

FiinGroup Executive Briefing

Capturing Capital and Driving Growth: Unlocking Vietnam's Next Wave of FDI & M&A for 2026 and beyond

Presented by:

Mr. Dong Le, CFA

Managing Director, Head of Market Research & Advisory Services, FiinGroup

Ho Chi Minh City, 18 September 2026

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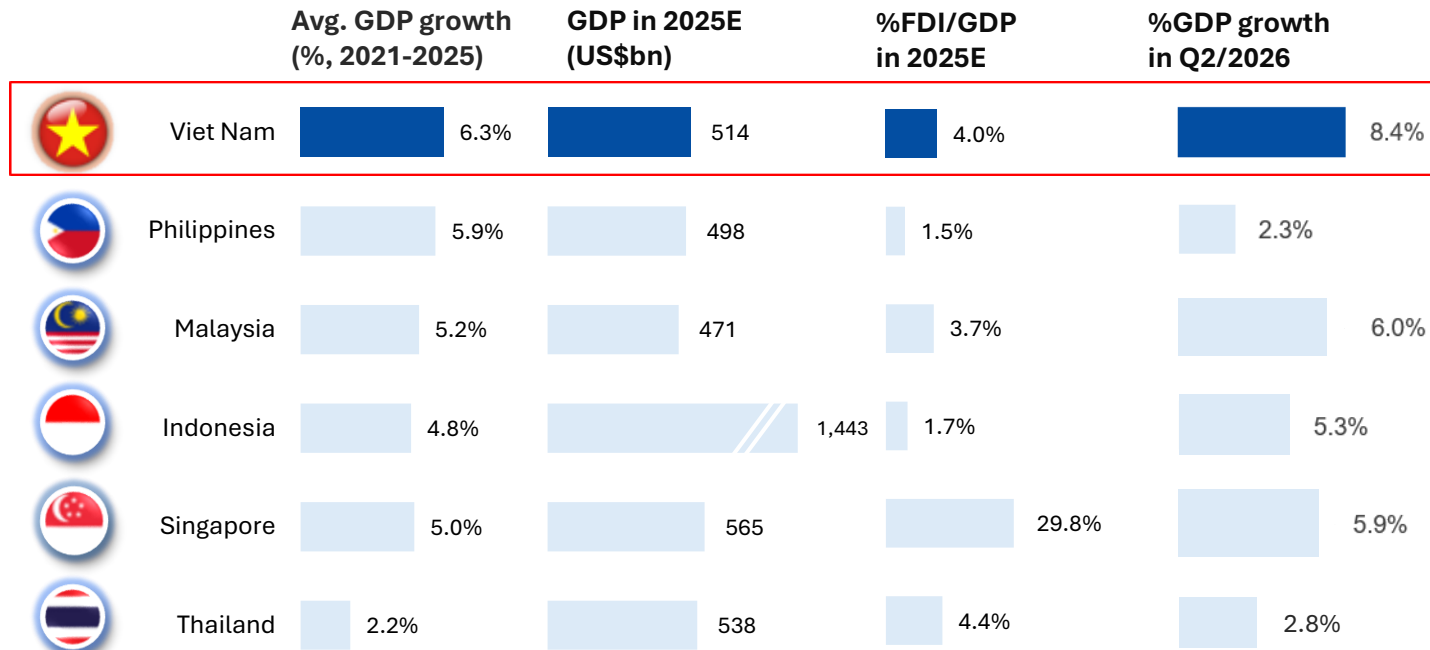
Vietnam's macroeconomic performance & growth projections for 2026 and beyond

01

FiinGroup

Vietnam delivered its strongest 1H growth in over two decades, outperforming regional peers, as investment strengthened while the widening trade deficit weighed on growth

Figure 1: VND GDP growth vs regional peers



Source: FiinGroup, IMF, World Bank

Figure 2: PMI of Vietnam compared to ASEAN

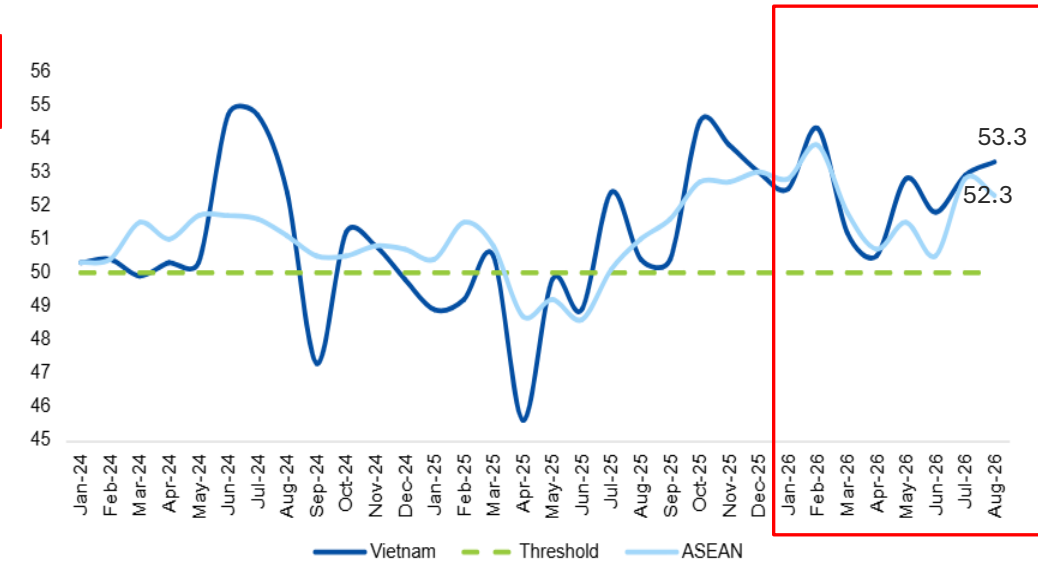
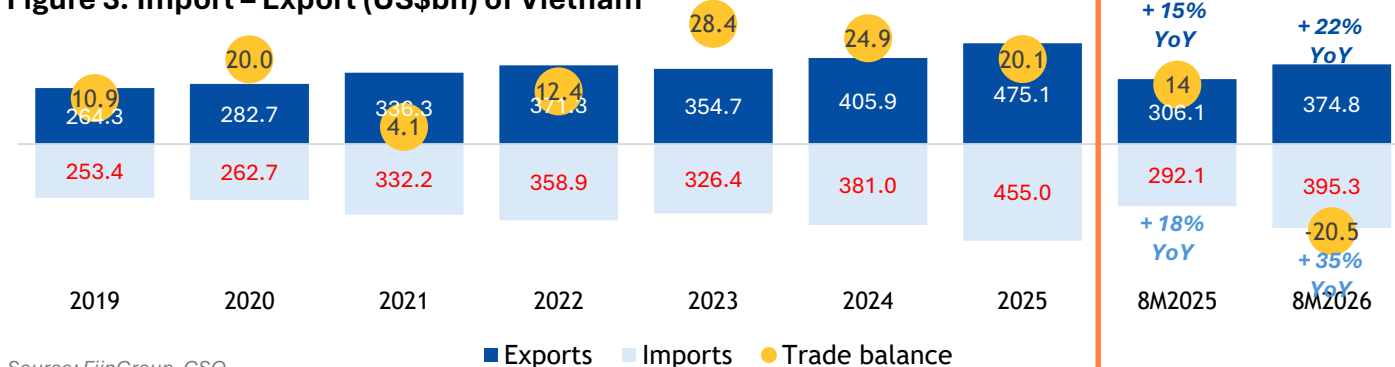


Figure 3: Import – Export (US\$bn) of Vietnam



Source: FiinGroup, GSO

Vietnam's macroeconomic performance & growth projections for 2026 and beyond

Fiscal policy as a key growth catalyst: rising public investment supported by manageable debt and disciplined budget management

Figure 4: State budget surplus (deficit) in Vietnam (VND trillion)

Vietnam's stage budget balance showed significant recovery in 2025, shifting from persistent budget deficits to a sizeable surplus, equivalent to around 1.9% of GDP

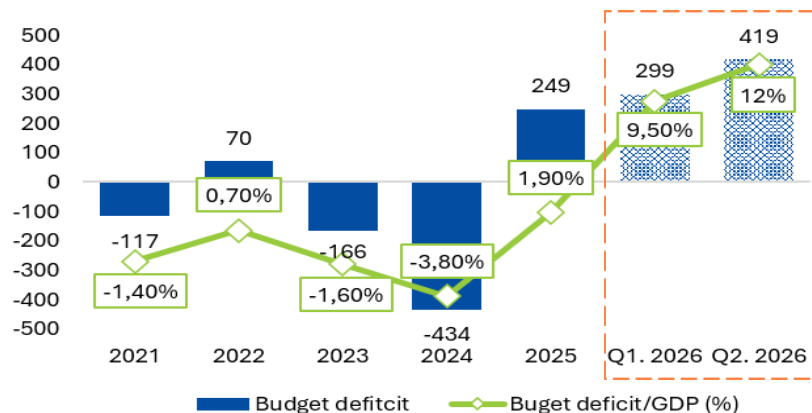


Figure 6: Public Investment Disbursement (VND trillion) in Vietnam

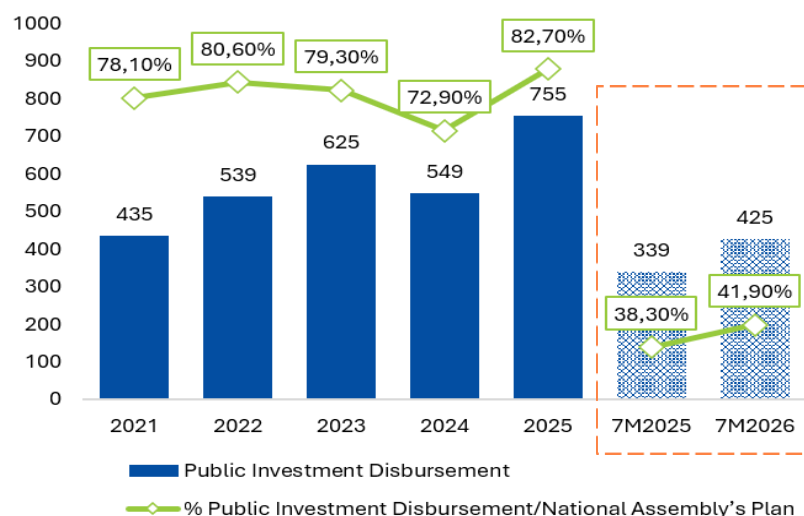
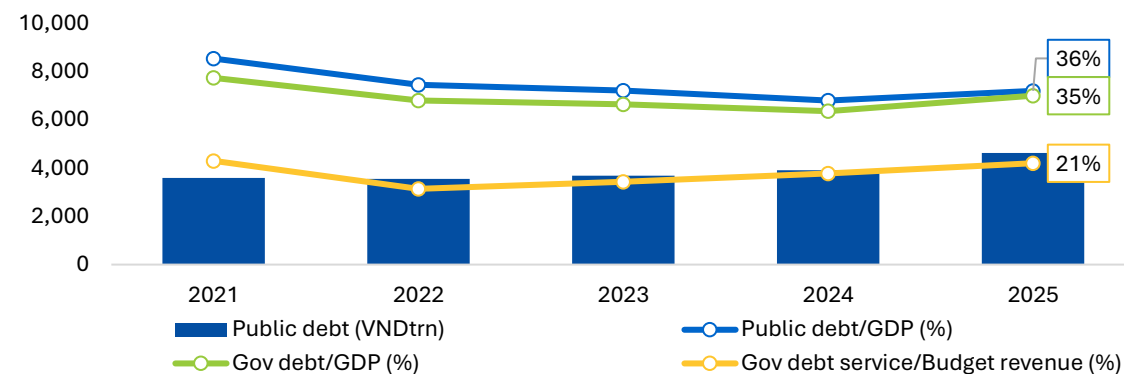


Figure 5: Public debt and Government debt compared to GDP and Budget revenue

Vietnam's public and government debt ratios remain well below regulatory ceilings, indicating substantial fiscal policy headroom that enables the Government to support economic growth



Note: Ceilings for Public debt/GDP, Government debt/GDP and Government's debt service/Budget revenue approved by National Assembly are 60%, 50% and 25%, respectively.

NOTABLE INFRASTRUCTURE PROJECTS FROM 2026 ONWARDS

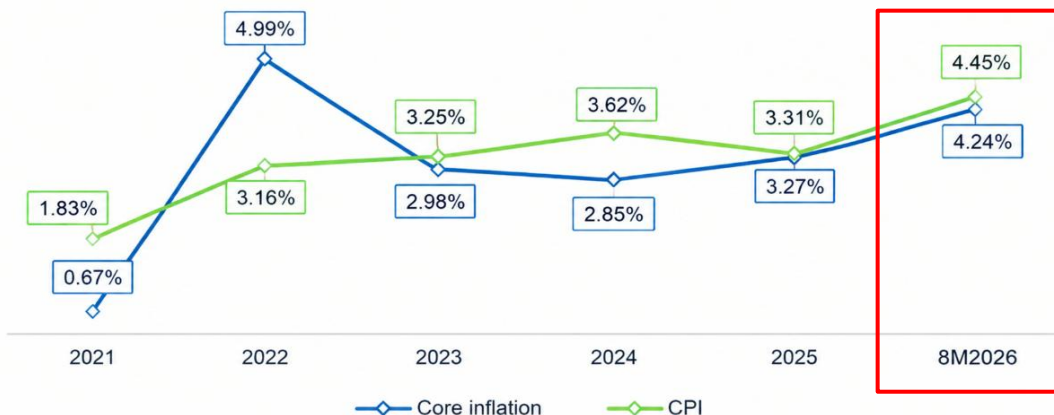
Key projects	Estimated investment	Completion year
North-South Highspeed Railway	USD 67.3bn	2035
Hanoi Metro (2026-2030)	USD 51 bn	2030
Lao Cai – Ha Noi – Hai Phong Railway	USD 7.9bn	2030
Ring Road 4 Hanoi	USD 3.7bn	2028
Long Thanh Airport	USD 4.3bn	2026
Ring Road 3 HCMC	USD 3.2bn	2026

Source: FiinGroup, MOF

Vietnam's macroeconomic performance & growth projections for 2026 and beyond

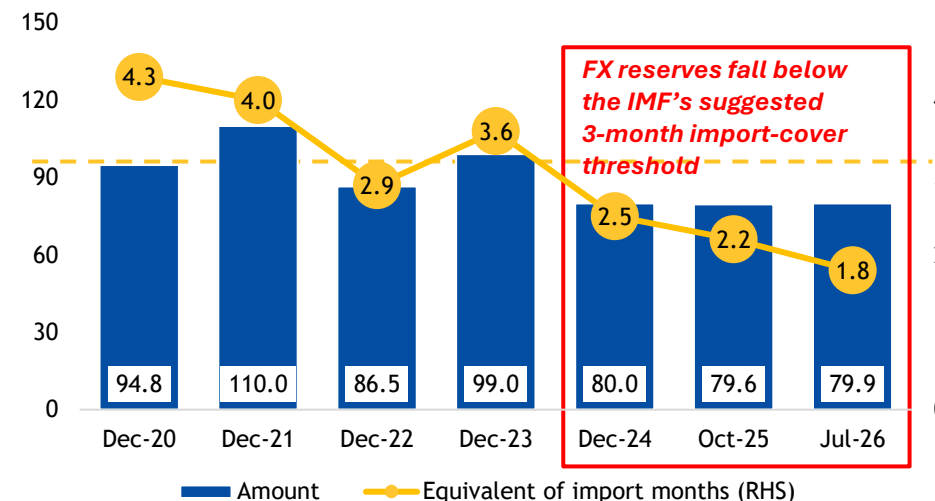
Vietnam's monetary policy is expected to maintain a stability-oriented framework, while prudently calibrating policy measures in line with evolving global monetary developments in the coming time

Figure 7: Inflation - consumer price index (%) of Vietnam



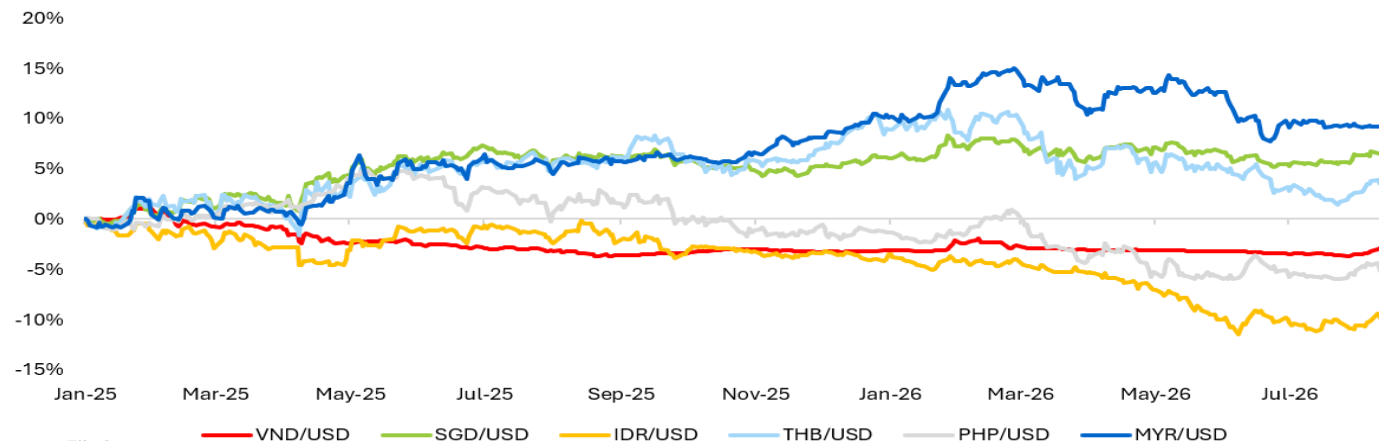
Source: FiinGroup, MOF, SBV

Figure 8: Foreign reserve (USDbn) of Vietnam



Source: FiinGroup

Figure 9: VND depreciation against the USD (%) relative to regional peers



Source: FiinGroup

Vietnam's macroeconomic performance & growth projections for

2026 and beyond

Banking sector's maturity mismatch: Growing challenges in meeting Vietnam's long-term financing needs

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Figure 10: Credit/GDP ratio

Vietnam's credit/GDP ratio remains elevated relative to emerging economies

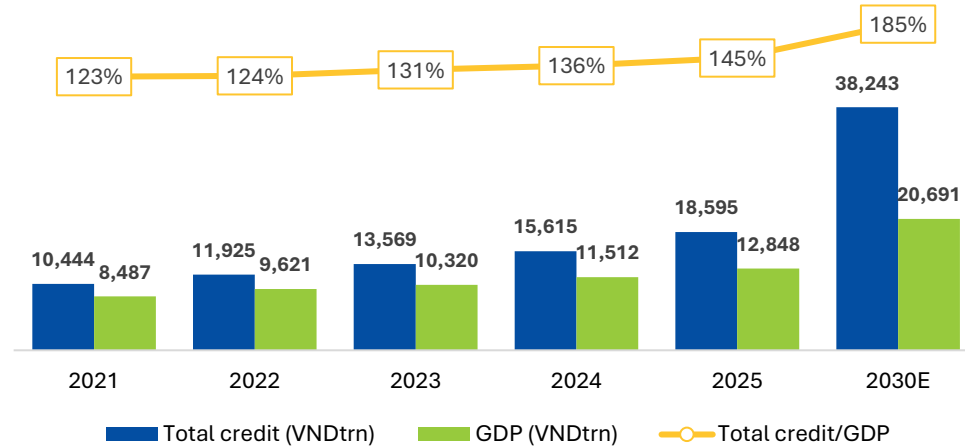


Figure 11: Vietnam's commercial banking loan portfolio by maturity

Banks face difficulty meeting the economy's escalating long-term capital needs

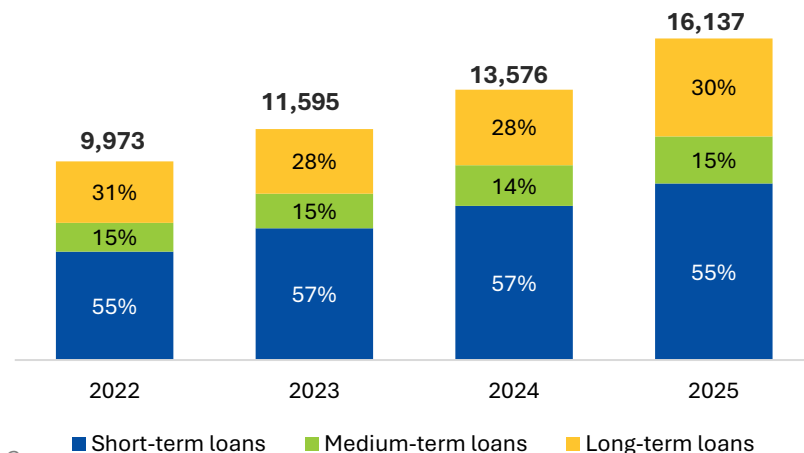


Figure 12: Customer deposits by maturity across 28 Banks (VND Trillion)

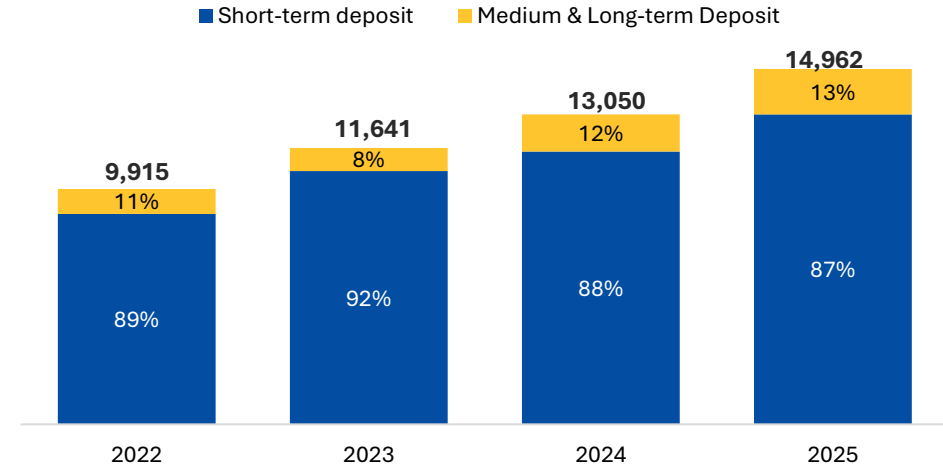
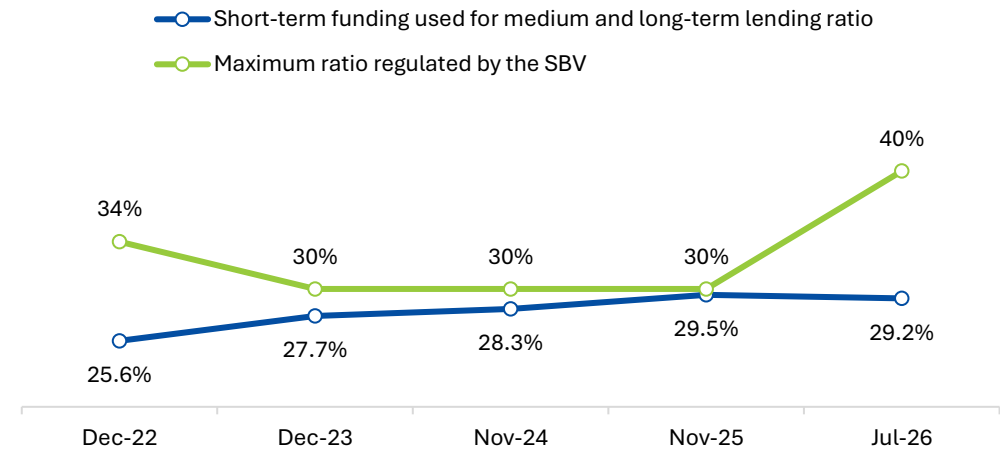


Figure 13: Short-term funding used for medium and long-term lending ratio

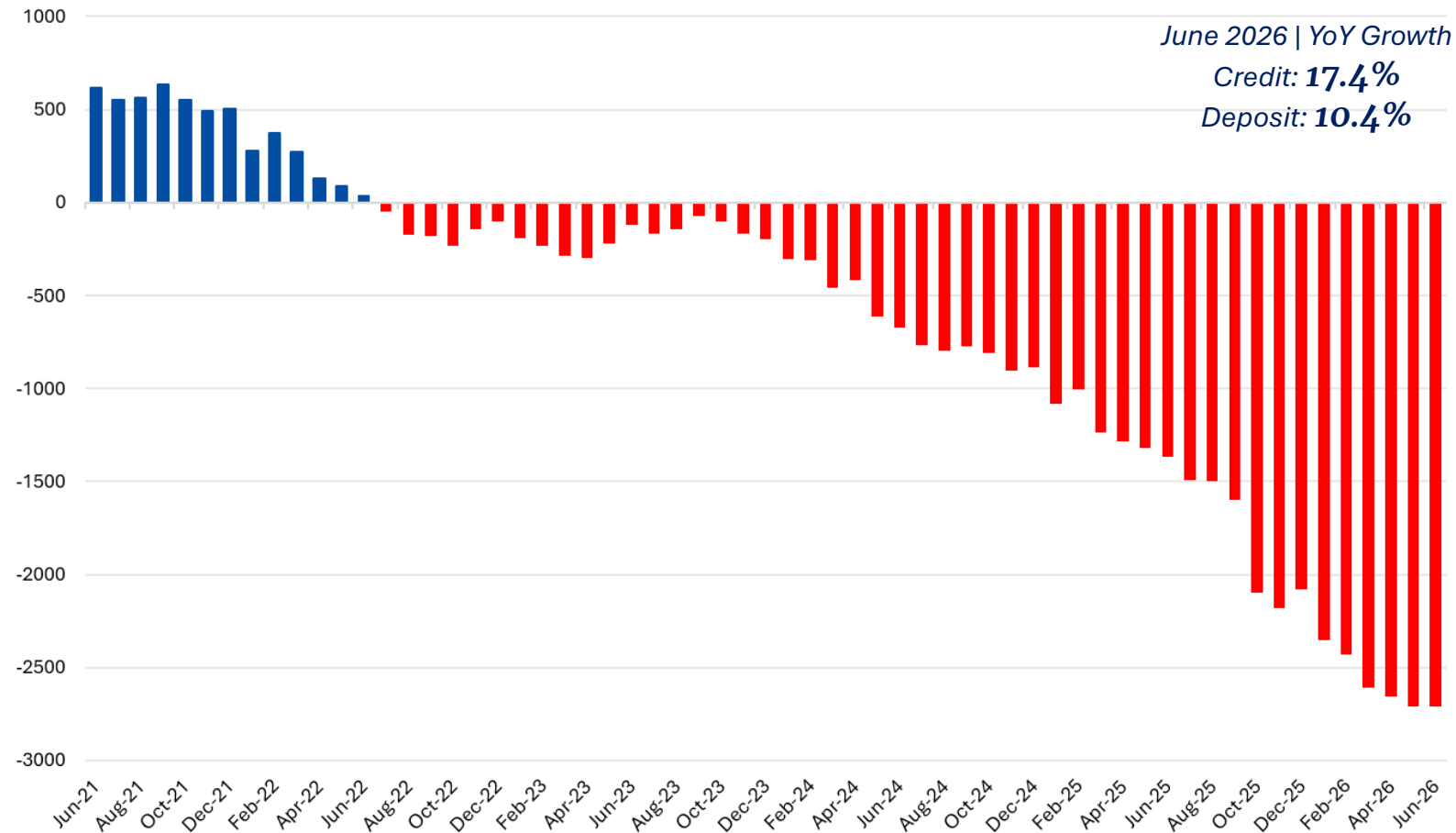


Source: FiinGroup

Vietnam's macroeconomic performance & growth projections for 2026 and beyond

Credit growth has increasingly outpaced customer deposit mobilization, forcing banks to rely more on wholesale and short-term funding sources to bridge the widening funding gap

Figure 14: Systemwide Deposit and Credit Gap (VNDtrn)



The systemwide deposit-credit gap has widened sharply since 2023, reaching roughly VND 2,700tn (~\$105bn) by June 2026, as credit growth continued to outpace customer deposit mobilization

Source: FiinGroup. Deposits comprise deposits of economic organizations and residents. The gap excludes interbank funding, valuable papers, equity, and central-bank funding, and is not equivalent to the regulatory LDR.

Vietnam's macroeconomic performance & growth projections for 2026 and beyond

Under the new government, Vietnam is pivoting to productivity-led growth, with technology, legal reform, global integration, and private enterprise as core growth anchor

Technology-Driven Growth

Resolution 57-NQ/TW

Advance national development by prioritizing science, innovation, and digitalization as core drivers of growth.

Legal Reform

Resolution 66-NQ/TW

Modernize and improve the drafting and enforcement of laws to better meet the needs of national development.

International Integration

Resolution 59-NQ/TW

Deepen proactive global integration so as to expand opportunities and strengthen the role of Vietnam in the world.

Private Sector Growth

Resolution 68-NQ/TW

Foster a vibrant private economy as a strategic engine to boost economic dynamism along with competitiveness.

REFORM 2.0

OTHERS: Resolution 70-NQ/TW on ensuring national energy security; Resolution 79-NQ/TW on the development of the state economic sector

KEY STRATEGIC GOVERNMENT REFORMS IN THE RECENT YEARS:

1. Institutional and administrative reform

- Provincial/municipal consolidation and abolition of the district-level administration
- Restructuring of multiple ministries and ministerial-level agencies to eliminate overlapping mandates
- 2026 Organizational Streamlining: Accelerating the lean and efficient model by merging redundant agencies

2. International Financial Centre (IFC)

- Establishment of an International Financial Centre in HCMC and Da Nang
- Designed to mobilize international capital and strengthen connectivity between global investors and Vietnam's financial market.

Vietnam's macroeconomic performance & growth projections for 2026 and beyond

The challenge is no longer generating growth but financing it, creating significant opportunities for capital providers and financial institutions

Vietnam's Next Growth Constraint:

Capital, Not Growth Opportunities

Vietnam's next challenge is no longer growth opportunities **but financing sources.**

A new development phase is being driven by:



Infrastructure

Massive transport and logistics investments are creating funding requirements beyond traditional public-sector resources.



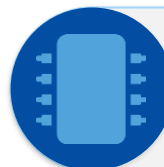
Energy Transition

Achieving energy security and decarbonization will require long-term capital at an unprecedented scale.



AI & Data Infrastructure

Data centers, cloud computing, and AI capacity are emerging as a new asset class demanding institutional capital.



Digital Economy

Continued digitalization is generating sustained demand for growth equity, private credit, and technology investment capital.

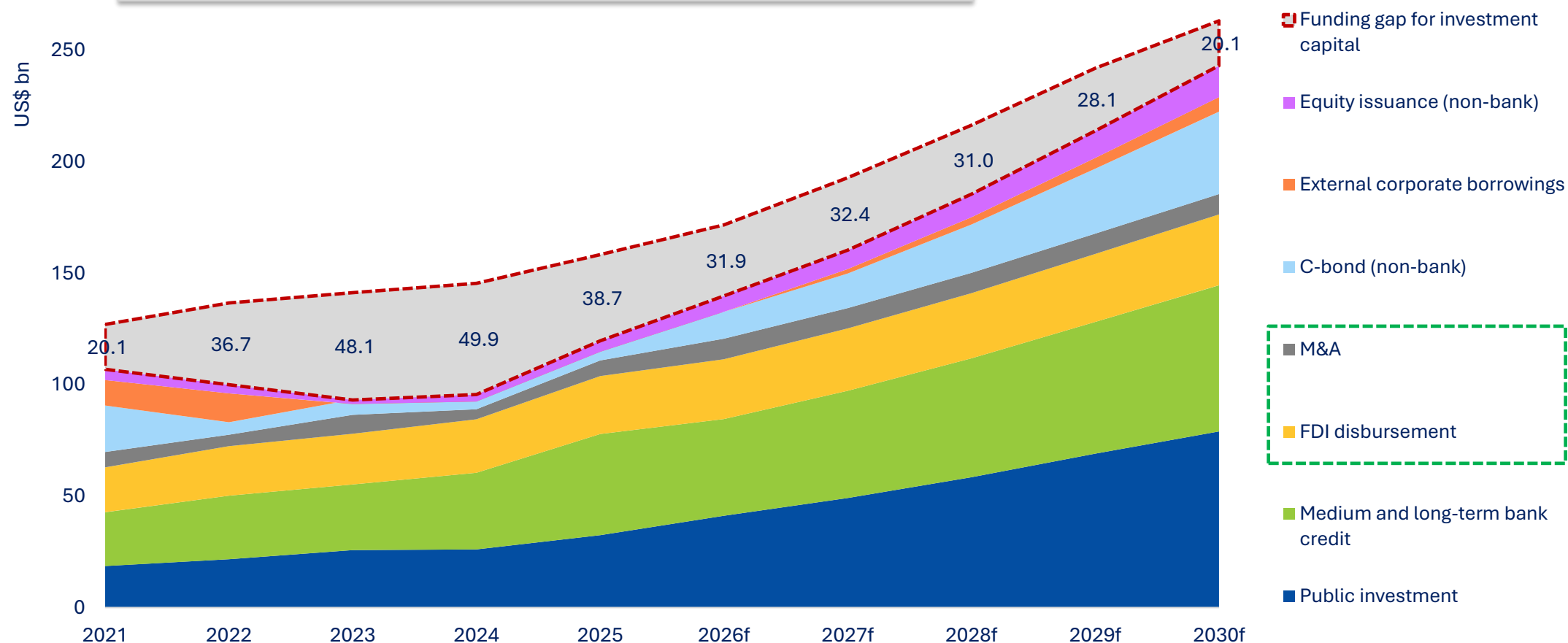
These drivers require substantial long-term capital that exceeds the capacity of the traditional banking system alone

Vietnam's macroeconomic performance & growth projections for 2026 and beyond

Vietnam faces a structural funding gap for long-term investment capital

Figure 15: Structural funding gap for long-term investment capital

Vietnam continues to rely on short-term funding, particularly bank credit, to finance long-term development projects



Source: FiinGroup.

Notes: 1. Annual funding for 2026–2030 is estimated by FiinGroup; 2. The report focuses on medium- and long-term funding sources for economic growth and excludes short-term funding used for working capital.

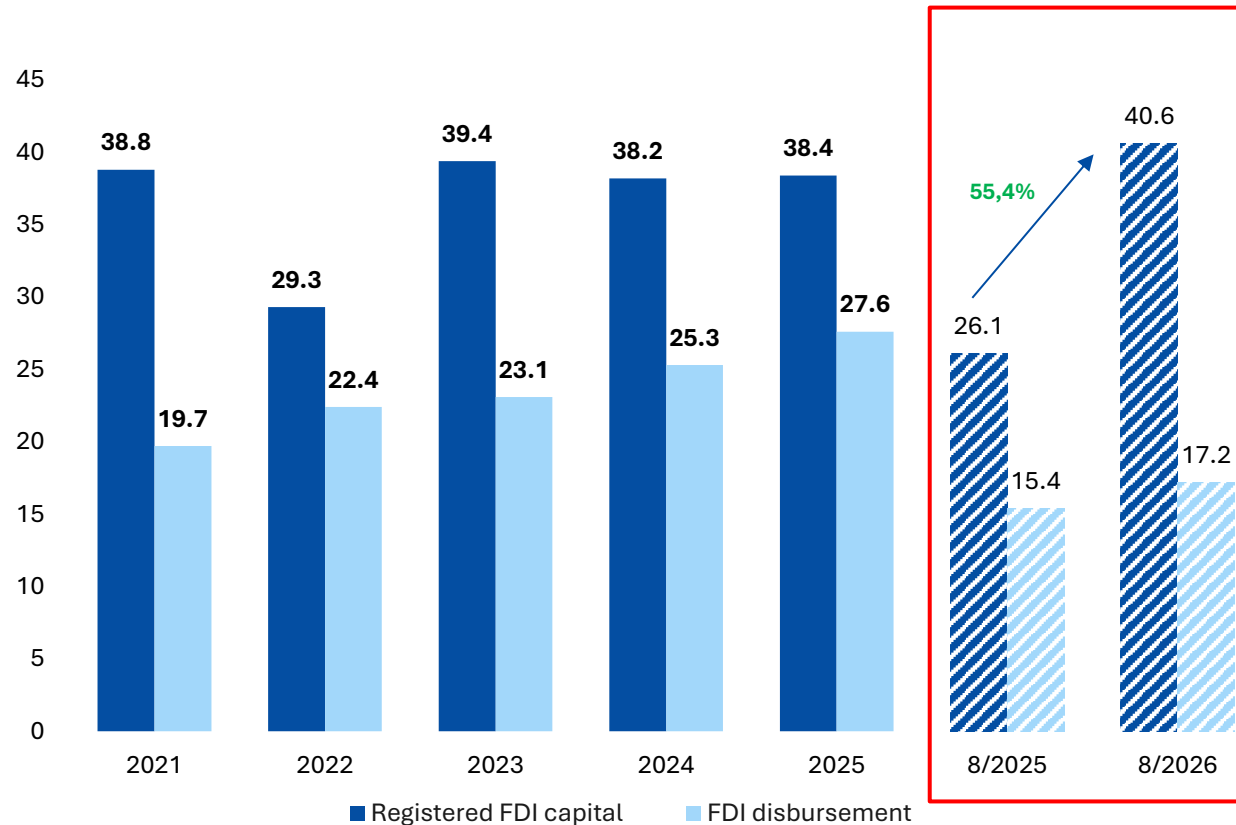
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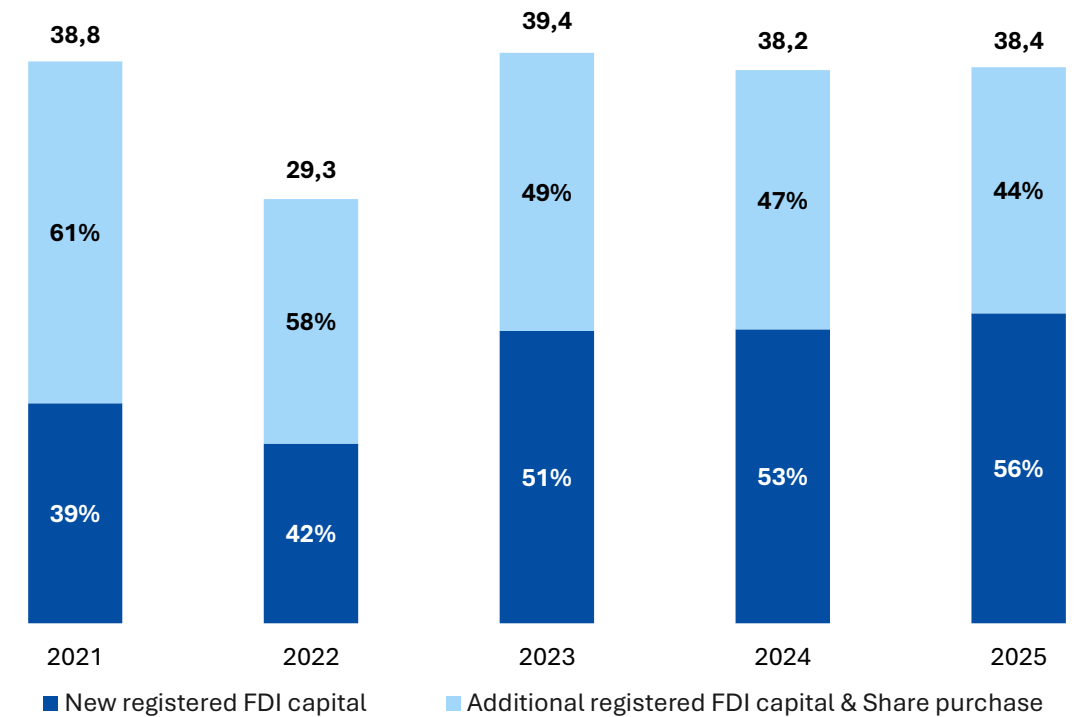
Vietnam's 8M2026 registered FDI surges 55.4%, fueled by high-tech mega projects, supply chain shift, green transition commitments and policy reforms

Figure 16: Registered FDI capital and FDI disbursement (US\$ bn)



Source: FiinGroup, NSO

Figure 17: Zoom in new registered FDI (US\$bn)



Source: FiinGroup, NSO

Singapore and China (including Mainland China and Hong Kong) are the largest FDI investors in Vietnam, with the manufacturing and real estate sectors remaining the most attractive

Figure 18: Newly registered FDI capital by nationality of major foreign investors (US\$ bn)

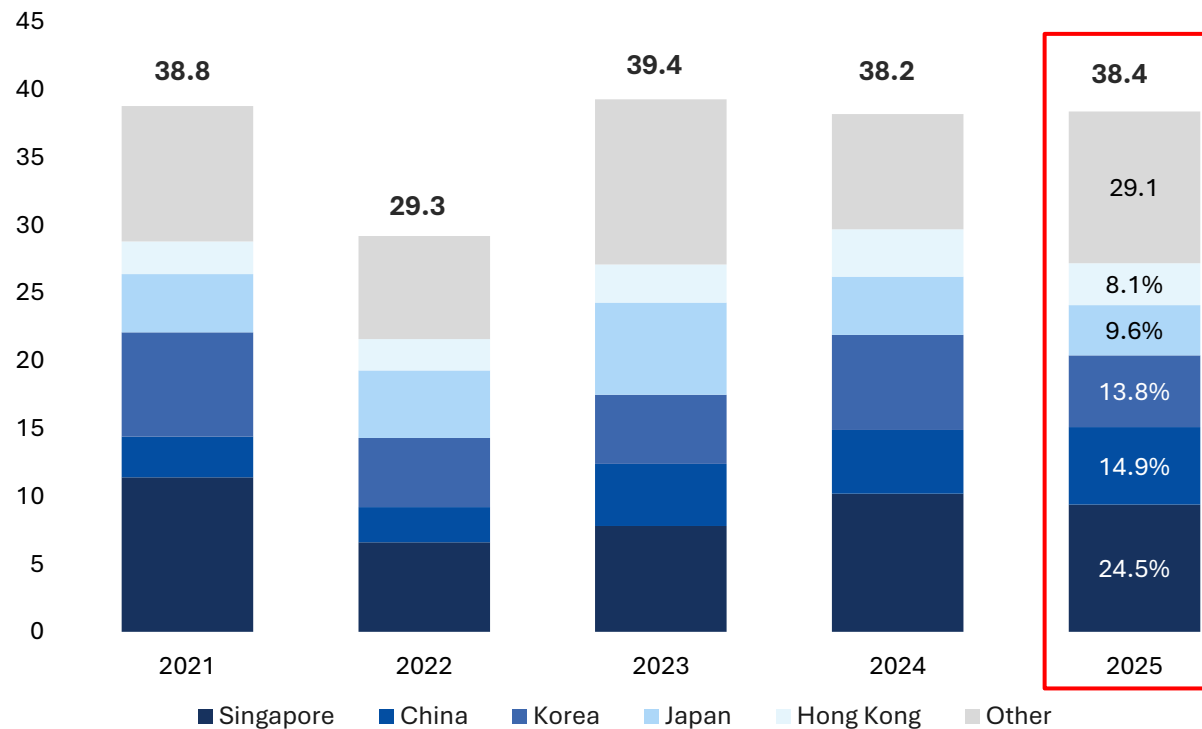
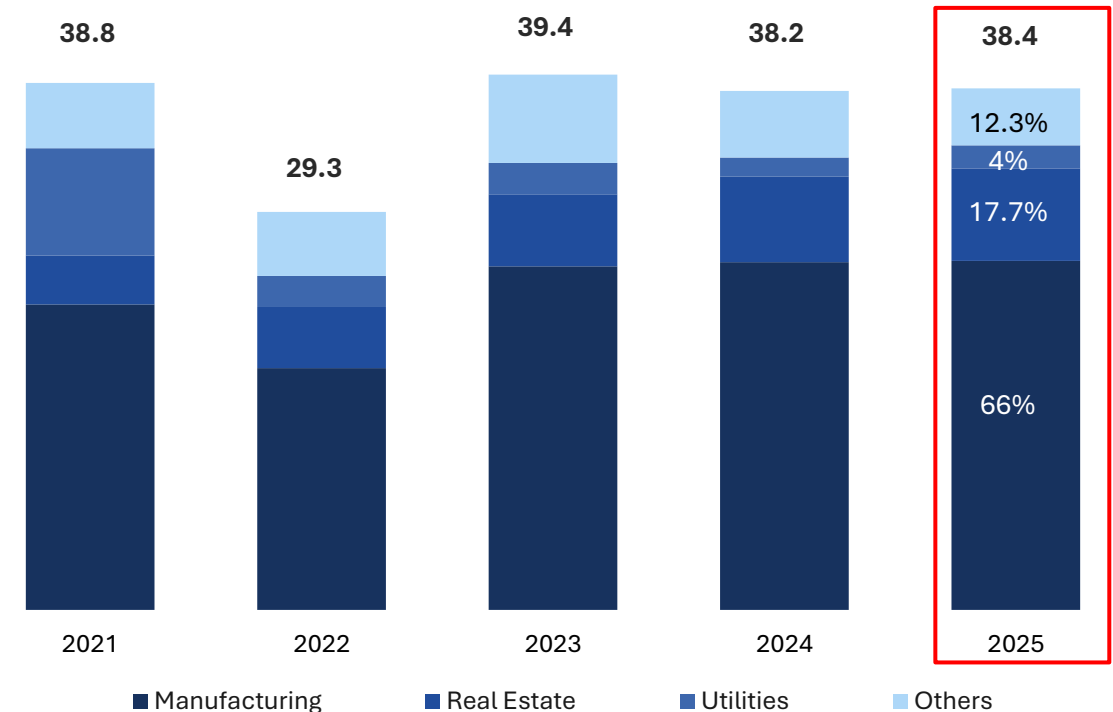


Figure 19: Registered FDI capital by key economic sectors (US\$ bn)

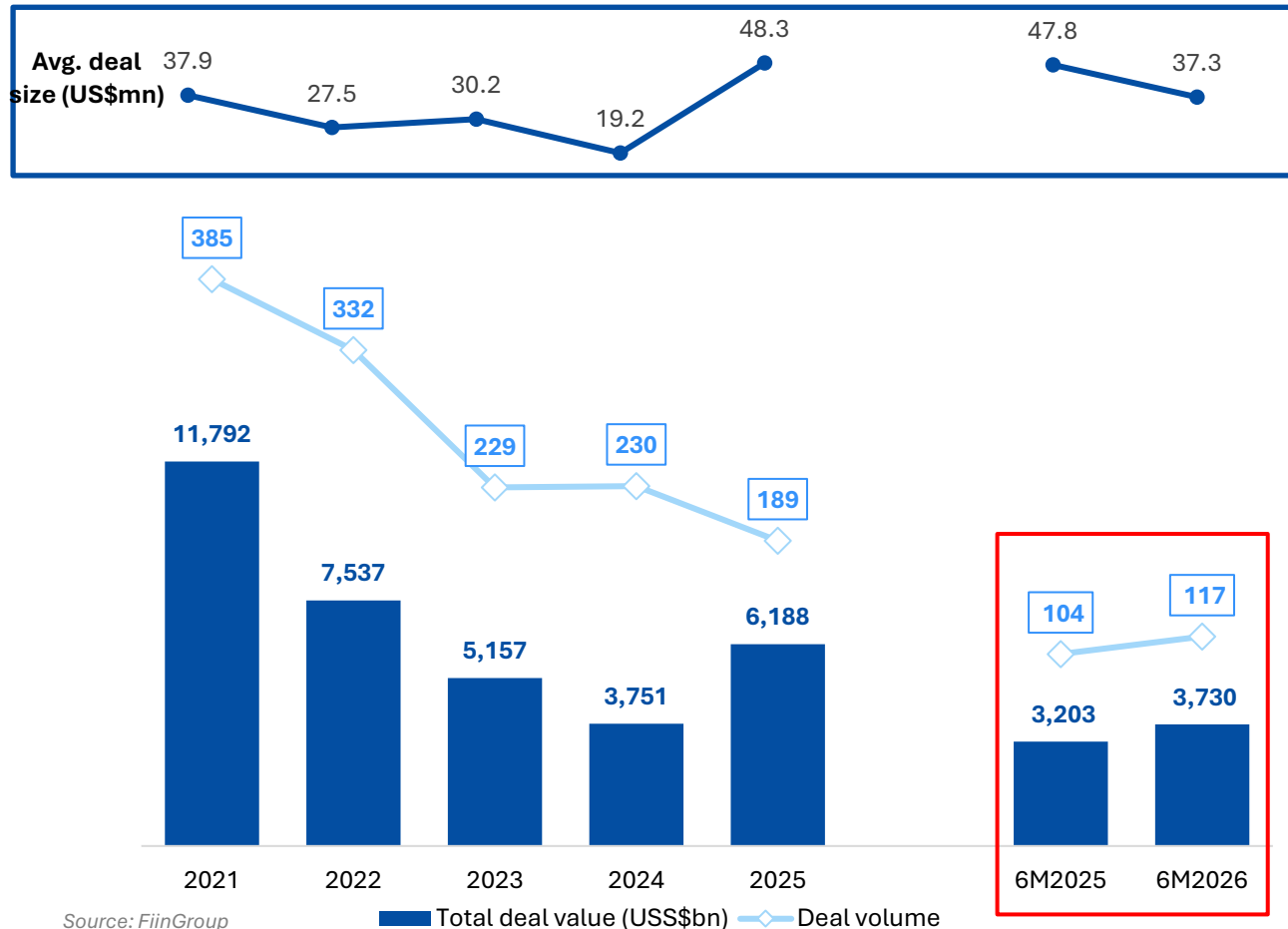


Source: FiinGroup, NSO

Source: FiinGroup, NSO

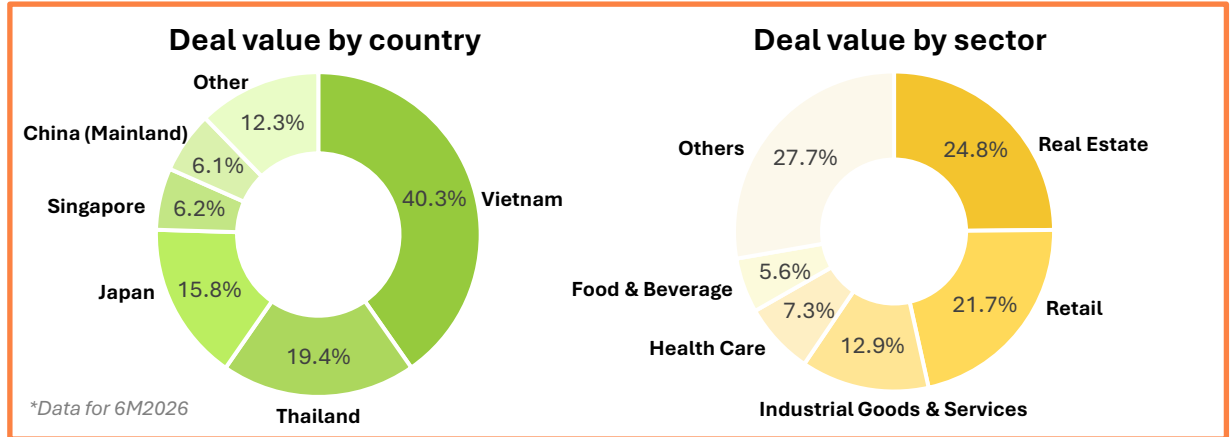
Vietnam M&A rebounds in 6M2026 driven by real estate, retail and industrial goods & services

Figure 20: M&A transaction value and volume in Vietnam (US\$bn)



Source: FiinGroup

■ Total deal value (US\$bn) ◆ Deal volume

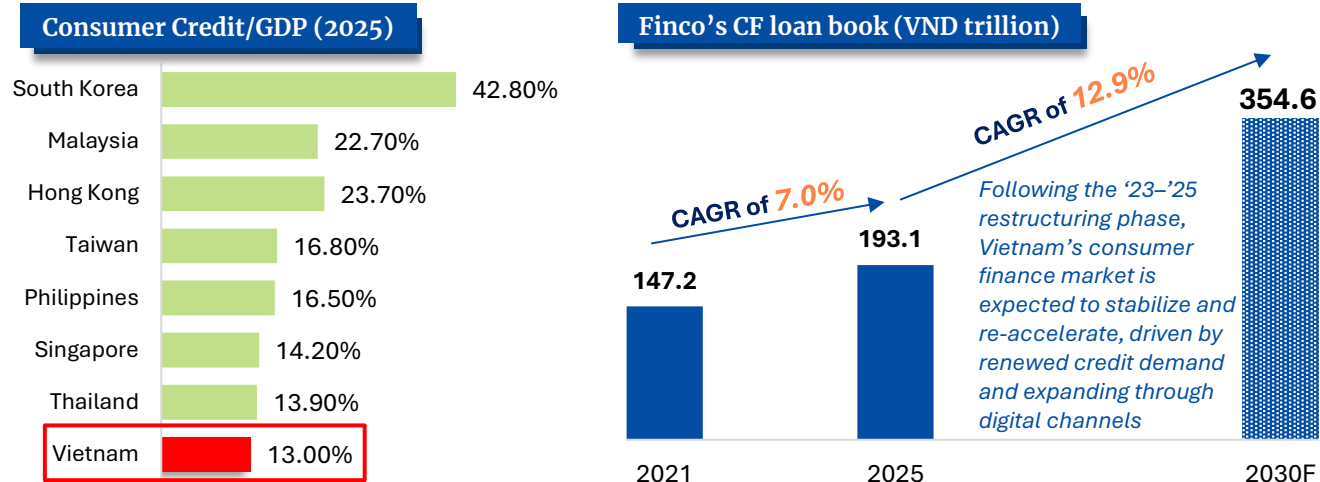


Target	Sector	Acquiror	Value (US\$mn)	Year
Mega Market	Retail	BJC	723	2026
IMEX PHARM	Healthcare	丽珠医药 LIVZON	220	2026
MVI Life	Financial Service	ASAHI LIFE	210	2025
DUYTAN PLASTICS	Industrials	SCGP	178	2025
DOOSAN	Materials & Industrials	HD KOREA SHIPBUILDING & OFFSHORE ENGINEERING	150	2025

FDI and M&A in Vietnam | Consumer finance

Vietnam's underpenetrated consumer finance market is poised for accelerated growth, driven by rising consumption, policy support, and rapid digital adoption

Figure 19: Consumer credit/GDP of regional peers and Vietnam FinCos' outstanding consumer loans



Source: FiinGroup, Euromonitor

Key growth drivers

1. RISING MIDDLE CLASS AND CONSUMPTION

A growing middle class and evolving consumption patterns are driving increased demand for consumer finance products.

2. GOVERNMENT FINANCIAL INCLUSION PUSH

Evolving regulations are gradually expanding formal consumer lending by raising loan limits and easing constraints, advancing financial inclusion.

3. SCALING CF MARKET ACCESS THROUGH DIGITAL CHANNELS

Growing internet usage, cashless payments, and e-commerce are expanding access to consumer finance, while richer digital data is improving credit scoring and enabling more scalable lending.

Major M&A transactions

Acquiror	Country of buyer	Target company	Year	Deal size (US\$m)
	Japan		2025	169
	Thailand		2023	156
	Japan		2021	1,370

Key challenges for foreign investors

1. LICENSE CONSTRAINTS

New licenses for non-bank consumer finance players are highly restricted by SBV. M&A is usually the practical route, but relevant targets are limited

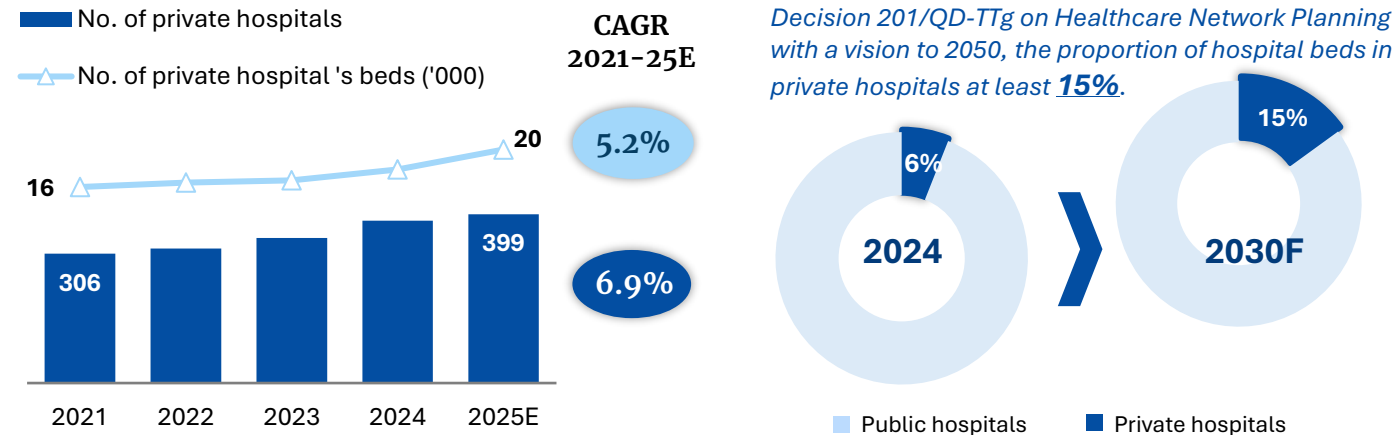
2. WEAK CREDIT DATA AND BUREAU COVERAGE

Limited borrower data, uneven data quality, and incomplete bureau coverage make underwriting and fraud detection harder than in more mature markets

FDI and M&A in Vietnam| Healthcare

Healthcare sector shows strong long-term growth potential, with increasing healthcare awareness and transitioning population structure

Figure 20: Number of Private Hospitals & Private Hospital Beds ('000) in Vietnam, 2021–2025E



Source: FiinGroup, MOH

Major M&A transactions

Acquiror	Country of buyer	Target company	Year	Deal size (US\$m)
ARES	U.S	MIDLATEC	2025	150
WARBURG PINCUS	U.S	XUYEN A HOSPITAL	2024	100
THOMSON MEDICAL	Singapore	FV HOSPITAL	2023	381

Data Analytics Research Intelligence Ratings

Key growth drivers

1. AGING POPULATION STRUCTURE

Vietnam's rapidly aging population is leading to a sustained increase in demand for healthcare services.

2. RISING INCOME AND HEALTHCARE AWARENESS

Growing disposable incomes are driving consumers to seek out high-quality private healthcare services.

3. GOVERNMENT SUPPORT

Private healthcare projects receive tax incentives: a 4-year exemption and a 50% reduction for the next 5-9 years.

Key challenges for foreign investors

1. REGULATORY AND LICENSING COMPLEXITY

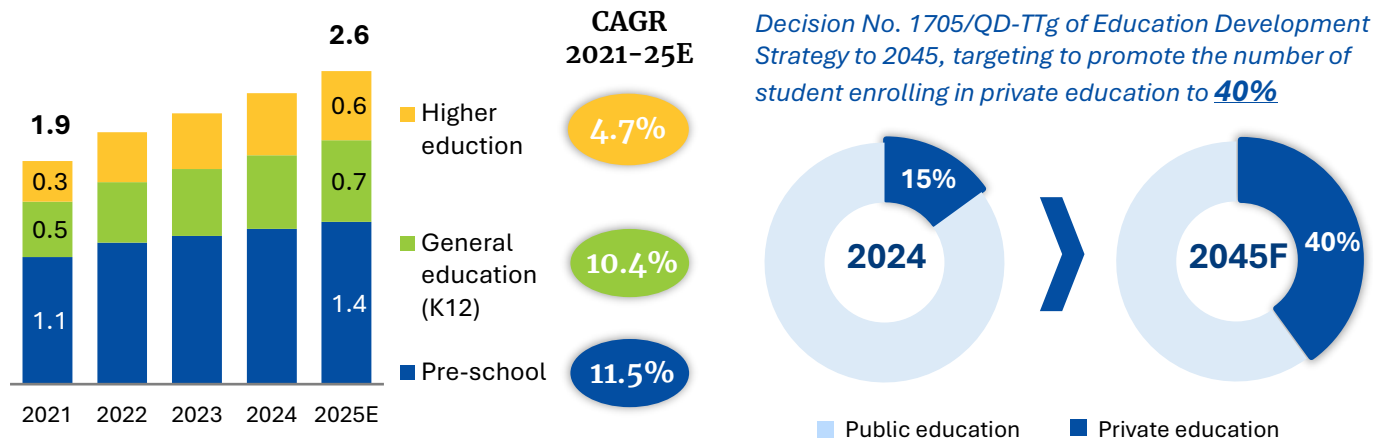
Obtaining operational licenses for foreign-invested hospitals and clinics is often a lengthy process, involving multiple stages of appraisal regarding facilities, medical equipment, and professional personnels, which slows market entry and expansion..

2. WORKFORCE SHORTAGE & PUBLIC HOSPITAL DOMINANCE

Vietnam faces a severe shortage of specialized healthcare workers, particularly in mental health and geriatrics, with most qualified and competent professionals concentrated in urban centers. Additionally, the dominance of subsidized public hospitals makes it difficult for foreign private players to compete on price outside the premium market

Education sector is witnessing a solid growth with rising investment waves in private education sectors from both local & foreign investors

Figure 21: Number of Students (million) in Private Education in Vietnam, 2021-2025E



Source: FiinGroup, MOET

Major M&A transactions

Acquiror	Country of buyer	Target company	Year	Deal size (US\$m)
GAW CAPITAL	Hong Kong	TRUE NORTH SCHOOL Discover Your True North	2025	N/A
KKR	U.S	EQUEST® THE QUEST FOR EXCELLENCE	2021	100
Praxis Capital Partners	South Korea	ST. PAUL AMERICAN SCHOOL HANOI	2020	N/A

Key growth drivers

1. FAVORABLE DEMOGRAPHICS

Young and growing population, increasing disposal income, higher standard of living, rising demand for and spending on high-quality private education

2. GOVERNMENT SUPPORTS

Raising limits of local enrollments in foreign-invested schools (to 50% from previous 10%-20%). Favorable corporate income tax for education sector (10%)

3. RISING DEMAND FOR HIGHER EDUCATION

Higher awareness for education, especially for private education, foreign language, entrance examination tests and extracurricular activities.

Key challenges for foreign investors

1. GOVERNMENT'S STRICT REGULATIONS on the establishment of a new educational institution in Vietnam (i.e minimum required investment capital for each type of education institution and partnership, staff requirements, etc.)

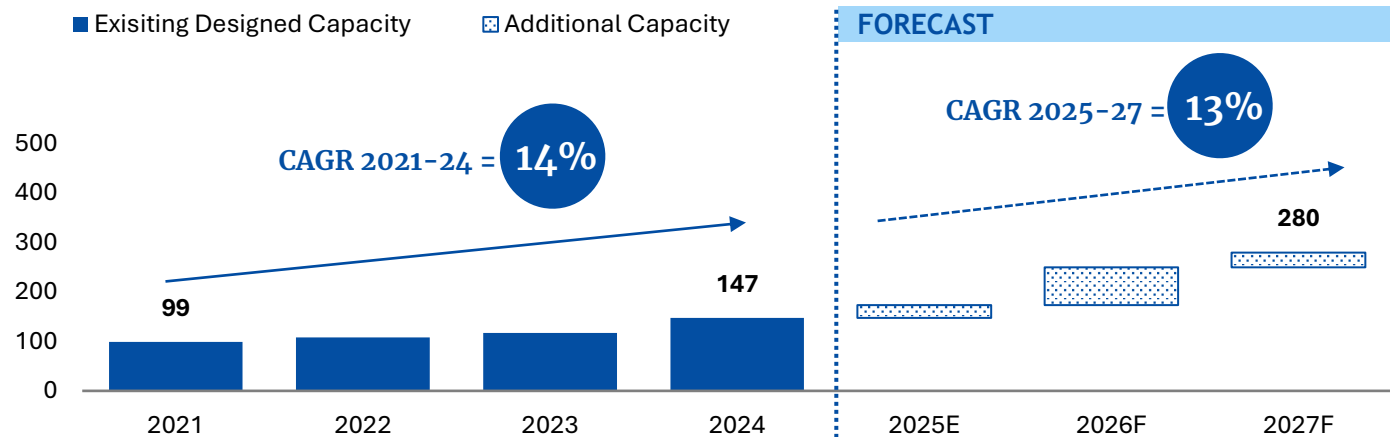
2. PROLONGED LICENSING PROCEDURE

Licensing procedures to approve a complete educational facility are lengthy and complicated.

FDI and M&A in Vietnam | Data Center

Vietnam emerges as a new hotspot for data center investment, driven by rising digital transformation activity & rapid adoption of AI

Figure 22: IDC Market Size by Critical IT Load Capacity (MW) in Vietnam, 2021-2027F



Source: FiinGroup

Major investment in the market

Investors	COD	Project	Investment (US\$mn)
	2029	70MW Data Center in HCMC	2,000
	2027	200MW AI Data Center Complex in HCMC	2,000
	2024	7.5MW Data Center in HCMC	1,300

Data Analytics Research Intelligence Ratings

Key growth drivers

1. CLOUD ADOPTION & ENTERPRISE DIGITALIZATION

Enterprises across industries are accelerating cloud migration, increasing demand for colocation and hyperscale data center capacity.

2. EXPANSION OF DIGITAL ECONOMY

Growth in e-commerce, fintech, digital payments, and online services requires reliable, low-latency data infrastructure.

3. AI, BIG DATA, AND ADVANCED ANALYTICS

Rising adoption of AI workloads, machine learning, and data analytics significantly increases computing power and data center demand.

Key challenges for foreign investors

1. INFRASTRUCTURE AND POWER SUPPLY READINESS

The strained power supply remains a major bottleneck, as frequent outages and high energy demands from hyperscale facilities far exceed current capacity. Additionally, securing essential land, water, and connectivity infrastructure is a complex process that often necessitates local partnerships to navigate difficult permitting and zoning requirements.

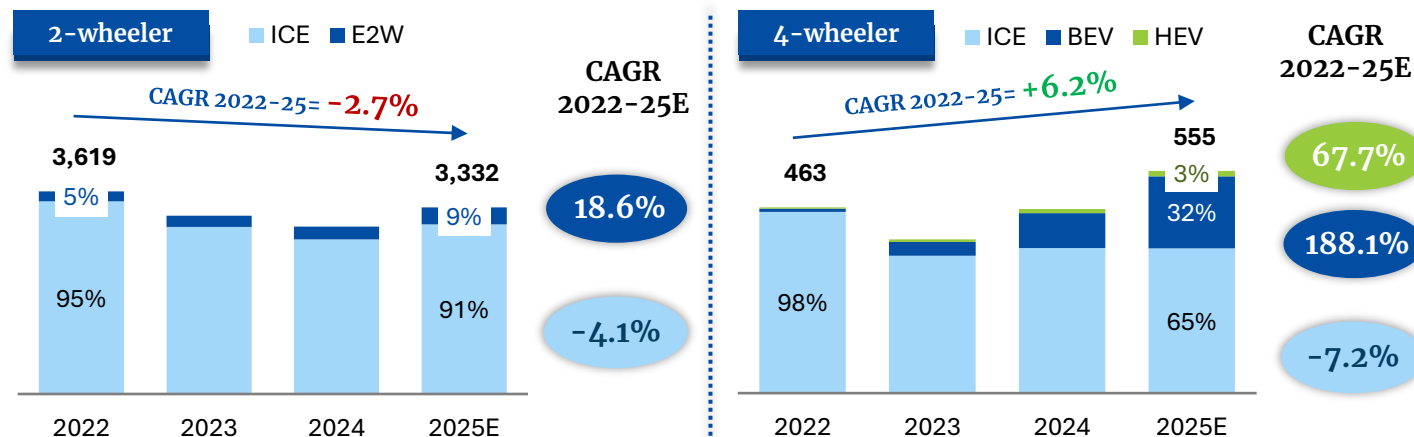
2. TIGHTENING DATA PROTECTION AND COMPLIANCE

In 2026, the full implementation of the Personal Data Protection Law (PDPL) and Cybersecurity Law transformed data localization from a recommendation into a strict operational requirement. Foreign players must store and process sensitive data (personal, financial, and important national data) onshore, complicating integration with global cloud networks.

FDI and M&A in Vietnam | Electric Vehicles

Vietnam's electric motorbike market is certain to make significant strides forward in the future, thanks to increasingly stringent regulations & rising new investment

Figure 23: Vehicle Sales Volume ('000 units) in Vietnam, 2022-2030F



Major investments

Investor	Project	Capacity
YADEA	2 nd E2W factory in Bac Giang	2,500,000 unit/year
TAILG	1 st E2W factory in Hung Yen	350,000 unit/year
VINFAST	2 nd E2W factory in Ha Tinh	200,000 unit/year

Major investments

Investor	Project	Capacity
VINFAST	Capacity expansion in Hai Phong factory	1,000,000 unit/year
GELEXIMCO CHERY	1 st BEV factory in Thai Binh	200,000 unit/year
SKODA	1 st BEV factory in Quang Ninh	120,000 unit/year



KIM LONG MOTOR

EV battery manufacturing facility in Hue Province with a total investment of around **US\$130 million**

Key growth drivers

1. GOVERNMENT'S SUPPORT POLICIES

Vietnam has made EV adoption a policy priority through green transport plans, tax incentives, and fee reductions, which directly improve affordability and investor economics

2. DEMAND GROWTH FROM THE MARKET BASE

EV uptake is rising quickly as consumer awareness increases, and the market moves from early adopters toward broader acceptance

Key challenges for foreign investors

1. LIMITED CHARGING OR BATTERY SWAPPING STATION NETWORK

The public charging or battery swapping station network remains limited, which raises range anxiety and makes mass adoption harder

2. STRONG DOMESTIC COMPETITION

VinFast has scale, local brand strength, and deep ecosystem advantages, so foreign entrants face a high-cost, patient-market-entry game.

Source: FiinGroup, MOT, VAMA, VAMM

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Resilient growth momentum

Vietnam is expected to maintain robust economic expansion momentum in coming years, driven by accelerated public infrastructure spending, strong FDI investments, resilient domestic consumption, green transition, digital transformation and policy reforms.

Financing constrains as a core structural bottleneck

The primary economic challenge has shifted from generating growth opportunities to securing capital sources, hindered by credit over-reliance, banking maturity mismatches, an underdeveloped local bond market, and persistent global rate pressures.

Strategic pivot toward multi-layered capital market development in Vietnam

Bridging the project funding gap requires diversifying beyond bank loans toward corporate bonds, private equity/credit, external loans, supported by sovereign rating upgrades, emerging market upgrades (FTSE/MSCI), and the establishment of International Financial Centers in Ho Chi Minh City and Da Nang.

Shift toward high-value FDI and value-driven M&A

Foreign capital will increasingly target high-tech supply chains and value-accretive M&A deals focused on established operational business platforms, cash-generative assets, and R&D or technology integration.

Targeted capital attraction in key growth sectors

Foreign investment appetite is expected to focus on high-growth sectors, including high-tech manufacturing and semiconductors, the green energy transition, AI data centers, private healthcare, private education, and the financial sector etc.,

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Strategic Partner with: **NIKKEI Quick**

FiinGroup is a leading provider of financial information analysis platforms, business information, and market research to support investors in the Vietnamese market and companies in their business development and expansion in Vietnam.

For more information, please visit: <https://www.fiingroup.vn>.

Financial information

- FiinPro Platform: Financial Market Information Platform
- FiinTrade Platform: Stock Analysis Platform
- API Datafeed: Securities Data Service

Business information

- Corporate Credit Report
- FiinGate Platform: Corporate Information Platform
- SME Credit Scoring Solution
- ESG Scoring

Market research & consulting

- Industry Analysis Report
- Market Research
- Business Due Diligence
- Market Entry Consulting

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Issuer & debt instrument ratings

Independent credit assessment

Investor services

Green finance services

(Goline is a subsidiary of FiinGroup)



Goline is a member of FiinGroup. Goline is a technology partner developing and operating core platforms that power next-generation financial infrastructure in Vietnam.

Core underlying securities

Core derivatives securities

Core OTC securities

Robo/Algo trading system

Copy trade

Core bonds

Price policy assessment system

Behavioral analysis system

We proudly possess the most comprehensive corporate and industry databases in Vietnam through our in-depth sector expertise, extensive business networks and partnerships



Our competitive advantages differentiate us from other consulting firms and allow us to support you successfully in this project



Data-Driven Approach and Methodology

- Leveraging in-house database consist of financial and non-financial information of **1.9 million registered companies** in Vietnam, we commits to deliver evidence-based deliverables that empower our clients to stay ahead of the curve.
- This ensures that our clients receive data-backed and reliable information that to have informed decision, bring real values to our clients' investment and business decisions



Insights from Local Business Network

- With **17+ years** of experience covering key industries in Vietnam , we have developed a long-standing relationship and an extensive network of local business, industry experts and governance authorities.
- Our extensive network includes partnerships with prestigious information sources and government agencies such as CIC, NFSC, and GSO, as well as industry associations. Leveraging our seasoned professionals' **deep-rooted knowledge** and understanding of local markets, we offer foreign investors comprehensive insights into Vietnam's domestic market, providing a significant competitive edge.



Expertise with Niche Markets

- Our team of industry experts and analysts possesses **extensive knowledge of niche markets**, allowing us to offer specialized insights and recommendations to clients worldwide. With our personnels boasting international experience in key economies, as well as multinational corporations, we serve a diverse global clientele spanning Japan, South Korea, ASEAN, Europe, and the US.
- With a **proven track record of success in navigating niche markets**, our team has the knowledge and experience to help our clients capitalize on untapped opportunities and overcome challenges.



Day-One Support for Investors

- **One-stop shop for all your needs, from market research, deal sourcing, business due diligence, market entry strategy advisory, deal advisory services**, offering support throughout the entire business lifecycle.
- From pre-deal analysis and due diligence to deal execution and post-deal integration, we provide comprehensive support to help our clients navigate complex transactions since Day-1 of the client entering Vietnam market and achieve their strategic objectives

Our competitive advantages differentiate us from other consulting firms and allow us to support you successfully in this project

Research • Due diligence • Market entry • Transactions • Execution

Proprietary data • Local market access • Sector expertise • Hands-on execution

01



Standard Industry Report

- Market size, & growth forecast
- Market segmentation
- Competitive landscape
- Regulatory framework
- Market outlook & trends

02



Business Growth Strategy

- Market size & segmentation, competitive landscape
- Market expansion strategy (product strategy, distribution channel strategy, pricing strategy, target customer sourcing etc.)

03



Commercial Due Diligence

- Market size & growth forecast
- Competitive landscape
- Target's market positioning vs peers
- Business plan validation
- Key findings & recommendations

04



Vendor Due Diligence

- Market size & growth forecast
- Competitive landscape
- Market outlook & projection
- Target's competitive advantages
- Business plan analysis

05



Financial Due Diligence

- Quality of earning analysis
- Working capital analysis
- Net debt and debt-like item review
- Historical Financial Performance Review
- Financial Forecast & Assumptions Validation

06



Market Entry Advisory

- Market size & segmentation, competitive landscape
- Go-to-market strategy: M&A target/partner screening, sales strategy, product strategy, business plan/projection, greenfield project development etc.

07



M&A Transaction Advisory

- Marketing material preparation
- Potential investor/lender sourcing
- Deal structuring advisory
- Due diligence coordination, negotiation & closing support

08



Valuation

- Market assessment
- Business plan validation
- Corporate valuation and sensitivity analysis

09



Merger Filing Support

- Market size
- Market concentration
- Assessment of transaction's potential impacts on market concentration dynamics
- Filing supports

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Green Finance Framework Advisory

- ESG & Loan Portfolio Gap Assessment
- Green finance strategy and implementation roadmap
- Green finance fundraising and investor matchmaking
- Green finance framework development and implementation



Our Sector Coverage and Key Client Portfolio

We have earned the trust of renowned multinational corporate clients and been rewarded with long-term, repeat-client engagements

Sector Coverage

Financial Services

- Banking
- Consumer Finance
- Payment Services
- Leasing
- Insurance

Food & Beverages

- Food Processing
- Food Services
- Beverage

Utilities

- Water Supply
- Energy
- Biofuel & Biomass

Consumer Retail

- Fashion Retail
- Modern trade

Information & Communication Technologies

Logistics

- Warehouse (incl. cold chain logistics)
- Port Operation

Construction & Construction Materials

- Cement
- Additives and Concrete, Admixtures
- Steel & Other Metals
- Construction
- Machinery

Healthcare

- Hospital and Clinics
- Medical Equipment
- Pharmaceuticals

Industrial Goods

- Waste Treatment & Recycling
- Flexible Packaging
- Oil & Gas, Lubricant products

Agriculture

- Aquaculture
- Livestock farming (poultry, cattle, hog)
- Agribusiness
- Crop production (grains, oilseeds etc.)

Automobile & Autoparts

Client Portfolio

Japanese



Korean



Local



International





Contact Us

Head Office:

Level 10, Peakview Tower, 36 Hoang Cau Street, O Cho Dua Ward,
Hanoi, Vietnam

T: +84 (024) 3562 6962

E: support@fiingroup.vn

W: <https://www.fiingroup.vn>

Ho Chi Minh City Branch:

11th Floor, 12-12Bis Tran Quang Khai St.,
Tan Dinh Ward, Ho Chi Minh City, Vietnam

T: (024) 3933 3586

Email: support@fiingroup.com

Dong Le, CFA (Mr.)

Managing Director, Head of Market Research and Advisory Services

T: +84 (0) 912 057 529

E: dong.le@fiingroup.vn