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I. Introduction messages



1.1. Introduction and purpose of this Orange Business Book

Over the past years, the Government of Vietnam has made a great effort to strengthen the business landscape for foreign investors. Leaving the issues of COVID-19 behind us, we see rapid economic developments in Vietnam, leading to more Dutch companies that are eager to invest.

This document highlights a selection of the future investment plans of Dutch companies in Vietnam and addresses the foreseen barriers that withhold these companies from their full potential at the moment.

1.2. About DBAV

The Dutch Business Association Vietnam is a business platform that aims to promote bilateral trade between The Netherlands and Vietnam. It is our mission to build the bridge between The Netherlands and Vietnam. We support them in "landing softly" in Vietnam and connect them to a high-level professional community. We do so by connecting our community to people and knowledge, providing business information, facilitating a dialogue with the Vietnamese government, and offering business services for market entrants.

We have more than 1500 member companies in Vietnam and The Netherlands, and we are the primary business platform between The Netherlands and Vietnam. We are known for our regular yearly events, such as trade missions, networking events, and seminars.

1.3. Message from DBAV Chairman - Mr. Alexander Koch

Without a doubt, it is the entrepreneurial spirit that connects and unites the Dutch and the Vietnamese people. Building on these commonalities, the DBAV seeks to ease trade and promote business ties between The Netherlands and Vietnam, by connecting communities and knowledge. DBAV's goal is to help Dutch entrepreneurs succeed in Vietnam, whether members or market entrants. Via our Ready2Export program and Business Matching events, we provide a platform for Vietnamese enterprises to connect and become sustainable partners for Dutch companies.

We have established strong connections with Government institutions and chambers of commerce in Vietnam. Through this network, DBAV creates a platform through which the Dutch business community is a fundamental part of the larger business community in Vietnam.

This "Orange Business Book" is part of the ambition of DBAV to express the view of our members to the Vietnamese Government to improve the business and regulatory environment. Many of our member companies have contributed their views in this document, and we will continue working with the Vietnamese Government to improve the business environment for Dutch investors.



Mr. Alexander Koch
Chairman DBAV

1.4. Message from the Ambassador of the Kingdom of the Netherlands to Vietnam, H.E. Mr. Kees van Baar

Vietnam's strategic geographic location, its growing domestic market and its young, thrifty and educated population make this country an attractive investment and trade destination. But these are not the only reasons why the Netherlands is one of Vietnam's largest EU investors and trading partners. The Dutch have built a reputation for offering quality products and services in those areas which Vietnam takes a particular interest in.

Since the mid-eighties Vietnam has made tremendous strides to become one of Asia's high growth emerging markets. Although Vietnam faced challenges over the past years, the country continues to expand its economy by modernising and opening up its industries and sectors to meet with the global standards and requirements. In addition, Vietnam is a member of WTO and regional forums, such as the Association of Southeast Asian Nations (ASEAN). Vietnam has signed Free Trade Agreements with a number of countries, including with the EU, stimulating its growth and its role in the world economy further.



Mr. Kees van Baar
Ambassador

With the visit of Prime Minister Chinh to the Netherlands in December 2022 and the prospect of the celebration of 50 years of diplomatic relations between the Netherlands and Vietnam in 2023, we find ourselves in the heydays of our 400 year old trade relations. Hence, we are eager to boost and improve the business environment between our countries, attract more investors and build a sustainable relationship. Our main goal is to help Vietnam unlock its full potential by continuously supporting Dutch-Vietnamese cooperation between all types of stakeholders, companies and investors.

Considering our excellent bilateral relationship and strong position as a trade and investment partner, we hope to boost the movement of Dutch nationals to Vietnam accordingly with our support for the 15 day visa waiver program. Previous plans for this have unfortunately been hampered by the covid pandemic and it is our priority to cooperate with the Vietnamese authorities to ensure the automatic qualification of the Dutch for a short term visa waiver for Vietnam.

1.5. Message from the Consul General of the Kingdom of the Netherlands to Vietnam, H.E. Mr. Daniël Stork

The similarities between the Netherlands and Vietnam make us natural partners in many fields. Both our countries are world players in the export of agricultural products and thrive through an open global trade environment. As the world is currently facing major environmental challenges that will only become more pressing in the coming decades, our shared spirit of entrepreneurship reaches beyond the realms of solely economic growth and welfare. As delta countries we must both face the challenges and opportunities presented by climate change. We are both coastal states with a strategic location in regional markets, making us natural partners in maritime affairs, transport and logistics. Our current way of living is very demanding for nature's capacity and vital resources such as water, energy and food. We need to transition from fossil fuels to renewable energy sources, harnessing the power of sun, wind and water. It is time for a green transformation across the board, focusing on circular economy, waste management, sustainable agriculture and water purification.



Mr. Daniël Stork

Consul General

Ho Chi Minh City is at the forefront of this transition story. It is home to most of the Dutch businesses in Vietnam and is the access gate to the economic heartland of the country and the Mekong Delta of the Southern Highlands. Similarly, Ho Chi Minh's partner city Rotterdam is the gateway to northwestern Europe. Over time, a bond between these cities' ports has emerged, which was strengthened by the visit of Rotterdam's Mayor Aboutaleb July 2022. Currently, Ho Chi Minh City functions as the epicenter of our shared dedication in bringing about circular and carbon-neutral economies. This also involves our commitment to building societies where economic prosperity and social equality go hand in hand. In this light, the city's Green Economic Forum & Exhibition of 28-30 November 2022 has been a successful kick-start for our future cooperation in the fields of energy, high tech, sustainable mobility and innovation. The alliance of Dutch and Vietnamese governments, businesses, knowledge institutes and engaged citizens is the key to a responsible and sustainable future.

II. Facts & Figures: the Netherlands and Vietnam

Figures & Numbers 2021

- The Netherlands import of goods from Vietnam: 7.685.272.364 USD
- NL export of goods to Vietnam: 686.984.100 USD
- Trade surplus for Vietnam: 6.998.288.264 USD



Source: Foreign Investment Agency Vietnam & Vietnam Customs

Foreign investment in Vietnam by countries (2021)	
1	Korea
2	Japan
3	Singapore
4	Taiwan
5	Hong Kong
6	British Virgin Islands
7	China
8	Thailand
9	Malaysia
10	The Netherlands

III. Investment Plans & Investment Challenges from Dutch FDI Companies in Vietnam

In the following pages, various Dutch enterprises introduce themselves and share their vision for Vietnam in the coming years. The messages contain investment plans, and opportunities, but also the challenges for each company to succeed.



3.1. Climate Fund Managers

CLIMATE FUND MANAGERS



Mr. Kelvin Vuong
Vietnam Investment Director

Climate Fund Managers (CFM) is an investment manager proudly contributing towards mitigating and building resilience to climate change in the areas most affected by its consequences. We use blended finance structuring to attract public and private capital to invest in high-impact sectors in emerging economies. We believe in a world where sustainable investing and profitability are not mutually exclusive.

Expected investments

With the emerging awareness of climate change and its negative effects, more and more governmental and private partners are starting projects to mitigate these effects and build resilience to climate change in Vietnam. Climate Fund Managers sees many investment opportunities in the coming 2 years in this area. One of the top investments (\$60 mln) is to create energy from waste. This will not only result in a new energy source and also create 300 local jobs during the construction period and 60 highly skilled jobs during operations. In addition, investments in clean water supply (\$80 mln, 40 jobs after construction) and wastewater treatment and reuse (\$50 mln, 30 local jobs after construction) are part of the investment agenda for Vietnam.

Issue description & Recommendations

These investments show that private companies are willing to invest in the environment, climate mitigation and resilience as well. The aim of these kinds of investments is to accelerate private investments and lower capital costs. To succeed, Climate Fund Managers ask for support for:

- Clear policies for project development. Clear guidance and transparency in regulation help enterprises to accelerate their developments and investment incentive eligibility
- Focus public spending on catalysing new private financing in traditionally under-invested sectors

3.2. Damen Song Cam Shipyard



Mr. Joris van Tienen
General Director

Damen Song Cam Shipyard is a Joint Venture between Damen Shipyards Group (the Netherlands) and Song Cam Shipyard (Vietnam). Our mission is to lead the way towards the future of sustainable shipbuilding. Enable growth without asking more of our planet. Both in our product portfolio as well as in our production facilities. In the beginning of the year we delivered ‘Sparky’, the first full electric tugboat with 70T bollard pull, to Ports of Auckland , New Zealand.

Part of our sustainable growth strategy is that we strongly believe in the knowledge transfer to the team in Vietnam. By being fully independent we were able to continue to produce and deliver during Covid.

We are currently planning the investments for significant growth (25-50%) for the next few years.

Expected investments

- Increase production capacity Damen Song Cam Shipyard 50%, Hai Phong
- Indirect production capacity needed for hull building

Investment	25 million USD
Direct employment increase	350 FTE
Indirect employment increase	500 FTE
Time Frame	Start 2023

Consolidate Port services in all major ports of Vietnam

Currently all main port services, like tug operations, bunkering, waste treatment, etc are offered by all different port owners / operators. Every quay as his own tugs. The port authority has little control over the activities. By consolidating the activities under control of the port authority safety,

quality of service, efficiency, environmental impact can be improved significantly, and foreign investors will be eager to come to VN to provide these services.

With the forecasted growth of container and bulk transport both in import as export, this is as much a requirement as it is a opportunity.

Electrification of transport over water

Vietnam is forecasting some significant growth for the coming years and decades. The fleet of vessels is relatively underdeveloped both in technology as with regard to rules and regulation. The forecasted growth would require both renewal and growth of the fleet. This is a perfect opportunity to make a leap forward in regulations and adopt the latest available technology.

Electric variants (or alternative fuels) of vessels are already available for inland shipping, public transportation [Damen Electric Ferries in Copenhagen](#). or tug operations: [Damen's first all-electric tug Sparky delivered to Ports of Auckland - Damen](#)

Issue description & Recommendations

- Finding enough skilled people both blue collar as white collar. The education level does not match our requirements. Generally critical thinking should be stimulated in all education levels. Vocational school systems and jobs should be more appreciated. People generally are not so eager to move between provinces.
- Reduce red tape and improve transparency in general and specifically on Customs, masterplan / construction permits.

By removing these challenges, Vietnam would better serve FDI companies and be able to develop a Vietnamese supply chain for the industry.

3.3. De Heus Vietnam



Mr. Johan van de Ban
General Director

De Heus Vietnam (a subsidiary of Royal De Heus) entered the Vietnamese market in 2008. We offer various nutrition products and farm solutions to independent livestock and aquaculture farmers through popular brands such as De Heus, Proconco, Anco, Windmill, and Koudijs.

We have achieved rapid growth throughout the years and recently further strengthened our position in the Vietnamese market by acquiring 100% of the feed business of Masan. With this dynamic development, De Heus is now Vietnam's leading animal nutrition provider, with more than 20 production plants and a nationwide depot system to serve farmers in all 63 provinces in Vietnam.

Moreover, we are exporting high-quality specialty feed products to many countries in Asia and Africa, such as Bangladesh, Malaysia, Cambodia, Uganda, and Ivory Coast. We strongly believe in the independence and entrepreneurship of Vietnamese farmers. We want to grow together with the Vietnamese farmers, not compete with them. Our model is

based on the entrepreneurship of farmers, something that Vietnam and The Netherlands have in common. We want to work with all stakeholders in the value chain to improve food safety standards in Vietnam further. We firmly believe that food safety is the responsibility of the industry, the farmers, and the government. We are committed to investing further in the sustainable growth of the food value chain.

3.4. East-West Seed



Mr. Kang Chengrui
General Director

East-West Seed is a multinational company of Dutch origin established in 1982 to apply and develop scientific and technological research and modern vegetable seed production techniques of the West in tropical Asian conditions.

The company's headquarters are in Thailand, with subsidiary companies in nine countries and 17 research centers in seven countries. East-West Seed products are available in more than 60 countries.

In Vietnam, East-West Seed has been present since 1997 and was one of the first companies to introduce F1 hybrid vegetable varieties that have transformed the vegetable seed market and increased income for farmers. Currently, East-West Seed (Hai Mui Ten Do) supplies nearly 100 different vegetable varieties in the Vietnam market. Many leading varieties such as melon Kim Hoang Hau, pumpkin Suprema & Arjuna, waxy corn Tim Ngot 099, cucumber Hunter 1.0, cucumber HMT356, bitter gourd HMT128 have helped many people increase their income and better support their families.

Expected investments

The Netherlands has appointed Vietnam as a long-term strategic partner in Asia, particularly in the agri-food sector. Both countries signed a Strategic Partnership Agreement with a focus on agriculture in 2019.

East-West Seed is one of the companies in the SEA region's market investing in seed production by contracting farming to export. In addition, it is researching options to invest in R&D to select more specific products for different regions. These investments contribute to the development of the agriculture sector in Vietnam in the long term.

Issue description & Recommendations

The strategic partnership between Vietnam and the Netherlands creates many more opportunities for trade. To make this a sustainable business, East-West seed is raising awareness for the following issues that could potentially be a hurdle for Vietnam to develop the agricultural sector further:

- Intellectual property/ Plant Variety Protection (PVP) has to be better secured, as East-West seed has faced issues with copycat seeds. Therefore, the regulation has to be improved, and PVP has to be better controlled. This requires a better control process from the Government side.
- There is less involvement of the young generation in the agriculture sector. This could potentially harm the sustainability of the sector in the long-term. This could be solved by improving the education and developing programs to allure young talented students and professionals into the agricultural sector

3.5. Except Integrated Sustainability



Mr. Tom Bosschaert
CEO

Except Integrated Sustainability B.V. is a sustainability consultancy and design office founded in 1999 and headquartered in Utrecht, the Netherlands.

We develop concepts and strategies to design integrated and adaptive solutions for the built environment, organisations, and industry. We also provide training and support for companies using Symbiosis in Development (SiD), our unique approach to systemic thinking and path to realising true sustainability.

The results of our work are diverse:

- resilient businesses with competitive strategies
- catalytic building
- self-sustaining cities and neighbourhoods
- symbiotic industrial agro-park
 - regenerative agriculture and resorts

3.6. Freelux



Mr. Andries Pasma
Owner/CTO

Freelux is a Dutch-originated company established 20 years ago. It designs and manufactures lighting controls & energy management products for the European market.

With its products, Freelux aims at home & building automation products/components for multinational customers. Freelux already worked for ten years with local Vietnamese suppliers in mould making/moulding, metal stamping, and electronic assembly.

Expected investments

As the economy of Vietnam is rapidly growing and the education level rises, the focus of companies shifts from manufacturing to research and development (R&D) in Vietnam. The Dutch enterprise, SME Freelux B.V., expects to invest in an

R&D facility in home & building automation/smart cities, supply chain management, and outsourcing production. This investment of approximately \$ 500,000 should result in a local job creation for R&D engineers, skilled workers, and factory workers.

Issue description & Recommendations

Freelux B.V. sees potential in Vietnam as a country for R&D in the coming years. Unfortunately for the Vietnamese economy, industries often start with R&D mainly abroad, and keep the knowledge overseas.

Freelux B.V. is interested in investing in R&D in Vietnam and adding value to VN enterprises. To succeed their investments, Freelux B.V. asks the Government to help them to leap to a higher business level. So, they ask the Government for support in:

- Creating an expert centre with technical facilities
- Sharing know-how and financial support for growing SMEs

3.7. Heineken Vietnam



Mr. Alexander Koch
Managing Director

HEINEKEN Vietnam is a successful joint venture between HEINEKEN and SATRA, growing from the first brewery in HCMC in 1991 to 6 nationwide.

We are currently creating 152,000 jobs across the value chain, contributing an equivalence of 0.7% of Vietnam's total GDP to the local economy and we are a top 5 taxpayer.

As an innovative company, we combine international expertise with local know-how. We have been delighting Vietnamese consumers with a broad product portfolio, including Heineken®, Tiger, Larue, BIVINA, Bia Viet, Strongbow, and Edelweiss. Many of our beers are innovations made exclusively for Vietnam and by Vietnamese brewmasters.

Sustainability and responsibility are the way we do business. We have been committed to "Brewing a Better Vietnam". For 6 consecutive years, we have been recognised by the VCCI as belonging to the top 3 most sustainable companies in the manufacturing sector. Currently, 52% of the energy powering our breweries is renewable and 100% of our waste and by-products are reused and/or recycled. We are also passionate

about advocating responsible consumption and addressing drunk driving in Vietnam. With Heineken® 0.0 we support the Government's efforts in this area.

Expected investments

HEINEKEN Vietnam continues to believe in Vietnam's growth potential and is a country where the company will continue to invest in the future.

HEINEKEN Vietnam already operates the largest brewery in South East Asia in Ba-Ria Vung Tau, which is highly automated and sustainable by-design and has plans to expand this even further in the coming years.

Next to a stable and predictable domestic market to make these investments, sustainability plays a vital role in all production facilities, including renewable energy and the ability to recycle and reuse waste and by-products.

Issue description & Recommendations

To make further growth possible, HEINEKEN Vietnam would like to address the following issues:

- Given the global context and uncertainties, especially the inflationary pressure of input costs and logistics, having a stable and predictable domestic market is critical. Taxation constitutes a considerable part of some industries (e.g. special consumption taxes) and planning for these is critical. For example, during these times, taxes should remain as consistent as possible, and any changes should be planned with a clear roadmap.
- HEINEKEN Vietnam asks for an efficient process for licences and approval for faster implementation of projects. This is especially the case for 'new technology' projects like biomass electricity, for which it takes substantial time to review.
- A focus on sustainability will make Vietnam an attractive destination to international businesses focussing on this in their supply chain. Companies need simple and effective policies and access to sustainable technology. For example, the DPPA has been delayed for 2+ years, there is no feed-in tariff, and the EPR is coming into effect in 2023 but without a clear mechanism yet.

3.8. ING bank



Ms. Thu Ly Do
Chief Representative

ING is a global financial institution with a solid European base, offering banking services through its operating company ING Bank. ING Bank’s purpose is empowering people to stay a step ahead in life and business. The more than 52,000 employees of ING Bank offer retail and wholesale banking services to customers in over 40 countries.

Sustainability forms an integral part of ING’s strategy, evidenced by ING’s ranking in the banks’ industry group by Sustainalytics. ING Group shares are included in the FTSE4Good index and the Dow Jones Sustainability Index (Europe and worldwide), where ING is also among the leaders in the banks’ industry group.

After an earlier presence in Vietnam from 1995 to 2003, ING Wholesale Banking (WB) established a Representative Office in 2012. Our Representative Office taps into the support and cooperation from the international solid network consisting of

over 1000 dedicated and experienced banking experts worldwide.

Expected investments

ING focuses its investment portfolio in Vietnam mainly on sustainable development. They see potential in financing the renewable energy sector, including solar and wind projects. In addition, it focuses on funding of the agricultural sectors, such as the coffee manufacturing assemblee.

Next to these investments, ING Vietnam focuses on business matching. It connects foreign investors with local enterprises in the following sectors: energy, infrastructure, food, and agriculture.

Issue description & Recommendations

ING Bank sees many opportunities in Vietnam for sustainable investments but worries about the legal framework and the governmental procedures. Therefore, it would like to offer the

government its knowledge and workforce as term assistance for more practical and stable regulations and policies.

In addition, shorter administrative procedures in the financial sector would benefit financial enterprises, and the government officials, as well as the financial investments, can be more efficient.

3.9. Nedspice



Mr Jos van Gulick
General Director

Nedspice is a Dutch privately owned company with activities in the sourcing, processing and distribution of spices, herbs and dehydrated vegetables globally.

Nedspice Vietnam employs c. 525 employees, sources from c. Vietnamese 10,000 farmers and had US\$114m revenues in 2021.

As the number 1 exporter of ground black and white pepper, Nedspice plays an active role in the sustainable development of the Vietnamese spice supply chain.

In 2023 Nedspice Binh Duong will expand and renovate its offices and lab with a budget of c. US\$1m. In the future, Nedspice may invest in a processing facility in Northern Vietnam.

3.10. Philips



Mr. Nhat Vu Duc
Managing Director

Philips Vietnam is the legal representative of Royal Philips.

Headquartered in the Netherlands, Royal Philips is a leading health technology company focused on improving people's lives across the health continuum – from healthy living and prevention, to diagnosis, treatment and home care.

Operating in Vietnam since 1992, Philips Vietnam employs over 100 employees across the country. The company has successfully participated in numerous healthcare projects, contributing to the development of Vietnam's healthcare sector as well as improving Vietnamese people's lives through meaningful innovations.

Expected investments

Philips Vietnam is active in the healthcare sector. The enterprise delivers the necessary equipment and technologies to provide high-quality diagnostics and treatments to patients.

Philips invests worldwide in Research and Development to ensure the healthcare sector has access to the latest and most advanced technologies.

Issue description & Recommendations

In the healthcare industry, unclear and frequent changes in policies are the biggest challenges for Philips Vietnam:

- Many regulatory processes are pending that suppliers could not get import license/registration to import equipment/materials and could not introduce new products/technologies to Vietnam.
- Procurement/tender process is delayed for a long time.

To make sure the hospitals in Vietnam can provide quality diagnostic and treatments to their patients, Philips Vietnam asks:

- People Committee-related departments (such as Health and Finance departments) to build a clear development and investment plan for healthcare in 3-5 years. Organisations in healthcare and hospitals would benefit from a stable long-term plan.
- To set up a clear structure for procurement and tender for equipment and materials to order to have quality and effective operation
- Comprehensive, appropriate and stable policies in the healthcare sector by the Ministry of Health are required

3.11. Rijk Zwaan Vietnam



Rijk Zwaan Vietnam LLC is a wholly-owned subsidiary of Rijk Zwaan, an international vegetable breeding company based in the Netherlands. Rijk Zwaan is a family-owned company that is currently the fifth largest vegetable seed company in the world.

Rijk Zwaan Vietnam focuses on supporting the horticulture industry through high-quality seeds, technical support and new marketing concepts. Its team of dedicated vegetable agronomists brings particular attention to introducing varieties adapted to the Vietnamese market and climate as well as giving growing advice applicable in our sub-tropical conditions. Rijk Zwaan is, a specialist for crops such as sweet pepper, cucumber, lettuce, tomato, melon, gherkins and many more.

3.12. Royal HaskoningDHV Vietnam



Mr. Vadym Sheronov
Managing Director

Royal HaskoningDHV is an independent, international engineering and project management consultancy with more than 140 years of experience and has been active in Vietnam since 1985 in the following market sectors: water, industry & buildings, and maritime & aviation.

Royal HaskoningDHV Vietnam has carried out numerous vital projects such as the Gemalink Container Terminal in Ba Ria Vung Tau, several Heineken breweries, and the Mekong Delta Integrated Master Plan.

Royal HaskoningDHV focuses on delivering added value for its clients while at the same time addressing the challenges that societies are facing. These include the growing world population and the consequences for towns and cities; the demand for clean drinking water, water security, and water safety; pressure on traffic and transport; resource availability, and demand for energy and waste issues facing the industry.

3.13. Shire Oak International



Mr. Miguel Ferrer
Managing Director

Shire Oak Energy founded an international subsidiary Shire Oak International in 2017 in response to two very different reports on Vietnam. The first was a bleak report from the International Energy Agency, which said that Vietnam would become the fourth biggest emitter of carbon dioxide by 2030, given the fast growth in manufacturing it was experiencing and its plan to power that growth with coal-fired power stations. The second report by the Worldwide Fund for Nature said Vietnam had a golden opportunity to leapfrog other nations and move straight to green power without any further coal power station investment.

Our vision is to accelerate the global transition to renewable energy solutions including tidal, solar, and wind energy. In our international business, we are building a company whose purpose is to offer 100% renewable energy to factories and corporations that want green power. We focus on emerging

economies that still have plans to build coal-fired power stations. Our vision is to achieve all these ambitions with a team of brilliant, driven people who want to live a life of purpose.

Expected investments

Shire Oak is committed to supporting Vietnam in reaching its renewable energy targets. As the company has high ambitions for the Vietnamese rooftop solar market, they expect to make a long-term investment of over 140 megawatts in the coming 2 years. This will result in (approx.) \$120 million at today's cost levels.

With this investment, Shire Oak wants to answer the increasing access demand to green energy of manufacturing industries of high added value and high-tech products. In addition, large global

brands increasingly demand from their supply chain industries to use green energy in their manufacturing processes.

Issue description & Recommendations

Shire Oak applauds the efforts of the Vietnamese Government to formulate a clear energy policy with all stakeholders involved. To succeed in its investments, Shire Oak would like to address the following:

- The National Power Development Plan VIII (PDP8) leaves many questions that are currently being discussed. Despite the active involvement of various governmental bodies and institutions as well as local and foreign experts, no clarity has been achieved.
- Areas of investment that can leverage the private sector need to be focused on developing PDP8. Create a market-based electricity pricing system under PDP8 to stimulate energy-efficiency investment and distributed electricity generation by power consumers
- Urgent attention of the Ministry of Finance, the Ministry of Industry and Trade, and all related departments to clarify when payments/credits will be made for electricity supply
- Request to Electricity Vietnam (EVN) to provide a framework about the obligations and requested permits to supply renewable energy.

3.14. Signify Vietnam



Mr. Ha Mai Van
Commercial Leader

Signify is the world leader in lighting for professionals, and consumers and lighting for the internet of things. Its energy-efficient lighting products, systems, and services enable customers to enjoy a superior quality of light, make people's lives safer and more comfortable, businesses are more productive, and cities more liveable.

Setting foot in Vietnam in 1992, Signify Vietnam has successfully established a solid foundation in the local lighting market. Its highly efficient lighting products and solutions are now present in all kinds of applications, from professional to consumer ones, meeting the increasing demand from consumers, businesses, and investors alike.

In the professional lighting segment, Signify commits itself to an active role in infrastructural development projects and dedicates to fields of commerce, hospitality, and agriculture, The integrated lighting systems with advanced technologies designed, supplied and installed by Signify have transformed cities' identities, enabled state management agencies to realise sustainable growth targets, and provide businesses with new opportunities to enhance efficiency and productivity and build a greener brand image.

3.15. Unilever



Mr. Lam Vu Thao
Head of Unilever Vietnam
Legal

Unilever is one of the world's leading multinational companies specialising in personal care, home care, beauty and wellbeing, nutrition and ice cream, with operations in more than 190 countries and territories. Starting business in Vietnam since 1995, Unilever is one of the leading enterprises in the consumer goods industry in terms of not only products associated with the lives of millions of Vietnamese people but also impactful contributions to the sustainable development of the country during the past 27 years, including improving the planet health, improving people's health and wellbeing, contributing to a fairer and more socially inclusive world.

3.16. Vopak Vietnam



Mr. Jasper Jansen
Managing Director

Royal Vopak is the world's leading independent tank storage company. With over 400 years of history and a focus on sustainability, we ensure safe, clean and efficient storage and handling of bulk liquid products and gasses for our customers. By doing so, we enable the delivery of products vital to the economy and the daily lives of people across the globe, ranging from chemicals, oils, gasses and LNG to biofuels and vegoils.

Vopak is developing new infrastructure solutions to actively contribute to the introduction of future vital products, focusing on low-carbon and renewable hydrogen, ammonia, CO₂, flow batteries and sustainable feedstocks. Vopak invests in digitalization and innovation to improve its performance and the service to customers.

Vopak is listed on Euronext Amsterdam and is headquartered in Rotterdam, the Netherlands.

Expected investments

Royal Vopak, operating in the Đồng Nai region, wishes to expand its port terminal activities to create a more sustainable and cost-efficient supply chain for its customers. With an increase in the tank storage capacity, Vopak wishes to create added value for its current and future customers as it sees the market is growing.

Issue description & Recommendations

Vopak sees enormous opportunities for the HCMC/Đồng Nai region to welcome more vessels if the operations and business investments can be more productive. Therefore, it asks:

- To remove, in a controlled manner, the limitations on vessel movements. The daytime-only approach does not allow optimal usage of the invested assets. By (partly) removing the restrictions, the current business can be more productive and future investments become more feasible.
- Consider removing and/or changing the current limitations for Night Time Navigation in port areas allowing more vessels to call the different ports in HCMC/Đồng Nai region.

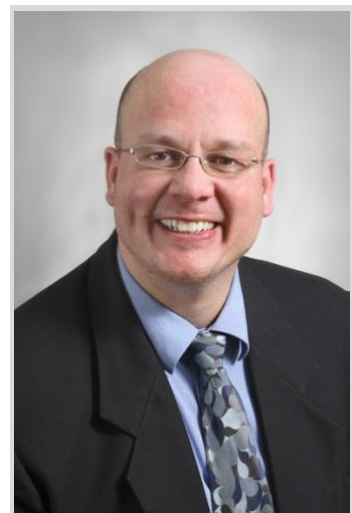
A special thanks to our partners



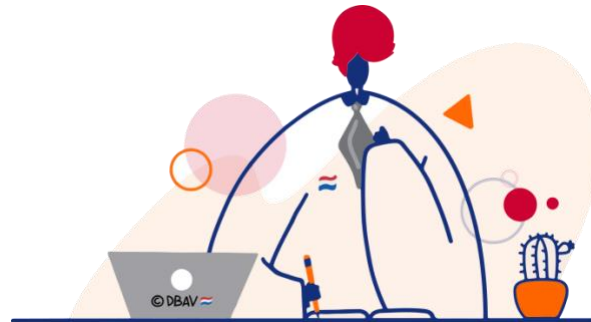
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