use this database as a foundation and then verify and supplement information through website checks or brief telephone interviews. • You can view examples of our past support cases, including providing company lists (including simple phone calls) and market overview reports, here.
<p>Usage in this document</p>	<p>Industry Analysis:</p> <ul style="list-style-type: none"> • Used for tracking sales trends by industry sector. Since this is a simple summation, the same finished products or related parts/materials may be counted multiple times within the supply chain, potentially resulting in an industry market size that appears larger than the actual correct figure. <p>Major Company List:</p> <ul style="list-style-type: none"> • Companies are primarily selected by sales volume to create lists of major companies in each field. However, the actual sales figures themselves are often omitted in this publication. <p>Information on Specific Companies:</p> <ul style="list-style-type: none"> • Detailed information (e.g., financial data) regarding specific companies may be utilized.

Abbreviations

Vietnamese organizations and institutions	EVN	Vietnam Electricity Corporation
	MARD	Ministry of Agriculture and Rural Development
	MOF	Ministry of Finance
	MOH	Ministry of Health
	MOIT	Ministry of Industry and Trade
	NIC	National Innovation Center
	VINASME	Vietnam Association of Small and Medium Enterprises
	VNFF	Viet Nam Forest Protection and Development Fund
	VOAA	Vietnam Organic Agriculture Association
Foreign organizations and institutions	CIFOR	Center for International Forestry Research
	GIZ	German Agency for International Cooperation
	ILO	International Labour Organization
	IRRI	International Rice Research Institute
Power and Energy	DPPA	Direct Power Purchase Agreement
	PPA	Power Purchase Agreement
	FiT	Feed-in Tariff
	PDPs	Power Development Plans
	COD	Commercial Operation Date
Climate and Forestry	NDC	Nationally Determined Contribution
	REDD+	Reducing Emissions from Deforestation and Forest Degradation
	ERPA	Emission Reductions Payment Agreement
Trade and Production	FTA	Free Trade Agreement
	ODA	Official Development Assistance
	PPP	Public-Private Partnership
	ENT	Economic Needs Test
	FOB	Free On Board
	CMT	Cut, Make and Trim
	ODM	Original Design Manufacturing
Technology, System and Indicator	EDA	Electronic Design Automation
	IC	Integrated Circuit
	OSAT	Outsourced Semiconductor Assembly and Test
	DMS	Distribution Management System
	CEFR	Common European Framework of Reference for Languages
	CPI	Consumer Price Index
	CPN	Cosmetic Product Notification
	CCA	Completion and Acceptance Certificate

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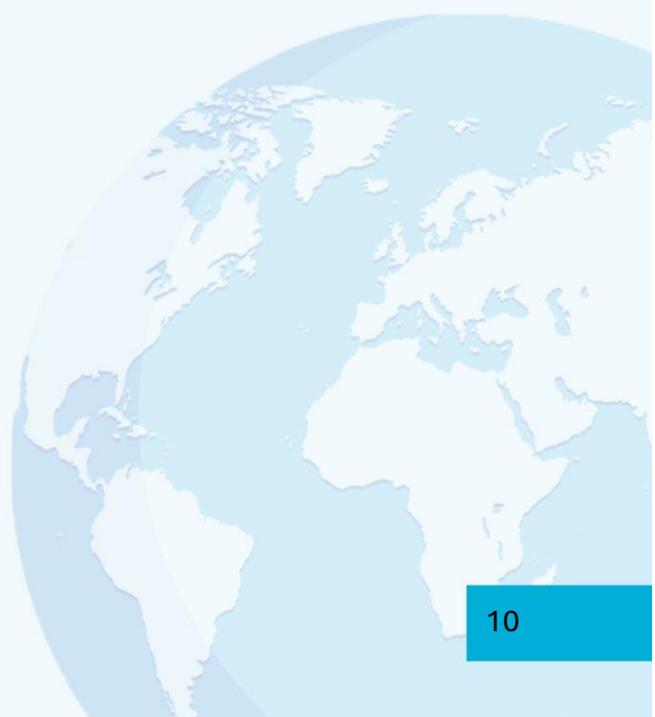


Feature



AI
Semiconductors
Agricultural Byproducts
Electric Vehicles (EV) and Hybrid Vehicles
Impact of Provincial Restructuring on the Economy and Investment

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Macro Topics



Trade threatened under the U.S. tariff system Labor Market under Context of Digital Transformation

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Industry trends



Apparel Market

Apparel is a major industry, having long remained among the top three global clothing exporters. Exports in 2024 reached approximately 44 billion USD, with primary destinations being the United States, the EU, Japan, and South Korea. Factories are concentrated around major cities in the north, south, and central regions. However, the production process primarily consists of CMT (Cut, Make, Trim), heavily reliant on imported materials such as fabrics and cotton. To increase added value, challenges include domestic production of materials, environmental compliance in production processes, and technological advancement. Trade agreement rules of origin will also likely become a driving factor in this movement.

Basic Statistics

Indicators	Unit	2020	2021	2022	2023	2024
Textile and apparel exports	Billion USD	35.2	39.0	44.0	40.3	44.0
Textile and apparel retail sales	Billion USD	8.4	7.2	8.3	9.4	10.2
Number of raw textile material manufacturing companies ¹	Thousand companies	5.2	5.0	4.8	5.8	NA
Number of final textile products manufacturing companies ²	Thousand companies	9.8	10.0	9.7	12.4	NA

Source: General Statistic Office, B&Company Enterprise Database

Regulations

The government welcomes investment in the textile and apparel sector. Textile manufacturing allows 100% foreign ownership. The textile industry is classified as a priority investment sector, eligible for support and tax incentives if certain criteria are met. For example, large-scale textile dyeing projects in industrial parks may receive corporate income tax reductions or exemptions from import duties on equipment.

The Prime Minister's Decision No. 1643/QĐ-TTg at the end of 2022, "Strategy for the Development of the Textile and Garment Industry 2030 - Vision 2035," promotes sustainable growth and high value-added production. One goal is to reduce dependence on imported materials, aiming for 70% domestic production of fabrics and accessories by 2030. To achieve this, investment is required in textile production, high-quality yarn, fabric dyeing and finishing, and especially in businesses utilizing environmentally friendly technologies.

The government is also encouraging the establishment of textile industrial parks equipped with modern wastewater treatment facilities to attract dyeing and fabric-related businesses. Environmental regulations are becoming stricter for highly polluting processes. New dyeing and finishing factories must typically obtain an environmental impact assessment and be located in areas with centralized wastewater treatment facilities. Local authorities (such as Dong Nai Province and Nam Dinh Province) are also restricting or scrutinizing textile projects with potential pollution risks. This aligns with the national goal of pursuing clean production.

Market Overview

The textile and apparel industry is globally strong and a key driver of the country's growth. Vietnam is currently the world's third-largest textile and apparel exporter, following China and Bangladesh. Located at the crossroads of major maritime and economic corridors, Vietnam offers direct access to key international shipping routes, enabling efficient and low-cost transportation to major

¹ Raw Material Production

² Production of Final Products (Garments)

markets such as North America, Europe, Northeast Asia, and ASEAN countries. Furthermore, its proximity to China, the world's largest supplier of textile raw materials, facilitates collaboration with companies in both production and consumption markets.

Exports showed remarkable recovery after the COVID-19 pandemic, reaching 40.3 billion USD in 2023³ accounting for approximately 12.5% of the country's total exports. In 2024, they grew to 44 billion USD despite a global slowdown in demand⁴.

In the first five months of 2025, exports reached approximately 18 billion USD, a 10% increase compared to the same period in 2024⁵. In 2023, Vietnam was the second-largest apparel exporter to the US market and a major supplier to the EU, Japan, and South Korea.

The US accounted for about 38% of exports, followed by Japan (10.1%) and South Korea (8.2%)⁶.

Textile and Apparel Exports

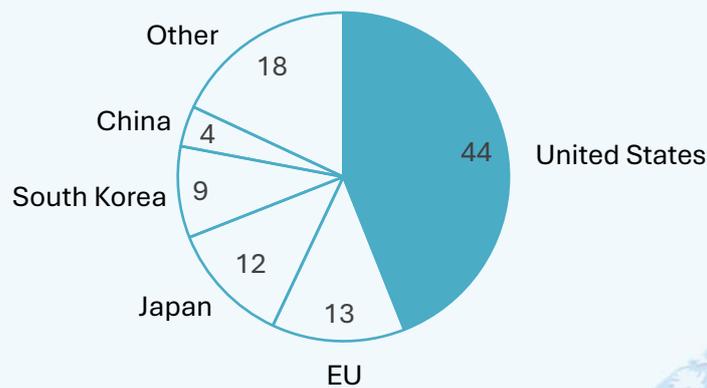
Unit: Billion USD



Source: General Statistic Office

Textile and Apparel Export Destinations (2024)

100% = 441 billion USD



Source: General Department of Vietnam Customs

³ VIR (2024) <Access>

⁴ B&Company (2024) <Access>

⁵ Vneconomy (2025) <Access>

⁶ General Department of Vietnam Customs <Access>

Production is concentrated in specific regions. The southern region (Ho Chi Minh City, Dong Nai, Binh Duong, and surrounding areas) has developed over decades into the largest apparel manufacturing hub, leveraging advanced port infrastructure like Saigon Port and Cai Mep Deep-Water Port, along with accumulated human resources. Important textile clusters also exist in the northern region (Nam Dinh, Hanoi, Hai Duong, etc.) and the central region (Thanh Hoa, etc.), with some specializing in yarn and fabric production. For example, Nam Dinh Province had over 6,000 textile and garment factories (including small rural workshops) as of 2025, contributing significantly to local employment.

The supply chain consists of three stages: Upstream (fiber/yarn production), midstream (fabric production/dyeing), and downstream (apparel manufacturing). The industry remains heavily reliant on downstream sewing and processing (CMT). Where is it sourced from? According to the Vietnam Textile and Apparel Association, of 3,800 textile factories, approximately 70% are sewing, 23% are spinning/weaving, and only 4% are dyeing/finishing.⁷ Raw materials like fabric, yarn, and cotton are imported, accounting for 40% of inputs. Most cotton (99%) and the majority of fabric are sourced from China and South Korea. In 2024, fabric imports increased by 15% year-on-year, reaching approximately 15 billion USD, making it Vietnam's third-largest import category. While China is the primary supplier, South Korea, Taiwan, Japan, and Thailand are also major sources.⁸

Competition

China remains the largest textile exporter, leveraging its vast labor force and skilled

production techniques. Vietnam's market share has remained stable between 5% and 5.2% from 2019 to 2023, showing resilience compared to other major exporters. Bangladesh surpassed Vietnam in 2021 and continues to grow, holding the second position. India also became a major player in 2023 with a 4.7% share. Turkey showed a sharp increase in 2023, reaching a 4.8% share, leveraging its strengths in sustainability and high-tech solutions in the textile sector.

Meanwhile, Vietnam is known for product diversity and quality. Unlike some competitors specializing in low-cost basic apparel, Vietnam produces a wide range of products, from basic T-shirts to high-value-added sportswear, suits, high-tech fabric garments, swimwear, and tailored suits. It employs approximately 3 million people, valued for their skills and productivity. Although labor costs are trending upward, they remain highly competitive. From 2020 to 2023, the industry's average monthly wage was approximately 300 USD, positioning Vietnam as a mid-cost, high-quality production base between Bangladesh (95 USD), (145 USD), and China (330 USD)⁹.

Textile and Apparel Factories



Source: Dantri

⁷ Vietnam briefing (2025) <[Access](#)>
⁸ Vnbusiness (2024) <[Access](#)>

⁹ Vietnam News (2024) <[Access](#)>

Global Share of Textile Exporting Countries

Unit: %



Source: World Population Review

Major Players

According to B&Company's enterprise database, as of 2023, approximately 18,000 companies operate in Vietnam's textile and garment industry. The breakdown is 62% micro-enterprises, 34% small and medium-sized enterprises (SMEs), and 4% large enterprises.¹⁰ While many are small-scale, large enterprises also hold significant presence.

The total number of employees across these companies reaches about 1.8 million, averaging nearly 100 employees per company. This is

approximately seven times the industry average of 15 employees, demonstrating the textile and garment industry's extremely high employment absorption capacity as a labor-intensive sector. Furthermore, among the top 10 companies by sales, each employs roughly 5,000 or more people.

Major manufacturers include a mix of state-owned, private, and foreign-invested enterprises. Among the top companies, domestic firms dominate the CMT/export sector, while FDI companies are prominent in the materials sector.

List of Some Major Players

No	Company	Established	Country	Headquarters	Status
1	Vietnam National Textile & Garment Group (Vinatex)	1995	Vietnam	Hanoi	Vietnam's largest textile and garment group, a nationwide enterprise group spanning yarn, fabrics, and apparel
2	Viet Tien Garment (VGG)	1977	Vietnam	Ho Chi Minh City	Formalwear and contract manufacturing. A subsidiary of Vinatex
3	Garment 10 (Garco 10)	1946	Vietnam	Hanoi	Long-established exporter of shirts, suits, and uniforms. Originated as a military uniform factory
4	TNG Investment & Trading (TNG)	1979	Vietnam	Thai Nguyen	Manufactures apparel for global brands, along with related products

¹⁰ Micro-enterprises: Annual sales under 3 billion VND; Small and medium-sized enterprises: Annual sales between 3

billion VND and under 200 billion VND; Large enterprises: Annual sales over 200 billion VND

5	Thanh Cong Textile-Garment	1976	Vietnam	Ho Chi Minh City	Vertical Integration (Yarn - Fabric - Dyeing - Garments)
6	Song Hong Garment (MSH)	1988	Vietnam	Nam Dinh	Export of apparel, home textiles, and bedding
7	Duc Giang Garment (DUGARCO)	1990	Vietnam	Hanoi	Exports to global customers
8	Nha Be Garment (NBC)	1973	Vietnam	Ho Chi Minh City	Southern manufacturer with a diversified product line and nationwide locations
9	Texhong Hai Ha	2006	China	Quang Ninh	Global Cotton Yarn Group
10	Hyosung	2007	Korea	Dong Nai	Flagship spandex facility (also used for tire cord). "Fiber Value Chain," biofiber business

Source: B&Company

While industry leader Vinatex operates yarn, fabric, and garment factories across a wide region, Thanh Cong (TCM) offers integrated capabilities from spinning to sewing. In apparel, Viet Tien • Garment 10 (May 10 brand) is strong in office wear and fashion, ranking highly alongside brands like Viettien and San Sciaro (a Viettien brand). TNG represents the next generation as a global brand exporter: FOB (Free On Board)/ ODM (Original Design Manufacturing).

Market Trends

Free Trade Agreements (FTAs): An extensive FTA network is a key growth driver. The CPTPP and EVFTA have reduced tariffs to major markets, enhancing Vietnam's competitiveness.

Vietnam joined the CPTPP in January 2019. In 2018, prior to its implementation, total textile and apparel exports amounted to approximately 36 billion USD, with exports to CPTPP member countries accounting for about 5.3 billion USD (approximately 14.7%). In contrast, textile and apparel exports for the first eight months of 2024

reached approximately 32 billion USD, with exports to CPTPP countries accounting for about 16% (approximately 5.1 billion USD in value)¹¹. This demonstrates CPTPP's contribution to export growth.

On the other hand, FTAs impose "origin" requirements, necessitating the development of raw material industries. In recent years, investment in textile factories (particularly from China and Taiwan) has increased, aiming to meet origin rules and secure FTA tariff preferences.

Supply Chain Shifts: Geopolitical factors (US-China trade friction) and rising costs in China have shifted apparel production and investment from China to Vietnam. Many international brands have expanded sourcing in Vietnam.

Global brands like NIKE, Adidas, UNIQLO, H&M, ZARA, PUMA, Decathlon, and Gap partner with local factories to produce their products, positioning Vietnam as a key pillar supporting their global supply chains.

Examples of brands manufacturing in Vietnam

Brand	Activities	Main Products	Target Market
NIKE	<ul style="list-style-type: none"> Vietnam accounts for 28% of NIKE's total production volume, making it the largest. It is estimated that approximately half of Nike's shoes are produced in Vietnam. Vietnam is the largest manufacturing base for both footwear and apparel, employing 	<ul style="list-style-type: none"> Footwear Apparel Accessories & Sporting Goods 	<ul style="list-style-type: none"> North America European Countries Asian Countries

¹¹ MOIT (2024) <Access>

	approximately 500,000 people across 98 suppliers and about 160 factories, primarily centered in Ho Chi Minh City		
Adidas	<ul style="list-style-type: none"> Over the past decade, most of the production has shifted from China to Vietnam. In 2017, Vietnam produced 44% of Adidas' shoes and became its largest sourcing country by 2024. There are approximately 50 partner factories, primarily located in Ho Chi Minh City, Dong Nai, and Binh Duong. 	<ul style="list-style-type: none"> Footwear Apparel Accessories & Sporting Goods 	<ul style="list-style-type: none"> North America European Countries Japan
UNIQLO	<ul style="list-style-type: none"> For over 20 years, UNIQLO has sourced from Vietnam, developing the country into its second-largest manufacturing base in Asia after China. 45 Vietnamese companies and 240,000 workers are involved in producing UNIQLO products. Beyond pursuing low costs, we focus on long-term partnerships to enhance productivity, quality, and sustainability 	<ul style="list-style-type: none"> Apparel 	<ul style="list-style-type: none"> Japan China Southeast Asian Countries

Source: B&Company Analysis

Sustainability and Compliance: Interest in sustainable and ethical production is growing. Governments and manufacturers are responding to stringent environmental and labor standards from export destinations (e.g., the EU's Sustainable Textiles Strategy). From 2020 to 2025, many Vietnamese spinning mills and manufacturing plants invested in environmentally conscious technologies (solar energy, waterless dyeing, wastewater treatment, etc.) and obtained certifications such as OEKO-TEX and GOTS. The government's "Textile and Garment Industry Development Strategy 2030" also emphasizes sustainability, aiming for a 15-20% reduction in water and energy consumption per unit across the entire industry.

However, overall, the introduction of sustainability initiatives has been slow, posing a risk to global trade¹². Bangladesh is promoting a development strategy for domestic textile, fabric, and dyeing production, reducing its dependence on imports and strengthening its response to trade agreements, while also becoming a strong competitor due to low labor costs and investments in sustainability. To maintain its competitiveness,

Vietnam needs to accelerate its transition to greener, higher value-added production and strengthen its technological capabilities to address growing challenges in both cost and sustainability. To close the gap with Bangladesh, Vietnam can increase its added value by placing greater emphasis on environmental standards and certification in manufacturing and by gradually strengthening the management of key raw materials, particularly fabrics. This is likely to be accompanied by the development of high-quality textile products and the strengthening of the entire value chain.

Value Chain Advancement: Vietnam is gradually shifting from pure CMT contracts to higher value-added models such as OEM and ODM. Major companies are investing in design, branding, and automation to gain more added value. The government is also encouraging advancement to avoid dependence on low-wage labor. By 2025, domestic companies are expected to increase their share of FOB and ODM orders. Meanwhile, several domestic brands are seeking to strengthen their presence in the domestic market.

¹² Tuoi tre (2023) <Access>

Industrial Real Estate Market

Industrial real estate regulations are clear. Land remains state-owned, and foreign investors secure long-term land use rights through leases. High-tech and export projects also benefit from tax incentives and preferential land rents. Growth is supported by state-owned developers and foreign capital and is being driven by the transfer of manufacturing functions from China+1 and demand for logistics and e-commerce. Major trends include expansion into neighboring provinces and the development of smart/green industrial parks. Although there are challenges such as land acquisition, skilled labor, and interregional competition, the medium-term outlook remains favorable.

Basic Statistics

Indicator	Unit	2020	2021	2022	2023	2024
Industrial land area	Thousand ha	73.6	82.6	NA	98.6	89.8
Industrial Park	Number	369	397	403	414	433
Northern Industrial Park Land Lease Price	USD/m ² /Lease Term	NA	109	120	123	133
Southern Industrial Park Land Lease Price	USD/m ² /Lease Term	NA	151	166	173	189
FDI Inflows	Billion USD	5.0	3.6	4.5	5.3	6.3

Source: General Statistic Office, Cushman & Wakefield

Regulations

All land belongs to the state, and foreigners cannot own land. Investors typically hold land use rights under leases of up to 50 years, which can be extended with approval, potentially allowing for longer terms. They can also own buildings and facilities constructed on leased land.

In practice, foreign industrial park developers lease land from the state, build infrastructure, and then sublease plots or rent out completed factories and warehouses to tenants. Tenants sublease land from the developer or rent existing facilities, allowing them to construct and own their own factories or equipment on the plot. They handle their own investment approval (IRC/ERC), environmental permits, construction permits (if building themselves), fire safety procedures, and utilities installation. If requirements are met, they can establish as an Export Processing Enterprise (EPE). The sublease period cannot exceed the remaining term of the industrial estate.

Industrial parks and economic zones facilitate smooth entry for manufacturers because developers have already secured all land rights

and approvals, making them the primary establishment method for foreign-invested manufacturing. Many developers are joint ventures with foreign capital (e.g., Amata, VSIP). Regarding taxation, the standard corporate income tax rate is 20%. However, projects meeting certain criteria such as high-tech, export-oriented, large-scale, or located within economic zones may qualify for preferential tax rates (e.g., 10–17% for a specified period), tax credits/exemptions, import duty exemptions for machinery not locally producible, and reductions in land rent paid to developers.

Market Overview

The industrial real estate market has shown steady growth and even expanded during the pandemic period. This boom stems from strong FDI inflows and shifts in global supply chains. Stable economic growth and trade agreements are attracting manufacturers of electronics, textiles, machinery, and more. Notably, the "China+1" strategy for production diversification is driving multinational corporations to establish factories in Vietnam. Major electronics players like

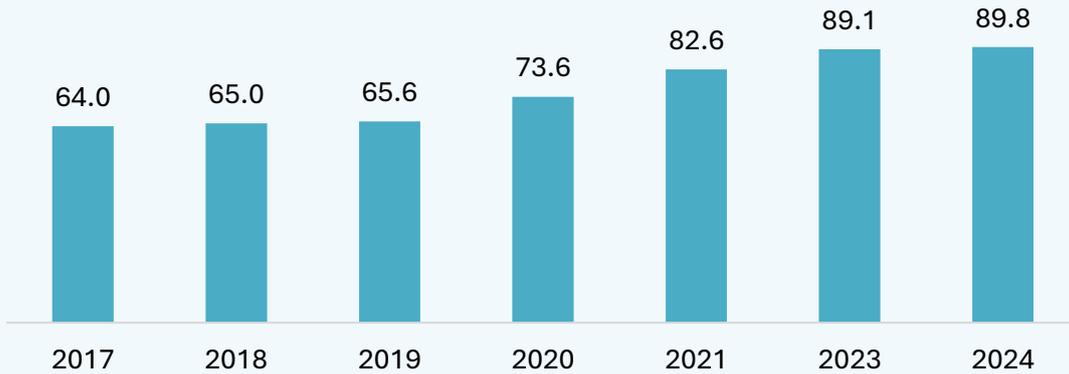
Samsung, LG, and Foxconn are expanding production, creating demand for millions of square meters of factory land.

As of 2024, there are approximately 89,900 hectares across 435 industrial parks. Most

investments are concentrated in key production hubs: Ho Chi Minh City, Dong Nai, Bac Ninh, Hai Phong, and Long An. The national average occupancy rate is around 80%, reaching 88-90% in major regions (northern and southern areas centered on Hanoi and Ho Chi Minh City)¹³.

Industrial Zone Area

Unit: Thousand Ha



Source: Savills

Vietnam offers relatively low industrial land costs and benefits from its central location within ASEAN. In 2024, average prices are 133 USD/m² in the North and 189 USD/m² in the South. The price gap between North and South has narrowed somewhat, with Haiphong and Hai Duong seeing particularly strong price increases¹⁴.

Since 2018, rental factories and warehouses have also been increasing¹⁵. In 2024, the floor area of rental factories was 10.3 million m² with an

occupancy rate of 76%. Logistics and manufacturing warehouses totaled 7.7 million m² with an occupancy rate of 77%. Driven by robust expansion in manufacturing, rents and occupancy rates are trending upward.

Major Players

The industrial real estate market includes state-owned developers and foreign investment companies. Below are some main industrial park developers/operators.

Major players

No	Company	Country	Established	Headquarters	Overview
1	Becamex IDC	Vietnam	1976	Binh Duong	Vietnam's leading state-owned industrial developer, formerly a regional trading company. Developed numerous industrial parks (e.g., My Phuoc in Binh Duong Province) and co-founded VSIP

¹³ Vietnam briefing (2025) <Access>

¹⁴ Vietnam briefing (2025) <Access>

¹⁵ Cushman & Wakefield (2024) <Access>

No	Company	Country	Established	Headquarters	Overview
2	VSIP	Singapore	1996	Binh Duong	A joint venture where Becamex holds 49% and Singaporean capital (including Sembcorp) holds approximately 40%. Developed 11 large-scale industrial parks nationwide (including Binh Duong, Quang Ngai, Hai Phong, Bac Ninh, Hai Duong, and Nghe An)
3	Kinh Bac City Development (KBC)	Vietnam	2002	Bac Ninh	A private developer specializing in northern Vietnam. Key locations include Que Vo and Trang Due Industrial Parks (home to Samsung and LG factories) and Quang Chau Industrial Park (Bac Giang)
4	Viglacera (VGC)	Vietnam	1974	Hanoi	Operates over 12 industrial parks (approx. 4,000 hectares) including Bac Ninh, Thai Binh, Phu Tho, and Ha Nam. Samsung is a tenant
5	Amata	Thailand	1994	Dong Nai	A major industrial park developer in Thailand, operating three eco industrial parks: Amata City Bien Hoa (Dong Nai), Amata City Long Thanh (Dong Nai), Amata City Ha Long (Quang Ninh)
6	DEEP C	Belgium	1997	Hai Phong	Developing a large-scale industrial and port-linked cluster spanning Hai Phong and Quang Ninh
7	BW Industrial Development	Vietnam	2018	Ho Chi Minh City	A leading provider of factory and warehouse space in major provinces and cities (Hanoi, Hai Phong, Ho Chi Minh City, Dong Nai, etc.)
8	WHA	Thailand	2017	Nghe An	International standard industrial park in the North Central region. Commencing with Phase 1 of the Dong Nam Economic Zone (498 hectares)
9	GLP	Singapore	2020	Ho Chi Minh City	Specializing in modern warehouses around Hanoi and Ho Chi Minh City. A major logistics real estate developer operating through its own Vietnam development fund.
10	Core5	Japan	2022	Hanoi	Providing complete Class A factories and warehouses. First project commenced in Haiphong in 2022, expanding nationwide

Source: B&Company Analysis

Market Trends

By 2024, industrial and logistics real estate attracted significant attention from foreign investors, achieving the highest transaction volume across all real estate sectors. In northern industrial parks, over 400 hectares of land were added due to expanded electronics and electric vehicle production. Meanwhile, the southern region saw approximately 265 hectares (growth was moderate due to limited available properties)¹⁶. The rapid growth of logistics and e-commerce is also accelerating demand for warehouses and distribution centers. Cold storage and last-mile facilities grew at an annual rate of 25%¹⁷. E-commerce growth has created a shortage of modern warehouse space (approximately 500,000 m²). Responding to this shortage, many logistics parks are planned for construction in major port cities.

Another trend is the emergence of new industrial zones and models. While traditional manufacturing hubs remain in the south (e.g., Dong Nai, Binh Duong) and north (e.g., Bac Ninh, Hai Phong), investors are also focusing on Tier 2 provinces (e.g., Nghe An, Thai Binh, Dak Lak, Phu Tho). Land is inexpensive (industrial land in some central provinces costs 60-90 USD/m²)¹⁸, enabling the attraction of large-scale projects (e.g., Foxconn's multi-billion dollar factory in Nghe An Province). Low land costs allow for rental yields of up to 12-15%.

Construction of Foxconn electronic components factory in Nghe An Industrial Park



Source: Nhadautu

Developers are also modernizing industrial parks using technology. Next generation industrial parks are equipped with worker housing, R&D centers, and smart infrastructure (IoT, 5G). The government is promoting green industrial development, aiming for 30% of industrial parks to meet environmentally friendly standards by 2030. Solar power generation, the use of recycled materials, and wastewater recycling within the complexes are being promoted. These trends are particularly evident in new industrial parks (e.g., the Korea-Vietnam Green Industrial Park in Hung Yen Province).

Supply will increase as more than 220 new industrial parks are planned by 2030 and existing parks are being expanded. However, demand is also expected to increase accordingly.

¹⁶ Vietnam briefing (2025) <Access>

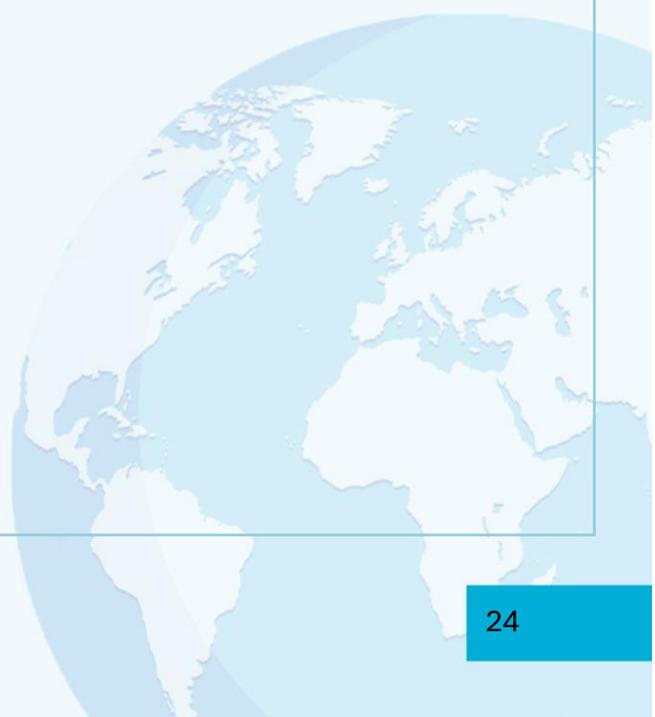
¹⁷ Vietdata (2025) <Access>

¹⁸ Vietdata (2025) <Access>

[Special Topic]

Industrial Real Estate M&A Activity on the Rise

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Energy Market

Driven by expanding demand, the transition to a more balanced power system is advancing, with the revised PDP8 serving as the framework. Wind, solar, and gas will play larger roles, while transmission reinforcement, energy storage, and LNG infrastructure development will support stable operations. Private capital is re-entering the market through power purchase agreements (PPAs) and platform transactions, but success hinges on credible scheme design, clear licensing, and flexible grid access.

Basic Statistics

Indicators	Unit	2020	2021	2022	2023	2024
Generation Capacity	GW	69.1	76.6	77.8	80.6	82.4
Power Generation	Billion kWh	247	268	271	281	309
Coal-fired power	%	50	44	39	46	50
Hydroelectric	%	30	29	35	29	29
Renewable Energy	%	5	11	13	14	13
Other	%	16	15	13	11	9
Average Retail Electricity Price (excluding VAT)	VND/kWh	1,864	1,864	1,864	2,007	2,103
Electric Power Sector FDI Inflows	Billion USD	5.2	8.0	2.3	2.4	1.4

Source: General Statistics Office

Regulation

The electricity sector is centrally managed through Power Development Plans (PDPs). The latest version is the revised PDP8 through Decision 768/QĐ-TTg dated April 15, 2025. This revision maintains the 2050 net-zero target while raising wind power targets (onshore/coastal 26-38 GW by 2030, offshore approximately 17GW), revising LNG introduction timelines, restricting new coal-fired power plants, and prioritizing grid expansion and energy storage.

Overall, the regulatory environment is in transition. The government balances investment incentives (opening ownership, public-private partnerships (PPP model), clear planning via PDP8) with state oversight (maintaining control over critical infrastructure and pricing). Recent legislation has strengthened alignment with international practices (e.g., grid access, wholesale electricity markets) and expanded private sector participation. Furthermore, the 2020 and 2021 amendments to the Investment Law and Enterprise Law have advanced procedural

simplification and regulatory easing, benefiting energy investors.

However, overall, investors remain confused by unclear and frequently changing policies. Progress in separating the roles of generation, purchase, and distribution at the Electricity Corporation (EVN) has been slow, and regulations concerning Direct Power Purchase Agreements (DPPA) and electricity pricing mechanisms remain in the pilot phase. The lack of transparent mechanisms for transmission grid connection approvals and output curtailment compensation, coupled with overlapping authorities among the Ministry of Industry and Trade, EVN, and local governments, creates uncertainty in project development and financial planning.

While bureaucratic barriers and challenges regarding PPA bankability remain, the overall direction aims to foster a more investor-friendly environment to meet the country's massive energy development needs. As Vietnam pursues its 2050 net-zero target, further regulatory updates are planned, including the enactment of a Renewable

Energy Law and the pilot launch of a carbon pricing mechanism in 2025. These are expected to provide investors with clearer guidance and incentives aligned with market mechanisms.

Market Overview

The energy market has grown rapidly in terms of generation capacity, rising from 49 GW in 2018 to 82 GW in 2024 (an annual growth rate of 9%). This growth was driven by significant expansions in renewable energy (solar and wind) and new gas-

fired power plants. Notably, the renewable energy boom succeeded, increasing from 3.4 GW in 2018 to 21.4 GW in 2024, accounting for approximately 26% of total capacity.

Meanwhile, electricity demand is growing at an annual rate of 10%¹⁹. Reflecting this robust production expansion, the government forecasts electricity consumption will continue double-digit growth through 2030.

Installed Generation Capacity

Unit: %



Source: B&Company analysis

Electricity demand is primarily driven by manufacturing, which consumes over 50% of power (households approx. 31%, commercial approx. 12%)²⁰. With nationwide electrification essentially complete, current demand growth stems from new manufacturing facilities and urbanization. However, as living standards rise, supply occasionally struggles to keep pace. In 2023, record demand growth in the north and reduced hydroelectric output led to power shortages and planned blackouts. Ensuring energy security and stable electricity supply has become a top priority for both planners and investors.

Solar Energy

Vietnam's solar power capacity ranks among the highest globally. By the end of 2023, solar power capacity reached approximately 18.6 GW, making it one of the largest in Southeast Asia. Solar power generation amounted to about 26 TWh, accounting for approximately 68% of renewable energy.

Policies continue to support its expansion. The revised PDP8 reaffirms the 2050 net-zero target, positions solar power as central to the 2030 power mix and aims to strengthen transmission grids and storage. The government requires EVN to purchase surplus rooftop electricity at the previous year's average power market price.

¹⁹ International Trade Administration (2024) [Access](#)

²⁰ Siptet (2024) [Access](#)

Foreign investment remains active, particularly through M&A.

- ACEN (Philippines) acquired up to 49% of Super Energy's solar power network (approx. 837 MWp: megawatts peak). This includes the Loc Ninh 1–3 Cluster (550 MWp, Binh Phuoc) and the An Giang-Ninh Thuan facility, among others.
- SP Group (Singapore) established a joint venture with BCG Energy. Initially acquired 61 MWp of rooftop installations in (former) 14 provinces, targeting 500 MWp by 2025.
- SkyX Solar (VinaCapital) and EDF Renewables (France) are expanding commercial and industrial rooftop facilities, including acquiring 30 MWp from Sungrow's operational assets. They provide services to corporate customers in multiple provinces.

Sinenergy's Ninh Thuan 1 Power Plant (one of Super Energy's 9 solar projects)



Source: Super Energy

Wind Power

Onshore/nearshore wind power expanded rapidly from nearly zero in 2018 to approximately 5GW by the end of 2023. Wind power generated about 12TWh, accounting for approximately 31% of renewable electricity.

The revised PDP8 raises the target for onshore and nearshore wind toward 2030, while aiming for a phased build-out of offshore wind (6-17GW between 2030 and 2035). During the formulation process up to early 2025, reflecting cost and feasibility, offshore wind and LNG were reduced in the short term, while solar, onshore wind, and energy storage were accelerated. Although the long-term vision for offshore wind remains, multiple international developers suspended their entry into Vietnam's offshore wind market in 2024.

Recent major investments include:

- B&T Quang Binh Onshore Cluster (252 MW, Quang Binh): Commercial operation commenced in October 2021. A joint venture between AMI Renewables (Vietnam) and ACEN (Philippines).
- BIM Wind (88 MW, Ninh Thuan): Secured approximately \$107 million in financing from ADB and JICA in December 2022
- Van Canh Onshore (143 MW, Binh Dinh): Approval expected in 2025. Led by Nexif Ratch Energy (Singapore/Thailand)
- PNE AG offshore proposal (approx. 2,000 MW, Binh Dinh): Under provincial review since 2024. PNE AG (Germany), estimated investment approx. 4.6 billion USD

Major Players

The power sector is dominated by the state-owned enterprise EVN. They manage power transmission and distribution and is the sole wholesale purchaser of electricity. Meanwhile, private and foreign-funded IPPs have gained significant market share in power generation. The market structure is gradually becoming more competitive at the generation level, but competition in wholesale and retail remains limited.

Major Players

No	Company	Country	Established	Headquarters	Overview
1	Vietnam Electricity Corporation (EVN)	Vietnam	1995	Hanoi	100% state-owned, vertically integrated management of power generation and distribution nationwide. Operates the national transmission grid and is the sole purchaser of electricity from all power plants.

2	Vietnam Oil and Gas Group (PetroVietnam)	Vietnam	1977	Hanoi	State-owned conglomerate responsible for oil and gas production and processing. Subsidiaries: PVEP (upstream exploration), PV Gas (gas pipelines and LNG), PV Power (power generation), BSR (refining)
3	Vietnam Coal and Mineral Industries Group (Vinacomin)	Vietnam	2005	Hanoi	State-owned enterprise overseeing coal and mineral mining, and coal-fired power plants. Manages major coal mines (primarily anthracite in Quang Ninh Province) and supplies coal fuel to power plants and industries
4	Vietnam Petroleum Group (Petrolimex)	Vietnam	1956	Hanoi	Largest petroleum distributor, dominating the downstream petroleum products market (gasoline, diesel, etc.). Not a power producer. Operates approximately 2,700 service stations nationwide.
5	Trungnam	Vietnam	2004	Ho Chi Minh City	Expanded operations from construction and infrastructure into the energy sector, becoming a pioneer in solar and wind power generation from 2018 to 2021. Invested in large-scale projects including Southeast Asia's largest solar power plant, Trung Nam Thuan Nam Solar Farm (450MW), and the Ea Nam Wind Power Plant (Dak Lak Province, 400MW).

Source: B&Company Analysis

Market Trends

Rapid Progress in the Renewable and Clean Energy Transition: From 2019 to 2021, feed-in tariffs spurred tens of billions of dollars in private investment, leading to the rapid construction of solar and wind power plants. In 2022, Vietnam became Southeast Asia's top solar power capacity holder, with renewable energy reaching 50% of electricity generation under favorable conditions²¹. This rapid shift aligns with the government's PDP8 policy to phase out coal by 2050 and transition to renewable energy and gas. For investors, opportunities lie in solar, wind (offshore wind has estimated technical potential of 600GW²²), battery storage, and related supply chain businesses. However, the rapid expansion of renewable capacity has outpaced grid development, leading to curtailment of solar and wind output due to insufficient transmission capacity. In 2023, many completed solar and wind projects struggled to secure power purchase agreements (PPAs) and grid connections, leading the industry into a stagnation period. In response, authorities plan to expand the grid and introduce new pricing

mechanisms to facilitate the operation of stalled projects.

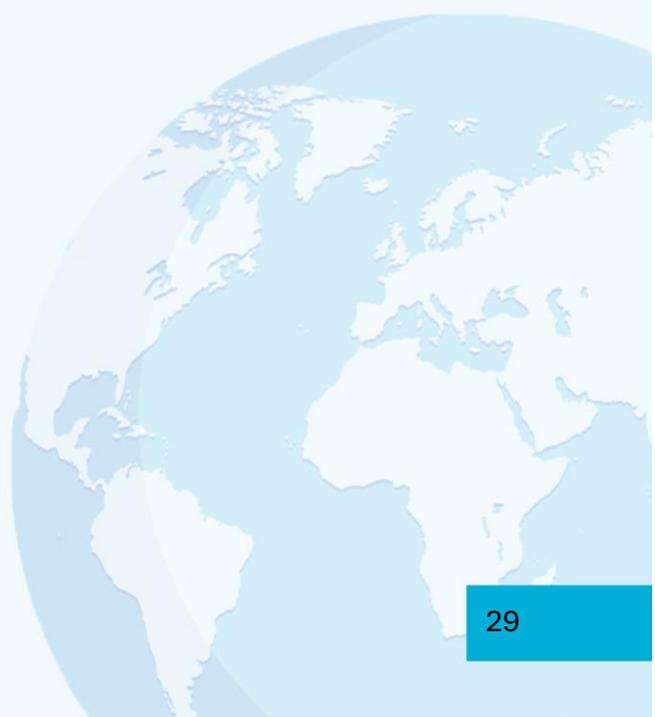
Infrastructure Investment: Investment is being strengthened to address shortages in power grids and fuel infrastructure. The government estimates that 15 billion USD is needed for power grid expansion by 2030. A priority is the construction of a new 500kV transmission line connecting regions rich in renewable energy (Central and Southern Vietnam) with high-demand areas in the North and Ho Chi Minh City. For energy import and overseas trade infrastructure, Thi Vai LNG (Ba Ria-Vung Tau) began operations in July 2023 after Vietnam's first LNG import and was officially inaugurated in October of the same year. Meanwhile, Son My LNG (Binh Duong) aims to commence commercial operations in 2027. Additionally, Vietnam is expanding electricity imports from Laos, targeting approximately 3,000 MW by 2025. Regarding energy cooperation between Vietnam and Singapore, renewable energy exports to Singapore have progressed from a Memorandum of Understanding (MoU) to the technical working stage. The PDP8 projects exports of 5-10 GW by

²¹ Mekong eye (2024) <Access>

²² VOV (2025) <Access>

2035. This infrastructure expansion is creating new business opportunities in transmission

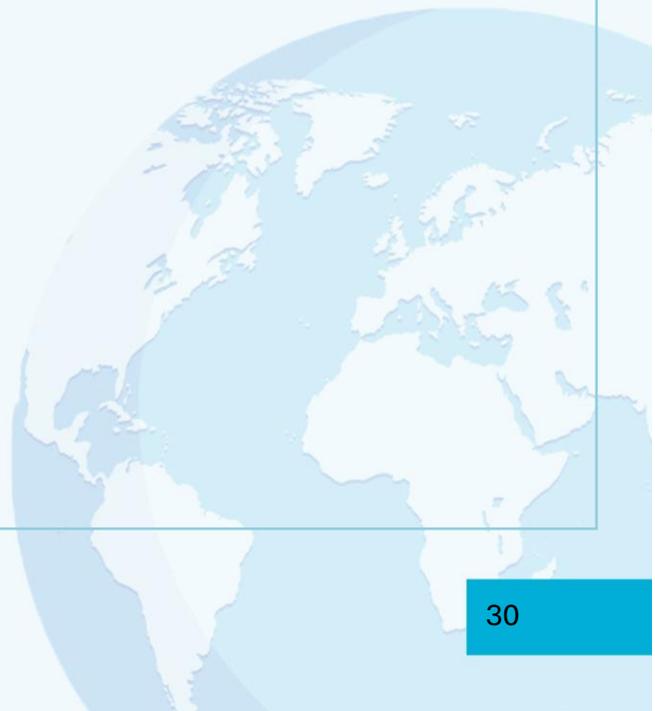
facilities, power grid technology, LNG supply, and project finance.



[Special Topic]

Clean Energy Transition: Opportunities Amid Policy Shifts

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Foodservice Market

After the downturn caused by the COVID-19 pandemic from 2020 to 2021, the food service market recovered to 27.6 billion USD in 2024. Demand is being driven by the normalization of dining out, the revival of tourism, the expansion of malls and chain stores, and the entrenched habit of delivery.

Basic Statistics

Indicators	Unit	2020	2021	2022	2023	2024
Number of Restaurant stores	Thousand stores	327	334	339	317	323
Number of Coffee Chain stores	Thousand stores	1.0	1.1	1.5	1.7	1.9
Number of Food Chain stores	Thousand stores	0.8	1.4	1.5	1.5	1.6
Number of Milk Tea Chain stores	Thousand Stores	0.5	0.4	0.4	0.4	0.3
Food Service & Accommodation FDI Investment	Millions USD	355	171	14	89	124

Source: General Statistic Office, Q&Me

Regulations

Since 2007, foreign investors have been allowed to set up wholly foreign-owned enterprises in the food service industry.

The food service industry is regulated by multiple agencies. The Ministry of Industry and Trade (MOIT) oversees commercial activities and is responsible for industry development strategies. The Ministry of Health (MOH) is in charge of food safety standards, while the Ministry of Agriculture and Rural Development (MARD) regulates the quality of agricultural inputs and food raw materials. For foreign investment approvals, the Ministry of Finance (MOF) and provincial-level People's Committees hold the authority to grant investment licenses.

Market Overview

The food service market is recovering from the COVID shock and growing more robustly. Market size decreased from 20.5 billion USD in 2020 to 17.5 billion USD in 2021. Lockdowns, border closures, and capacity restrictions curtailed dine-in services and tourism, though delivery and takeout partially mitigated the impact. In 2022, the market reopened, expanding by 39% to 24.4 billion USD driven by returning demand and travelers. 2023 saw a moderate adjustment as inflation tightened consumer spending. The pandemic also led to the exit of smaller independent operators. In 2024, supported by a normalized market, stronger operators, the rapid expansion of chain formats in modern retail malls, and entrenched delivery habits, the industry reached a record high of 27.6 billion USD.

Food Service Industry Sales

Unit: Billion USD



Source: iPOS

Food and beverage spending accounts for a significant 20-35% of consumer expenditures²³. Vietnam possesses a rich culinary heritage, and increasing prosperity is driving daily development. Each region, North, Central, and South has its distinct flavors, and expanding domestic travel is fueling new demand as businesses open outlets in different areas²⁴.

Domestic tourists exceeded 100 million in 2024. This tourism demand undoubtedly provides a significant boost to high-end restaurants and street food businesses. However, for typical establishments, demand primarily comes from residents rather than tourists. The main drivers of market development are the increasing prosperity of the population and the accompanying changes in lifestyle habits.

Additionally, the food service industry is supported by abundant agricultural production (rice, coffee, seafood, spices, etc.). To supply large quantities of fresh, high-quality ingredients, efforts are underway to strengthen traditional wholesale distribution networks, implement direct sourcing known as "farm-to-table," and advance cold chain logistics. However, full-scale development in these areas is still ahead.

Major Companies

Both domestic and international chain brands are expanding. In coffee and tea, domestic brands like Highlands Coffee, Phuc Long, and Trung Nguyen

lead, accelerated by investments from major players like Jollibee and Masan. In fast food, international brands such as Lotteria, Jollibee, KFC, and Pizza Hut hold strong positions but face rising costs and intense competition. Golden Gate, operating dozens of brands, has long been the industry leader. Its casual dining chains like Gogi House and Kichi-Kichi operate at a scale rivaling international brands. Chinese brand Mixue, representing a new wave of Chinese beverage brands, has disrupted market norms by opening over 1,000 stores at an incredible pace (perhaps common in China) using low prices and franchising as its weapons.

Ho Chi Minh City Van Hanh Mall Food Court Floor



Source: Cafef

²³ Vietnam Briefing (2022) <Access>

²⁴ Vietnam Briefing (2022) <Access>

Major Players

No	Field	Brand	Year of Entry	Country	Stores Number	Overview
1	Beverage	Mixue	2018	China	1,304	An ice cream shop characterized by ultra-low prices and franchise expansion
2		Highlands Coffee	2002	Vietnam	955	A coffee chain founded by Vietnamese American David Thai, currently owned by SuperFoods)
3		Trung Nguyen	1996	Vietnam	464	A leading Vietnamese coffee group originating in the central region. Engages in coffee product sales, café operations, and other businesses.
4		Phuc Long	1968	Vietnam	237	A long-established tea and coffee brand originating from Lam Dong. Masan Group holds an 85% stake.
5	Fast Food	Lotteria	1998	South Korea	222	One of the largest chains by number of stores
6		Jolibee	2005	Philippines	213	Famous for fried chicken and sweet spaghetti
7		KFC	1997	United States	172	Large number of stores
8		Pizza Hut	2006	United States	118	Yum! Brands subsidiary
9	BBQ/Hot Pot	GogiHouse	2013	Vietnam	146	A Korean-style BBQ restaurant in Golden Gate. Mid-range casual dining.
10		Kichi-Kichi	2009	Vietnam	116	Golden Gate's rotating (Kaiten-style) hot pot restaurant, a pioneer of this format

Source: B&Company Analysis

Market Trends

The food service market is large, attracts many young users, and changes rapidly. The growing middle class (projected to reach 40% of the population by 2030) is expanding consumption and shaping new preferences. Consumers embrace foreign cuisines and ingredients along with modern retail channels, while also valuing local flavors and traditions. Combined with strong economic growth and greater market access through FTAs, the food service industry is expected to have a bright outlook.

- **Health Consciousness:** Demand for fresh and organic food and beverages is increasing. Plant-based alternatives and nutritional foods are emerging. Awareness of health benefits is also driving increased consumption of dairy products and fruits.

- **Convenience & Modern Retail:** Urbanization and busy lifestyles are driving demand for convenience and ready-to-eat meals. Consumers in cities like Ho Chi Minh City and Hanoi are increasingly using food delivery services (GrabFood, ShopeeFood), convenience stores, and supermarkets. There are approximately 1,300 supermarkets nationwide.
- **Experience:** Dining out is a vital part of social life. As incomes rise, experiential dining has gained popularity, with consumers seeking not just delicious food but also ambiance and novelty. Cafes, bubble tea shops, and fast-casual restaurants are proliferating, appealing to young urbanites. Surveys from 2023-2024 indicate more people dining out on weekends, with a growing emphasis on quality and value. While Vietnam has a vibrant street food culture,

there is a gradual shift towards cleaner, branded establishments.

- Beverage Preferences: The beverage segment is vast and continues to evolve. Vietnam has the highest per capita beer consumption in Asia, and beer (especially domestic lager) remains the most popular alcoholic beverage.

A premiumization trend is also evident, with demand for craft beer, wine, and spirits rising, particularly among the middle class. Meanwhile, there are signs of a shift away from alcohol. In soft drinks, mineral water, carbonated beverages, energy drinks, and ready-to-drink tea and coffee are selling well.



Retail Market

The retail market has entered a new growth phase driven by stable consumer demand, urbanization, and rapid digitalization. Modern trade formats such as convenience stores, minimarts, supermarkets, and drugstores are expanding beyond major cities. Meanwhile, traditional channels retain significant influence in everyday shopping. E-commerce (EC) and social commerce are changing how consumers select products, make payments, and receive goods, making omnichannel the standard strategy.

Basic Statistics

Indicators	Unit	2020	2021	2022	2023	2024
Retail Company Revenue	Billion dollars	41	46	57	59	N/A
Number of Retail Companies	Thousand stores	58.3	58.1	55.2	69.2	N/A
Number of convenience stores/mini supermarkets	Thousand stores	5.2	5.2	6.7	6.7	7.4
Number of Electronics Retailers	Thousand stores	1.2	1.9	2.5	2.8	2.7
Number of Modern pharmacy chains	Thousand stores	0.7	1.1	2.0	2.7	3.2
Number of Supermarkets	Thousand stores	1.1	1.2	1.2	1.3	1.3
Retail FDI	Billion USD	1.8	1.4	1.1	1.3	1.4

Sources: B&Company Enterprise Database, General Statistic Office, Q&Me

Regulations

The regulatory environment is gradually liberalizing. Since 2009, 100% foreign ownership has been possible following WTO commitments.

However, while opening the first store is relatively unrestricted, expanding retail locations requires passing an Economic Necessity Test (ENT). Under current regulations (particularly Decree 09/2018/ND-CP), foreign investors must undergo ENT review for stores beyond the first, creating a significant disadvantage compared to domestic firms. Exceptions apply for stores under 500 m² located within commercial centers, provided they are not convenience stores or mini supermarkets.

The ENT was scheduled to be abolished for investments from the 10 CPTPP member countries starting January 2024. However, due to delays in legal implementation, the ENT remains required at present. Nevertheless, the Ministry of Industry and

Trade (MOIT) draft decree from August 2025, scheduled to take effect on January 1, 2026, is expected to finally abolish the ENT for CPTPP member countries (including Japan).

Market Overview

The retail market is supported by a growing middle class. It expanded at an average annual rate of approximately 10% from 2010 to 2024, with the value added by Wholesale and Retail Trade (including repair of motor vehicles and motorcycles) accounting for about 10% of GDP in 2024.

According to B&Company's database, total corporate sales in the retail industry grew at an annual rate of about 10% between 2017 and 2023, reaching 59 billion USD in 2023. However, a significant portion, such as individual shops, is not counted in corporate sales, and the total retail market size is estimated to be several times larger.

Retail Enterprise Sales

Unit: billion USD



Source: B&Company Enterprise Database

Traditional retail channels remain central to daily life but are gradually ceding ground to modern formats. In 2024, an estimated 61% of retail sales originated from traditional markets and small, independently owned mom-and-pop shops, down from 73% in 2020.

Meanwhile, the share of modern retail (supermarkets, hypermarkets, convenience store chains, etc.) increased from 22% in 2020 to 29% in 2024. During this period, the number of modern retail outlets more than doubled, reaching approximately 16,300 stores. Convenience stores and minimarts account for nearly half of all modern outlets.

Additionally, EC has risen to about 10% (from 5% in 2020). Consumers are gradually shifting from traditional wet markets to modern retail and online shopping, seeking quality, convenience, and variety²⁵.

The timing of transition to modern chain store formats varies significantly by sector. Electronics retailers have led this field for over a decade, with many retail brands rapidly expanding their store networks. This timing corresponded with the penetration of appliances, digital cameras, smartphones, and similar products. However, as a result, saturation may now have been reached in the two major cities. Between 2023 and 2024, major chains like Dien May Xanh and Nguyen Kim closed dozens of stores due to declining customer numbers. While growth continues in rural areas, store expansion has largely completed its cycle even in major provincial cities. Meanwhile, pharmacy chains are in the midst of rapid growth.

²⁵ B&Company (2025) <Access>

Major pharmacy chains like FPT Long Chau expanded their store count by 20% in 2024, reaching over 3,200 stores, responding to rising health demands. Companies like FPT and Mobile World, which operate multiple retail brands across diverse product categories, are shifting their focus based on changing consumer behavior, carefully testing new formats. Additionally, category chains are diversifying and expanding into various products, giving rise to modern chains specializing in furniture, apparel, children's goods, books/stationery, pets, wine, and fixed-price formats.

Supermarkets

Supermarkets form the core of the modern retail sector. Domestic and international companies are actively expanding operations in major cities and provinces. Saigon Co.op's Co.opmart (Vietnam's first local supermarket chain, established in 1996) operates 128 stores nationwide²⁶. Meanwhile, WinMart (formerly VinMart, now under Masan Group) and the Thai-owned hypermarkets Big C/GO! each operate over 100 stores, establishing a presence in most provinces. Foreign investors like Aeon and Lotte have also developed large supermarkets and shopping malls in Vietnam since the 2000s. Modern grocery retailers feature a wide range of products (including imports), clean and air-conditioned facilities, and high food safety standards, gaining support from the expanding middle class.

Supermarkets are growing rapidly in urban areas and gradually expanding into rural regions. Consumers increasingly prefer high-quality,

²⁶ The-siv (2025) <Access>

reliable branded products. Expansion into rural areas remains an untapped opportunity. With the rural population accounting for about 60%, it is expected to provide long-term growth potential for supermarkets outside major cities²⁷.

Convenience Stores

Convenience stores have experienced rapid growth over the past decade, beginning to reshape the urban retail landscape. These small, 24-hour stores stock takeout food, beverages, and daily necessities, catering to busy lifestyles. The number of convenience stores has surged, with foreign and domestic companies competing for market share. Circle K opened in 2008 as Vietnam's first foreign-owned convenience store chain and now operates approximately 500 stores nationwide. GS25, 7-Eleven, Family Mart, and Ministop are concentrated in the south. Foreign chains have introduced modern retail concepts, superior store design, and extensive product ranges (including many imported and prepared items), gaining popularity among younger and urban consumers.

7-Eleven



Source: Cafef

Growth of drivers includes urbanization (urbanization rate around 30%), demand for convenience, and the rapid increase in tech-savvy young consumers. Digitalization is advancing, with many chains offering cashless payments, online ordering, and delivery services to adapt to changing consumer habits. However, expansion is currently largely confined to major urban centers. Competition for limited demand is fierce, and chains are vulnerable to soaring real estate rental costs, making profitability a persistent challenge

²⁷ B&Company (2025) <Access>
²⁸ Vietnam briefing (2025) <Access>

for some. Nevertheless, the sector is expected to maintain double-digit growth driven by the expanding middle class and rising demand for consumer convenience.

EC

EC has grown to a scale that is fundamentally reshaping the entire retail industry, especially in recent years. In 2024, the e-commerce market size is estimated at 22 billion USD, a 20% increase from 2023. It is projected to reach 63 billion USD by 2030. Vietnam is already Southeast Asia's third-largest e-commerce market (behind Indonesia and Thailand), and overtaking Thailand is only a matter of time²⁸.

With 79 million internet users and widespread mobile connectivity, usage of platforms like Shopee, Lazada, Tiki, and the emerging social commerce platform TikTok Shop is surging. TikTok Shop's sales grew by 151% in 2024, while Shopee saw a 66% increase. Market shares are shifting rapidly, with some former giants experiencing sharp declines, creating a clear winner-takes-all landscape²⁹. The surge in online shopping is also supported by the expansion of digital payments (online payments reached 149 billion USD in 2024, an 18% increase) and policies promoting e-commerce development.

Challenges persist. National logistics infrastructure remains underdeveloped, causing delivery delays outside major cities. The proliferation of counterfeit and low-quality goods (including luxury knockoffs and fake cosmetics) is eroding consumer trust. Authorities have intensified crackdowns; China's platform Temu faced a temporary suspension shortly after entering Vietnam in early 2025 for regulatory violations.

However, EC is expected to maintain rapid growth. It currently accounts for two-thirds of the digital economy market size and plays a crucial role in enabling retailers to access customers nationwide. E-commerce and modern retail omnichannel strategies are becoming fundamental requirements rather than mere differentiators.

Retail Infrastructure

²⁹ B&Company (2025) <Access>

Payment and loyalty programs are transforming the shopping experience. Cashless transactions are growing rapidly, supported by the proliferation of QR codes and e-wallets (MoMo, ZaloPay, VNPAY) alongside banks' digital transformation. This enables faster purchases online and in-store, along with data-driven loyalty programs.

To support EC and rapid delivery, logistics and distribution management systems (DMS) are evolving. Vietnam's DMS, covering over one million traditional retailers, ranks among the world's largest. It continues to advance through competition between private and state-owned IT companies. Using this system, manufacturers can

efficiently sell to the traditional retail market, which accounts for 70% of the market.

Additionally, retailers are investing in urban distribution centers, partnering with last-mile logistics providers like GHTK, Ninja Van, and Ahamove, and adopting advanced inventory management and demand forecasting tools. This improves inventory visibility and shortens delivery times. As consumers expect fast and reliable service, meeting these expectations creates a competitive advantage.

Major Companies

A mix of domestic companies and major international players.

Some major players

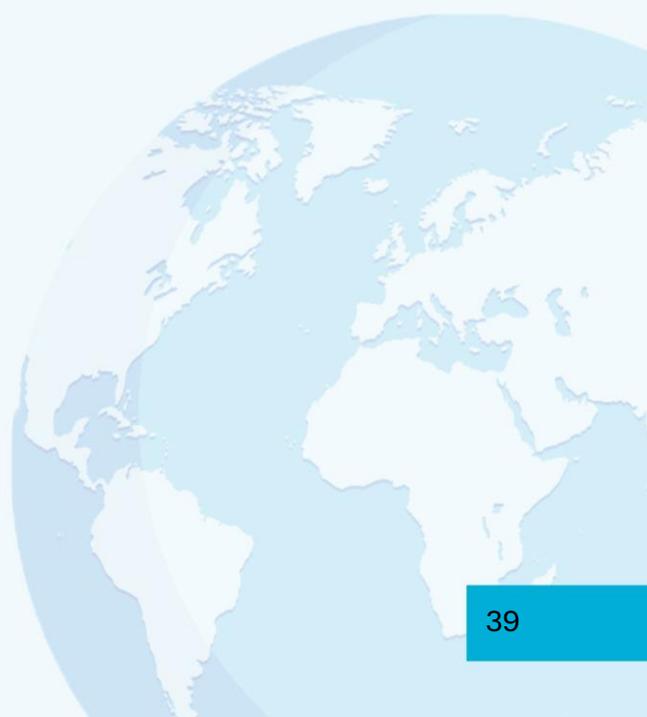
No	Company	Established	Headquarters	Country	Number of Stores	Overview
1	WinCommerce (WinMart/WinMart+)	2014	Ho Chi Minh City	Vietnam	3,692	Largest retailer. VinMart (Vingroup) changed its name following the 2019 acquisition of Masan Group
2	Bach Hoa Xanh	2015	Ho Chi Minh City	Vietnam	1,864	Fresh food retail company of IT retailer Mobile World
3	Saigon Co-op	1989	Ho Chi Minh City	Vietnam	128	Pioneering modern retail
4	Central Retail (GO!/Big C)	1998	Ho Chi Minh City	Thailand	42 Shopping Malls	Big C acquired by Thailand's Central Group in 2016
5	MM Mega Market (Metro)	2002	Ho Chi Minh City	Thailand	21	Wholesale/warehouse-style stores (5,000–10,000 m ²) catering to both businesses and general consumers
6	Lotte Mart	2008	Ho Chi Minh City	South Korea	15 Shopping Mall	A large-scale complex (with Lotte Department Store and movie theaters)
7	AEON	2014	Hanoi	Japan	7 Shopping Malls 21 Supermarkets (MaxValu)	Opened in Ho Chi Minh City in 2014, expanding to regional cities. Constructing vast one-stop shopping complexes
8	Circle K	2008	Ho Chi Minh City	United States	499	First foreign-owned convenience store chain, open 24 hours a day, selling snacks, beverages, and daily necessities
9	GS25	2018	Ho Chi Minh City	South Korea	236	A joint venture between Korea's GS Retail and local SonKim. Targets younger

No	Company	Established	Headquarters	Country	Number of Stores	Overview
						demographics with Korean snacks and services
10	7-Eleven	2017	Ho Chi Minh City	Japan	130	Focused on Ho Chi Minh City, recently began expansion into Hanoi. Offers a wide selection of ready-to-eat meals and snacks developed to suit local tastes

Source: B&Company analysis

Convenience stores are led by major foreign chains (Circle K, FamilyMart, 7-Eleven, GS25), adapting to changing consumer lifestyles in urban areas. Among domestic players, VinCommerce previously operated VinMart+ (now under Masan), while smaller chains like B's Mart (Thai-owned but locally operated) also exist.

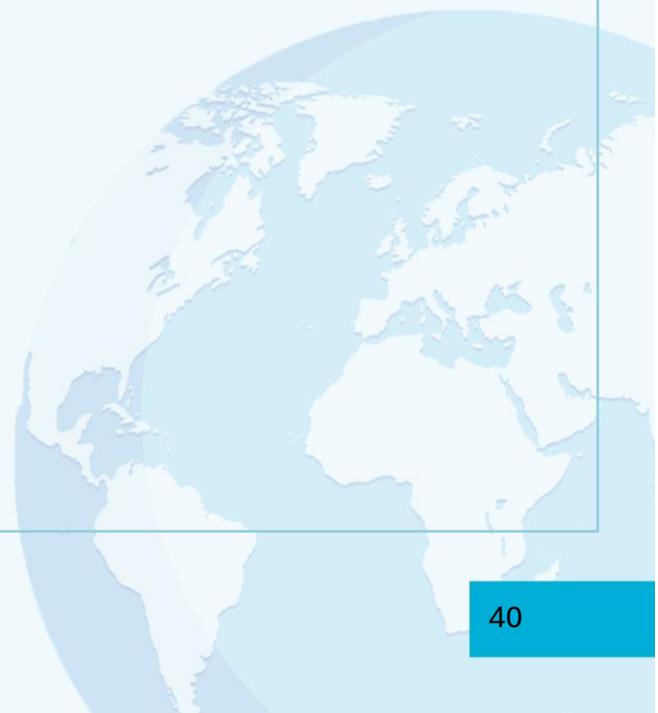
M&A has become a rapid means of expansion. Masan's 2019 acquisition of VinCommerce (VinMart) propelled the company to the top spot overnight. Central Group's 2016 acquisition allowed it to instantly gain Big C's nationwide store network and brand, built over many years.



[Special Topic]

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Beauty and Personal Care Market

The beauty and personal care industry is emerging as a high-growth market. Rising incomes, a large young population, and strong demand for personal grooming are driving market expansion. Industry sales reached approximately 2.7 billion USD in 2024³⁰. Overseas brands are gaining popularity.

Basic Statistics

Indicators	Unit	2019	2020	2021	2022	2023	2024
Beauty Product Market Size	Billion USD	2.3	2.2	2.2	2.4	2.6	2.7
Personal Care	%	44	45	45	46	42	45
Skincare	%	31	32	31	29	31	30
Makeup	%	22	18	18	21	19	22
Other	%	4	5	6	5	7	3
Natural Beauty Product Market Size ³¹	Million USD	218	243	230	230	239	245

Source: Statista, Q&Me

Regulations

The beauty and personal care business is open to foreign investment under general trade and retail regulations. 100% foreign-owned enterprises can also enter this sector. Foreign-invested enterprises selling cosmetics require business registration and a retail license to engage in retail distribution (physical stores). A retail facility license is also required for each store. These are granted by the provincial/municipal Department of Industry and Trade.

All beauty or personal care products (whether imported or domestically produced) require notification to the Ministry of Health (Drug Administration Department) prior to sale. Companies must submit a complete set of documents per product, including Vietnamese labels, letters of authorization, and certificates of free sale to obtain a Cosmetic Product Notification (CPN) registration number. Sales are permitted only after the Ministry of Health issues the CPN number. Importers or manufacturers must

prepare the product documentation and obtain approval.

Market Overview

The beauty products market is growing slowly at an annual rate of about 3%. The personal care segment (hair care, oral care, bath/body, men's grooming, etc.) is the largest, accounting for 45% in 2024 at 1.2 billion USD. Skincare followed at about 30% (800 million USD), and makeup at about 22% (600 million USD).

The primary distribution channels are supermarkets, specialty cosmetics stores, small shops, and EC. Modern channels (national chains and mall stores) are expanding. Global chains like Guardian (DFI Retail) and Watsons (CK Hutchison) each operate over 100 stores, while domestic pharmacy chains such as FPT Long Chau and pharmacy collectively exceed 3,000 stores. E-commerce is also gaining attention, with online share surging from 9% in 2019 to 19% in 2023. Social media platforms like TikTok and Shopee Live significantly influence purchasing decisions.

³⁰ B&Company (2024) <Access>

³¹ Refers to skincare, haircare, body care, and makeup products primarily composed of natural ingredients such as plant-derived or mineral-derived components, with minimal use of synthetic additives like parabens, mineral oils, petroleum-based surfactants, synthetic fragrances, and synthetic colorants. Certified organic products are included as part of natural beauty products.

Beauty Product Sales by Channel



Source: Euromonitor

A young population and steadily rising income levels are driving regular spending on self-care and grooming. With a median age of 33, consumers are concentrated in their 20s and early 30s, forming the most active segment for beauty spending. According to Statista (2023), over 60% of Vietnamese use skincare products daily, with common items being facial cleansers (49%), perfume (41%), sunscreen (31%), and moisturizers (25%). There is also a notable rise in men's grooming awareness, with many men actively using hair care and grooming products.

As consumers become more sophisticated, international brands are setting the standard for

product quality and brand strategy. Imported products account for over 90% of cosmetics sales. Korean brands lead with approximately 30% market share, followed by Europe (23%), Japan (17%), Thailand (13%), and the United States (10%).

Major Players

Local brands are beginning to grow in the natural and organic segment, but their market share remains small compared to global giants. Overseas companies benefit from strong research capabilities, global resources, and advanced product development, giving them an advantage in innovation.

Major Players

No	Company	Established	Headquarters	Country	Main Products	Overview
1	Unilever	1995	Ho Chi Minh City	United Kingdom	<ul style="list-style-type: none"> Dove (Body/Hair) Sunsilk (Hair) Pond's (Skincare) 	Local Production Base
2	Procter & Gamble	1995	Ho Chi Minh City	United States	<ul style="list-style-type: none"> Olay (Skincare) Pantene (Hair) Gillette (Shaving) 	Manufactured and distributed locally
3	LG Vina Cosmetics	1997	Dong Nai	South Korea	<ul style="list-style-type: none"> Physio gel (Dermocosmetic Skincare) 	Focusing on dermatology-based skincare
4	Shiseido	1999	Ho Chi Minh City	Japan	<ul style="list-style-type: none"> Shiseido, Anessa (Sun Care/Skin Care) 	High-end skincare and makeup brand development by local subsidiary

5	Kao	1996	Ho Chi Minh City	Japan	<ul style="list-style-type: none"> • Biore (Cleansing) • Liese (Hair) • Curel (Skincare) 	Local Production Base
6	Rohto-Mentholatum	1994	Ho Chi Minh City	Japan	<ul style="list-style-type: none"> • Hada Labo (Skincare) • Acnes (Acne Care) • Lipice (Lip Care) 	A wide range of skincare and OTC personal care products
7	Thorakao	1961	Ho Chi Minh City	Vietnam	<ul style="list-style-type: none"> • Herbal Skin Care Cream • Shampoo • Facial Mask 	Traditional Vietnamese brand using natural ingredients
8	Cocoon	2013	Ho Chi Minh City	Vietnam	<ul style="list-style-type: none"> • Vegan Skincare (Turmeric, Coffee) • Hair Care 	Fast-growing clean/vegan brand using local botanicals
9	Medix 5.5	2010	Ho Chi Minh City	Vietnam	<ul style="list-style-type: none"> • pH-Balanced Cleanser • Serum, Moisturizer 	Science-Based Gentle Skincare
10	Hasaki	2016	Ho Chi Minh City	Japan	<ul style="list-style-type: none"> • Multi-brand cosmetics & skincare 	Nationwide Beauty Retail Chain & Beauty Clinic

Source: B&Company Analysis

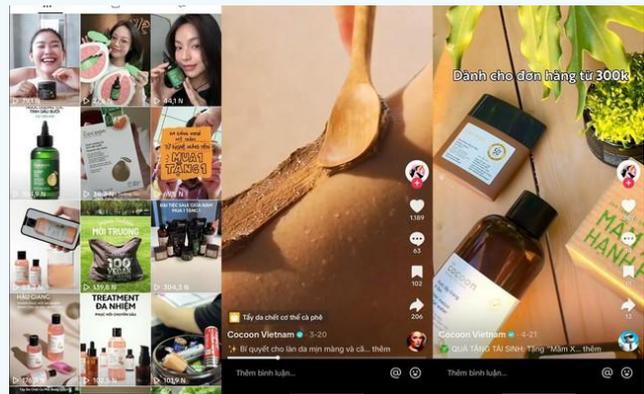
Market Trends

Clean beauty products made with natural and herbal ingredients are gaining attention, while harsh chemicals are being scrutinized. Products labeled organic, vegan, paraben-free, and sulfate-free are preferred. Vietnamese brands are developing affordable natural skincare products utilizing local resources like coconut oil, green tea, turmeric, and aloe vera. Cocoon incorporates coffee from Dak Lak Province and turmeric from Hung Yen Province into its products. This shift towards gentle, environmentally conscious beauty is also driven by heightened environmental awareness among Millennials and Generation Z.

Beauty product distribution is rapidly changing. While local small-scale convenience stores still hold a significant share, their market share is declining, falling from 23% in 2019 to 17% in 2023. Meanwhile, in modern trade, beauty chains are expanding rapidly: Hasaki operates about 170 stores, Guardian has 130 stores, and Watsons continues to open new stores in major cities. Local retailers like Nuty and Cocolux are also intensifying investments through 2024-2025.

EC, driven by platforms like Shopee, TikTok, and Lazada, has become a major market growth engine. Mobile payments and fast home delivery have made online shopping for cosmetics commonplace.

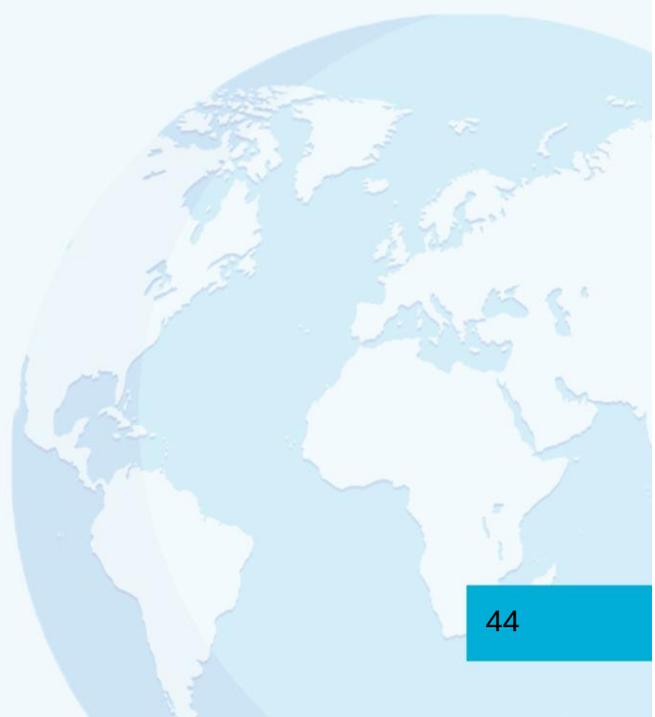
Natural cosmetics brand Cocoon on TikTok



Source: Cafef

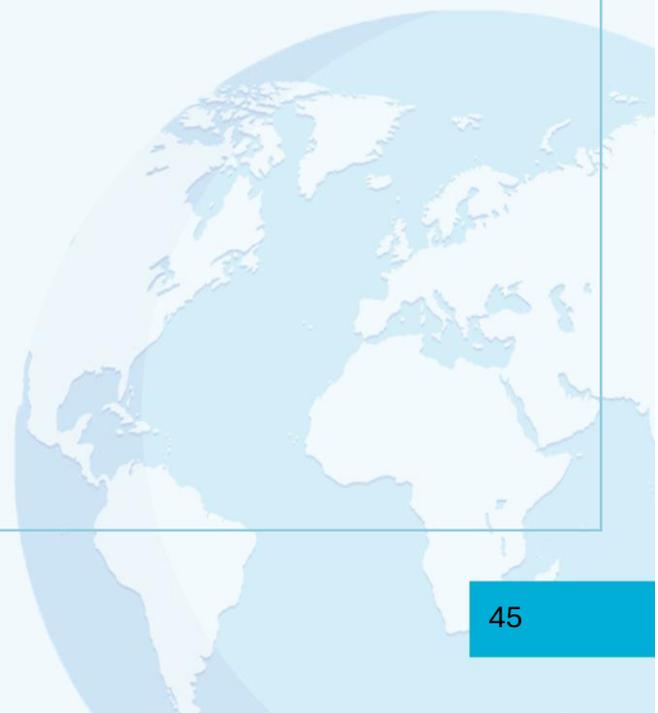
Beyond rapid EC growth, digital platforms are transforming how beauty brands connect with consumers. Live shopping streams by influencers and KOLs enable real-time product demonstrations and direct interaction with viewers. Global brands like Estée Lauder, Lancôme, and Kiehl's actively leverage live streams, attracting younger consumers with new product launches and incentives like discounts, Buy 1 Get 1 offers, and free samples. The convergence of entertainment and sales aligns well with the digital native generation, which prioritizes convenience and digital touchpoints. To remain competitive, brands must integrate online and offline strategies, leverage e-commerce data

to understand customer behavior, and respond swiftly to emerging trends.



[Special Topic]
Natural Beauty Market

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Logistics Market

The logistics industry is expanding rapidly. Growing at an annual rate of approximately 14-16%, it has reached about 52 billion USD, accounting for roughly 10% of GDP. Its accessible location for overseas trade (extensive coastline, rivers, and land borders) and trade agreements (EVFTA, CPTPP, RCEP, etc.) facilitate integration into global supply chains and are essential elements enabling the processing trade model. While high logistics costs were a challenge, improvements in transport infrastructure and competition have boosted efficiency. By 2023, Vietnam's ranking in the World Bank's Logistics Performance Index rose to 43rd out of 139 countries.

Basic Statistics

Indicator	Unit	2020	2021	2022	2023	2024
Cargo Volume	Million tons	1,622	1,622	2,031	2,289	2,575
Road	Million tons	1,282	1,303	1,595	1,806	2,030
Inland Waterways	Million tons	258	242	332	368	410
Seaport	Million tons	76	70	98	110	130
Rail	Million tons	5.2	5.7	5.7	4.6	5.1
Aviation	Million tons	0.3	0.3	0.3	0.3	0.4
Market Size	Billion USD	35	40	44	48	52
Number of Companies	Thousand	32	35	38	40	42
FDI Inflows	Million USD	663	742	454	491	488

Source: General Statistics Office

Regulation

Foreign ownership restrictions in the logistics sector range from 34% to 100%. Foreign equity is capped at 34% for air cargo, 49% for maritime, rail, and inland waterway transport, and 51% for road freight transport. Conversely, warehousing, express delivery (parcel and package), and freight forwarding allow for full foreign ownership. While license acquisition and compliance with industry regulations remain necessary, institutional reforms accompanying WTO accession and various FTAs have gradually eased entry procedures and equity restrictions for foreign investment, particularly in warehousing and forwarding. Furthermore, while the government maintains foreign ownership caps for core transport services like aviation, shipping, and railways to safeguard sovereignty and security, it actively promotes foreign and private capital

participation in infrastructure sectors such as airports, ports, and highways through FDI and PPP schemes.

In 2023, Government Decision 163/NQ-CP 2022 established a national logistics strategy emphasizing digitalization and efficiency. Looking ahead, growth is anticipated for new 4PL (Fourth-Party Logistics)³² providers and digital freight platforms aiming to offer end-to-end supply chain management for exporters and major retailers. Overseas investors have opportunities to invest in infrastructure such as port terminals, cold storage, and inland logistics hubs, as well as software platforms that enhance efficiency and visibility.

Market Overview

Total cargo volume rose at a 9% annual rate from 1.38 billion tons in 2017 to 2.58 billion tons in 2024.

and measures the effectiveness of integrated supply chain solutions for client companies.

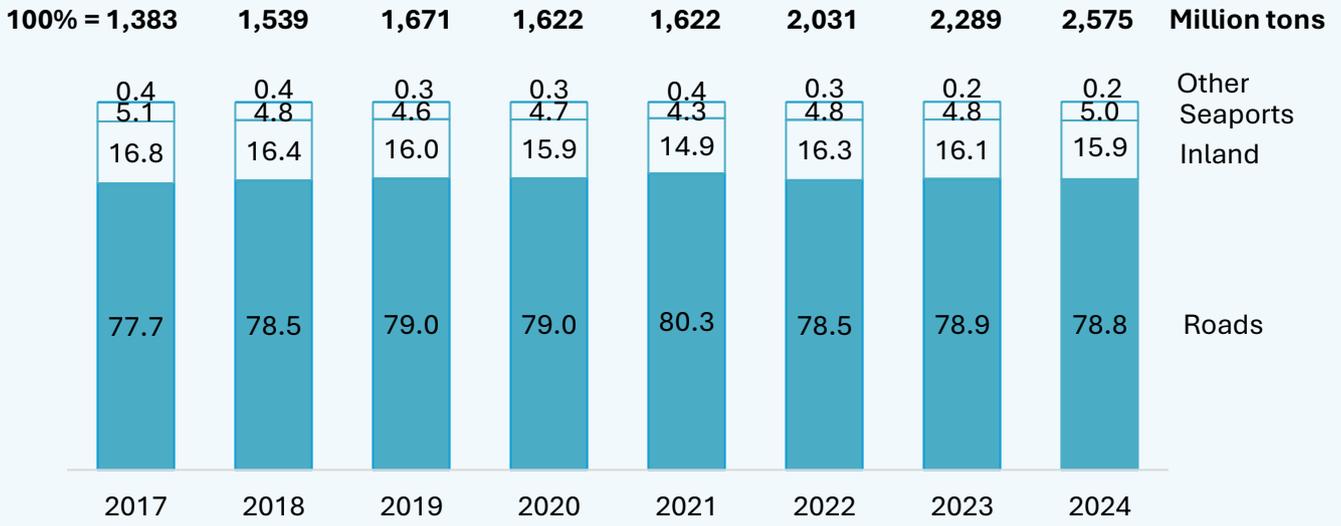
³² 4PL (Fourth Party Logistics) is a model where logistics operations are comprehensively outsourced to a single partner. This partner evaluates, designs, builds, operates,

Road transport accounts for 80% of total cargo volume. Inland waterways follow at 16%, concentrated in river-dense regions like the Mekong Delta and Red River Delta. Meanwhile,

seaports represent 5% but are experiencing robust growth with the utilization of new deep-water ports like Lach Huyen and Cai Mep³³.

Cargo Handling Volume

Unit: %



Source: General Statistics Office

Key Sectors:

- **Forwarding and Transportation:** The use of multimodal transport- combining sea, air, rail, and road for international and domestic cargo is expanding.
- **Warehousing & Distribution:** Modern warehouses are growing due to the expansion of industrial parks and retail networks. Demand for warehouses for refrigerated agricultural products (fruits, seafood) and pharmaceuticals is increasing. Logistics parks are being built near cities and ports by domestic and foreign investors.
- **Last-Mile Delivery:** EC logistics infrastructure is being established. The e-commerce market is projected to reach 22 billion USD by 2024 and 63 billion USD by 2030. Developments are anticipated in home delivery services, small urban distribution centers, mobile platforms, real-time tracking, and route optimization.
- **Cold Chain:** Frozen and refrigerated logistics are growing, supported by strong demand for seafood, fruits, vegetables, and pharmaceuticals in both export and domestic

markets. The industry consists mostly of small players, but major players include Lineage Logistics (expanding foreign company), Transimex (domestic player in the south), and ABACooltrans. The market size is 163–211 million USD in 2023³⁴ and is projected to more than double by 2029. However, equipment and technology have not caught up to international standards (see next section).

Major Players

The industry is segmented into specialized services such as freight transport, warehousing, third-party logistics, cold chain, and e-commerce delivery. While Hanoi and Ho Chi Minh City host most hubs, port, road, and rail infrastructure development is expanding networks to regional areas. Hundreds of medium-sized local companies fiercely compete with major domestic and international players. SMEs leverage flexibility and local knowledge, while large firms provide comprehensive IT-driven solutions.

Major players include domestic firms such as Vietnam Post, Viettel Post, VIMC, Transimex, Bee

³³ Vietnam Briefing (2023) <Access>

³⁴ GII Global Information (2024) <Access>

Logistics, Indo Trans, and Vinafreight, alongside international giants like DHL, Kuehne+Nagel, DB Schenker, and Expeditors.

Major Players

No	Company	Country	Established	Headquarters	Overview
1	Transimex	Vietnam	1983	Ho Chi Minh City	Long-established corporation. Multimodal transport, ICD, warehousing
2	Schenker	Germany	1991	Hanoi	International Air/Sea Freight, Land Transportation, Contract Logistics
3	Vietnam Maritime Corporation	Vietnam	1995	Hanoi	State-owned holding company engaged in maritime transportation and port operation management. Owns major ports such as Haiphong and HCMC
4	Vinafreight	Vietnam	1997	Ho Chi Minh City	Air and sea freight forwarding, liner shipping agency services, warehousing services
5	Viettel Post	Vietnam	1997	Hanoi	Major postal, courier, and e-commerce delivery provider. Part of Viettel Group. Nationwide operational network
6	Do Trans Logistics	Vietnam	1999	Ho Chi Minh City	Major forwarder. Integrated logistics covering air, sea, rail, and land transport; digital platform support
7	Bee Logistics	Vietnam	2004	Ho Chi Minh City	A private 3PL provider offering sea and air freight forwarding, customs clearance, trucking, and express supply services. Extensive overseas network
8	Vietnam Post	Vietnam	2007	Hanoi	A state-owned enterprise under the Vietnam Post and Telecommunications Group, providing nationwide postal, delivery, and logistics services
9	DHL	Germany	2008	Ho Chi Minh City	International Air & Ocean Freight Forwarding & Customs Clearance Services
10	Expeditors	United States	2013	Ho Chi Minh City	Providing global ocean and air freight transportation, customs clearance services, and supply chain management functions

Source: B&Company Analysis

M&A activity in the logistics sector remained robust from 2023 to 2024, with investment scale expanding (56.3 million USD in the first nine months of 2024). Investment targets include warehouses, industrial logistics (third-party

logistics, distribution, cold chain), ports, and inland container depots.

Examples of Industrial Real Estate M&A

No	Investment Targets	Investor	Investment Amount	Term	Details
1	D PROJECT TAN DUC 2 (Long An Province)	Daiwa House Logistics Trust (Japan)	26.5 million USD	July 2024	Acquisition of a cold storage warehouse (REAT's first project in Vietnam)
2	Two logistics facilities in Binh Duong and Hung Yen provinces	Mapletree Logistics Trust (Singapore)	Over 50 million USD	March 2024	Acquired two Grade A warehouses at VSIP II (Binh Duong) and Yen My Industrial Park (Hung Yen)
3	Khai Mep-Thi Vai LNG Terminal	AG&P LNG (Singapore)	Approximately 500 million USD, 49% stake	March 2024	Receiving terminal with an annual capacity of 3 million tons (including logistics and energy plant functions)
4	Joint venture with SK Logistics (Vietnam)	Lineage Logistics (U.S.)	NA	August 2023	Expanding refrigerated warehouse capacity in Hanoi and Ho Chi Minh City
5	Sotrans (Vietnam)	PSA International (Singapore)	NA	May 2023	Strengthening Port, Inland Container Depot, and Forwarding Network
6	Three Logistics Properties (Bac Ninh, Binh Duong)	Mapletree Logistics Trust (Singapore)	95 million USD	January 2022	Acquired a portfolio of three logistics warehouses located in Bac Ninh and Binh Duong provinces in a single transaction
7	Logistics facility within Yen Phong Industrial Park (Bac Ninh Province)	Boustead Projects (Singapore)	6.9 million USD	January 2021	Acquired a 49% stake in KTG Bac Ninh Industrial Development to enter the logistics warehouse project within the Yen Phong Industrial Park

Source: Various media reports

Market Trends

National logistics infrastructure development is advancing across various transportation modes. Digitalization and public-private partnerships are prioritized, poised to significantly enhance connectivity and efficiency. The Lach Huong Deep-Water Port (Hai Phong) is expanding to 12 berths with a maximum annual capacity of 6 million TEUs. A 136-hectare logistics and bonded zone is being developed at Long Thanh International Airport, positioning it as an air cargo hub adjacent to Dong Nai and Binh Duong. Recent expressways, such as the Ben Luc-Long Thanh and Hai Phong-Quang Ninh routes, are reducing transit times between

industrial zones and deep-sea ports, helping to alleviate supply chain bottlenecks.

Long Thanh Airport is undergoing final preparations for operations in June 2026

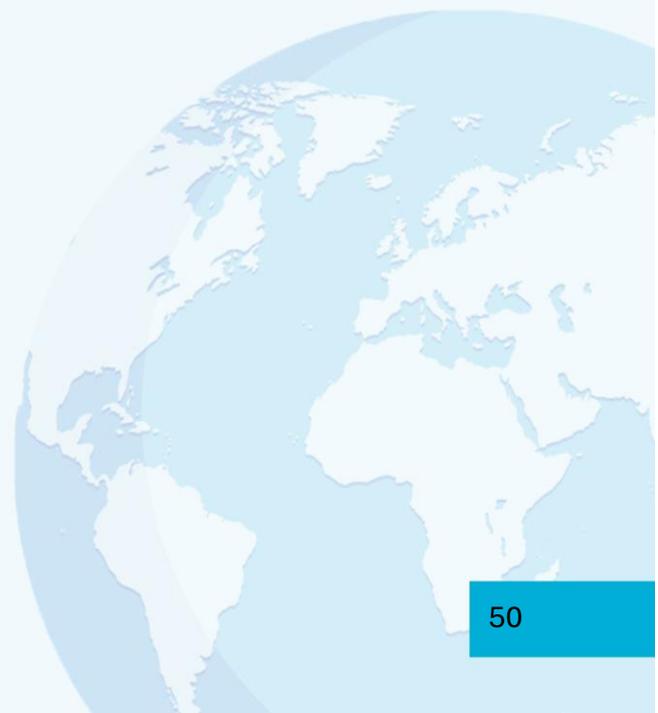


Source: Baophapluat

Environmental concerns are promoting green logistics. Hanoi and Ho Chi Minh City are introducing trial restrictions on gasoline vehicles in central areas and promoting a shift to biofuels and electric vehicles. Logistics and EC companies are trialing electric delivery motorcycles and trucks, while warehouses are increasingly adopting solar panels and LED lighting. These measures align with the country's green growth strategy promoting low-emission, energy-efficient transportation. Ports are also advancing initiatives, with Cat Lai Port replacing diesel-powered cargo handling equipment with electric alternatives, achieving annual fuel cost savings of 1.5 to 2 million USD³⁵.

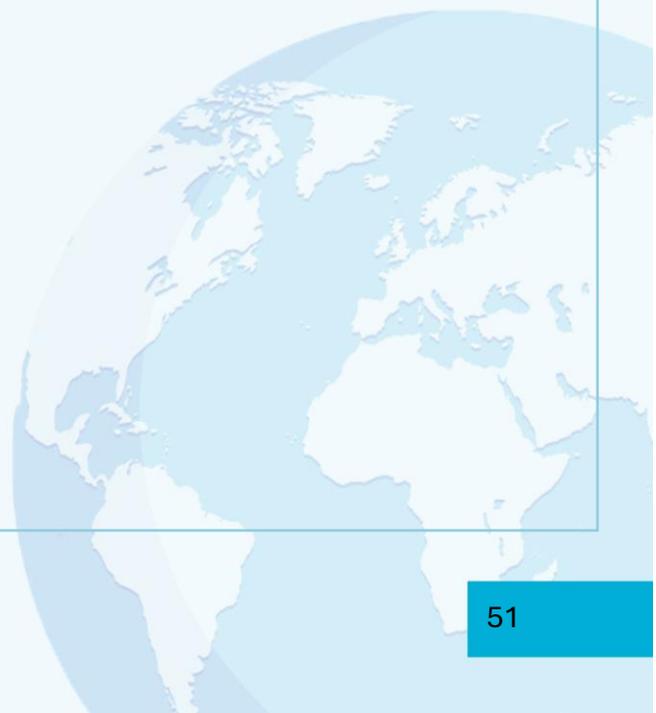
FTAs (such as the AEC, EVFTA, CPTPP, and RCEP) are promoting improvements in cross-border logistics efficiency. These agreements have eliminated or reduced tariffs on many items, simplified customs procedures, promoted electronic customs clearance and the unification of rules of origin, and steadily reduced the lead time and cost of cross-border transactions. Furthermore, the gradual opening of logistics service markets and the harmonization of standards and specifications are accelerating the development of regional networks and the restructuring of hub locations. This is also driving increased demand for advanced logistics services such as 3PL and 4PL.

³⁵ Vietnam Logistics (2025) [Access](#)



[Special Topic] Regional Disparities in the Cold Chain

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Education Market

The education industry is entering a new phase of development, driven by strong demand, a growing middle class, and encouragement of private sector participation. While public schools form the foundation, the private sector is expanding rapidly, offering diverse options ranging from K-12 (kindergarten through high school) to vocational training. Advances in educational technology are creating dynamic learning environments that transcend traditional models, bringing opportunities for investment and innovation.

Basic Statistics

Indicators	Unit	2020	2021	2022	2023	2024
Kindergarten	Thousand	15.0	15.5	15.3	15.3	15.2
General Schools (Elementary, Junior High, High)	Thousand	26.3	26.2	26.1	25.9	25.7
Vocational Education Institutions	Thousand	3.0	3.0	2.8	2.7	2.5
University	Unit	237	241	242	242	243
Education Company	Thousand	16.6	17.4	18.8	21.4	NA
Education Expenditures	Billion USD	10.3	10.1	10.6	12.1	13.0
FDI Inflows	Million USD	109	512	254	48	40

Source: General Statistics Office

Regulations

The education sector permits full foreign ownership. Foreign investors must obtain an operating license and comply with domestic education standards. Under Decree 86/2018, foreign-invested schools offering foreign curricula in kindergarten and compulsory education are permitted to admit up to 50% Vietnamese students.

However, many schools marketed as international schools are not legally classified as foreign-owned schools. Instead, they are often registered as Vietnamese-owned private schools (bilingual schools or schools with cooperative programs). In such cases, they are exempt from the 50% Vietnamese student cap stipulated by Decree 86. Consequently, it is not uncommon for these schools to have 80-95% Vietnamese students among their actual enrollment. Branding using terms like international or academy is widespread. While they appear identical as international

schools to parents, the legal classification and applicable regulations can differ entirely from school to school.

The government actively encourages private and foreign investment. Resolution 35/2019 aims to increase the share of private educational institutions (to 13.5% of the total by 2025³⁶). Key laws include the 2019 Education Law (liberalizing private school structures), the 2020 Investment Law, and the new Decrees 124/125. The registration process remains multi-stage (IRC, ERC, operating license), though reforms in 2024-25 aim to streamline approval procedures.

Market Overview

The public sector underpins the education system, with near-universal coverage of basic education. Primary school completion rates exceed 98%, and adequate educational standards are ensured in all provinces. For the 2024-2025 academic year, there are approximately 12,000 primary schools, 8,500 middle schools, 2,400 high schools, and 2,900

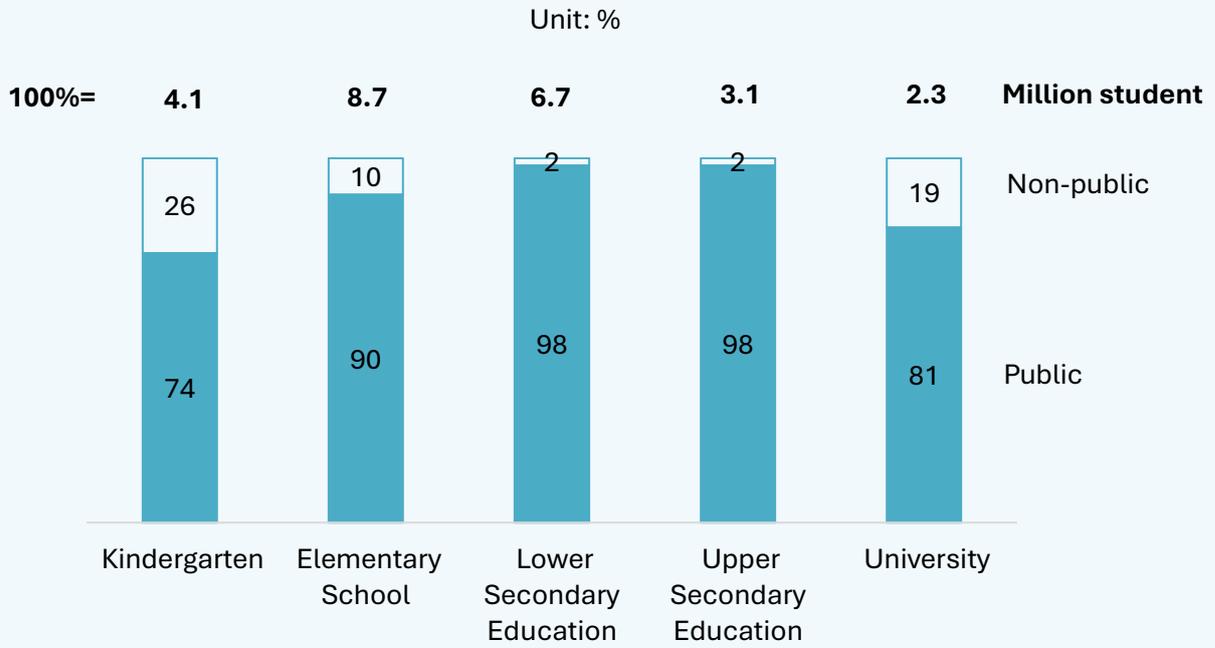
³⁶ Vietnam Briefing (2024) <[Access](#)>

comprehensive schools (e.g., primary-middle, middle-high, primary-middle-high). The majority of these are open to the public.

Private and international schools are steadily gaining popularity, and while their share remains small, their presence is growing. For the 2024-

2025 academic year, approximately 2% of junior high and high school students and about 10% of elementary school students attend non-public schools. For kindergartens and universities, non-public institutions account for about 19-26% of enrollment.

Student Enrollment (2024-2025)



Source: General Statistics Office, Ministry of Education and Training

Meanwhile, many Vietnamese are studying abroad. By 2025, approximately 250,000 Vietnamese are expected to be studying overseas at the high school, university, and graduate school levels, indicating strong demand for international pathways. The main destinations are Japan (approx. 44,000), South Korea (approx. 43,300), Australia (approx. 33,000), the United States (approx. 31,300), and Taiwan (approx. 27,400)³⁷.

Households invest heavily in education (24% of household expenditure goes to education³⁸). At the primary and secondary levels, tuition fees are the main expense. Semi-private schools (institutions relying on both government funding and other sources) also exist. In higher education, extracurricular lessons, exam preparation, and private university tuition are significant costs. English learning is particularly prevalent, with hundreds of private language centers (ILA, Apollo, VUS, etc.) operating. Parents view English fluency as a critical skill. STEM and IT training also see

strong demand. Market growth drivers include an expanding middle class, a tech-savvy younger generation, and government incentives (such as tax breaks).

Revenue of Education Sector Companies



Source: B&Company Enterprise Database

³⁷ Lao Cai News <Access>

³⁸ Hanoi Times (2022) <Access>

STEM Education in Schools



Source: FPT School

Challenges persist. In major cities, competition between private and international schools has intensified, leading to saturation in the high-end market. High operating costs and pricing pressures have forced some smaller schools to close or downsize. International school tuition ranges from 5,000 USD to 20,000 USD per year, placing it out of reach for the majority of families. Meanwhile, quality varies significantly, with insufficient

teacher qualifications and inconsistent curricula. Concerns persist regarding disparities between urban and rural areas, teacher shortages, and the need for stronger quality assurance.

In recent years, the education sector has attracted record investment. In 2025, the ADB arranged a 150 million USD sustainability-linked loan for VinSchool³⁹.

Major players

Private operators are categorized into three groups: K-12 schools like Vinschool and Edufit; English language, qualification testing, and study abroad platforms such as Apollo, ILA, British Council, and IDP; and higher education systems including FPT University, RMIT, and Vin University. To meet demand for seamless pathways from kindergarten through university, there is a trend toward expanding operations by partnering with educational institutions in the US, UK, and Australia, or leveraging strong support from group companies. While the market is moving toward higher-priced programs and vertical integration, mid-tier K-12 operators still have room for growth.

Major Players

No	Company	Country	Established	Headquarters	Overview
1	Vinschool	Vietnam	2013	Hanoi	A K-12 school operated by Vingroup. Western-style curriculum, CIS accredited
2	Vin University	Vietnam	2018	Hanoi	A private, non-profit research university established with investment from Vingroup and in partnership with Temple University (USA). Focuses on engineering, IT, and business. Admitted its first students in 2020
3	FPT Education	Vietnam	1999	Hanoi	A subsidiary of FPT. Includes FPT University, FPT High School, and various training institutions (IT, foreign languages, vocational training). Partners with overseas universities (e.g., the University of Greenwich).=
4	Edufit Education	Vietnam	2011	Hanoi	Operates Dewey International School (K-12) and Sakura Montessori (early childhood education). Raised \$34 million in 2019

³⁹ ADB (2025) <Access>

5	EQuest Education	Vietnam	2003	Ho Chi Minh City	Private education conglomerate. English instruction, international K-12 schools, U.S. degree programs through Broward College Vietnam
6	Apollo English	United Kingdom	1994	Ho Chi Minh City	The largest English education center. Serving all generations: children, teenagers, and adults. Global curriculum and extensive classroom network
7	ILA (International Language Academy)	Vietnam	1993	Ho Chi Minh City	Pioneer English Academy. Offers K-12 English programs and overseas study counseling. Operates dozens of schools
8	British Council	United Kingdom	1993	Hanoi	A UK cultural and educational organization. Provides English language exams (IELTS), language courses, arts programs, teacher training, and consulting services. A hub for international educational cooperation.
9	RMIT University	Australia	2000	Ho Chi Minh City	A branch campus of the Melbourne university. Faculties include Design, Business, IT, and Engineering. Campuses in Ho Chi Minh City, Hanoi, and Da Nang. Enrollment exceeds 12,000 students (as of 2024); Vietnam's first foreign university
10	IDP Education	Australia	1996	Ho Chi Minh City	Provides overseas study placement services, English language testing (IELTS), and study support for at multiple locations

Source: B&Company analysis

Market Trends

Market Entry: International educational institutions are entering Vietnam, including Western Sydney University (Hanoi, 2023), Greenwich Vietnam (a joint program between the University of Greenwich and FPT University), and Waseda University and Vietnam National University Hanoi's double degree program. Domestic companies such as Vinschool, Edufit, and EQuest are also expanding their classrooms in various provinces, promoting bilingual classes and international curricula. The education sector is diversifying, becoming more competitive, and shifting toward private companies.

EdTech: The pandemic accelerated online learning and EdTech investment. The e-learning market was worth 330 million USD in 2023, up 15% year-on-year⁴¹. In 2023 alone, millions of dollars in investment from dozens of investors flowed into EdTech startups.

Rising internet penetration (79%)⁴² and improved IT literacy have normalized digital education (apps, online tutors, coding platforms). Notable players include TOPICA EdTech Group (online degree programs, corporate training), Elsa Speak (AI-based English pronunciation app), Vuihoc.vn, Marathon Education (K-12 tutoring platform), and

⁴⁰ IELTS is administered by multiple providers

⁴¹ Statista (2024) <Access>

⁴² Data Reportal (2024) <Access>

Edmicro (adaptive learning, data-driven assessment tools).

Schools and language centers are adopting integrated IT systems, also known as Learning Management Systems (LMS). Major IT companies like VNPT, FPT, and CMC are developing integrated digital education systems.

International and Private Schools: Enrollment in K–12 schools adopting foreign curricula and bilingual programs is increasing, particularly in Hanoi and Ho Chi Minh City. Major foreign schools include the Canadian International School (CIS) and the Australian-based St. Nicholas schools under the EQest umbrella. Vietnam also aims to attract branch campuses of top universities; for example, the government's 2030 strategy encourages the establishment of campuses by renowned foreign universities. Simultaneously, many Vietnamese companies (often conglomerate-affiliated) are opening private academies to capture expanding middle-class demand. Market research indicates that registrations for new private schools surged in the early 2020s, responding to policies permitting non-public schools.

Demand for Language & Skills Classes: Globalization and the advancement of the knowledge economy have heightened demand for English and vocational skills. Parents continue to spend heavily on after-school language courses, with language centers (e.g., ILA, Apollo, British Council) being popular. Demand for STEM and technical classes is also increasing, with many students participating in coding boot camps and robotics clubs or taking specialized exam preparation courses for international certifications. This growing interest in practical, globally applicable skills is reshaping the educational landscape. Educational institutions are being urged to expand bilingual education, digital education, and skills-based learning programs.

English has been a compulsory subject in the general education curriculum since the third grade

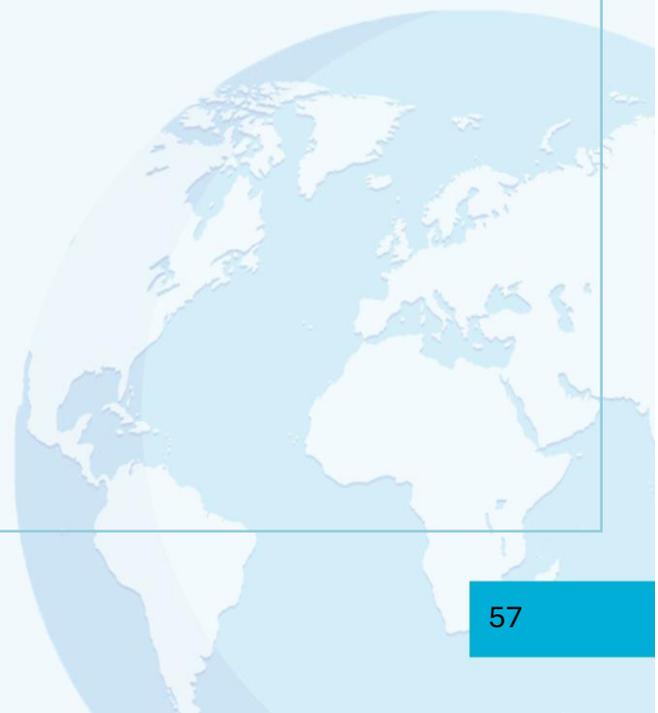
of elementary school. However, not all teachers meet the required standards, and there are cases where students struggle to keep up with the lesson content. According to EdTech Agency, only about 58% of students reach CEFR (Common European Framework of Reference for Languages) level B1 (intermediate: able to communicate on everyday topics at a basic level), while just 5% reach level B2 (upper-intermediate: able to understand and express themselves relatively fluently on more complex topics). Furthermore, rising demand for overseas study has increased the need for English proficiency required for visas and entrance exams.

A similar trend is observed for Japanese language learning. Surveys by organizations like the Japan Foundation indicate that the number of Japanese language learners in Vietnam reached approximately 170,000 by 2021, making it one of the largest markets globally. As of 2019, approximately 73,000 Vietnamese students were studying in Japan, accounting for about a quarter of all international students. This indicates significant learning demand aimed at studying in Japan or securing employment with Japanese companies. Against this backdrop, demand for diverse foreign language learning—including tutoring centers, language schools, and online learning services focused not only on English but also Japanese—is expanding further.

Meanwhile, the number of K-12 (elementary through high school) students in 2024 is approximately 23.2 million, about ten times the number of university and junior college students (approximately 2 million). The general education curriculum (2018) requires 12th-grade students to achieve B1-level language proficiency. While many university students are also expected to achieve B1 level, this is the level they should have attained by high school graduation. The supplementary and additional education mentioned earlier for K-12 students has ended up covering content at a level far exceeding that of university.

[Special Topic] The Rise of E-Learning

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Agriculture, Forestry and Fisheries

Primary industries such as crop cultivation, livestock farming, fisheries, and forestry form the foundation of the country. They account for 12% of GDP and support the livelihoods of millions. Even as the economy shifts its focus toward industry and services, these sectors remain robust, with agricultural exports experiencing significant growth⁴³. Fisheries, rice, coffee, fruits, and rubber are particularly strong. Riding the wave of increased FDI and policies promoting high-tech, organic, and sustainable agriculture, the transition from traditional rural areas to a modern agricultural economy is gaining attention.

Basic Statistics

Indicators	Unit	2020	2021	2022	2023	2024
Agricultural, Forestry, and Fisheries Product Exports	Billion USD	41	49	53	53	63
Agricultural, Forestry, and Fishery Products Import	Billion USD	12	19	22	18	24
Number of Farms	Thousand	23.7	23.8	24.1	24.9	26.1
Rice production	Million tons	42.8	43.9	42.7	43.5	43.5
Major Livestock Production - Pigs, Poultry, Cattle	Million tons	6.3	6.8	7.2	7.7	8.2
Fisheries production	Million tons	8.6	8.8	9.1	9.4	9.7
Number of Agricultural, Forestry, and Fisheries Enterprises	Thousand companies	11.4	12.0	12.1	12.2	NA
Agriculture, Forestry, and Fisheries FDI Inflows	Millions USD	229	161	74	69	78

Source: General Statistics Office

Regulation

Agriculture, forestry, and fisheries are heavily regulated industries, but regulations have been relaxed in recent years to attract investment. Plant and livestock production are included in the conditional business list. Investors must obtain an investment license and meet industry-specific requirements (such as business scale and technology), but there is no foreign ownership cap. The Land Law (2013) prohibits foreign companies from owning agricultural land. Foreign investors must establish a local subsidiary, which then leases land from the state⁴⁴ (often under long-term contracts).

The 2020 Investment Law and related decrees provide incentives for agriculture. For example,

Decree 57/2018 stipulates tax and fee exemptions for new agricultural investments, as well as subsidized loans. Projects meeting specific rural development criteria can receive infrastructure cost exemptions (e.g., water, electricity) and funding from provinces and cities. The government's "Sustainable Agriculture Strategy 2021–2030" (Decision 150/QĐ-TTg) promotes high-tech, organic, and clean agriculture to increase added value⁴⁵. These policies aim to modernize production, improve food safety, and connect farmers to global value chains.

Market Overview

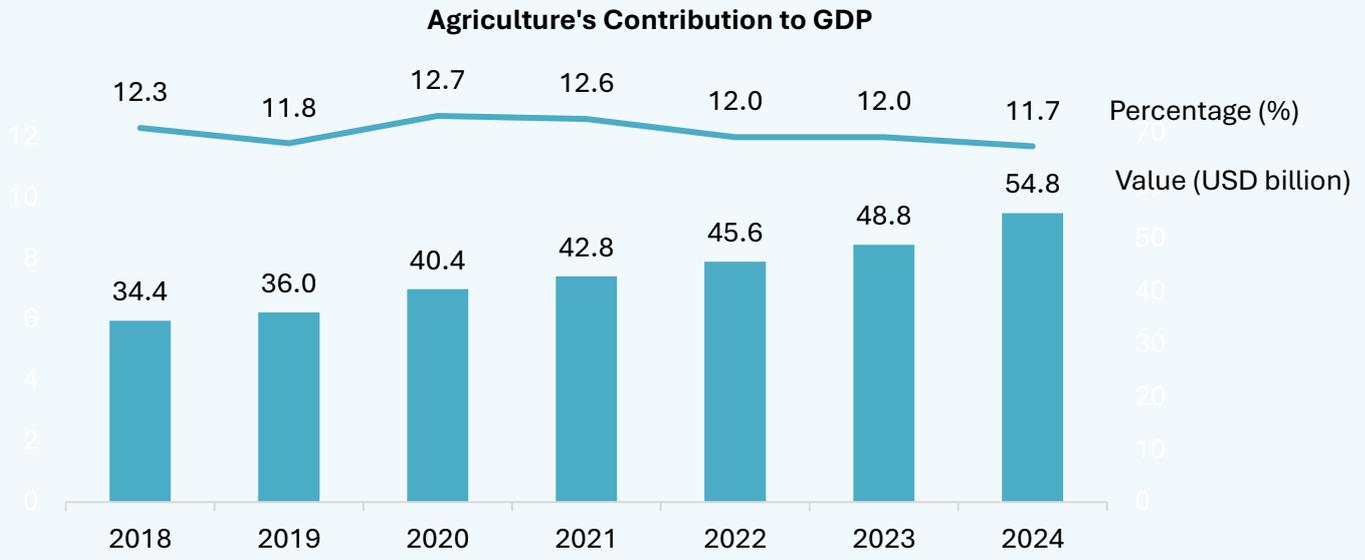
Agriculture, forestry, and fisheries form a key pillar of the economy. While its contribution to GDP is declining, it has maintained an average annual

⁴³ VOV (2024) <[Access](#)>

⁴⁴ Vietnam Briefing (2023 <[Access](#)>

⁴⁵ Vietnam Government Portal (2022) <[Access](#)>

growth rate (CAGR) of 7.2% from 2012 to 2023, reaching 54.8 billion USD in 2024 and accounting for 12% of GDP.



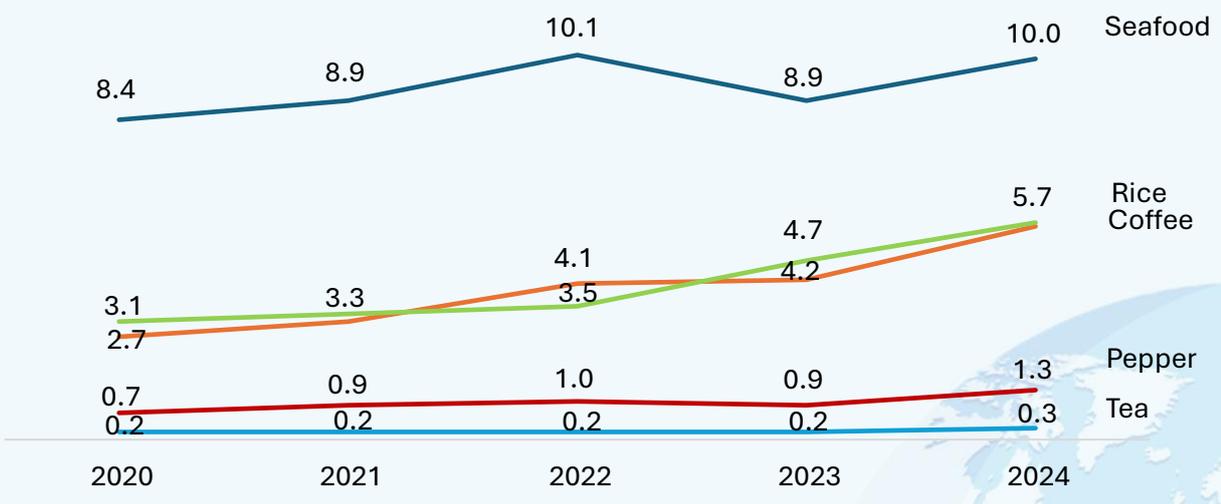
Source: General Statistics Office

Exports in 2024 exceeded 63 billion USD, reaching a record high. This placed Vietnam second in Southeast Asia and 15th globally, with a trade surplus of 39 billion USD, an 11% increase from

the previous year⁴⁶. Key export items include aquatic products, fruits and vegetables, coffee, cashew nuts, and rice.

Major Export Items

Unit: Billion USD



Source: Statistics Bureau

Most farms are small-scale and family-run, with an average farm size of approximately 2 to 5 hectares, and land is highly fragmented. While cooperatives and contract farming are increasing to

compensate for this, there are limits to economies of scale. The Mekong Delta is the primary region (65% of fruit and 70% of aquaculture⁴⁷). Livestock farming is geographically more dispersed, with the

⁴⁶ Vietnam Organic Agriculture E-Magazine (2025) <[Access](#)>

⁴⁷ VietnamPlus (2025) <[Access](#)>

Red River Delta and Central Highlands being key areas for pig and poultry farming.

Sector Overview⁴⁸ :

- **Crops:** Rice is the staple food. In 2024, production was approximately 43 million tons, with exports around 9 million tons. Major cash crops include coffee (world's second-largest exporter), black pepper, rubber, cashew nuts, and tropical fruits. In 2024, eight export items each exceeded 1 billion USD. Notably, timber, aquatic products, rice, and vegetables surpassed 3 billion USD. The government and private sector are strengthening cultivation of high-value vegetables and organic fruits (bananas, dragon fruit, etc.) while advancing food processing.
- **Livestock:** In 2024, pork production reached 5 million tons and poultry meat reached 2.5 million tons, an increase of 500,000 tons compared to the previous year. Exports reached 500 million USD that same year. Dairy production also saw significant growth due to rising urban demand, with raw milk production exceeding 1.2 billion liters in 2024 (averaging 4-5% annual growth, with substantial increases of over 50-60 million liters per year from 2021-2024, particularly 2022-2024). Livestock farming is increasingly commercialized, with major companies (often partnering with foreign entities) expanding modern farms for

pigs, chickens, and cattle. However, household-scale pig and poultry farming remains predominant in terms of numbers.

- **Aquaculture:** Vietnam is a leading global exporter. Total aquaculture production reached approximately 9.6 million tons in 2024. Shrimp (export value: \$4 billion) and pangasius catfish (2 billion USD) are the largest export commodities. The Mekong Delta (with its warm waters) accounts for the majority of exports. Lobster, crab, and ornamental fish are growing as high-value niche markets. Aquatic processors range from small-scale smokehouses to large exporters, relying on foreign feed and breed resources.

Major Players

The sector is characterized by a mix of numerous small-scale farmers and a few large corporations. Domestic conglomerates hold strong positions in dairy, animal feed, and fertilizer sectors. Multinational corporations (Cargill, CP, Nestlé, etc.) have made significant investments in processing and distribution. Competitiveness hinges on productivity improvements, technology adoption, and meeting export quality standards. 80-90% of exports consist of minimally processed raw materials, with logistics and cold chain deficiencies squeezing profits⁴⁹. Adding value through processing and branding remain critical.

Major Players

No	Company	Establi shed	Country	Headquar ters	Overview
1	Vinamilk	1976	Vietnam	Ho Chi Minh City	Largest dairy processor (milk, yogurt, juice, etc.) and top market share in powdered milk and raw milk
2	Masan	2004	Vietnam	Ho Chi Minh City	A conglomerate known for consumer goods. Owns brands such as food products (e.g., Nam Ngu fish sauce, Chinsu chili sauce) and instant coffee (Vinacafé), and has expanded into animal feed
3	CP	1993	Thailand	Dong Nai	A long-established company in animal feed and poultry/pig farming. Operates large-scale integrated farms and feed mills, selling processed meat products domestically
4	Dabaco	1994	Vietnam	Bac Ninh	A major private company producing animal feed. Raises pigs and poultry, processes meat products

⁴⁸ General Statistics Office (2025) <[Access](#)>

⁴⁹ Business Forum Magazine (2024) <[Access](#)>

5	Loc Troi	1993	Vietnam	An Giang	Leading producer of rice seeds, seedlings, and pesticide formulations
6	HAGL Agrico	2007	Vietnam	Gia Lai	A subsidiary of Hoang Anh Gia Lai. Large-scale plantations of rubber, cashew nuts, and fruits (longan, durian) in the Central Highlands.
7	TH Food	2009	Vietnam	Nghe An	Private dairy and agricultural conglomerate. Produces TH True Milk and yogurt through high-tech farms. Invests in biotech seeds and organic farming to improve quality
8	Cargill	1995	United States	Ho Chi Minh City	Operates grain processing plants and animal feed plants. Focus areas include livestock feed, edible oils, and animal feed distribution
9	Olam	1989	Singapore	Ho Chi Minh City	Exporter of cashew nuts, pepper, and coffee beans. Invests in agriculture, production, and packaging
10	Nestlé	1995	Switzerland	Ho Chi Minh City	Manufactures dairy products, coffee (Nescafé), bottled water, and infant formula. Introducing foreign technology in the food processing sector

Source: B&Company analysis

Foreign investment continues to increase. By early 2025, over 530 FDI agricultural investments had been implemented. The total investment amount reached 3.8 billion USD, accounting for 1% of total FDI. FDI contributes to business model transformation, product diversification, and increased export value through capital and expertise.

CP Group (Thailand) leads the pork and poultry industry, establishing a vertically integrated business model spanning feed production, breeding stock and chick supply, fattening, slaughter and processing, and distribution and retail as branded products. Nestlé, PepsiCo, and Cargill have also introduced advanced processing and management technologies. Nestlé's Nescafé business collaborates with over 21,000 coffee farmers annually in the Central Highlands, distributing millions of high-yield, disease-resistant seedlings and promoting regenerative agriculture.

The challenge lies in integrating fragmented farmers into global value chains. Many FDI companies are seeking to secure reliable raw material supply regions. Models such as cooperatives (groups of farmers pooling land, resources, and bargaining power) and contract farming (farmers supplying products to companies

under specified standards with guaranteed purchase and support) are expanding. In 2024, there were 33,000 cooperatives, a 4.7% increase from the previous year. Approximately 2,000 of these have introduced advanced technologies and digital tools to enhance traceability and develop export capabilities⁵⁰. Furthermore, Decree 98/2018/ND-CP aims to expand production and link it to processing and market demand, leading to the launch of approximately 2,940 cooperation and linkage projects.⁵¹ This consolidates raw material supply, raises quality standards, and connects farmers more directly to domestic and international markets.

Market Trends

IT & Mechanization

The government is actively promoting agricultural mechanization. Prime Ministerial Decision 858/2022 sets a target to mechanize 70% of agricultural tasks by 2030. Smallholder farmers and cooperatives are increasing their use of tractors, harvesters, and drones. In parts of rice production in the Red River Delta, nearly 100% of plowing and over 90% of harvesting have been mechanized. Productivity has improved and post-harvest losses have been reduced⁵². Furthermore, traceability (utilizing QR codes, blockchain, and IoT) is being rapidly introduced. One survey

⁵⁰ Vietnam.vn (2025) <Access>

⁵¹ Business Forum Magazine (2025) <Access>

⁵² B&Company (2024) <Access>

indicates that 80% of consumers are willing to pay a premium for food confirmed to be environmentally friendly and safe⁵³.

High Value-Added and Sustainable Agriculture

There is growing interest in high value-added crops (organic vegetables, GI-certified coffee and fruit, etc.) and climate-conscious agriculture. Green agriculture (using organic fertilizers and environmentally conscious pest control, etc.) is also becoming more widespread. Export-oriented producers are focusing on obtaining certifications (GlobalGAP, ISO, organic certification: EU Organic, JAS, etc.) to gain access to premium markets. Avoiding synthetic chemicals and using natural fertilizers and pest control methods). In livestock farming, large-scale farms are introducing advanced biosecurity and waste disposal systems. In aquaculture, the shift to offshore cages and recirculation systems is progressing to reduce the environmental impact.

Organic vegetables sold at supermarkets



Source: VnEconomy

Challenges include producer dispersion, inadequate infrastructure, and climate risks. The scattered nature of small-scale farms increases costs for quality control, traceability, and certification. Shortages in cold chains, inspection systems, and collection/shipping hubs hinder stable supply of high-value agricultural products. Additionally, climate change events like floods, droughts, and salinity damage heighten uncertainty in yields and quality. Amid these challenges, the industry is working to enhance supply chain efficiency and resilience through precision agriculture, digital platforms, joint certification and shipping mechanisms, and partnerships with financial institutions and distributors.

⁵³ B&Company (2025) <[Access](#)>

[Special Topic]

**Organic Food Market: Supply Chain Integration and Consumer Trust
Are Key Challenges**

[Special Topic]

Forest Carbon Credits

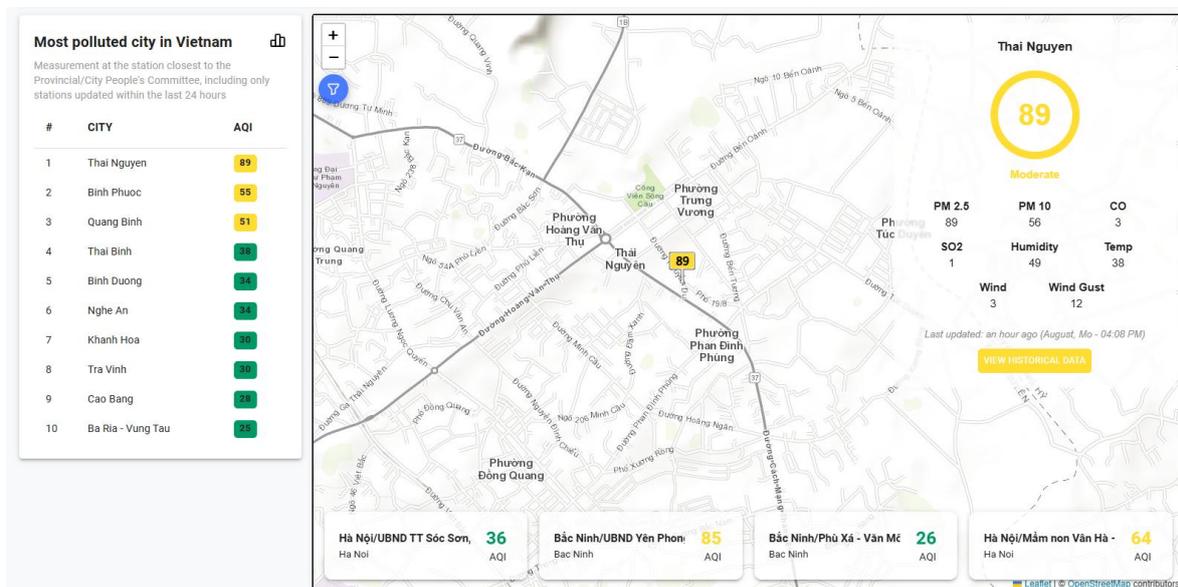
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About AirData360 — The growing need for air quality monitoring in Vietnam

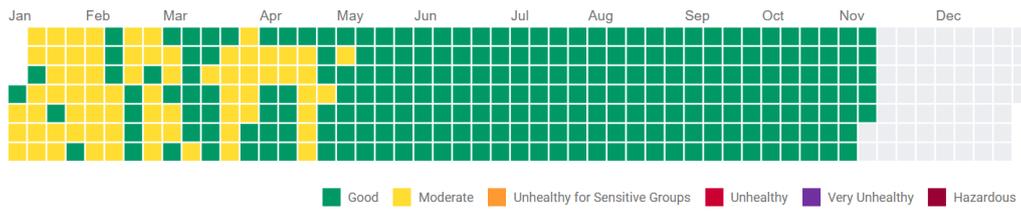
Air pollution is worsening in Vietnam, particularly in major cities. In 2023, the country was reported as having the second most severe air pollution in Southeast Asia and the 22nd most severe globally. Hanoi ranks among the most polluted capital cities worldwide. Analysis of nationwide air quality data by B&Company revealed that in the first half of 2025, only about one-third of days in Hanoi were rated as having "good" air quality.

Given this situation, [AirData360](#) was developed to provide a mechanism for understanding trends in when and where pollution tends to intensify.



<p>Intended Users</p>	<p>We envision a wide range of users, from individuals wanting to check air quality in their daily lives to those in education, healthcare, research, and government administration</p> <ul style="list-style-type: none"> • General Public: Check current pollution levels and understand health precautions before going out • Parents/Caregivers: Monitor children, the elderly, and those with respiratory conditions; refer to advice on reducing exposure on days with high pollution • Environmental researchers and government officials: Utilize past data and trend analysis for research and policy development <p>The interface supports three languages (Vietnamese, Japanese, English).</p>
<p>Main Features and Services</p>	<ul style="list-style-type: none"> • Real-time and historical air quality data Provides AQI (Air Quality Index) updated from nationwide monitoring stations and allows access to historical data. Enable users to not only track current conditions but also grasp long-term trends considering factors like seasons • Interactive Maps & Visualizations Displays pollution hotspots and relatively clean air areas across all of Vietnam. Shows changes over time using color-coded charts and heatmaps

Ho Chi Minh City (HCMC) Air Quality Heatmap: January 1, 2025 - November 7, 2025



View real-time air quality information for free at airdata360.com

About B&COMPANY

B&Company was established in 2001 with main businesses are (1) overseas expansion support services and (2) market research consulting. Over the years, we have supported the strategic planning of various private companies and public institutions across different industries through comprehensive market information analysis, building a reputation of trust.

B&Company Vietnam was established in 2008, and as the first Japanese full-scale market research company in Vietnam, we have been providing services to private companies, governments, and organizations around the world. Using our network of internal and external consultants, researchers, and industry experts, we support business strategy formulation, various surveys, and policy formulation. In addition, we have recently created a database of over 900,000 companies in Vietnam, which we use to search for corporate partners and analyze the market.

The “B” in B&Company stands for “Buoyancy”. B&Company has dynamic staffs and is committed to providing flexible and high-quality service.



Main sectors

Main services



Medical & Healthcare



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F&B



Public Institution



NGOs



Construction



ICT



Manufacturing



Logistics



Agriculture



Service



Lifestyle



Others



Industry report

Providing comprehensive reports that offer an understanding of the overall picture in various industries and fields



Industry interview

Conducting interviews with market experts, industry stakeholders, major companies, government agencies, etc.



Consumer survey

Implementation of quantitative and qualitative research (including questionnaires, group interviews, etc.)



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