

ASEAN–U.S.

BUSINESS OUTLOOK 2026–2030

Trade, Investment & Strategic Pathways

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Foreword from CEO



Thierry MERMET
Managing Partner | CEO
Source of Asia

ASEAN is no longer an "alternative market".

It is becoming a core pillar of U.S. global business strategy.

Over the past decade, we have seen ASEAN evolve from a manufacturing base into a region of strategic depth, combining scale, resilience, innovation, and long-term growth potential. Between 2026 and 2030, this role will only accelerate as global companies rethink supply chains, diversify investment risks, and look for sustainable growth beyond traditional markets.

At Source of Asia, we work daily with U.S., European, and Asian companies navigating this shift. What we see is clear. ***Opportunities in ASEAN are real, but success depends on execution, understanding local realities, aligning with regional policies, and building the right partnerships on the ground.***

This booklet, "ASEAN–U.S. Business Outlook 2026–2030 | Trade, Investment & Strategic Pathways" was created with one objective in mind: to ***provide decision-makers with a clear, structured, and practical view of where ASEAN–U.S. economic relations are heading,*** *and how businesses can position themselves within that trajectory.*

As a regional advisory and execution partner, ***Source of Asia supports companies across the full journey****: from market intelligence and feasibility studies, to partner identification, regulatory navigation, operational setup, and long-term business development in ASEAN and South Korea. Our role is simple:* ***to help our clients reduce uncertainty, move faster, and build sustainably in complex markets.***

We believe the next chapter of ASEAN–U.S. relations will be written by companies that combine global ambition with local understanding.

We hope this booklet helps you take the next step with confidence.

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About ASEAN

Strategic Geography and Regional Connectivity

Established on 8 August 1967, the Association of Southeast Asian Nations (ASEAN) is a regional organization focused on cooperation, economic integration, and stability in Southeast Asia. Its 11 member states are Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, the Philippines, Singapore, Thailand, Viet Nam, and Timor-Leste.

ASEAN promotes economic, social, and cultural development based on sovereignty and non-interference, and serves as a central platform for regional integration and Asia–Pacific cooperation.



Regional Profile and Socio-Demographic Landscape

About ASEAN

Founded in 1967 by Indonesia, Malaysia, the Philippines, Singapore, and Thailand, the Association of Southeast Asian Nations (ASEAN) comprises 11 member states following Timor-Leste's accession in 2025.

Spanning over 1.7 million square miles, ASEAN is positioned along key global trade corridors, including the Strait of Malacca and the South China Sea, anchoring its role in global supply chains and maritime trade.

ASEAN's economy has evolved beyond manufacturing toward a more diversified model driven by industry, services, and a fast-growing digital economy, supported by a young, urbanizing population.

Strong trade ties, extensive FTAs, sustained FDI, and rising domestic demand position ASEAN as both a key production base and an increasingly demand- and innovation-driven region, with conditions varying widely across member states.

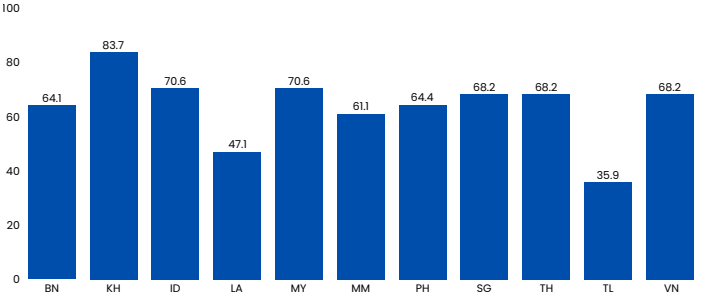


*At the Kuala Lumpur Convention Centre, Malaysia, ASEAN leaders and representatives from Timor-Leste attended the opening ceremony of the **47th ASEAN Summit** and related high-level meetings.*

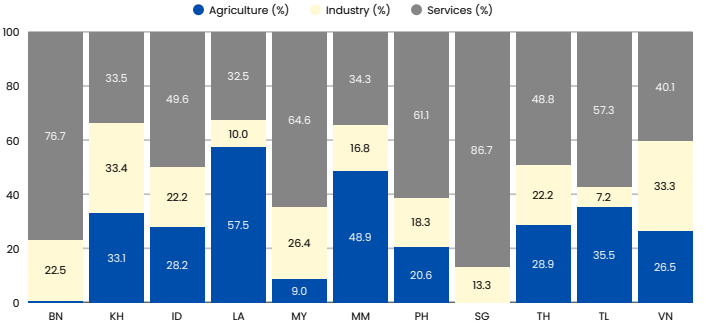
Socio-demographic

ASEAN's socio-demographic strength lies in its scale and diversity, with large working age populations alongside ageing, higher-income economies. Urbanisation, improving education, and a digitally connected middle class are reshaping productivity and consumption, making demographics a structural source of resilience rather than a uniform growth driver.

ASEAN's Labour force participation rate (%), 2024



Shares of Employment by Economic Activity (%), 2024



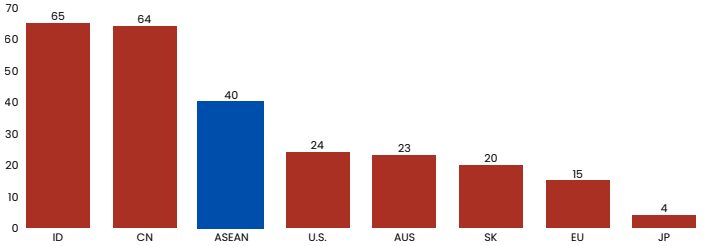
Economic Profile

Economic Indicators

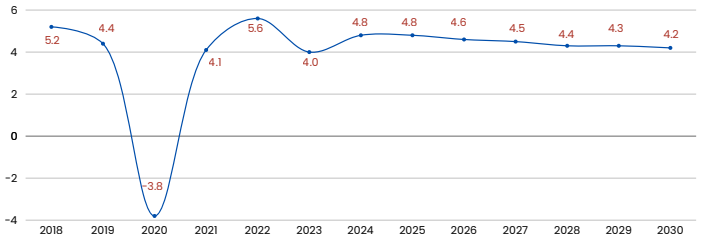
ASEAN functions as a diversified economic bloc, underpinned by solid domestic demand, broad production capacity, and deep integration into global trade and investment networks. Its balanced mix of manufacturing, services, and digital activity supports steady growth and strengthens resilience to external shocks.

Nominal GDP (2024)	US$ 3.9T	GDP per capita (2024)	US$ 5,759
Annual GDP growth (2025-2030f)	4.3%	Trade balance (2024)	US$ 62.6B

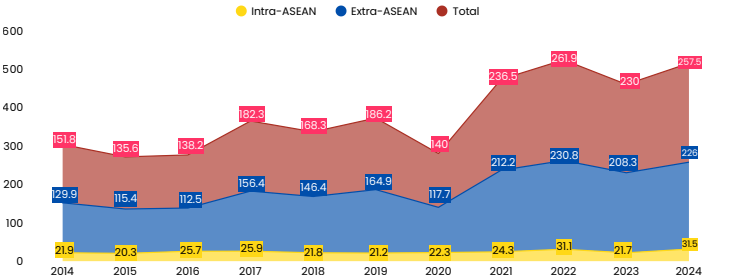
Real GDP Increase from 2015-2024 (%)



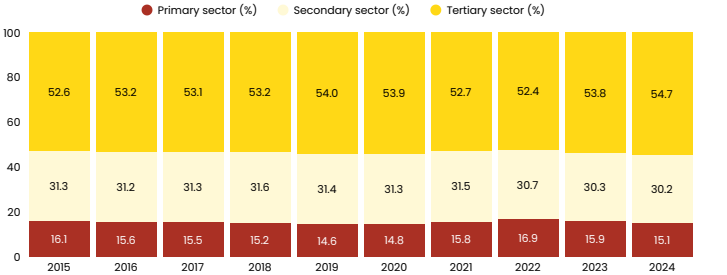
ASEAN's GDP Growth Rate 2018-2030f (%)



FDI inflows, extra & intra-ASEAN, 2014-2024, US$ B



Shares of main economic sectors to total GDP of ASEAN 2015-2024 (%)



Over the past decade, ASEAN's economy has shifted toward the tertiary sector, now the largest contributor to regional GDP, led by trade, transport, finance, tourism, and digital activities. The secondary sector, covering manufacturing, construction, and utilities, has remained stable, confirming ASEAN's role as a regional production base. The primary sector, including agriculture, mining, and natural resources, has declined in relative terms as activity moves toward higher value added segments.

Historical Evolution: ASEAN & U.S.

From Dialogue to Strategic Partnership

This historical evolution highlights section traces the key economic milestones that have shaped the ASEAN–U.S. relationship over nearly five decades, from foundational agreements and strategic frameworks to trade expansion and investment-led cooperation that continue to define one of the Indo-Pacific's most consequential partnerships.

1977 — *The U.S. became ASEAN's first dialogue partner, launching formal economic and strategic cooperation.*

1984 — *The U.S.–ASEAN Business Council was established to promote trade and investment.*

2002 — *The U.S. introduced the Enterprise for ASEAN Initiative (EAI) to pave the way for future free trade agreements.*

2005 — *Both sides adopted the Joint Vision Statement on an Enhanced Partnership.*

2006 — *The ASEAN–U.S. Trade and Investment Framework Agreement (TIFA) was signed to deepen trade relations.*

2009 — *The first U.S.–ASEAN Leaders' Meeting took place in Singapore, led by President Obama.*

2012 — *The Expanded Economic Engagement (E3) initiative was launched to boost trade and regulatory cooperation.*

2015 — *The relationship was elevated to a U.S.–ASEAN Strategic Partnership.*

2022 — *The relationship was upgraded to a Comprehensive Strategic Partnership; the U.S. launched the Indo-Pacific Economic Framework (IPEF) with ASEAN partners.*

2023 — *ASEAN became the U.S.'s 4th-largest trading partner, with two-way trade nearing US$500 billion.*

2024 — *Cooperation was strengthened under the IPEF pillars: clean economy, fair trade, resilient supply chains, and digital transformation.*

2025 — *Under Malaysia's ASEAN Chairmanship, the U.S. and ASEAN advanced cooperation through IPEF.*

Source: baochinhphu

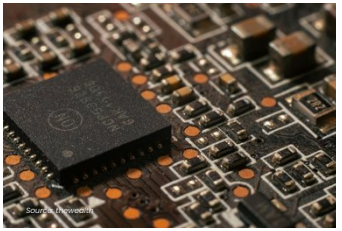
For nearly five decades, the United States and the Association of Southeast Asian Nations have expanded economic and strategic engagement, reflecting ASEAN's rising importance in the Indo-Pacific. The relationship has evolved from dialogue-based cooperation into a broad partnership covering trade, investment, technology, infrastructure, energy, and security, indicating a shift toward longer term strategic alignment.

Although no comprehensive free trade agreement is in place, institutionalized dialogue, regular summits, and sector-focused cooperation have sustained momentum. These frameworks support economic opportunity, stability, and shared prosperity, positioning U.S.–ASEAN cooperation as a durable element of the Indo-Pacific economic architecture.

Structural Trends Shaping ASEAN–U.S. Economic Ties

Between 2026 and 2030, ASEAN–U.S. economic ties will be driven primarily by structural transformation rather than short-term trade cycles. Key ASEAN frameworks, including the ASEAN Regional Investment Promotion Action Plan (RIPAP) 2025–2030, APAEC, AEC, the Digital Economy Framework Agreement (DEFA), and supply chain integration under RCEP, are aligning technology upgrading, sustainability priorities, digital integration, and regional production strategies. Together, these factors position ASEAN as a long-term execution and growth platform for U.S. companies within the broader Asia growth cycle.

Artificial Intelligence & Advanced Technologies



ASEAN is scaling AI & Advanced Technologies as a core driver of industrial upgrading and productivity growth.

AI adoption, automation, and digital infrastructure expansion under the AEC and national digital strategies will drive demand for industrial software, semiconductors, cloud infrastructure, and cybersecurity, favoring scalable manufacturing and regional deployment solutions.

ESG Standards & Clean Transition



Sustainability is shifting from policy intent to execution across ASEAN's energy and industrial systems.

Guided by APAEC and the ASEAN Carbon Neutrality Strategy, ASEAN is accelerating renewables, electrification, and low-carbon manufacturing, with growth concentrating in clean-tech equipment, emissions monitoring, and compliance-driven solutions.

Digital Trade & Cross-Border Commerce



ASEAN's digital integration is lowering barriers to regional scale and cross-border digital trade.

The rollout of the DEFA is improving interoperability in payments, data flows, and cybersecurity. Combined with a large and increasingly digital consumer base, this supports expansion in cloud services, fintech, e-commerce, and digital logistics across ASEAN markets.

Regional Integration & Supply Chain Upgrading



ASEAN is consolidating into a unified, multi-country production and distribution platform.

Under RCEP and RIPAP 2025–2030, ASEAN is strengthening supply chain integration through infrastructure upgrades and investment facilitation. From 2026, growth will favor regional manufacturing networks, diversified sourcing strategies, and long-term market access models over single-country footprints.

Three Trade Growth Scenarios

Optimistic Scenario



ASEAN is rapidly evolving into a technology-led hub for manufacturing, digital industries, and clean energy, driven by strong policy execution and regional integration.

In a high growth scenario, ASEAN–U.S. trade expands as ASEAN moves into advanced manufacturing, digital services, and clean technologies. U.S. exports rise in semiconductors, industrial automation, energy systems, medical devices, and digital infrastructure, while ASEAN exports shift to higher-value industrial goods.

U.S. investment targets advanced manufacturing, data centers, clean energy, and regional logistics, reinforcing ASEAN as a long-term execution base in Asia.

Moderate Scenario



Economic momentum remains steady, with resilient consumer demand and incremental regulatory and infrastructure improvements across key ASEAN markets.

Under steady conditions, ASEAN–U.S. trade grows predictably, supported by stable demand, regulatory alignment, and established supply chains, with continued U.S. export demand for electronics inputs, industrial machinery, healthcare products, agricultural solutions, and digital services.

Investment focuses on automation, digital infrastructure, and incremental expansion, positioning ASEAN as a stable, low-risk operating partner.

Disruptive Scenario



Geopolitical tensions and supply chain disruptions create volatility, slowing overall growth while increasing the strategic value of diversification.

Despite geopolitical tensions and supply chain disruptions, ASEAN–U.S. economic ties remain structurally resilient, with technology, energy, food security, and healthcare anchoring trade flows.

Investment focuses on resilience and risk mitigation, directing capital to redundant manufacturing, logistics, energy security, and digital risk management, positioning ASEAN as a strategic hedge for U.S. firms.

Conclusion

Across all scenarios, ASEAN–U.S. economic relations remain **fundamentally anchored in trade and investment**, shaped less by short-term volatility than by structural alignment.

ASEAN's scale, manufacturing depth, and regional integration position it as a **practical execution platform** for U.S. priorities under current policy tools such as the **Inflation Reduction Act (IRA)**, the **CHIPS and Science Act**, and **expanded export financing** and **risk-sharing instruments** provided by the U.S. International Development Finance Corporation (DFC) and EXIM Bank.

Together, these frameworks reinforce a mutually reinforcing logic: **U.S. policy mobilizes capital, technology, and financing capacity,** while ASEAN offers growth markets, supply chain diversification, and implementation scale, sustaining bilateral economic momentum through 2030 regardless of the scenario trajectory.

ASEAN–U.S. Strategic Partnership

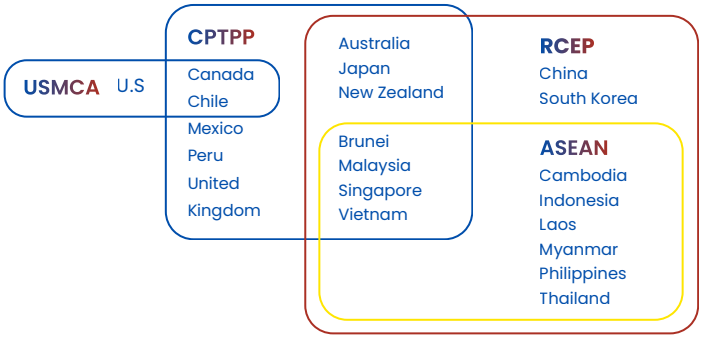
Institutional Links Between ASEAN and the U.S.

ASEAN's expanding Free Trade frameworks

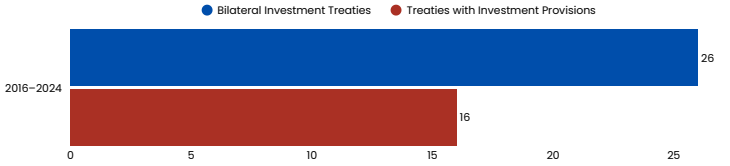
ASEAN holds a central Indo-Pacific role through an integrated trade and investment architecture that shapes capital allocation, production location, and regional value chains, supported by RCEP, CPTPP, and extensive bilateral agreements.

With ASEAN at its core, RCEP covers around one-third of global GDP and trade, enabling investment flows, production relocation, and supply chain integration through common rules, favoring regional manufacturing strategies over country-specific models.

ASEAN participation in multilateral trade frameworks



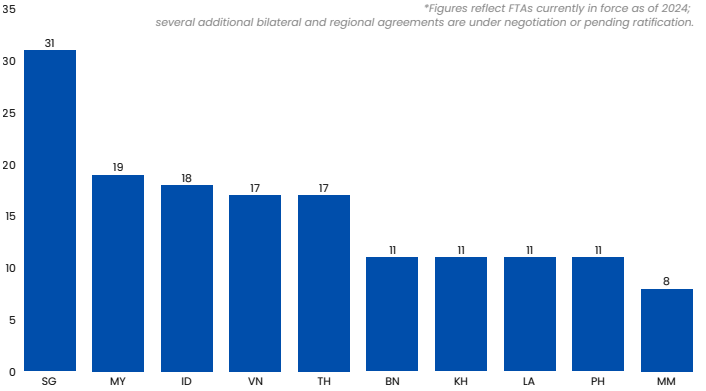
International investment agreements concluded by ASEAN Member States, 2016–2024, (number)



ASEAN's Implications for U.S. Trade & Investment

ASEAN Countries: Free Trade Agreements in Force, 2024 (number)

**Figures reflect FTAs currently in force as of 2024; several additional bilateral and regional agreements are under negotiation or pending ratification.*





*President George W. Bush and Singapore Prime Minister Chok Tong Goh sign a **Free Trade Agreement** in the East Room Tuesday, May 6, 2003.*

ASEAN's FTA network provides a rules-based environment that indirectly supports U.S.–ASEAN engagement. Although the U.S. is not part of RCEP or CPTPP, these frameworks harmonize standards and strengthen regional value chains involving U.S. firms through investment, sourcing, and services.

Variation in FTA coverage across ASEAN creates multiple entry points for U.S. companies via local partners, enhancing market access, efficiency, and supply chain resilience without a comprehensive U.S.–ASEAN FTA.

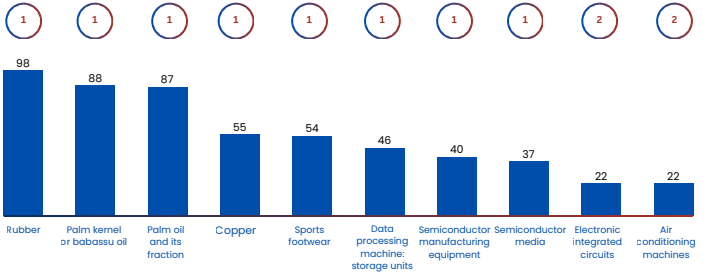
Trade Snapshot Series

ASEAN in Global and U.S. Value Chains

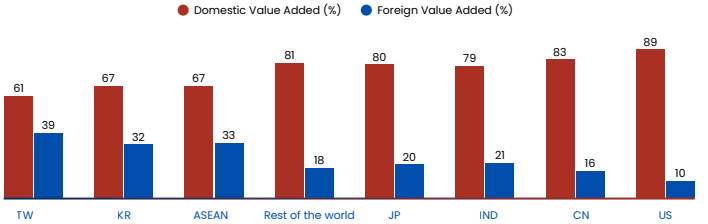
ASEAN's Position in Global Trade

ASEAN has reinforced its position as a key node in global trade, with rising export shares reflecting its role as an assembly, processing, and intermediate manufacturing hub within global value chains. Strong export positions in commodities, consumer goods, and electronics demonstrate the region's ability to combine cost competitiveness with increasingly sophisticated production capabilities.

ASEAN: Share of global exports, 2020-2025 (%) & Ranking in the world



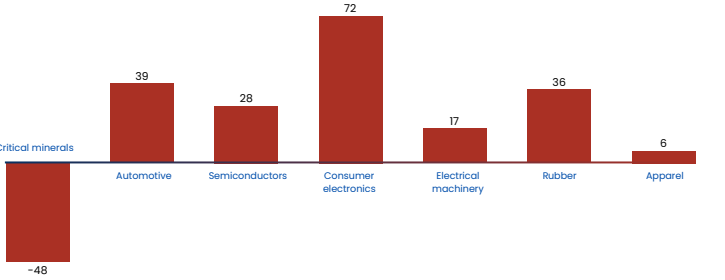
ASEAN and the World: Evolution of value added, share of exports, 2015-2018 and 2020-2022 (%)



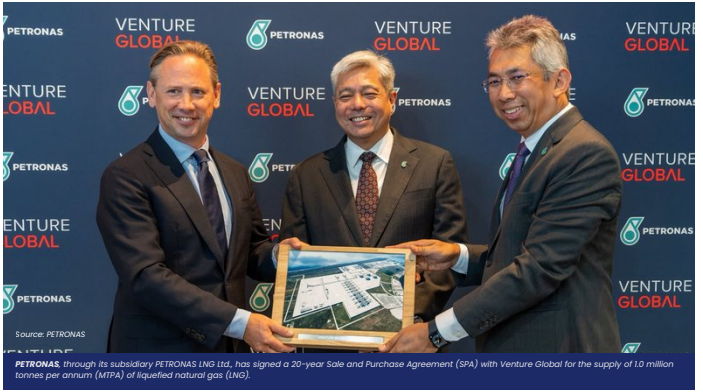
Despite strong export positions, much of ASEAN's output remains foreign value added, reflecting its role as an assembly hub, with domestic value creation uneven across economies and sectors.

Deepening Integration into U.S. Value Chains

Growth in ASEAN Export Share to the U.S. by product, 2020–2023 (%)



ASEAN's export growth to the U.S. is concentrated in electronics, automotive components, semiconductors, and rubber products, reflecting deep global value chain integration but uneven gains in domestic value creation across sectors and countries.

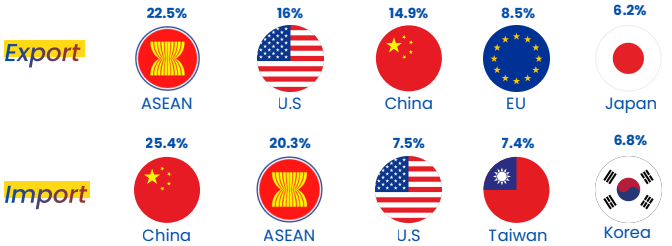


***PETRONAS**, through its subsidiary PETRONAS LNG Ltd., has signed a 20-year Sale and Purchase Agreement (SPA) with Venture Global for the supply of 1.0 million tonnes per annum (MTPA) of liquefied natural gas (LNG).*

Trade Snapshot Series

U.S.–ASEAN Trade at a Glance

U.S. as of the ASEAN's main trade partners in 2024



ASEAN has become the fourth-largest export market for U.S. goods

The U.S. stands as ASEAN's second-largest trading partner



At the ASEAN Summit in Kuala Lumpur, U.S. leadership emphasized fair and reciprocal trade, improved market access, and supply-chain resilience. These statements reflect policy priorities rather than binding commitments, but they signal the strategic framing guiding U.S. engagement with ASEAN.

U.S Goods and Services trade with ASEAN in 2024

US$ 571.7B

▲ 13.4% *from 2023*

U.S total Goods trade with ASEAN in 2024

US$ 475.6B

Export

US$ 123.5B ▲ *15.3% from 2023*

Major export products are Electrical machinery & equipment; Industrial machinery & mechanical appliances; Mineral fuels; Optical & medical instruments; Plastics; Aircraft & parts; Key agricultural products;...

Import

US$ 352.1B ▲ *13.3% from 2023*

Major import products are Electrical machinery & equipment; Mineral fuels & oils; Machinery & mechanical appliances; Precious metals & stones; Plastics & plastic articles;...

Trade surplus

US$ 228.5B ▲ *12.3% from 2023*

U.S total Services trade with ASEAN in 2024

US$ 96.1B

Export

US$ 61.0B ▲ *7.4% from 2023*

Major export services are Charges for the use of intellectual property; Financial services; Insurance & pension services; Telecommunications, computer & information services; Government goods & services;...

Import

US$ 35.1B ▲ *19.1% from 2023*

Major import services are Transport services; Travel; Manufacturing services on physical inputs owned by others; Other business services; Telecommunications, computer, and information services; Construction;...

Trade surplus

US$ 26.0B ▼ *5.1% from 2023*

Strategic Trade Architecture: U.S.-ASEAN Trade Exchange

Trade Situation: A Complementary Partnership

The ASEAN–U.S. trade relationship is structurally complementary. The U.S. supplies high-value inputs, including capital equipment, agricultural inputs, and industrial technologies, supporting ASEAN's manufacturing, infrastructure, and digital development, while ASEAN exports finished goods, electronics, and processed products to meet U.S. consumer and industrial demand. This structure reflects a mature value chain in which the U.S. is positioned upstream in innovation while ASEAN operates downstream in production.

Top 10 products ASEAN exports to the U.S., 2024 ($US B)

Products	2022 (US$B)	2023 (US$B)	2024 (US$B)
Electrical machinery & equipment	97.2	97.3	107.5
Machinery & mechanical appliances	40.4	36.1	49.8
Apparel (knitted)	16.4	13.1	14.9
Furniture & lighting; prefabricated buildings	15.7	13.5	16.7
Footwear	13.2	9.7	11.5
Optical & medical instruments	11.6	9.7	10.6
Apparel (non-knitted)	10.5	11.2	13.1
Rubber products	10.4	9.7	11.2
Mineral fuels & oils	3.8	3.2	2.4
Aircraft & spacecraft parts	1.2	1.6	1.7
Total	**221.8**	**205.4**	**240**

Top 10 products ASEAN imports from the U.S., 2024 ($US B)

Products	2022 (US$B)	2023 (US$B)	2024 (US$B)
Machinery & mechanical appliances	23.8	33.2	25.3
Electrical machinery & electronics	22.8	24.2	20.0
Mineral fuels & oils	17.0	19.5	17.4
Aircraft & spacecraft	8.9	9.7	11.8
Optical & medical instruments	6.8	7.4	6.9
Rubber products	0.77	0.61	0.60
Furniture & lighting	0.20	0.26	0.22
Footwear	0.32	0.25	0.22
Apparel (non-knitted)	0.32	0.34	0.33
Apparel (knitted)	0.31	0.22	0.31
Total	**80.9**	**95.3**	**82.7**

U.S.–ASEAN trade reflects a complementary value chain, with U.S. firms supplying capital and technology intensive inputs and ASEAN focused on labor intensive and assembly stages, supporting supply chain diversification and reducing single market exposure. This relationship is deeply anchored at the U.S. state level. ASEAN is the fourth-largest export destination for U.S. goods and services, with bilateral trade doubling from US$ 267B to US$ 553B over the past decade. **Thirty U.S. states export more than US$ 1B annually to ASEAN, led by Texas (US$ 28.6B goods) and California (US$ 25B services).**

Trade is shifting toward higher-value, more technologically integrated U.S. exports, reinforcing ASEAN's strategic importance through scalable market access and durable state-level linkages.

Shifting patterns

China + 1 Diversification

China+1 strategies are accelerating production and sourcing shifts toward ASEAN, driven by geopolitical risk management, cost optimization, and supply chain resilience. ASEAN is absorbing labor intensive and mid-value manufacturing while expanding higher-value activities, reshaping regional trade patterns.

For the U.S., this supports supply chain diversification, access to competitive manufacturing, and deeper commercial engagement, while rising FDI, local supplier development, and industrial integration are strengthening ASEAN's production base despite continued reliance on Chinese inputs.



*In 2025, **Brooks Running** (U.S.) confirmed it will maintain shoe production in ASEAN, primarily Vietnam and Indonesia, despite potential higher U.S. tariffs, reaffirming its long-term manufacturing commitment. This builds on its 2019 shift of production from China to Vietnam as part of its supply chain diversification strategy.*

ASEAN is positioned through 2026–2030 as a core platform for China+1 sourcing, joint ventures, and technology transfer in U.S.–ASEAN trade and production.



***LEGO Factory in Vietnam** (2024): One of LEGO's largest global factories, illustrating the China +1 shift as multinationals diversify production to ASEAN for cost-effective, high-quality manufacturing and reduced tariff risk.*

Tariff Realignment

Tariff realignment since 2018 has shifted sourcing from China to ASEAN, with greater emphasis on compliance, origin verification, and domestic value creation. Stricter U.S. tariffs and anti-circumvention measures have raised requirements for ASEAN exporters reliant on Chinese inputs.

In response, ASEAN is strengthening customs and certification frameworks. From 2026, gains in ASEAN–U.S. trade are likely to favor firms with deeper local integration and supply chain compliance.



***Apple Assembly in Vietnam (2025):** AirPods, iPad, and MacBook production moved to Vietnam via Foxconn and Luxshare Precision, with Luxshare-ICT investing an additional US$ 11.5M in central Vietnam, illustrating how U.S. firms diversify supply chains in ASEAN to reduce tariff exposure while staying close to key Asian component suppliers.*

Supply Chain Relocation



***Intel – Malaysia (2024)** invested over US$ 7B to expand chip packaging and testing in Penang and Kulim, relocating high-value semiconductor operations to ASEAN. This move strengthens U.S.-aligned supply chains, diversifies sourcing away from China, and enhances the region's role in U.S.–ASEAN trade.*

Production and sourcing are shifting toward ASEAN as firms rebalance supply chains, manage geopolitical risk, and strengthen operational resilience, supported by cost competitiveness, political stability, infrastructure upgrades, and multi-country production capacity.

Government incentives reinforce this trend, enabling diversified production for the U.S. and deeper global value chain integration for ASEAN, supporting a durable U.S.–ASEAN trade and investment realignment.

Foreign Direct Investment: Scale and Focus

Policies Enabling Resilient Supply Chains

Foreign direct investment links ASEAN to global value chains, shaping production capacity, technology transfer, and export competitiveness.

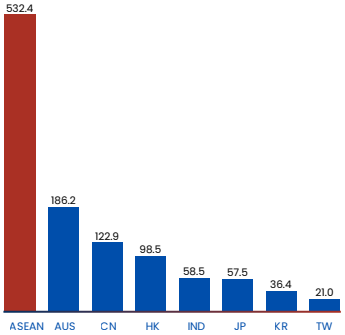
Recent inflows increasingly target strategic sectors, reflecting supply chain diversification and decarbonization.

The U.S. remains ASEAN's largest investor, holding the largest share of FDI inflows in 2024, while the relationship remains asymmetrical, with U.S. capital concentrated in higher value activities.

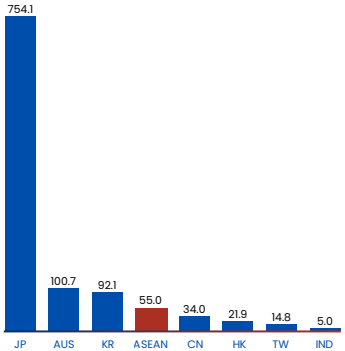
Top 10 sources of FDI in 2024, US$ B, (%)

Source	Value (US$ B)	Share of Total FDI (%)
United States	**42**	**18.6**
Intra-ASEAN	31	13.9
China	19	8.6
United Kingdom	19	8.3
Japan	18	7.7
Hong Kong	14	6.3
Korea	8	3.4
Taiwan	7	3.2
Ireland	6	2.5
France	5	2.2
Top 10 Total	169	74.7
Others	57	25.3
Total FDI in ASEAN	**226**	**100.0**

U.S. FDI in the Indo-Pacific, Cumulative 2014–2024, US$ B

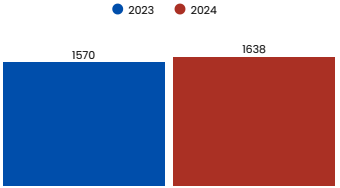


Indo-Pacific FDI in the U.S, Cumulative 2014–2024, US$ B

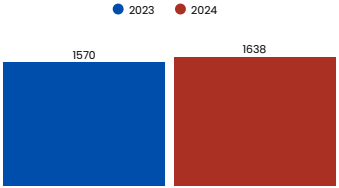


Shifting Investment Patterns: From Volume to Value

Greenfield investment projects (number)



International project finance deals (number)



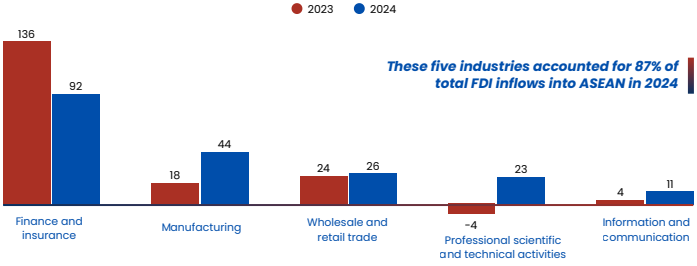
Investment in industries (values, % change, 2023-2024)

Infrastructure	**-65%**
GVC-intensive industries	**-9%**
Semiconductors	**+77**
Digital economy value	**+128%**
Extractives	**+26%**

Investment in sustainable development goals (values, % change, 2023-2024)

Infrastructure	**-65%**
Renewables energy	**-64%**
Water, sanitation & hygiene	**-68%**
Agrifood systems	**+5%**
Health & education	**+41%**

Top Five Industry Recipients of FDI to ASEAN, 2023 & 2024, US$ B



These five industries accounted for 87% of total FDI inflows into ASEAN in 2024

ASEAN–U.S. FDI functions as a two-way investment corridor, supporting trade integration and supply chain depth, with investment shifting toward technology, services, capability-led activities over capital intensive projects.

Investment and Tariff Landscape

Policy Architecture & Tariff Environment

Policy Architecture

ASEAN's investment landscape is shaped by targeted policy frameworks that promote supply chain resilience, channel FDI toward higher value activities, and support regional and global trade integration, influencing capital allocation, supply chain configuration, and market access.

ASEAN: Trade & Investment Policy Frameworks

Framework	Core Focus	What It Enables
ASEAN Regional Investment Promotion Action Plan (RIPAP) 2025–2030	Targeted FDI promotion	Channels FDI into strategic sectors and improves regional coordination via national IPAs
ASEAN Economic Community (AEC) Blueprint Strategic Plan 2026–2030	Regional economic integration	Enables multi-country production setups; reduces behind-the-border barriers; improves investment predictability
ASEAN Trade Facilitation & ASEAN Single Window (ASW)	Trade facilitation	Supports U.S. leadership in digital services, platforms, and data-driven business models in ASEAN
ASEAN Digital Masterplan 2025 (ADM 2025)	Digital trade & services	Supports cross-border data use, digital services, fintech, and ICT investment
ASEAN Energy & Climate Policy Frameworks (APAEC/ ASEAN Energy in 2025)	Energy transition & climate finance	Opens pathways for renewable energy, grids, LNG, carbon markets, and project finance

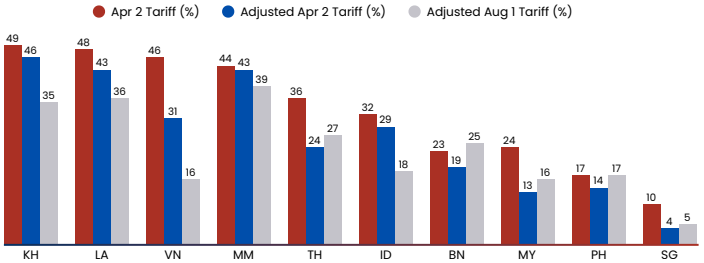


Oracle AI Centre of Excellence in Singapore (2024): *A U.S. investment creating a regional hub for cloud and AI training, experimentation, and proof-of-concepts, supporting 10,000 digital-skills trainees by 2027 and anchoring Oracle's broader ASEAN cloud expansion, including its US$ 6.5B Malaysia cloud region.*

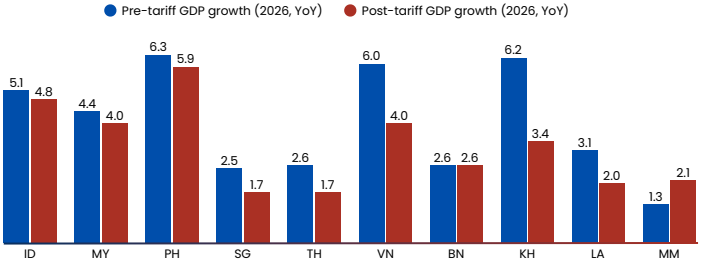
Tariff Enviroment

Recent tariff changes on ASEAN exports indicate a more selective U.S. trade approach, differentiated by sector and compliance. After early 2025 increases, subsequent adjustments reflect recalibration rather than broad escalation, underscoring ASEAN's varied roles within U.S. supply chains.

Tariff Adjustments on Imports from ASEAN to U.S. in 2025 (%)



2026 real GDP growth forecast (YoY) (%)

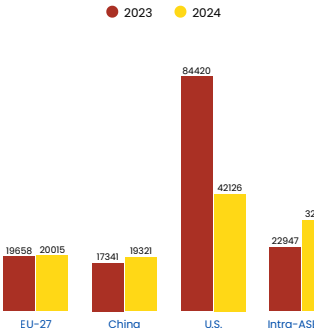


These GDP impacts remain indicative, shaped by policy responses, currency movements, and firm-level adjustments. While tariffs may temper ASEAN-bound FDI in 2025, the effect is cyclical rather than structural, with ASEAN remaining central to U.S. value-added, compliant, and diversified supply chains.

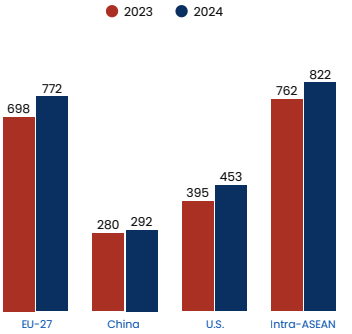
ASEAN Trade and Investment in Global Comparison

Investment & Trade Landscape

ASEAN–Investment by Partner, US$ M



ASEAN–Trade by Partner, US$ M



U.S.–ASEAN engagement is more selective and long term, concentrated in higher value, technology- and standards-driven investment and trade, while intra-ASEAN ties provide structural depth and China contributes scale, highlighting a clear trade and investment asymmetry between the U.S., ASEAN, and China.



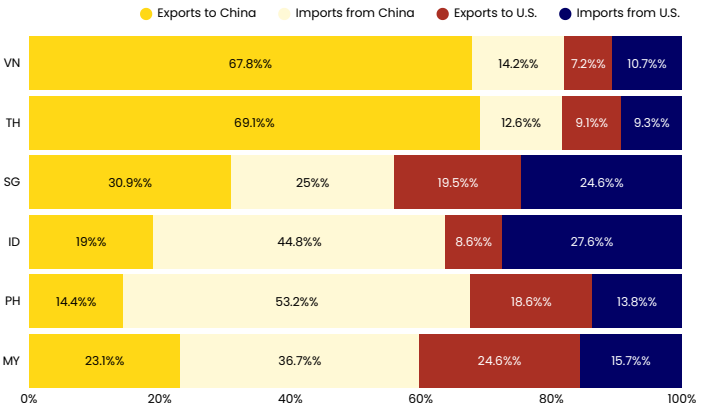
3M Science, Technology & Engineering Center (2024): *A U.S. investment by Apple supplier 3M to support Vietnam's expanding electronics manufacturing base through advanced materials testing and innovation.*



AbbVie Biologics Expansion in Singapore (2024): *A US$ 223M U.S. investment adding 24,000 liters of biologics capacity and over 100 jobs, strengthening ASEAN's role in global immunology and oncology supply chains.*

Trade Dependence Situation

ASEAN Trade Dependence: U.S. vs. China in 2024 (%)



ASEAN's trade patterns show China's dominance in goods volume, but a different dynamic in strategic value segments. In Vietnam, Thailand, and Singapore, U.S. import shares match or exceed China's in high-tech inputs essential to industrial upgrading, including semiconductors, precision machinery, medical instruments, and specialized electronics.

ASEAN exports to the U.S. remain strong, supported by sustained demand for electronics, apparel, furniture, automotive components, and food products. This two-way structure, with ASEAN exporting at scale while importing high-value U.S. inputs, supports a more reciprocal and resilient trade relationship.

As ASEAN advances technologically, dependence on U.S. markets, standards, and advanced inputs is likely to deepen. While China retains scale leadership, the U.S. role is increasingly concentrated in value creation, technology transfer, and standards alignment.

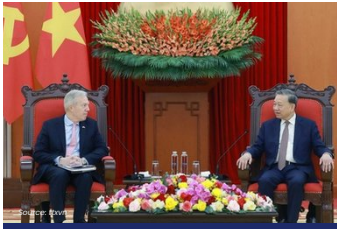
Structural Gaps and Untapped Opportunities

Trade Sectoral Imbalance

U.S.–ASEAN trade remains goods-heavy, with electronics and machinery accounting for over 40% of ASEAN exports to the U.S. in 2024 and U.S. exports to ASEAN exceeding US$ 110B. While this sustains trade volume, it limits exposure to faster-growing segments such as digital services, clean technologies, and advanced manufacturing.

Opportunities

Expanding trade frameworks and standards cooperation in high-tech, digital, and green sectors would align trade growth with ASEAN's industrial upgrading, reduce compliance and market entry frictions, and help U.S. firms scale higher value exports alongside ASEAN's transition toward technology driven production.



At a USABC delegation, Vietnam reaffirmed the U.S. as a strategic partner and urged greater U.S. investment in emerging technologies, digital economy, green transition, renewable energy & logistics.

Volatile Investment Patterns

The U.S. remained ASEAN's largest investor in 2023–2024, though its share declined in 2024 due to project timing and portfolio rebalancing, with FDI concentrated in high value corporate projects and playing a more limited role in long term supply chain anchoring than more ecosystem-driven investors.



*In 2025, **Qualcomm** expanded its semiconductor footprint in Vietnam by opening a new AI-focused R&D center and acquiring local AI firm MovianAI, strengthening Vietnam's role in advanced chip design and next-generation semiconductor technologies.*

Opportunities

Developing long term investment vehicles and sector-focused platforms would stabilize U.S. capital flows and anchor production and R&D in ASEAN, shifting investment from episodic projects to a sustained regional presence that strengthens supply chain resilience and technology integration.

Underleveraged Trade Frameworks



The Malaysia–U.S. ART (26 Oct 2025) is a selective market-access deal, signaling a U.S. shift toward targeted, flexible trade agreements over broad FTAs.

U.S.–ASEAN engagement lacks a comprehensive trade & investment framework despite strong bilateral flows. Existing mechanisms such as TIFA & the E3 Work Plan support dialogue but offer limited predictability for investment. By contrast, ASEAN's integration under RCEP & EU FTAs provides clearer rules of origin and regulatory alignment that influence trade and investment decisions.

Opportunities

Sector-specific trade and investment agreements in digital trade, advanced manufacturing, and clean energy would enhance regulatory predictability and standards alignment, enabling U.S. firms to pursue early, multi-country strategies and secure first-mover advantages in ASEAN.

Services & SME Participation Gap

Services account for a growing share of ASEAN's GDP, yet exports to the U.S. remain limited due to regulatory fragmentation, standards divergence, and high compliance costs.

SMEs are most constrained, limiting participation in fintech, professional services, digital platforms, and cross-border e-commerce, and weakening diversification and U.S.–ASEAN trade resilience.

Opportunities

Targeted regulatory alignment and digital trade rules would lower services barriers, broaden participation beyond goods, and enable U.S. firms and SMEs to scale across ASEAN's growing services markets.



***Two-way travel** drives a sizable ASEAN–U.S. services trade, with US$ 6.9B spent by ASEAN visitors in the U.S. and US$4.5 B by Americans in ASEAN in 2024.*

The Role of IPAs

From Trade Interest to Market Entry

IPAs and Market Entry

As ASEAN–U.S. trade deepens and investment becomes more selective, Investment Promotion Agencies (IPAs) play a central role in translating commercial interest into executable market entry.

Under RIPAP 2025–2030, IPAs are evolving from promotion to operational facilitation, supporting sector-focused investment, supply chain integration, and regulatory navigation while bridging policy intent and project execution across ASEAN.

IPA Execution Layer

ASEAN IPAs have shifted from pure investment promotion toward a more facilitative role in response to supply chain realignment and tighter trade compliance.

They now support priority sectors, investor coordination, and projects aligned with green transition and technological upgrading, in line with the AEC and post 2025 strategy to attract higher quality, value adding investment and strengthen regional production networks.

What IPAs Do Today in Practice

1. *Pre-entry*

IPAs provide sector intelligence, location benchmarking, and early regulatory scoping to help investors assess feasibility and structure entry strategies.

2. *Entry*

They support licensing procedures, incentive alignment, and coordination with relevant authorities to reduce administrative friction.

3. *Post-entry*

IPAs increasingly play an aftercare role, facilitating supplier linkages, supporting expansion plans, and channeling investor feedback into policy refinement.

IPAs increasingly act as investment enablers, addressing regulatory complexity, information gaps, and execution risk, and supporting projects by structuring, de-risking, and coordinating investments across the project lifecycle.



***BKPM** facilitated **LG Energy Solution's** EV battery investment in Indonesia by coordinating land access, incentives, and alignment with national downstreaming policy.*

ASEAN IPA Network

For U.S. exporters and investors, IPAs act as execution partners, linking U.S. policy tools with ASEAN regulatory, land, supplier, and workforce conditions.

Country	National IPA	Core Mandate	Priority Sectors Aligned with RIPAP
Cambodia	Council for the Development of Cambodia (CDC)	Central FDI approval and incentives authority	Manufacturing, agribusiness, logistics
Indonesia	Ministry of Investment / BKPM	FDI coordination and industrial policy execution	EVs, batteries, biofuels, downstream processing
Lao PDR	Investment Promotion Department (MPI)	Investment facilitation and project licensing	Energy, logistics, agribusiness
Malaysia	Malaysian Investment Development Authority (MIDA)	Industrial upgrading and export-oriented FDI	Medical devices, solar PV, electronics, chemicals
Singapore	Enterprise Singapore	Trade, investment, and innovation facilitation	MedTech, digital services, advanced manufacturing
Thailand	Thailand Board of Investment (BOI)	Strategic FDI and industrial transformation	EVs, electronics, medical devices, automation
Viet Nam	Vietnam National Investment Promotion Agency (VNIPA)	FDI promotion and coordination	Electronics, semiconductors, renewables, medical devices

Why This Matters for U.S. Companies?



***MPI** and **VNIPA** enabled **Intel**'s semiconductor expansion in Viet Nam by supporting site selection, licensing, and incentive structuring.*



***MIDA** supported **BASF**'s chemical manufacturing and regional hub in Malaysia through investment facilitation, incentive alignment, and expansion aftercare.*

For U.S. exporters and investors, IPAs act as execution partners, translating U.S. policy tools into on-the-ground solutions and linking them with ASEAN regulatory frameworks, land access, supplier ecosystems, and workforce readiness. This reduces execution risk, shortens market entry timelines, and improves the bankability and sustainability of U.S. investments.

Our Perspective

ASEAN is transitioning from a short-term beneficiary of trade rebalancing to a structural execution platform for U.S. capital and technology deployment in Asia.

This shift is underpinned by increasing alignment between ASEAN regional frameworks (RCEP, AEC, APAEC, DEFA) and U.S. industrial policy instruments, notably the IRA and CHIPS Act, enhancing medium-term investment visibility.

Attractive opportunities are concentrated in sectors where policy support, demand certainty, and execution readiness already intersect, including biofuels, carbon capture and storage, medical devices, and solar PV. These segments benefit from clearer regulatory pathways, sustained infrastructure investment, and improving cash flow predictability, while leveraging U.S. competitive advantages in technology, standards, and project structuring.

The regional risk profile is evolving. While tariff exposure remains relevant, origin compliance, local value creation, and delivery capability have become the primary determinants of scalability and returns. As local supplier ecosystems mature and regulatory enforcement tightens, market and partner selection materially impact cost, timelines, and downside risk.

From an investor perspective, ASEAN should be viewed as a strategic capital allocation platform, not a tactical alternative. Early alignment of policy incentives, capital structure, and local execution capability is critical to durable value creation through 2030.

Source: bbw

Sector Focus

1. Biofuels Energy



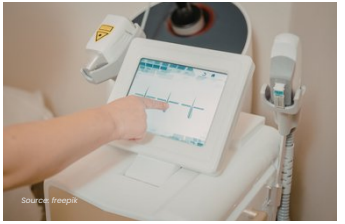
ASEAN has prioritized the expansion of alternative energy sources to reduce reliance on fossil fuels, including increased biofuel adoption in transportation and power generation. These initiatives align with the region's sustainability and energy security objectives, as several member states seek to lower oil import dependence while strengthening domestic energy supply chains.

2. Carbon Capture and Storage



CCS is increasingly recognized as a critical decarbonization technology, particularly for hard-to-abate sectors such as power generation and heavy industry. ASEAN has published dedicated assessments on CCS development, signaling ongoing efforts to establish policy frameworks and regional cooperation mechanisms to support CCS deployment as part of its broader energy transition and carbon-neutrality strategy.

3. Medical Devices



Medical devices are widely viewed as a globally attractive investment segment, driven by stable healthcare demand and high technology intensity. As ASEAN deepens market integration and develops higher-value manufacturing capabilities, medical devices have emerged in regional investment analyses as a strategically attractive sector aligned with sustainability objectives and domestic industrial upgrading, as reflected in the ASEAN Investment Report 2024.

4. Solar Photovoltaic (PV) Equipment



Solar energy represents one of ASEAN's most scalable renewable resources, supported by favorable climatic conditions. ASEAN has set explicit targets to increase the share of renewables in the regional energy mix and continues to advance supportive policies, regulatory frameworks, and investment incentives for solar and other renewable technologies.

Why These Sectors?

Biofuels, CCS, and solar PV are clearly anchored in ASEAN's energy and sustainability priorities. While medical devices are not always explicitly highlighted in technical frameworks such as APAEC or the AEC Blueprint, they are consistently recognized in investment-focused reports as a priority sector for private capital mobilization and industrial upgrading.

Biofuels

Sector Overview

ASEAN is well positioned as a biofuels and sustainable aviation fuel (SAF) hub, supported by year-round biomass availability and a structural feedstock advantage over seasonal producers.

With transport energy demand nearly doubling by 2050, biofuels, including biodiesel, bioethanol, and SAF, remain among the few scalable near-term decarbonization solutions for road and aviation sectors in ASEAN.



Source: Eni

***Petronas, Italy's Eni, and Japan's Euglena** are planned to have an annual biofuel production capacity of ~650,000 tons when operations start around 2028 in Johor, Malaysia.*

ASEAN energy cooperation, APAEC, and emerging carbon and sustainability taxonomies underpin biofuel and SAF investment, supporting regulatory convergence, cross-border feedstock flows, and regional value chains despite uneven national regulations.

Signals by Country

Indonesia

- B35 biodiesel, targeting B40 by 2030
- World's largest biodiesel producer, palm oil–based
- BPDPKS fund recycles export duties to support producers
- 1% SAF blending for international flights from 2027
- Key trade-off: energy security vs. land-use risks

Malaysia

- B20 biodiesel, moving toward B30
- Major palm oil producer using biofuels to diversify domestic demand
- 250+ MW biogas and 150 MW biomass supported by feed-in tariffs
- Ongoing concerns around traceability and lifecycle emissions

Thailand

- B7 biodiesel, higher blends under review
- Biofuels target 11.3 billion litres by 2037 (AEDP)
- Feedstocks include cassava, sugarcane, palm oil
- Carbon tax from 2025, starting at THB 200/tCO_2

Singapore

- Carbon tax SGD 25/tCO_2, rising to SGD 50–80 by 2030
- No domestic feedstock, acts as regional SAF hub
- SAF blending 1% by 2026, 3–5% by 2030

Philippines

- E10 ethanol and B2 biodiesel mandates
- Persistent feedstock shortages and import reliance
- Biofuel expansion constrained by logistics and supply gaps

Vietnam

- E10 ethanol and B2 biodiesel mandates
- Persistent feedstock shortages and import reliance
- Biofuel expansion constrained by logistics and supply gaps

Trends & Shifts

ASEAN's biofuels market is entering a scale-up phase, moving beyond basic blending toward advanced biofuels, sustainable aviation fuel (SAF), and low-carbon maritime fuels, creating clear opportunities for U.S. exporters of feedstocks, processing technologies, and sustainability solutions.

Indonesia-led biodiesel programs provide stable base demand, while bioethanol growth supports continued imports of corn and conversion inputs. SAF demand, although currently small, is projected to reach double-digit billion-litre levels by 2050, highlighting a significant investment and technology gap that regional players alone are unlikely to fill.

As carbon markets and sustainability frameworks mature, project bankability is improving, positioning ASEAN as a platform for long-term offtake agreements, joint ventures, and export-oriented biofuel investments.

Scale is concentrated in Indonesia and Malaysia, with Singapore and Thailand playing enabling roles in SAF demand, logistics, and technology deployment.

Challenges & Opportunities


Source: kbsecperahu

***BAC Renewable Energy** (Malaysia), **Dovechem** (Singapore), and Tanjung Langsat Port Terminal have partnered to develop a Bio-LNG hub in the Johor–Singapore SEZ, with capacity of up to 350,000 tons per year.*

This sector is shifting toward higher-value, export-oriented fuels, including SAF and advanced biofuels, as sustainability frameworks mature. Persistent gaps in feedstock logistics and regulatory execution create opportunities for capital, technology, and services that enhance traceability, operational efficiency, and project bankability.


Source: vietnamnews

Other agreements between Vietnamese firms and U.S. biofuel associations signal growing ethanol trade linkages.

Read more about ASEAN's high-potential sectors here

Sector Focus

Carbon Capture and Storage (CCS)

Sector Overview

ASEAN generates over 1 Gt of CO_2 annually from point sources, mainly power generation and heavy industry, with only 10–20% near viable storage, implying near-term CCS potential of ~100–200 Mtpa.

Under the ASEAN CCS Deployment Framework, CCS is treated as core economic infrastructure, reflecting projections that fossil fuels will supply ~76–82% of the energy mix by 2050.

CCS complements renewables by supporting emissions reduction, energy security, and industrial growth, with progress driven by carbon pricing, regulatory coordination, and deployment speed.

Annual market by 2030f–2040f **US$5–10 B**

Carbon prices by 2030f–2040f **~US$60/$tCO_2$**



*In May 2024, Indonesia's state-owned energy company **Pertamina** signed a framework agreement with U.S. energy major **ExxonMobil**, alongside South Korea's KNOC, to jointly develop a carbon capture and storage (CCS) hub in the Sunda-Asri basins in the Java Sea.*

Signals by Country

Indonesia
- Largest CCS market by emissions and storage
- Key clusters: Cilegon (~50 $MtCO_2$/yr), Baturaja (~20 $MtCO_2$/yr)
- Advanced regulation, including cross-border CO_2 transport
- Regional CCS anchor

Malaysia
- Holds ~62% of ASEAN storage capacity
- Strong offshore storage readiness
- Positioned as a regional storage hub

Thailand
- Identified saline aquifer and hydrocarbon storage potential
- CCS relevance linked to industrial and power clusters
- Policy and regulatory frameworks still at an early stage

Singapore
- No domestic storage
- Strong demand signal (~US$60/$tCO_2$ carbon price)
- Regional capture, aggregation, and shipping hub

Philippines
- ~17% of regional storage capacity identified
- Storage-ready, limited capture deployment
- Medium-term CCS potential

Vietnam
- Offshore basins with identified storage capacity
- CCS potential tied to power and industrial decarbonization
- Deployment dependent on regulatory clarity and carbon pricing signals

Overall, CCS readiness in ASEAN is uneven, with capacity and demand concentrated in a few core markets.

Trends & Shifts



***Malaysia** has enacted the **Carbon Capture, Utilisation and Storage Bill (CCUS Bill)** in March 2025, establishing a comprehensive framework for regulating CO_2 capture, transport, utilisation, and permanent storage, with the government estimating up to US$ 250B in potential added value.*

Carbon capture and storage in ASEAN is shifting from exploration to core industrial infrastructure, with policy favoring cluster-based deployment to lower costs through shared transport and storage.

This aligns with U.S. strategy, which treats CCS as a key decarbonization tool, supported by Section 45Q and extended through technology exports, partnerships, and financing.

Together, this enables cross-border CCS value chains, combining ASEAN's scale and industrial demand with U.S. capital and expertise.

With CCS embedded in APAEC Phase II and the ASEAN Carbon Neutrality Strategy, the region is moving from feasibility to bankable deployment.

Challenges & Opportunities

CCS deployment in ASEAN is limited more by economics and coordination than technology, with high costs, uneven regulation, and long lead times constraining investment.

The ASEAN CCS Deployment Framework positions CCS as shared regional infrastructure, promoting cluster development, cross-border coordination, and carbon price alignment.

With 100–200 Mtpa potential, early movers can capture first-mover advantages while supporting industrial decarbonization without eroding competitiveness.



***Singapore's CCS hub**, led by **ExxonMobil** and **Shell**, captures CO_2 from domestic industry for offshore storage, targeting at least 2.5 Mtpa by 2030 and positioning Singapore as ASEAN's regional CCS aggregation and services platform.*

Read more about ASEAN's high-potential sectors here

Medical Devices

Sector Overview

ASEAN's medical device market is expanding steadily, driven by rising healthcare spending, ageing populations, and growing demand for diagnostics, chronic disease management, and hospital equipment.

The region serves both as a fast growing end market and an export-oriented manufacturing base, particularly for consumables, mid-tech equipment, and contract manufacturing.

Market potential is reinforced by regulatory convergence under the ASEAN Medical Device Directive (AMDD) and coordination by the ASEAN Medical Device Committee (AMDC), despite uneven implementation.



***Medtronic** launched its first Medical Device Robotics Experience Studio in Singapore, reinforcing its ASEAN investment to accelerate robotics- and AI-enabled medical device adoption through regional training and education.*

Signals by Country



Agilent established the NUS–Agilent Center of Excellence in Cell Metabolism in Singapore in 2024, reinforcing U.S. life-science R&D investment and Singapore's role as a regional biomedical hub.

Indonesia

- Limited domestic manufacturing; focus on low-complexity devices
- Heavy import reliance for advanced equipment (e.g. imaging, life-support)

Malaysia

- Net exporter with $US 747M trade surplus in 2023
- Export strength in electro-diagnostic and imaging devices
- Exports growing at ~8% CAGR (2020–23)

Thailand

- US$ 271M imports in 2023, mainly diagnostics and imaging
- Advanced devices largely imported
- Key suppliers: Japan (31%), China (20%), U.S. (17%)

Singapore

- ~70% of imports re-exported, confirming hub role
- SGD 19B MedTech output in 2022
- Home to 50+ global firms and 25+ R&D facilities

Vietnam

- Local production covers ~10% of demand
- Diagnostic imaging market $US 432M, ~12% CAGR
- Advanced devices dominated by foreign suppliers

Trends & Shifts

ASEAN's medical device sector is shaped by regional frameworks and global MedTech trends. RIPAP 2025–2030, the ASEAN Health Development Agenda, and regulatory alignment under the ASEAN Medical Device Directive (AMDD) are improving market access and regional scale, despite nationally driven reimbursement and procurement.



***Quasar Medical (U.S.)** has begun construction of a manufacturing facility in Thailand, opening in early 2026, to expand global capacity for interventional and minimally invasive medical devices.*

At the same time, ageing populations, chronic disease growth, and demand for diagnostics, imaging, and connected care, alongside supply chain diversification, are reinforcing ASEAN's role as a selective manufacturing and assembly base. These forces are driving higher-value demand and a more investable market structure over the medium term.

Challenges & Opportunities

ASEAN's medical device market is constrained by fragmented procurement, uneven regulatory implementation, and reliance on imports for advanced equipment, increasing entry time and compliance complexity.
These gaps also create opportunity.

Advanced device demand remains largely unmet, while local manufacturing and assembly are expanding in consumables and mid-tech products. As standards rise, success depends on regulatory readiness, regional distribution, and lifecycle services, positioning ASEAN as a steady, upgrade-driven market for long-term players.



Siemens Healthineers expanded its Penang operations in 2024, strengthening Malaysia's role as a regional hub for advanced diagnostic imaging and medtech services.

Read more about ASEAN's high-potential sectors here

Solar Photovoltaic (PV) Equipment

Sector Overview

Solar PV is a core pillar of ASEAN's energy transition, embedded in regional energy and climate frameworks and increasingly tied to grid development rather than stand-alone national programs.

Under APAEC Phase II (2021–2025), ASEAN targets 23% renewables, with solar PV identified as a scalable, fast-deploying solution for rising power demand. As grid constraints intensify, PV deployment is linked to grid modernization, storage, and cross-border power flows under the ASEAN Power Grid.

Aligned with RIPAP 2025–2030, ASEAN Energy Security Cooperation, and the ASEAN Carbon Neutrality Strategy, solar PV is positioned as a system-level priority in ASEAN's regional power infrastructure.



*U.S.-based **Sol-Go Inc.** chose the Philippines for its new solar panel factory, signaling rising U.S. investor confidence in the country as an ASEAN manufacturing base for solar PV equipment.*

Signals by Country

Indonesia

- Not a major solar exporter; renewables focus is domestic capacity build-out
- Large untapped solar potential supporting long-term scale
- Policy priority: grid reform and local value chains, not exports

Malaysia

- Core ASEAN solar manufacturing base within ~78.8 GW regional module capacity
- Export competitiveness pressured by tariffs and China cost leadership
- Gradual move toward higher-value manufacturing and diversification

Thailand

- Key exporter and strong domestic deployer; flagship 45 MW floating solar (Sirindhorn Dam)
- Export model constrained by global trade barriers
- Increasing emphasis on local demand and hybrid solar systems

Singapore

- Limited manufacturing but solar capacity at ~440 MW, targeting long-term scale via imports and innovation
- Regional hub for PV equipment, finance, and advanced manufacturing
- Strategic role in ASEAN clean-energy coordination and supply chains

Philippines

- Demand-driven solar market with limited export manufacturing
- Strong utility-scale and distributed solar growth momentum
- Expansion tied to power security and domestic capacity needs

Vietnam

- Largest ASEAN solar market with ~19 GW operating solar capacity (2024), incl. 450 MW utility-scale plants
- Major PV manufacturing exporter but highly exposed to US trade remedies
- Growth shifting from export-led to domestic deployment + grid integration

Trends & Shifts

ASEAN's PV equipment sector is entering a more mature phase, with growth driven by industrial capability, grid requirements, and system performance, and greater focus on manufacturing depth, local value chains, and integrated solutions.

Technology upgrading is accelerating adoption of higher-efficiency modules and advanced inverters and control systems, while rising solar penetration is expanding demand for energy storage, power electronics, and grid modernization. Stronger alignment between national solar programs and regional energy objectives is stabilizing demand.



*In 2025, **Enphase Energy** (U.S.) entered the Vietnam and Malaysia solar markets, supplying IQ8P microinverters for residential and commercial systems, building on its 2024 expansion into Thailand and the Philippines.*

Overall, solar PV is becoming a core pillar of ASEAN's energy infrastructure, embedded in grid development and industrial strategy.

Challenges & Opportunities



***Hanwha Q CELLS' Malaysia-assembled solar panels (2025)** were adapted to meet U.S. trade duties, highlighting how ASEAN-based production aligns with U.S. rules to sustain export access.*

The operating environment for ASEAN's solar PV equipment sector is tightening, with pricing volatility, trade and compliance exposure, uneven grid readiness, and rapid technology change pressuring margins and raising execution risk.

At the same time, stronger regional energy coordination is improving project visibility and shifting demand toward performance-driven equipment, grid-ready systems, storage integration, and long-term services. Competitive advantage is moving from volume to system reliability, compatibility, and lifecycle support.

Read more about ASEAN's high-potential sectors here



Our Perspective

Biofuels, carbon capture and storage (CCS), medical devices, and solar PV represent the most execution-ready sectors within ASEAN's current policy and investment environment.

These sectors are explicitly embedded in regional frameworks such as RIPAP 2025–2030, APAEC, the AEC Blueprint, DEFA, and RCEP, which increasingly shape project eligibility, value-chain localization, and expectations for foreign technology and long-term commitment.

Investment attractiveness across these sectors is differentiated. Biofuels and CCS are highly policy-driven and capital-intensive, with outcomes dependent on early alignment with energy authorities, feedstock or storage ecosystems, and long-term offtake structures.

Medical devices require regulatory fluency, standards compliance, and the ability to balance manufacturing scale with market access. Solar PV operates at scale but faces rising pressure on origin compliance, local value addition, and supply chain resilience.

Across all four sectors, demand visibility is established; the primary challenge lies in structuring projects that are executable, scalable, and compliant.

Successful outcomes depend on early integration of policy alignment, investment design, and on-the-ground execution capability, positioning these sectors as high-potential but not plug-and-play opportunities through 2030.

Source: christiansoncpa

Countries Snapshots

"One Vision, One Identity, One Community"

ASEAN Country Dashboard: Economy, Trade & Tourism in 2024

Country	Land Area (Sq km)	Population (000)	GDP (US$ B)	GDP per Capita (US$ K)	Exports (US$ M)	Imports (US$ M)	Trade Balance (US$ M)	Export Growth %	Import Growth %	Total Visitor Arrivals (000)	Share of Visitor Arrivals from U.S. (%)
Brunei Darussalam	5,765.0	455.5	15.3	33.6	12,290.1	7,293.6	4,996.5	13.9	-0.2	268.3	2.3
Cambodia	181,035.0	17,336.3	46.0	2.7	26,663.4	28,680.7	-2,017.4	23.0	17.5	6,700.10	3.2
Indonesia	1,892,410.1	281,603.8	1,357.3	4.8	266,529.2	235,199.6	31,329.6	2.7	5.4	14,347.80	2.9
Lao PDR	236,800.0	7,646.7	15.1	2.0	9,904.2	8,371.4	1,532.8	17.4	4.3	4,120.80	1.7
Malaysia	330,411.4	34,058.8	420.1	12.3	330,251.5	300,204.2	30,047.2	5.6	13.1	25,016.70	1.1
Myanmar	676,577.2	51,317.0	72.1	1.4	14,923.8	12,453.4	2,470.4	1.2	-24.3	1,063.10	0.9
Philippines	300,000.0	112,884.8	461.6	4.1	84,207.1	155,798.9	-71,591.8	14.4	16.4	5,949.40	18.1
Singapore	735.6	6,036.9	547.5	90.7	504,355.7	457,459.6	46,896.1	6.0	8.2	16,526.30	4.2
Thailand	497,406.8	70,213.0	526.5	7.5	300,529.5	306,809.8	-6,280.4	5.4	6.3	35,545.70	2.9
Viet Nam	331,344.3	101,112.7	476.3	4.7	403,240.7	379,129.5	24,111.3	14.2	16.5	17,583.90	4.4

This snapshot highlights ASEAN's economic diversity, ranging from high-income hubs such as Singapore and Brunei to fast-growing markets including Vietnam, Indonesia, and the Philippines, each shaping regional trade differently. Strong exports, rising tourism, and growing U.S. visitor shares underscore ASEAN's deeper global integration and strategic importance for international business in 2024 and beyond.

Digital Economy and Cross-Cutting Enablers

ASEAN's digital economy has rapidly evolved into a powerful regional growth engine, driven by rising e-commerce, digital payments, and platform services, with sustained expansion in revenues and GMV over the past decade; as the Digital Economy Framework Agreement (DEFA) moves ASEAN toward deeper digital integration, harmonized rules, and reduced market fragmentation, the region is becoming an increasingly coherent, scalable, and investable market for long-term digital investment.

Gross Merchandise Value in 2025f	US$ 300B	Digital-Economy revenues in 2025f	US$ 135B
Digital consumers in 2025	460+ M	E-commerce in 2025f	US$ 185B

Digital Decade of Growth from 2016-2025 in ASEAN

ASEAN's 2016–2025 digital decade marked a structural leap, transforming the region from an emerging online market into a scalable, investment-ready, and digitally driven economic powerhouse.

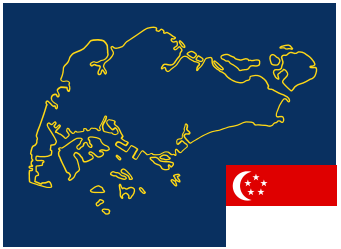
Gross Merchandise Value 2016-2025	7.4x	Digital-Economy revenues 2016-2025	11.2x
Private Funding in 2016-2025	US$ 120B	Users have purchased something online	3 in 5
New Internet Users	+200M	Of all transactions are now digital	>60%

The forthcoming DEFA, potentially expected to add US$ 2T to GDP by 2030, strengthens the case for long-term U.S. digital investment through harmonized data, cybersecurity, and digital trade rules. It will also lower regulatory fragmentation across ASEAN, enabling U.S. firms to scale digital platforms, services, and cross-border operations with greater certainty and efficiency.

Countries Snapshots

Singapore

ASEAN's strategic gateway



Singapore is a key ASEAN anchor due to its political stability, high-income economy, and strategic maritime position. In 2024, GDP reached US$ 547B, driven by trade, manufacturing, finance, and advanced services. It is a core U.S. partner and a strategic bridge in the Indo-Pacific, balancing strong U.S. alignment with pragmatic China ties.

Singapore total Goods Trade with U.S. in 2024

US$ 98B

▲ 2.65% *from 2023*

Export

US$ 43B ▼ *2.55% from 2023*

Major export products are Electrical machinery & equipment; Machinery & mechanical appliances; Optical & medical instruments; Edible preparations; Organic chemicals; Mineral fuels & oils; Pearls & precious metals; Aircraft & spacecraft; Misc. chemical products; Plastics & plastic articles, etc.

Import

US$ 55B ▲ *13.3% from 2023*

Major import products are Machinery & mechanical appliances; Mineral fuels & oils; Aircraft & spacecraft; Electrical machinery & equipment; Optical & medical instruments; Pearls & precious metals; Plastics & plastic articles; Misc. chemical products; Organic chemicals; Edible preparations, etc.

Top Singapore Trade Partners in 2024

US$ 240B	US$ 127B	US$ 98B	US$ 87B	US$ 75B	US$ 49B
ASEAN	China	U.S	Taiwan	EU-27	Korea

Trade Frameworks

15 bilateral agreements

> *U.S.–Singapore FTA*

12 regional agreements

The USSFTA, the U.S.'s first bilateral FTA in Asia, effective 2004, gives Singapore a stable platform for U.S. exporters and investors. This is reinforced by Singapore's wider FTA network (ASEAN, RCEP, EU, UK, and key digital economies), offering preferential access, smoother customs, and simpler rules of origin.

New U.S. Tariffs (2025)

10% reciprocal tariff rate



Source: esso

*In 2024, **ExxonMobil** explored selling its 59 **Esso**-branded petrol stations in Singapore in a potential US$ 1B deal, marking a notable U.S.–Singapore transaction in a sector central to Singapore's export strengths.*

Why Singapore?



Source: modernpowersystems

*In 2025, **GE Vernova** invested US$ 20M to upgrade its Global Repair Service Center in Singapore, expanding advanced gas-turbine repair and lifecycle services.*

Singapore is a preferred location for U.S. trade and investment due to its stable, rules-based operating environment, extensive regional connectivity, and highly efficient logistics and financial infrastructure.

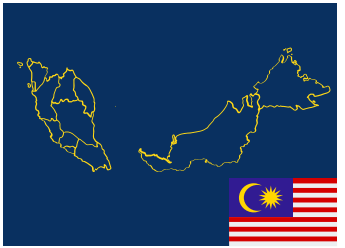
These conditions allow companies to manage ASEAN-wide operations, capital deployment, and compliance with low execution risk.

Its strength in legal certainty, intellectual property protection, digital infrastructure, and advanced services supports higher-value activities, positioning Singapore as an effective base for regional coordination, investment management, and long-term expansion across ASEAN.

Countries Snapshots

Malaysia

ASEAN's technology-driven economy



Malaysia is a key ASEAN high-tech manufacturing hub, led by semiconductors, electronics, machinery, and medical technology.

For the U.S., Malaysia offers a reliable production and export base, especially in semiconductors, supported by ASEAN, RCEP, and CPTPP connectivity across the Indo-Pacific.

Malaysia total Goods Trade with U.S. in 2024

US$ 71.55B

30.39% *from 2023*

Export

US$ 43.7B ^ *23.67% from 2023*

Major export products are Electrical machinery & parts; Nuclear reactors & machinery; Optical, medical & measuring instruments; Rubber & articles; Furniture & lighting; Plastics & articles; Iron & steel articles; Aluminium & articles; Aircraft & spacecraft; Mineral fuels & oils,etc.

Import

US$ 27.7B ^ *42.55% from 2023*

Major import products are Machinery & mechanical appliances; Mineral fuels & oils; Aircraft & spacecraft; Electrical machinery & equipment; Optical & medical instruments; Pearls & precious metals; Plastics & plastic articles; Misc. chemical products; Organic chemicals; Edible preparations, etc.

Top Malaysia Trade Partners in 2024

US$ 167B	US$ 106B	US$ 71B	US$ 47B	US$ 38B	US$ 23B
ASEAN	China	U.S	EU-27	Taiwan	Hongkong

Trade Frameworks

7 bilateral agreements

9 regional agreements

New U.S. ART (2025)

The Malaysia–U.S. ART (2025) improves trade predictability and market access for U.S. firms, reinforced by Malaysia's extensive FTA network, which enables preferential tariffs, efficient re-exporting, and gateway access to ASEAN and the Indo-Pacific.

New U.S. Tariffs (2025)

19% reciprocal tariff rate



*In 2024, **Insulet** invested US$ 200M to open a 400,000-square-foot medical device manufacturing facility in Johor Bahru, supporting global production of its Omnipod insulin delivery systems.*

Why Malaysia?

For the U.S., Malaysia is a key partner in electronics, machinery, medical technology, and energy-related goods, with strengths in semiconductors, precision manufacturing, and clean-energy supply chains. The U.S.–Malaysia ART and new tariff baseline improve predictability through clearer market-access rules, supporting exporters and investors in high-tech value chains.



***Applied Materials** (US-based) semiconductor equipment leader, has announced a significant expansion of its Penang office in 2024, reinforcing its strategic presence in Malaysia since first establishing operations in 1999.*

Malaysia's advantage lies in its mature manufacturing and logistics ecosystem, global leadership in semiconductor assembly and testing, major ports, advanced industrial zones, and extensive FTAs, positioning it as a cost-efficient, regionally connected hub for U.S. trade, investment, and supply chain diversification in ASEAN.

Countries Snapshots

Indonesia

ASEAN's large and high-growth market



Indonesia is a high-growth ASEAN export hub, combining resource strength with expanding manufacturing in automotive, electronics, and EVs.

Its regional trade integration and large domestic market make it a scalable and resilient gateway in the Indo-Pacific

Indonesia total Goods Trade with U.S. in 2024

US$ 38.5B

▲ 11.53% *from 2023*

Export

US$ 26.5B ▲ *14.01% from 2023*

Major import products are
Electrical machinery & parts; sound & TV recorders, accessories; Knitted or crocheted apparel; Footwear & parts; Non-knitted apparel; Animal & vegetable fats & waxes; Rubber & articles; Furniture, bedding, cushions, lamps, prefabricated buildings;...

Import

US$ 12B ▲ *6.42% from 2023*

Major import products are
Mineral fuels, oils & waxes; Machinery & mechanical appliances, parts; Oil seeds, grains & industrial/medicinal plants; Electrical machinery & parts, sound & TV recorders, accessories; Rubber & articles; Footwear & parts;...

Top Indonesia Trade Partners in 2024

China	ASEAN	U.S	Japan	EU-27	India
US$ 136B	US$ 106B	US$ 38B	US$ 35B	US$ 30B	US$ 26B

Trade Frameworks

7 bilateral agreements

7 regional agreements

This integration positions Indonesia as a strategic manufacturing hub for U.S. priority sectors.

Its rapidly expanding industrial capabilities and access to critical minerals provide U.S. companies with a scalable, future-ready base in the Indo-Pacific.

New U.S. Tariffs (2025)

19% reciprocal tariff rate

Despite a 19% U.S. import duty, the updated framework improves predictability and creates scope for deeper cooperation and a shift toward higher-value manufacturing.



***Indonesia** imported 217,000 barrels per day of liquefied petroleum gas (LPG) in 2024, around 124,000 bpd of which came from the U.S.*

Why Indonesia?



*In 2025, **Ormat Technologies** advanced a long-term investment roadmap of up to US$ 1B across multiple geothermal projects in Indonesia, leveraging the country's geothermal resources for clean baseload power generation.*

Indonesia offers the U.S. a powerful mix of scale, resource security, and long-term growth potential.

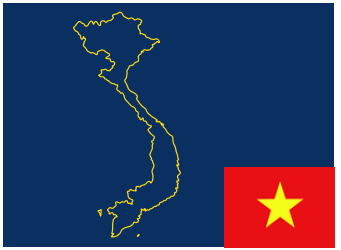
Its large and young consumer base, ASEAN's fastest-growing digital economy, and cost-competitive manufacturing support demand for U.S. goods and services while enabling diversified production.

Critically, Indonesia's global leadership in nickel resources and its expanding EV battery and electric mobility ecosystem position it as a strategic partner in U.S. clean energy, automotive, and supply chain resilience strategies.

Countries Snapshots

Vietnam

ASEAN's fast-rising manufacturing hub



Vietnam is the U.S.'s top export partner in ASEAN and its largest ASEAN exporter to the U.S.

With a competitive workforce and strong supply chain integration, it anchors U.S. sourcing in electronics, apparel, furniture, and rising high-tech manufacturing.

Vietnam total Goods Trade with U.S. in 2024

US$ 134B

21.18% *from 2023*

Export

US$ 119B *23.02% from 2023*

Major export products are Electrical machinery & equipment; Nuclear reactors, boilers & machinery; Furniture, bedding & lighting; Apparel, knitted & non-knitted, and footwear; Plastics & rubber articles; Toys, games & sports equipment; Optical, photographic & medical instruments; etc..

Import

US$ 14B *8.31% from 2023*

Major import products are Electrical machinery & equipment; Plastics & rubber articles; Optical, photographic & medical instruments; Nuclear reactors, boilers & machinery; Apparel, knitted & non-knitted, and footwear; Furniture, bedding & lighting; Toys, games & sports equipment; etc.

Top Vietnam Trade Partners in 2024

China	U.S	ASEAN	Korea	EU-27	Japan
US$ 204B	US$ 134B	US$ 83B	US$ 81B	US$ 68B	US$ 45B

Trade Frameworks

8 bilateral agreements

9 regional agreements

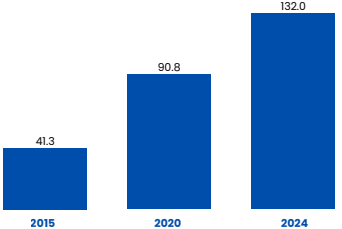
Vietnam's extensive FTA network and competitive manufacturing and logistics base give U.S. firms preferential access and an efficient platform to serve ASEAN and Indo-Pacific supply chains.

New U.S. Tariffs (2025)

20% reciprocal tariff rate

The U.S.–Vietnam Framework for Reciprocal, Fair, and Balanced Trade (2025) provides a roadmap for a more predictable bilateral trade relationship, helping both sides manage the new reciprocal tariff rate and reduce uncertainty for exporters.

Two-way trade turnover between Vietnam-U.S 2015-2014, US$ B



Why Vietnam?



*In 2025, **Coherent Corp.** invested US$ 127M in a high-precision photonics and semiconductor materials manufacturing plant in Dong Nai (Nhon Trach Industrial Park) to support global electronics and industrial customers.*

Vietnam is a key U.S. partner in ASEAN for trade and investment, serving as a major manufacturing and export base while attracting growing U.S. investment in electronics and industrial upgrading.

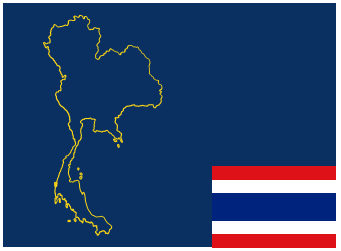
It offers a strong China+1 platform with competitive costs, established industrial zones, improving logistics, and a shift toward higher-value sectors.

With a large, rising-income consumer market and continued policy alignment through trade and digital reforms, Vietnam provides the U.S. with a reliable, scalable base for supply chain diversification and market expansion in ASEAN.

Countries Snapshots

Thailand

ASEAN's stable regional production base



Within ASEAN, Thailand serves as a central manufacturing and logistics hub, anchored by a diversified industrial base and strategic position in the Mekong region. Its automotive and industrial strength underpins a long standing U.S.–Thailand partnership, supporting supply chain resilience and economic stability in ASEAN.

Thailand total Goods Trade with U.S. in 2024

US$ 74.4B

10.09% *from 2023*

Export

US$ 54.9B *13.65% from 2023*

Major export products are Electrical machinery & equipment; Nuclear reactors & machinery; Rubber & plastics; Vehicles & parts; Precious stones & metals; Iron & steel articles; Optical & medical instruments;
Food products & animal fodder; Mineral fuels & oils; etc.

Import

US$ 19.5B *1.15% from 2023*

Major import products are Mineral fuels & oils; Nuclear reactors & machinery; Electrical machinery & equipment; Vehicles & parts; Optical & medical instruments; Plastics & rubber; Precious stones & metals; Iron & steel articles; Food products & animal fodder; etc.

Top Thailand Trade Partners in 2024

US$ 124B	US$ 115B	US$ 74B	US$ 43B	US$ 25B	US$ 20B
ASEAN	China	U.S	EU-27	Taiwan	UAE

Trade Frameworks

8 bilateral agreements

9 regional agreements

Thailand's trade architecture offers U.S. firms an efficient base for manufacturing and regional distribution, supported by ASEAN, RCEP, and multiple bilateral FTAs that streamline customs and provide preferential market access.

These frameworks, combined with ongoing digital trade, licensing, and logistics reforms, reduce friction and support stable, scalable multi-country operations for U.S. companies across ASEAN.

New U.S. Tariffs (2025)

19% reciprocal tariff rate



Source: Reuters

*In early 2026, **ENGIE** signed a 15-year LNG supply deal with Thailand's Gulf Development to deliver up to 0.8 Mtpa from 2028, supporting Thailand's shift from coal and energy security.*

Why Thailand?



*In 2024, **Western Digital** invested US$ 693M to expand its hard-disk drive manufacturing operations in Thailand, strengthening supply resilience for global cloud and data-center customers.*

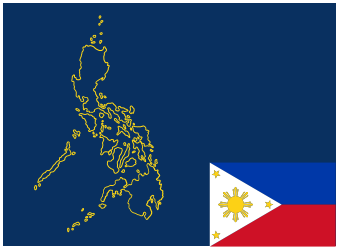
Thailand combines deep industrial capabilities with strong agricultural and manufacturing strengths, supporting automotive, EV components, food processing, and precision engineering.

Steady demand for U.S. machinery, medical, agricultural, and technology exports is supported by competitive costs and a large, skilled workforce.

Located at the heart of mainland ASEAN, Thailand's advanced logistics and connectivity make it a reliable hub for manufacturing, supply chain diversification, and regional market access.

Philippines

ASEAN's services and talent hub



The Philippines is emerging as an increasingly influential ASEAN economy, driven by a large consumer market, a competitive workforce, and a strategic location. This momentum is expanding U.S.–Philippines trade opportunities around supply chain resilience, technology collaboration, and improved market access within existing trade frameworks.

Phillipines total Goods Trade with U.S. in 2024

US$ 24.1B

16.97% *from 2023*

Export

US$ 119B *20.49% from 2023*

Major export products are Electrical machinery & equipment; Machinery & mechanical appliances; Optical & medical instruments; Edible preparations; Organic chemicals; Mineral fuels & oils; Pearls & precious metals; Aircraft & spacecraft; Misc. chemical products; Plastics & plastic articles, etc.

Import

US$ 14B *12.51% from 2023*

Major import products are Machinery & mechanical appliances; Mineral fuels & oils; Aircraft & spacecraft; Electrical machinery & equipment; Optical & medical instruments; Pearls & precious metals; Plastics & plastic articles; Misc. chemical products; Organic chemicals; Edible preparations, etc.

Top Phillipines Trade Partners in 2024

ASEAN	China	U.S	Japan	EU-27	Korea
US$ 56.1B	US$ 51B	US$ 24B	US$ 24B	US$ 18B	US$ 15B

Trade Frameworks

1 bilateral agreements

7 regional agreements

The Philippines' trade ecosystem is shaped by ASEAN and RCEP frameworks, with growing alignment to U.S. standards in electronics, agriculture, and digital services, while ongoing reforms in customs automation and digital permitting are improving efficiency.

New U.S. Tariffs (2025)

19% reciprocal tariff rate

The U.S.–Philippines tariff framework grants U.S. zero-duty access while encouraging Philippine industrial upgrading and deeper cooperation in high-tech and clean-energy sectors.



*In 2024, **KKR** invested US$ 400M in Pinnacle Towers in the Philippines, accelerating the rollout of telecom towers to support nationwide digital connectivity.*

Why Philippines?



*In 2024, the **U.S. International Development Finance Corporation** provided a US$ 20M loan to **Lhoopa** in the Philippines, financing affordable housing through a tech-enabled homeownership model.*

The Philippines is among ASEAN's fastest growing economies, driven by strong consumption, remittances, and expanding electronics and semiconductor manufacturing. It is a global hub for chip testing and packaging, offering U.S. firms skilled, cost-efficient production and opportunities across advanced goods, BPO, and digital services.

Rapid urbanization, infrastructure investment, and digital adoption are boosting demand for U.S. food, healthcare, aerospace, defense, and technology solutions. It positions the Philippines as a forward-looking platform for long-term U.S. trade, manufacturing, and services engagement in ASEAN.

Our Perspective

Across the ASEAN-6, trade and investment outcomes are driven less by bloc-level access and more by the ability to navigate country-specific execution environments. In practice, the region functions as a distributed operating platform, where value is created by combining complementary national roles across manufacturing, energy transition, healthcare, and technology-enabled services.

Successful strategies are defined by alignment rather than market entry alone, aligning sector focus with national incentives, supply chain design with trade and origin frameworks, and operations with local regulatory and industrial ecosystems. ASEAN-6 operates neither as a single unified market nor as six isolated ones; scale, specialization, and risk diversification are intentionally distributed, favoring regional footprint strategies over single-country plays.

Execution advantage increasingly comes from how national roles are combined and sequenced. Multi-country strategies that phase investment, sourcing, and market entry can better balance speed, cost efficiency, resilience, and compliance. Concentrated exposure may simplify entry but rarely delivers durability or scalability in today's policy-driven environment.

These country perspectives are intended as decision tools, supporting informed entry, sequencing, and regional structuring to capture sustainable value across ASEAN-6.

Source: vnexpress

Case Study

ALABAMA in Vietnam: Trade & Investment Expansion Through Strategic Engagement

Objective

Source of Asia (SOA) supported the Alabama Department of Commerce in exploring business opportunities in Vietnam, providing market insights, and facilitating high-value connections to strengthen trade and investment ties between Alabama and Vietnam. The goal was to create a structured market entry strategy, ensuring Alabama businesses could navigate regulatory challenges, identify potential partners, and establish long-term collaborations.

Project Background

As a growing economic hub in Southeast Asia, Vietnam presents a promising market for Alabama-based businesses looking to expand internationally. However, entering the market comes with challenges such as understanding local business regulations, identifying reliable partners, and establishing a strong industry presence. To bridge these gaps, SOA designed a targeted trade mission, enabling Alabama companies to gain first-hand experience and strategic connections in Vietnam's dynamic business landscape.

Solutions

A. Business Networking & Delegation Support

- Organized a five-day delegation trip across Hanoi and Ho Chi Minh City, introducing Alabama businesses to Vietnam's key industry players.
- Hosted a high-level networking event with 30 industry participants, fostering meaningful discussions and potential partnerships.

B. B2B Matchmaking & Market Entry Strategy

- Conducted preliminary market research to identify potential Vietnamese partners and distributors.
- Arranged 16 personalized B2B meetings, ensuring direct engagement with relevant commercial counterparts.

C. Market Insights & Regulatory Advisory

- Provided strategic guidance on Vietnam's business environment, including regulatory processes and market entry requirements.
- Assisted in navigating local legal frameworks, helping businesses make informed decisions for future operations in Vietnam.

Results

- Established strong relationships between Alabama companies and Vietnamese stakeholders, paving the way for long-term trade and investment
- opportunities.
- Delegates gained valuable knowledge about Vietnam's economic landscape, regulations, and industry-specific trends, helping them assess their market potential.
- The mission provided a solid foundation for Alabama companies to explore investment opportunities and expand their footprint in Vietnam.

Conclusion

SOA remains committed to supporting Alabama businesses in navigating the Vietnamese market, ensuring successful expansion and fostering sustainable growth in international trade. This mission was a steppingstone for future collaborations, reinforcing Alabama's position in the global economy.





Source of Asia and The Alabama Department of Commerce's representatives in Hanoi, Vietnam.



Alabama Delegates with SOA Partners at an Exclusive Gathering in Vietnam



Christina Stimpson, Director of Trade Alabama, delivered her speech at the event

Case Study

Decowraps Supplier Identification Expansion in ASEAN

Objective

To assist Decowraps in expanding its supply identification and supply chain in ASEAN by identifying potential suppliers and conducting factory audits. The goal was to establish a manufacturing site in Vietnam, with support from our Corporate Services team in recruitment and coaching.

Project Background

Decowraps, a global leader in packaging solutions for fresh-cut flowers and potted plants, aimed to strengthen its supply chain in ASEAN by setting up a manufacturing facility in Vietnam. This strategic move would enhance operational efficiency, reduce risks, and secure a reliable supply chain for packaging materials.

Solutions & Results

***A. Sourcing and Supply Chain solutions*:**
- Conducted a SWOT analysis of key ASEAN countries, identifying the best markets.
- Shortlisted and verified potential suppliers, ensuring alignment with Decowraps' needs.

Results:
- Identified 100+ potential suppliers across Vietnam, Thailand, and Indonesia.
- Delivered a segment information report to guide Decowraps' decision-making.

***B. Corporate Services' solutions*:**
- Provided recruitment services, successfully placing key roles.
- Offered executive coaching to help Decowraps' CEO work effectively with the local team.

Results:
- Conducted 3 factory audit days and delivered a detailed audit report with critical insights.
- Identified 40 ERP suppliers to streamline Decowraps' manufacturing operations.

Conclusion

These results empowered Decowraps to successfully diversify its supply chain, mitigate risks, and expand its operations in Southeast Asia. With the necessary information and groundwork in place, Decowraps proceeded with the acquisition and establishment of a manufacturing site in Vietnam, ensuring a strong presence in the region.



Picture of SOA x Decowraps teams



Factory visit on site – Decowraps & Source of Asia



Picture of SOA x Decowraps teams



Factory visit on site – Decowraps & Source of Asia



Source: Decowraps

About Us

Source of Asia

Who are we

Source of Asia is an **International Business Accelerator** in Southeast Asia, South Korea, and broader Asia.

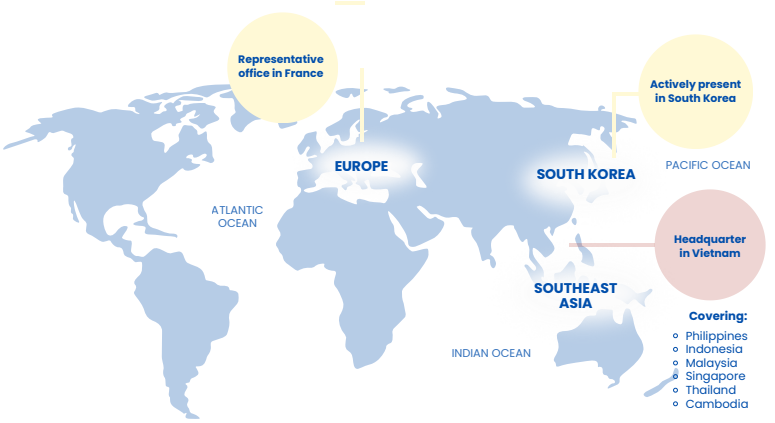
Over the past **20 years+**, we've been guiding global enterprises to successfully penetrate, operate, and flourish in this vibrant region through tailored solutions in **Market Expansion**, **Sourcing & Supply Chain**, **Corporate & HR Solutions**, and **M&A Services**.

20+ years of experience in Asia

100+ passionate & multi-sectors experts

500+ happy customers

20+ networks and institutions that SOA is a member of or accredited by



WE ARE HERE TO GET YOU THERE

Our Partnership & Accreditation

We are accredited by and active partners of **several business networks**...

AND MANY MORE...



Contact Us

Our Services

Source of Asia, your unique ONE-STOP SHOP company that covers all your business needs in Southeast Asia, South Korea & broader Asia.

MARKET EXPANSION

Formulating and implementing tailored growth strategies to successfully transition into your targeted countries.

SOURCING & SUPPLY CHAIN

Optimizing your production and organization by outsourcing supply chain management to experienced experts.

CORPORATE & HR SOLUTIONS

Helping you optimize your foothold in target countries, and managing your setup on your behalf.

M&A SERVICES

Accompanying and advising in each step of your business expansion strategy through M&A transactions.



Meet Our Management Team

Meet the leadership behind Source of Asia, supported by trusted consultants and advisors across industries and markets.



Thierry MERMET
Managing Partner | CEO



Zacharie BLONDEAU
Managing Partner | COO



Aurelie TRAN NGOC
Country Manager



Huong LE
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Xavier POULIQUEN
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Head of Workspace Solutions



Nhi NGUYEN
Head of Sourcing Operations

References & Sources

The insights presented in this publication are grounded in Source of Asia's direct advisory, execution, and market-entry experience, drawing on first-hand perspectives from Source of Asia's in-house experts and regional partners actively supporting international companies, investors, and exporters across ASEAN and global markets. These expert contributions are complemented by up-to-date analysis from authoritative public, policy, and industry-recognized sources, ensuring a balanced combination of on-the-ground intelligence and institutional data. Together, these inputs underpin the assessment of trade flows, policy frameworks, supply chain realignment, and strategic positioning shaping U.S.–ASEAN and Indo-Pacific economic relations through 2026–2030, including reference to the following sources:

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- *Lex Mundi – Guide to Doing Business in Singapore*
- *Singapore Economic Development Board (EDB) – Guide to Doing Business in Singapore and Southeast Asia*

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While this publication provides a general overview of ASEAN's market, the information provided in this booklet is for information purposes only and is not intended to constitute legal advice. Legal advice should be obtained from qualified legal counsel for all specific situations.

The booklet is written thanks to a variety of sources in the public domain, all specifically quoted within the publication. Last update: 30 January of 2026.

Please be aware that the laws and regulations may evolve at any time.



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