Deloitte.

德勤



Where Chinese Enterprises Go Next: Globalization Opportunities in ASEAN

By Deloitte China
November 2026

Sponsor

Co-Sponsors

FUNG GROUP

sembcorp

Al-Futtaim

MAKING AN IMPACT THAT MATTERS since 1845

Executive Summary – Mid-size & Value Chain Go-Overseas

Indonesia Singapore Thailand Vietnam Malaysia

1. **Overall "Resilience" matters more than "Cost" due to Geo-Challenges and Uncertainty**
   - **China + N model & China's "New Opportunity 2.0" initiative are driving new supply chain and production facility investments in ASEAN.** Vietnam & Thailand are the top choices due to geographic location and low costs. Singapore & Malaysia also benefit from geographic location, while Indonesia benefits from preferential tariffs and FTA's
   - **Fashion & Apparel:** ASEAN is the primary production hub outside China, with 70% of investments in low-value added Cut-Make-Trim (CMT) model. Further FDI requires governments to improve infrastructure, energy supply, and develop favorable policies to build new supply chains focused on "agility", "resilience", and "green"
   - **Medical Devices:** bring opportunities for production expansion (eg: Vietnam for low-value consumables). Only a few large players have started to explore Integrated Regional Models by leveraging cost effective production & advanced technologies. Distribution into public hospitals will be key to success
   - **Power Tools:** Production relocation to ASEAN (Vietnam & Thailand) is driven by "resilience" to US and EU markets (75% of global demand) as well as some local markets, but supply chain in ASEAN remains immature or isolated whilst operating cost is relative higher compared with China
2. **Product Globalization strategies favours EU and ASEAN markets over the US market.** ASEAN region ranked the highest in terms of Production globalization. Adhering to EU & US sustainability standards, and building localized supply chains will be key challenges
3. **Asset-light Model is preferred in ASEAN markets.** Service menu's and solutions packages need to be redesigned to align with new investment & development stages of Chinese Enterprises. Warehouses and Single-storey factories are the facilities with highest demand
4. **Top decision criteria for Investments in ASEAN are** 1) geographic location 2) labor availability & costs 3) value chain & industrial ecosystem
5. **Top concerns for Investments in ASEAN are primarily around external risks** 1) US tariff impact the most, 2) labor compliance, 3) trade policy & stability, 4) certification standards
6. **Top Challenges for Investments in ASEAN are** 1) supply chain localization 2) compliance standards 3) organization & talents, while top service needed covers 1) international talent & resource 2) tax and custom planning 3) supply chain & partners for global market

© 2026. For information, contact Deloitte China.

Content

1 Key Regional and National Market Insights

- Including 5 countries (Indonesia, Singapore, Thailand, Vietnam, Malaysia)

2 Growth and Investment Opportunities in Key Industries

- Fashion and Apparel
- Medical Devices
- Power Tools

3 Voice of Mid-Size Chinese Enterprises in ASEAN

4 Recommendations for Chinese Enterprises



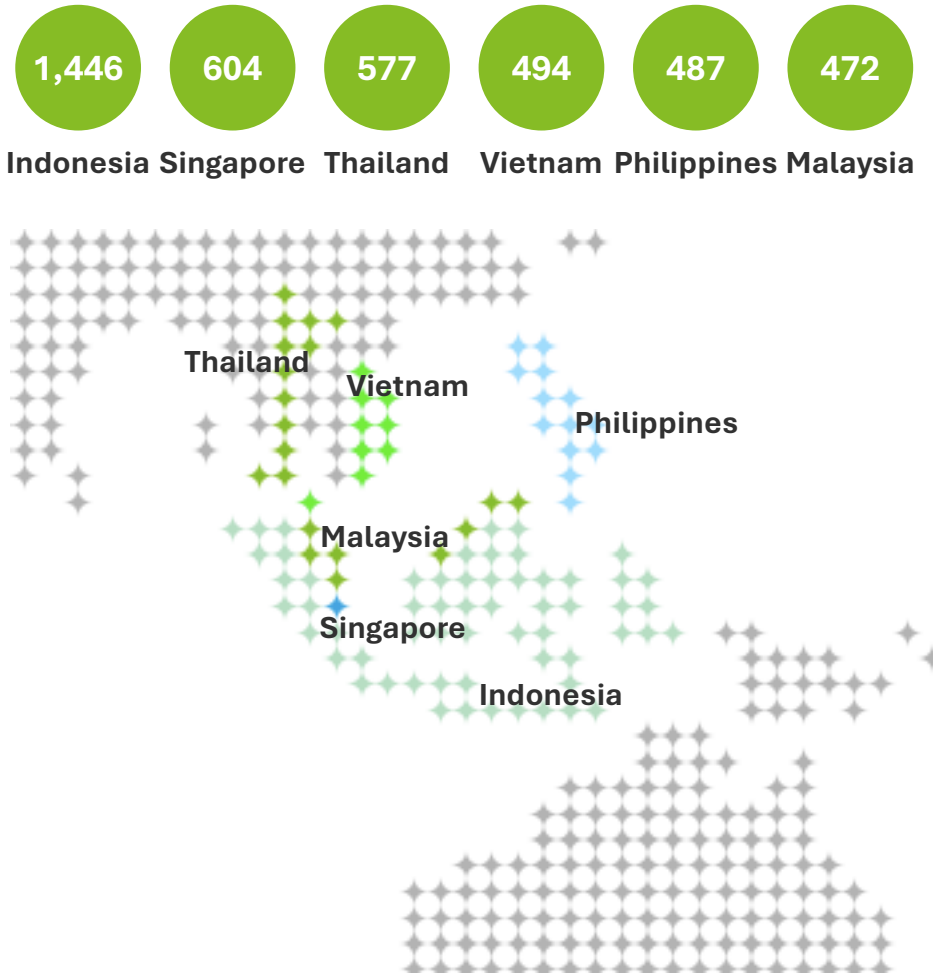
1

Key Regional and National Market Insights

Overall Landscape in ASEAN: ASEAN's economic growth and rising FDI is mainly driven by manufacturing supply chain relocation & industrial upgrades

ASEAN-6 Accounts for 96% of Regional GDP

[Billion USD]



Chinese Enterprises Prioritize Globalization in 5 Core Countries

Indonesia

- **#1 GDP & population size**
- Target manufacturing & mining driven by abundant oil, gas & nickel mines

Vietnam

- **#1 low-cost outsourced production hub**
- Develop services & manufacturing incl. electronics, apparels, auto. & phones

Singapore

- **#1 GDP per capita & China's FDI**
- Set financial, R&D, precision manufacturing (e.g. semiconductors) & regional headquarters

Philippines

- **China's FDI relatively low**
- Provide service incl. wholesale, retail, vehicle repair, finance, insurance & tourism

Thailand

- **#2 China's FDI & FDI growth rate**
- Capture export-oriented manufacturing incl. electronics, electrical appliances, auto & plastics

Malaysia

- **#2 GDP per capita & #1 China's FDI growth rate**
- Services & booming high-tech manufacturing incl. electronics, semiconductors, auto, etc.

© 2026. For information, contact Deloitte China.

Source: Desktop Research, Deloitte Analysis

GDP & CN FDI: Export-oriented auto in Thailand, mining in Indonesia, high-end mfg. in Singapore & Malaysia, electronics & apparel in Vietnam remain strong

	Economy			Population		Investment		Industry		Opportunities	
	GDP [$Bn, 2025]	GDP ↑ [%, 2025]	GDP per capita [$, 2025]	Population [Mn ppl., 2025]	Labor cost [$, 2025]	China's FDI [$Mn, 2025]	China's FDI [%, 2024 v.s. 2025]	Industry structure	Typical industry	Product globalization	Production globalization
Indonesia	1,446	5.1%	5,082	284.4	177	1,594	-65.3%	Dominated by **manuf. & mining**, due to abundant oil, gas & mineral	• Mining • Mechanical equipment	**Export machinery for mining**	**Ore Mines related factory** (e.g. battery)
Singapore	604	5.0%	99,365	6.1	6,131	16,930	-5.4%	**Services** take the lead, followed by **high-end precision manufacturing**	• Electronics • Semiconductors • Precision engineering • Biopharmaceuticals	**Electronics & mechanical equipment export** (highest in ASEAN)	**Only high-end factory** (e.g. semiconductor)
Thailand	577	2.4%	7,162	65.8	448	5,327	16.9%	Led by **manufacturing** & **services**	• Automobiles & plastics • Electronics • Electrical appliances	**Electronics & mechanical equipment export**	**Auto, Electronical & electric factory** (export-oriented)
Vietnam	494	4.4%	4,270	102.3	321	2,462	-37.2%	Dominated by **services** and **industrial**	• Automobiles • Electronics • Mobile phones • Garments	**Electronics export** (~half of total import)	**Apparel** (2nd largest exporter globally)& **electronics** (weak local supply chain)
Philippines	487	8.0%	4,829	116.8	410	256	20.7%	**Services** rank as the largest sector	• Wholesale, retail • Vehicle repair, • Finance & insurance	Service as a core with low imports	China's FDI is too low
Malaysia	472	5.2%	13,949	34.2	917	2,511	92.2%	**Service** is the largest, with tourism as core, **and Manufacturing**	• Electronics & semiconductors • Petroleum & chemicals • Machinery • Steel & automobile	**Electronic & mineral fuels export** (~half of total import)	Consumer electronics & high-end factory (e.g. semiconductor)

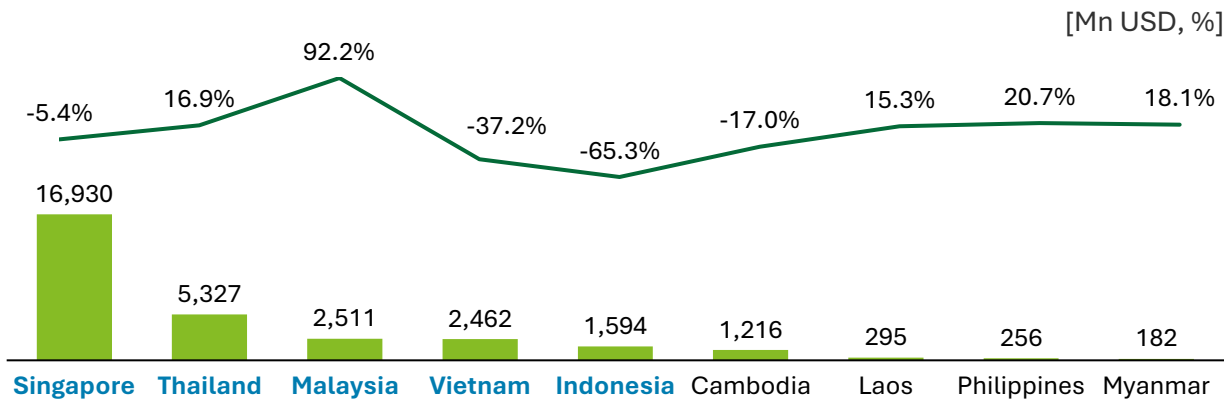
**Darker green indicates better conditions; extremely bad = red color, extremely good = blue color*

© 2026. For information, contact Deloitte China.

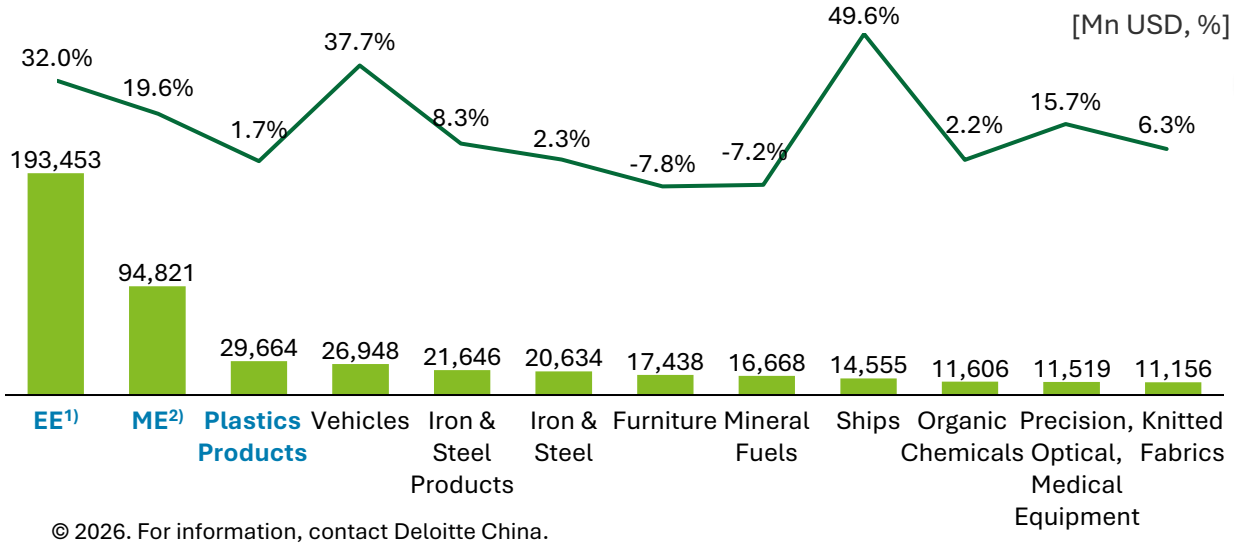
Source: Desktop Research, Deloitte Analysis

Emerging Growth Drivers: ASEAN presents opportunities in semiconductor, automotive & apparel growth to attract FDI and redefine production

2025 China's FDI to ASEAN Countries



2025 China's Main Export to ASEAN



Leverage country position & advantages for CN globalization

Features			
Financing, R&D & HQ setup	Mass market product sales	Low-cost outsource manufacturing	High-end precision manufacturing
Target country (ies)			
• Singapore	• Indonesia • Thailand • Malaysia	• Vietnam • Thailand	• Singapore • Malaysia

Leverage 3 manufacturing intensive sectors for globalization

Production globalization in ASEAN's major supply-chain intensive sectors, incl.

Auto
- Mainly China FDI
- Mainly export to intra-ASEAN, US & AU
- Produce in TH, MY, ID

Semiconductors
- Mainly US FDI
- Mainly export to intra-ASEAN, CN & US
- Produce in SG, MY

Textiles
- Mainly China FDI
- Mainly export to US & EU
- Produce in VN, TH

Rules of origin requirements are creating new opportunities for supply chain relocation across below the industries including:

Electronic equipment | Mechanical equipment | Plastic products | Iron & steel products | Mineral fuels

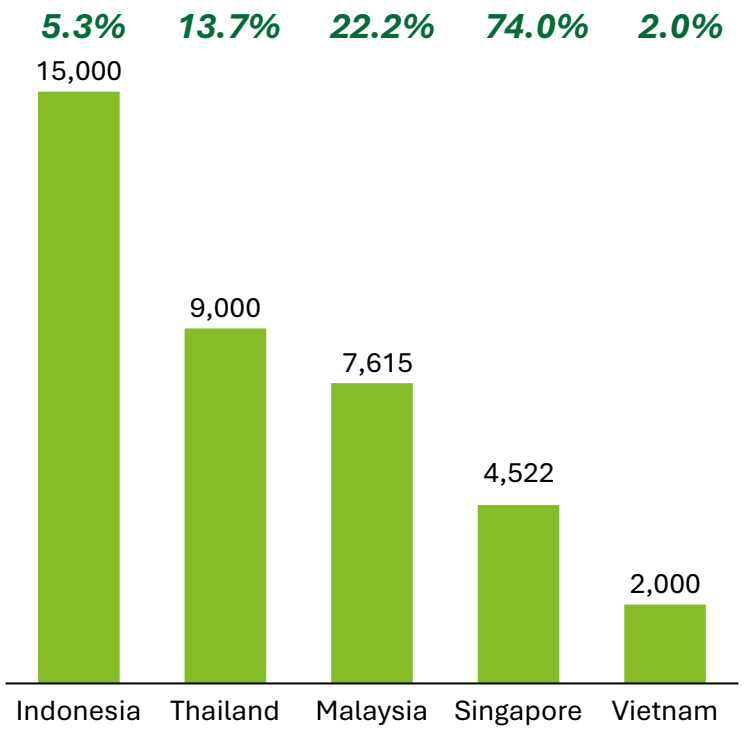
(Non-exhaustive)

© 2026. For information, contact Deloitte China.
Note: 1) EE: Electronic Equipment; 2) ME: Mechanical Equipment
Source: Desktop Research, Deloitte Analysis

Ethnic Chinese: Hold the strongest influence in Singapore and Malaysia, moderate influence in Indonesia & Thailand, and limited influence in Vietnam

2025 Ethnic Chinese Population in ASEAN

[Thousand people, %]



Indonesia's ethnic Chinese community is sizable but accounts for just 5.3% of its population, while **Singapore's** smaller absolute number **dominates by 74%**

Ethnic Chinese Influence in the Region

	Singapore	Malaysia	Indonesia	Thailand	Vietnam
	★★★★★	★★★★	★★★	★★	★
Overall	**Largest** population share with **strong influence** in **politics, business & education**	**Large** population share with **strong influence** in **business and education**	**Small** population share with **strong influence** in **business**	**Moderate** population share with **strong influence** in **business**	**Small** population share with **limited influence** in **business**
Population	*74.0%* of the population	*22.2%* of the population	*5.3%* of the population	*13.7%* of the population	*2.0%* of the population
Politics	Strong political representation *(Prime Minister are ethnic Chinese)*	Limited influence	Limited influence	Limited influence	Limited influence
Business	Singapore top 10 Forbes billionaires: *9* are ethnic Chinese	Malaysia top 10 Forbes billionaires: *9* are ethnic Chinese	Indonesia top 10 Forbes billionaires: *7* are ethnic Chinese	Thailand top 10 Forbes billionaires: *5* are ethnic Chinese	Vietnam only 5 Forbes-listed billionaires; *None* are ethnic Chinese
Education	Mandatory Mandarin education for ethnic Chinese students	Optional Mandarin primary schools within the public education system	Optional Chinese language courses only	Optional Chinese language courses only	Optional Chinese language courses only

© 2026. For information, contact Deloitte China.

Source: Ministry of Foreign Affairs, Silk Road Impression, Pertubuhan Berita Nasional Malaysia, Singapore Ministry of Health, Desktop Research, Deloitte Analysis

Regulations & Guidance: Focus on higher value-added industries & opportunities incl. EV, semiconductors, digital economy, energy, minerals

ASEAN Future Priority Industry Directions

ASEAN Regional Initiatives

Guidelines to Support ASEAN EV Implementation Roadmap

Promote a circular economy for EV batteries by implementing a 'battery passport'

ASEAN Framework for Integrated Semiconductor Supply-Chain

Map the position of ASEAN in the semiconductor trade network

ASEAN Digital Economy Framework Agreement

Double digital economy value to $2 trillion by 2030 (e.g. DC[1], EC[2] & digital services)

ASEAN Plan of Action for Energy Cooperation 2035

Promote energy cooperation incl. energy security, accessibility, affordability & sustainability

ASEAN Minerals Development Vision and Action Plan

Provide pathways to boost intra- and extra-ASEAN mineral value chain investment

Declaration on the Establishment of an ASEAN AI Safety Network

Facilitate knowledge-sharing, capacity-building surrounding AI safety and ethics

ASEAN National Policy Directions (for illustration)

EV

- **Singapore** — **EV Roadmap under the Green Plan 2030**: Emphasizes **vehicle incentives, charger deployment** & regulations to reduce emissions
- **Thailand** — **EV 3.5 Incentive Package**: Promotes EV with **subsidies** for **manufacturing** & infrastructure development & tax exemptions
- **Malaysia** — **The National Automotive Policy (NAP2020)**: Transforms towards the **production** of electrified vehicles & their critical components
- **Indonesia** — **Downstreaming Industry Strategy (2023–2040)**: Targets to become a top global producer of **EV batteries, solar panels & cables**

Semiconductor

- **Vietnam** — **Semiconductor Industry Development Strategy (2030–2050)**: Establishes 300 design companies, 3 manufacturing factories & 20 testing and packaging **factories** by 2050
- **Thailand** — **National Semiconductor Industry Development Plan**: Offers investment **incentives** for the industry
- **Singapore** — **Semiconductor Industry Roadmap**: Strengthens industry's supply chain through **advanced manufacturing, R&D** and talent development
- **Malaysia** — **National Semiconductor Strategy**: Advances **front-end activities** such as integrated circuit design, advanced packaging, wafer fabrication, & manufacturing equipment

Challenges

- Availability of skilled labour
- Infrastructure & logistics capacity
- Port congestion
- Access to trade finance
- Mutual recognition of standards & certifications
- Fluctuating geopolitics & potential trade barriers

ASEAN is actively investing to mitigate challenges to attract more global FDI

© 2026. For information, contact Deloitte China.

Note: 1) Data Center; 2) E-commerce; 3) Microenterprises and small and medium-size enterprises

Source: Desktop Research, Deloitte Analysis



2

Growth and Investment Opportunities in Key Industries

a Apparel & Fashion

b Medical Devices

c Power Tools



2

Growth and Investment Opportunities in Key Industries

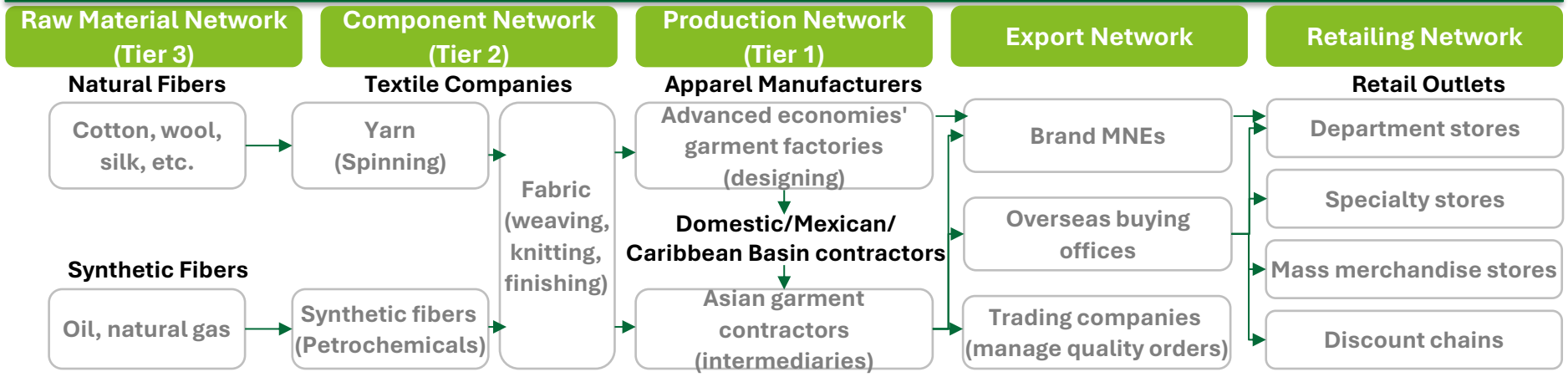
a Apparel & Fashion

b Medical Devices

c Power Tools

Market Landscape: CN companies build integrated value chain in Vietnam & Indonesia, while Thailand mainly supports small-scale full chain integration

State of ASEAN Apparel Value Chains



In ASEAN[2]

Cotton:
- **< 5%** local supply (mainly in Thailand, Myanmar and Vietnam)
- 2024 ASEAN trade balance is -$4.3 bn

Synthetic Fibers:
- **> 60% imports**
- Major importers are Malaysia and Indonesia

Growing mills:
- Mainly in **Indonesia and Vietnam**

Expanding PET/polyester output:
- Mainly in **Thailand and Vietnam**

But still relying on import:
- **> 50%** fabrics are imported overseas
- 2024 ASEAN textile trade balance is -$3 bn, 31% ↑ in loss from 2023

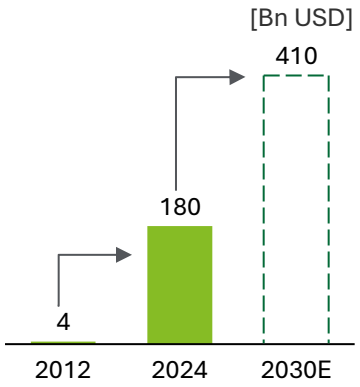
ASEAN=global CMT[1] hub:
- Top exporters are **Vietnam and Cambodia**
- > 70% garment export are CMT for global brands
- Total garment trade balance for ASEAN in 2024 is $179 bn

Major trading company headquarters:
- Ho Chi Minh City, Jakarta, Bangkok

Major logistics hubs (ports):
- Singapore: PSA Intl. Co.
- Malaysia: Port Klang
- Vietnam: Hai Phong

70% of shipments destined for:
- The United States and the European Union

E-commerce growth trend:



Key Insights

Vietnam - Most Mature & Strongest Garment Hub

- Most mature garment manufacturing base cover tier 1 & 2 **(excl. materials)**
- Mainly deploy in **Ho Chi Minh City** due to export ecosystem

Indonesia - Strong Upstream Base

- Strongest upstream textile capability incl. **spinning, knitting & dyeing**
- Also supports garment manufacturing

Thailand - Small-scale Full Chain

- Limited spinning, dyeing & garment production capacity with **small-scale local cotton supply**
- May not fully support large-scale mid-to-high end manufacturing demand

© 2026. For information, contact Deloitte China.
Note: 1) CMT: Cut-Make-Trim, only provide assembly, materials are provided by buyers; 2) ASEAN Investment Report 2025
Source: Desktop Research, Deloitte Analysis

Key Market: 5 markets offer a full spectrum of opportunities, from low-cost mass mfg. for export to mid & high-end products fulfilling local demand

Market Potential	Key Demand & Market Features	Market Position	Channel Distribution	Globalization Recommendation
Vietnam ★★★	• **Apparel Manufacturing for Export (key focus):** Mainly **CMT**[1] & explore OBM[2]/ODM[3] • **Textile Manufacturing:** Spinning & PET/polyester • **Outerwear, menswear** with aesthetic design	**Low** ★	• **E-commerce:** ~30% (↑) • **Apparel specialist:** ~50% • **Distributor:** ~20%	Production globalization *Export value* ***(33.5 bn)***
Indonesia ★★½	• **Apparel Manufacturing for Export (key focus)** • **Textile Manufacturing:** Spinning • **Outerwear, Sportswear & Muslim Apparels (key focus)**	**Low-to-Mid** ★★½	• **E-commerce:** ~40% (↑) • **Apparel specialist:** ~50% • **Distributor:** ~10%	Production globalization ***(8.3 bn)*** Product/ Brand globalization *Local market* ***(7.8 bn)***
Thailand ★★	• **Outerwear, Womenswear (key focus)** of leisure style • **Apparel Manufacturing for Export** • **Textile Manufacturing:** PET / polyester	**Low-to-Mid** ★★½	• **E-commerce:** ~20% (↑) • **Apparel specialist:** ~20% • **Distributor:** ~60%	Production globalization ***(2.2 bn)*** Product/ Brand globalization ***(7.9 bn)***
Malaysia ★★	• **Outerwear, Womenswear & Muslim Apparel (key focus)**, e.g. Traditional robes & lightweight, quick-dry, breathable, UV-protective apparel	**Mid** ★★	• **E-commerce:** ~30% (—) • **Apparel specialist:** ~45% • **Distributor:** ~25%	Product/ Brand globalization ***(7.4 bn)***
Singapore ★☆	• **Outerwear, Womenswear (key focus)**, e.g. Premium & high-end designer apparel • **Function as Regional Hub & Regional Distribution Center**	**High** ★★★	• **E-commerce:** ~20% (↑) • **Apparel specialist:** ~60% • **Distributor:** ~20%	Product/ Brand globalization ***(2.8 bn)***

© 2026. For information, contact Deloitte China.

Note: 1) CMT: Cut-Make-Trim; 2) OBM: Original Brand Manufacturing; 3) ODM: Original Design Manufacturing

Source: Desktop Research, Deloitte Analysis

Value Proposition: CN apparel companies may consider OBM/ODM, agile SC & smart mfg., and sustainable innovation, to build high value competitiveness

Future Value Propositions for Mid-Size Chinese Companies

OBM & ODM Model for Higher Value

	ODM: Design Integration	OBM: Brands Building
How	Add **in-house design, pattern making**, and **sample development** on top of manufacturing to provide E2E solutions	Build **proprietary brands** and **develop direct sales channels** beyond contract manufacturing
KSF	Design capability + product development	Brand building + channel access + market reach
E.g.	**Companies:** Thygesen Textile Vietnam; Capital World Group	**Companies:** Rags2Riches; Ninomaxx; Ananas

Sustainability as a New Value Lever

	Sust. Material / Product	Sust. Production & Logistics
How	Eco-friendly & high-performance materials, incl. **bio-based fibers, recycled polyester**	Implement **ESG-aligned supply chains**, and build regional distribution facilities
E.g.	•**Hyosung (Korea):** $1 bn bio-based BDO plant in VN •**Far Eastern Polytex (Taiwan):** $1.5 bn fiber & finishing for high-strength airbags	•**Nike & Adidas:** ESG standards for suppliers •**H&M:** Circular supply chain via recycled materials

Meet EU/US sustainability standards to capture more orders

Agile & Smart Manufacturing

Build smart factories for demand-driven production

Fast changing fashion

emerging local E-commerce

Agile supply chain
Build fabric-to-garment integrated SC to enable fast market response & increase service level

Smart manufacturing
Automate & standardize operations to improve efficiency

Heavily rely on labor force

Faster product cycles and agile & efficient production

Apparel Policy Benefits

Tax Holidays

Corporate income tax holidays for textile export-oriented manufacturing in Vietnam, Thailand, Cambodia

Tariff Reduction 0 tariff:

- Intra-ASEAN (AFTA[1)])
- Vietnam -> EU if RoO[2)] is met (EVFTA[3)])

Industrial Zone

Vietnam, Thailand, and Cambodia offer SEZs[5)] & export-processing zones with **tax incentives, simplified customs, one-stop services**

© 2026. For information, contact Deloitte China.

Note: 1) AFTA: ASEAN Free Trade Area; 2) RoO: Rules of Origin; 3) EVFTA: EU- Vietnam Free Trade Agreement; 4) CPTPP: Comprehensive and Progressive Agreement for Trans-Pacific Partnership; 5) SEZ: Special Economic Zones

Source: Desktop Research, Deloitte Analysis



2

Growth and Investment Opportunities in Key Industries

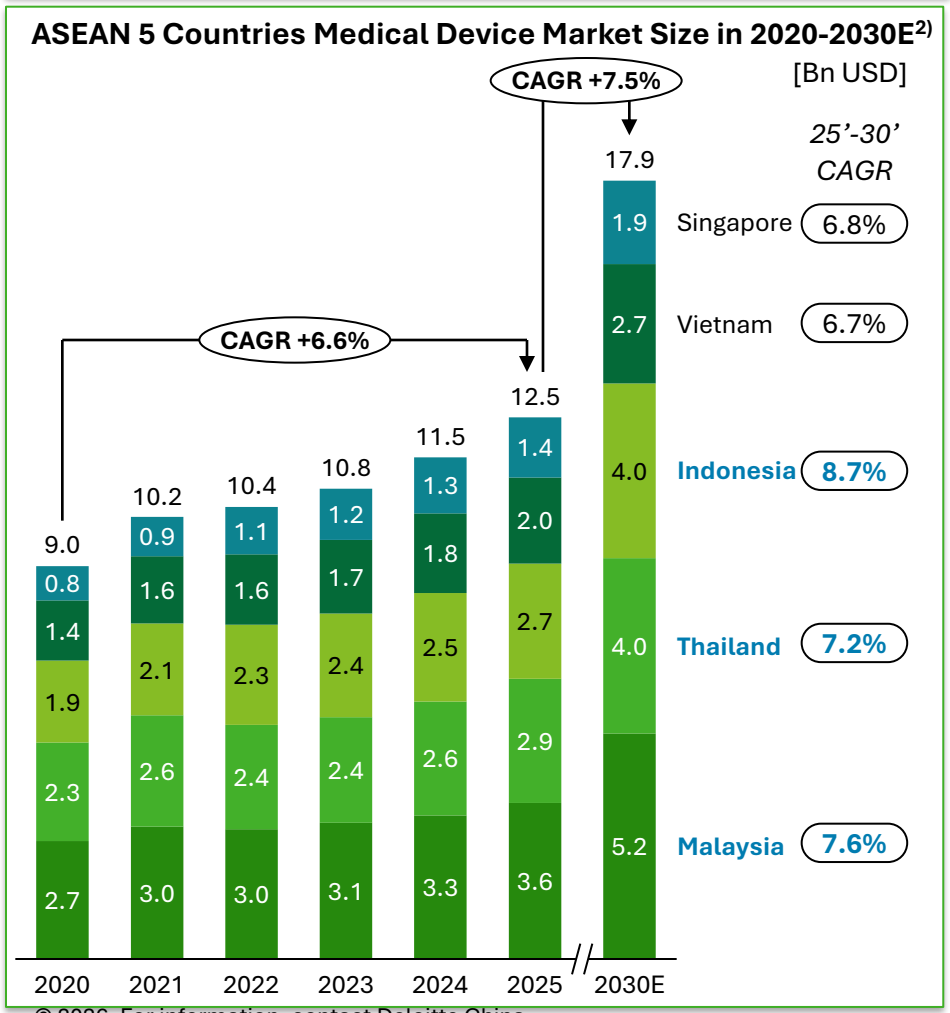
a Apparel & Fashion

b Medical Devices

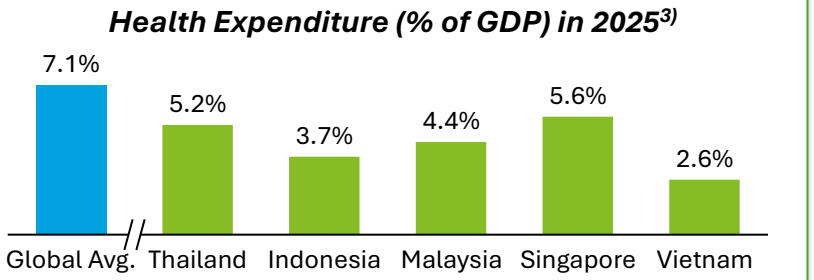
c Power Tools

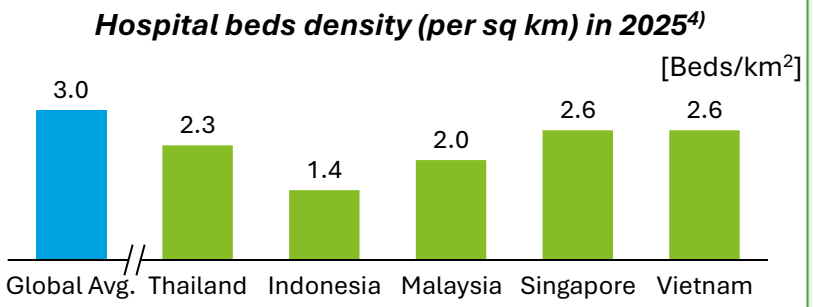
Market Landscape: Target markets feature infrastructure upgrades, high import dependence, MNC dominance, and market concentration in MY, ID, TH[1)]

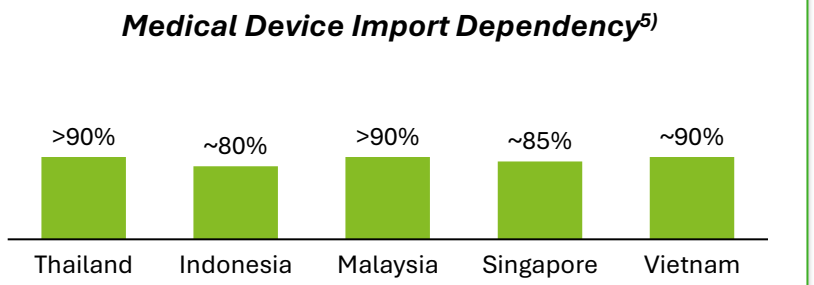
Concentration in Malaysia, Indonesia, and Thailand



Underfunded med-infrastructure & high import dependence







Key Takeaways

Market Drivers
Demographic dividend, economic growth & rising healthcare demand are reshaping regional market

Policy Push
Governments are increasing health spending, regulating access, and upgrading infrastructure

CN Company Opportunity
~90% import dependence and weak local manufacturing create room for Chinese players

Competition Landscape
Western brands dominate high-end devices via technology and long-standing equity

© 2026. For information, contact Deloitte China.

Note: 1) Malaysia, Indonesia, Thailand; 2) Statista, incl. medical device & IVD; 3) Geo Factbook; 4) Geo Factbook, Hospital Bed Density measures healthcare bed access per area; 5) Expert Interview & Desktop research
Source: Desktop Research, Deloitte Analysis

Key Markets: 5 markets offer diverse opportunities from high-margin to volume-driven. ID & VN show opportunities for production globalization

Market Potential	Key Product & Service	Channel Characteristics (CN Company Share)	Globalization Recommendation
Malaysia *Market Position* ★★½ *Mid-to-High*	• **Basic diagnostic products,** *e.g., diagnostic imaging, monitoring devices, etc.* • **High-end specialty devices,** *e.g., cardiology devices, proton therapy, etc.* • **Preventive, rehabilitative, & digital devices**	• **Public: Government lead** procurement with high price sensitivity **(10-20%)** • **Private: Hospital lead** procurement, serving upper-middle-income group & medical tourists **(30-40%)**	Product/Brand globalization
Thailand ★★½ *Mid-to-High*	• **Chronic disease mgmt.,** *e.g., monitoring, rehabilitation, home care, etc.* • **Advanced medical tourism,** *e.g., surgeries (surgical robots, ECMO[1]), etc.* • **Smart/AI healthcare devices**	• **Public: Hospital lead** procurement requiring deep partnership & price competitiveness **(10-20%)** • **Private: Hospital lead** procurement, keep emerging and serve upper-middle class & medical tourists **(<50%)**	Product/Brand globalization
Indonesia ★★½ *Low-to-Mid*	• **Affordable basic equip.,** *e.g., diagnostic, life support, etc.* • **Specialty equipment,** *e.g., Cardiovascular interventional, diagnostic imaging, surgical, etc.*	• **Public: Government lead** procurement via e-Katalog, and prioritize product with local content, fierce price competition **(5-15%)** • **Private: Hospital lead** with flexible procurement **(high-end 15-25%; low-end >50%)**	Production globalization Product/Brand globalization
Vietnam ★★ *Mid level*	• **Advanced Med. Device** for mid-to-high income people • **Cost-effectiveness Devices** for MNC device substitution • **Local Channel & Partnership**	• **Public: Government lead** procurement with sufficient budget, requiring **local resource** **(<15%)** • **Private: Hospital lead** procurement, serving advanced medical demand **(high-end <20%; low-end 70-80%)**	Production globalization *Low-value Consumables* Product/Brand globalization
Singapore ★½ *High level*	• **Technology-leading Equipment** • **CDMO[2] Demand** to embed in SG healthcare system	• **Public: Government lead** procurement with sufficient budget, MNC dominated **(<10%)** • **Private: Hospital lead** procurement, serving advanced medical demand, MNC dominated **(<10%)**	Product/Brand globalization

© 2026. For information, contact Deloitte China.
Note: 1) ECMO: Extracorporeal Membrane Oxygenation; 2) CDMO: Contract Development Manufacture Organization
Source: Desktop Research, Deloitte Analysis

Opportunities (1/2): The 5 markets have distinctive features for service, product demand, channel development strategy & local resource requirement

Key ASEAN Market Features

Diverse Demand
Demand exists for both **premium and affordable** products for diverse channels

Compliance Challenge
Complex & diverse **registration of product** lead to time & cost burden

MNC Dominant
ASEAN medical devices market is **dominated by MNC's**, CN brands need **market education & branding investment**

Channel Connection
Localized distribution, resource connection & professional service teams are critical to win the market

Localization Requirement
Increasing requirements for **localized production (ID), local sales entity/ partner/agency**

Opportunities for Mid-Sized Chinese Companies

Brand Globalization

Malaysia *($3.6 bn)*
- Demand driven by high-end specialty development, medical-tourism, affordable healthcare & chronic disease burden

Thailand *($2.9 bn)*
- Demand driven by aging demographics, rising medical tourism, improving high-end medical services and healthcare digital transformation

Indonesia *($2.7 bn)*
- Demand driven by basic device configuration, equipment renewal & specialty equipment improving
- Requiring local manufacturing content in public channel tenders

Vietnam *($2.0 bn)*
- Demand driven by medical devices renewal & update, healthcare consumption upgrade, and cost-effective device substitution

Singapore *($1.4 bn)*
- Demand for technology leading devices & center for international brand building

Channel

Public Hospital
- ✓ Reliable distributors & partner with local resource
- ✓ Competitiveness on cost-effectiveness, stable supply and service

Private Hospital
- ✓ Clinical academic promotion capability
- ✓ Technology differentiation

Non-hospital Channels: Focus on pharmacy chain store and e-commerce, optimize Direct-to-Consumer & end-to-end service capability

© 2026. For information, contact Deloitte China.

Source: Desktop Research, Deloitte Analysis

Opportunities (2/2): CN mid-sized players may seize opportunities via basic equipment renewal, high-end specialty & medical-tourism, digital chronic-care transformation, and localization-led deep channel access for the future

Potential Market Entry & Growth Engine for CN Mid-sized Companies

Equipment Renewal for Basic Diagnostics and Monitoring

- **Replace** aging installed base of **basic imaging, monitoring, and life-support devices** across public hospitals in ID, VN, TH, MY[1)]
- Capture **government tenders** by offering **clinically equivalent** products with a clear **price advantage** versus MNC incumbents
- Leverage **lower total cost of ownership and flexible financing models** to win large-scale public-sector replacement cycles

Indonesia Vietnam Malaysia Thailand

High-end specialty and medical-tourism penetration

- Offer tech-leading & cost-effective **surgical robots, ECMO[4)], proton therapy, & advanced cardiology devices** to private serving medical tourists in TH & MY
- Supply specialty **cardiovascular interventional** and **high-end imaging equipment** to mid-to-high-income segments & top-tier hospitals in VN
- Build a premium-alternative positioning through **localized clinical training & conference, service excellence development**

Malaysia Thailand Vietnam Indonesia

Chronic Disease and Digital-health Transformation

- Deploy **remote monitoring, rehabilitation, and AI-assisted diagnostic** tools to address the growing NCD[2)] burden in TH & MY
- Bundle connected devices with software platforms for **home-based care, preventive health, and smart hospital solutions**
- Partner with local telehealth players and private providers to accelerate adoption of **IoMT[3)] and wearable technologies**

Malaysia Thailand

Localization-led market access with deep channel partnerships

- Establish **exclusive distribution and joint venture partnerships** in ID, MY & VN[1)] to navigate local procurement preferences and build trust
- Set up **local assembly or kitting** to qualify for **local-content incentives (ID)**, reduce logistics cost, and shorten lead times
- Co-invest in **after-sales service networks** to lock in long-term customer stickiness and recurring revenue

Indonesia Malaysia Thailand

© 2026. For information, contact Deloitte China.

Note: 1) ID=Indonesia, VN=Vietnam; TH=Thailand; MY=Malaysia; 2) NCD: Noncommunicable diseases; 3) IoMT: Internet of Medical Things; 4) ECMO: Extracorporeal Membrane Oxygenation

Source: Desktop Research, Deloitte Analysis



2

Growth and Investment Opportunities in Key Industries

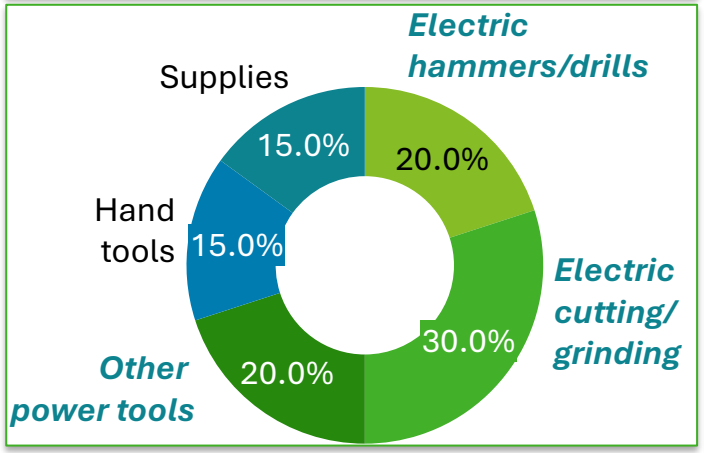
a Apparel & Fashion

b Medical Devices

c Power Tools

Market Landscape: Key business markets are in TH/VN/MY[1], while ID[2] is fast-growing. Vietnam is the main production & export hub for Chinese companies

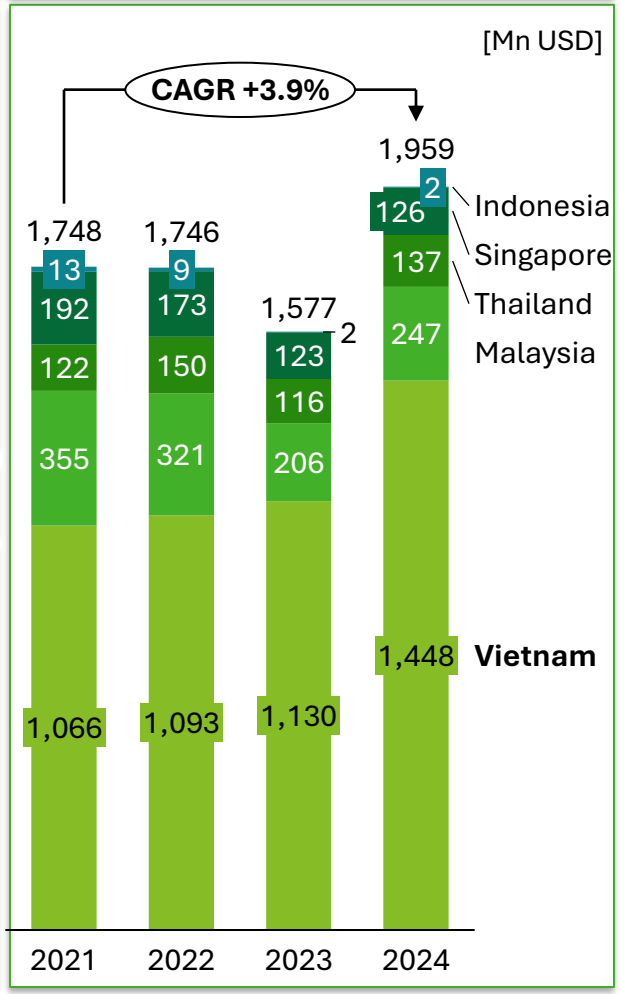
Tools Segment Distribution in 5 Key Countries[3]



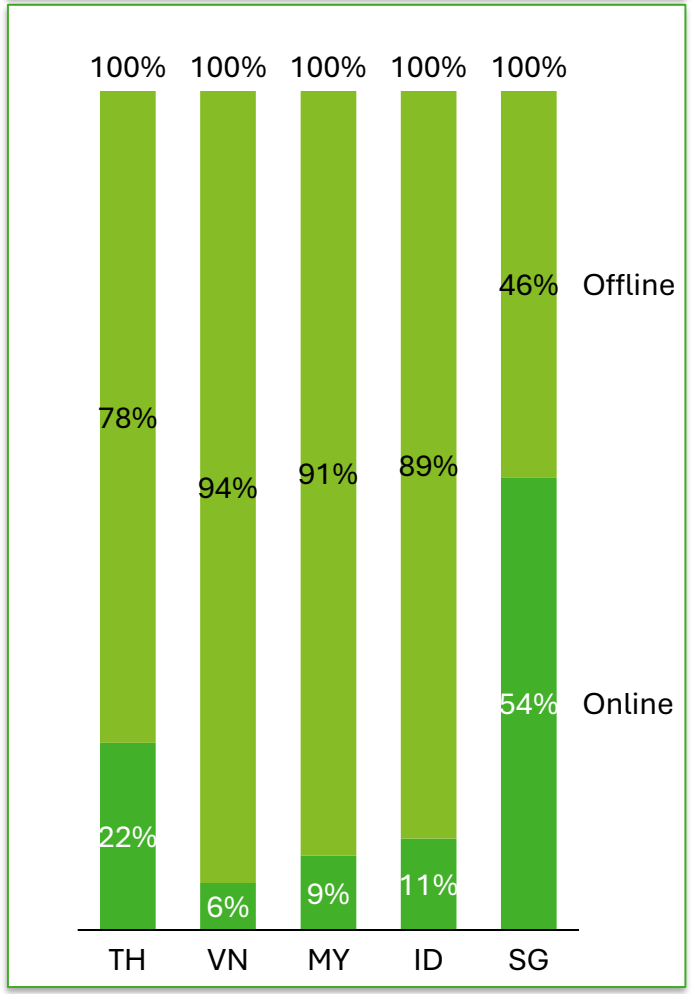
Power Tools Market Size of 5 Key Countries[3]

Thailand	**#1 $600-700Mn**
Vietnam	**#2 $500-600Mn**
Malaysia	**#3 $350-450Mn**
Indonesia	**#4 $300-400Mn**
Singapore	**#5 ~$100Mn**

Power Tools Export of 5 Key Countries[4]



Channel Distribution in 5 Key Countries[5]



Key Takeaways

Market Segment
Power tools are dominant types, including cutting/ grinding and hammer/ drill

Key Selling Market
Thailand, Vietnam, Malaysia are primary; Indonesia grows fast due to large population

Key Production Market
Vietnam is ASEAN main manufacturing & export hub for CN firms serving North America

Channel Distribution
Highly dependent on distributors for certification, coverage, and after-sales

© 2026. For information, contact Deloitte China.
Note: 1) Thailand, Vietnam, Malaysia; 2) Indonesia; 3) Estimated market size from interview with ASEAN power tools experts; 4) ITC Trade Map; 5) Statista
Source: Desktop Research, Deloitte Analysis

Key Market: Vietnam & Thailand are the top product & production globalization destinations for CN companies. MY & ID[1)] also demonstrate growing demand

Market Potential	Key Demand & Market Characteristics	Market Position	Channel Distribution	Globalization Recommendation
Vietnam ★★½ *(Market Size)* *($500-600 mn)*	• **Auto & consumer electronics power tools** • **Cost-effective power tools** • **Global power tool manufacturing & export hub**	**Mid** ★★	• **Distributor:** >90% • **Ecommerce:** <10%	Production globalization Product/Brand globalization
Thailand ★★½ *($600-700 mn)*	• **Light professional-grade devices dominate** • **Automotive industry power tool demand** • **2nd destination for CN brand production globalization**	**Mid-to-High** ★★½	• **Distributor:** ~40% • **Specialist Chain:** ~40% • **Ecommerce:** ~20%	Production globalization Product/Brand globalization
Malaysia ★★ *($350-450 mn)*	• **Cost-Performance General Tools** • **Electronics Manufacturing Professional Tool** • **Requiring Mandatory Certification**	**Mid-to-High** ★★½	• **Distributor:** >80% • **Specialist Chain:** ~10% • **Ecommerce:** <10%	Product/Brand globalization
Indonesia ★★ *($300-400 mn)*	• **Home-use & housing construction power tools** • **Low-end / white-label tool**	**Low** ★	• **Distributor:** >90% • **Ecommerce:** >10% (rapid growth)	Product/Brand globalization
Singapore ★½ *($~100 mn)*	• **Cordless & lithium-ion power tools** • **Premium international brands dominate the market** • **Position as ASEAN regional headquarters**	**High** ★★★	• **Distributor:** ~50% • **Ecommerce:** ~50%	Product/Brand globalization *Small Market Size*

© 2026. For information, contact Deloitte China.
Note: 1) MY: Malaysia, ID: Indonesia
Source: Desktop Research, Deloitte Analysis

Opportunities: CN companies may seize opportunity for sales expansion with priority in TH, VN & MY, & gain market with price advantage & product portfolio

Opportunities for Mid-Sized Chinese Companies

Market Features for Product/Brand Globalization

Thailand *(#1 market share among the 5 target countries)*
Light professional-grade tools, automotive industry professional tools, value brands premium, high growth potential

Vietnam *(#2)*
Auto & consumer electronics power tools, cost-effective power tools, limited price-premium for brands

Malaysia *(#3)*
Cost-performance general tools, electronics manufacturing professional tool, requiring mandatory certification, value brands premium, mid-to-high spending power

Indonesia *(#4)*
Large population & infrastructure drive growth, home-use & housing construction power tools, low-end / white-label tool, low purchasing power

Singapore *(#5)*
Premium but small market, cordless & lithium-ion power tools *(2024-33 CAGR 7.1%)*, premium international brands dominate; functions as regional HQ / R&D hub

Competition Landscape

Brand	Brand Share in 2025 *(in 5 target countries)*	Pricing Range[1] *(as of the price of Makita)*
Makita *(Japan)*	>30%	~100%
Suzhou Yinghe[2] *(China)*	22-24%	30-50%
Dongcheng *(China)*	10-12%	40-60%
BOSCH *(Germany)*	<10%	High-end ~100%; Low-end 60-70%
Stanley *(US)*	<10%	~100%
China Crown *(China)*	2-3%	40-60%
Pumpkin *(China)*	1-2% *Mainly in Thailand*	25-45%

Channel

Offline *(>90%)*

- ✓ **Distributors** dominant, esp. in **Vietnam & Indonesia**
- ✓ **Specialist chain stores** in **Thailand Malaysia & Singapore** are emerging

Online *(<10%)*:

- Indonesia *(11%[3], with rapid growth)*
- Singapore *(54%[3], DIY tools are the main demand which lead to the high online %)*
- Thailand *(22%[3])*

© 2026. For information, contact Deloitte China.
Note: 1) Take the price of angle grinder and drill as example ; 2) Suzhou Yinghe has 7-8 brands; 3) Online channel proportion
Source: Desktop Research, Deloitte Analysis

Opportunities: ASEAN offer CN companies production relocation opportunities in VN & TH, with priority for DIY, infrastructure, industrial & cordless tools

Opportunities for Mid-Sized Chinese Companies

Manufacturing Globalization

Market Positioning

Mainly Serve US market export:

1) Production relocation for **preferential tariff & origin access** to **US market**
2) Total **production cost** in ASEAN is **higher** than manufacturing **in CN**, due to limited US orders & production scale

Production Relocation

#1 Vietnam
Most CN brands relocated in & largest power tool export hub in ASEAN ***($1.4 bn[1])***

#2 Thailand
2nd CN brands' relocated production destination

Market Trends & Potential Market Segments

Fast growing compact DIY power tools[2] *for home use, due to expansion of urbanization & home-improvement market*

Professional tools[3] for large-scale infrastructure projects*, targeting CN-funded and local mega-sites*

*Supplementary **industrial power tools** grow with **auto, consumer electronics manufacturing & assembling** in ASEAN*

Future potential cordless & lithium-ion tools *for SG, MY, VN & TH for premium market & better profitability*

Drills & Fastening Tools


Drill


Impact Driver

Cutting, Sanding & Polishing Tools


Orbit Sander


Chain Saw

Cutting Tools


Rebar Cutter


Cut-Off Saw

Tying & Drilling Tools


Rebar Tying


Rotary Hammer

Drills & Fastening Tools


Ratchets

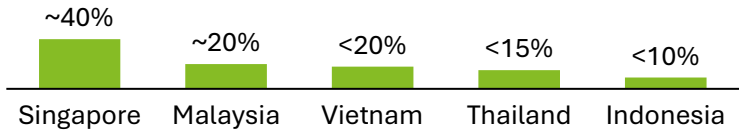

Impact Wrenches

Cutting, Grinding & Adhesive Tools


Straight Shear


Angle Grinder

Market Share of Cordless/Lithium-ion Power Tools[4]



- ***ID:*** *Low % due to limited purchasing power*
- ***MY:*** *Fast growing market*
- ***VN:*** *Makita dominates*

© 2026. For information, contact Deloitte China.

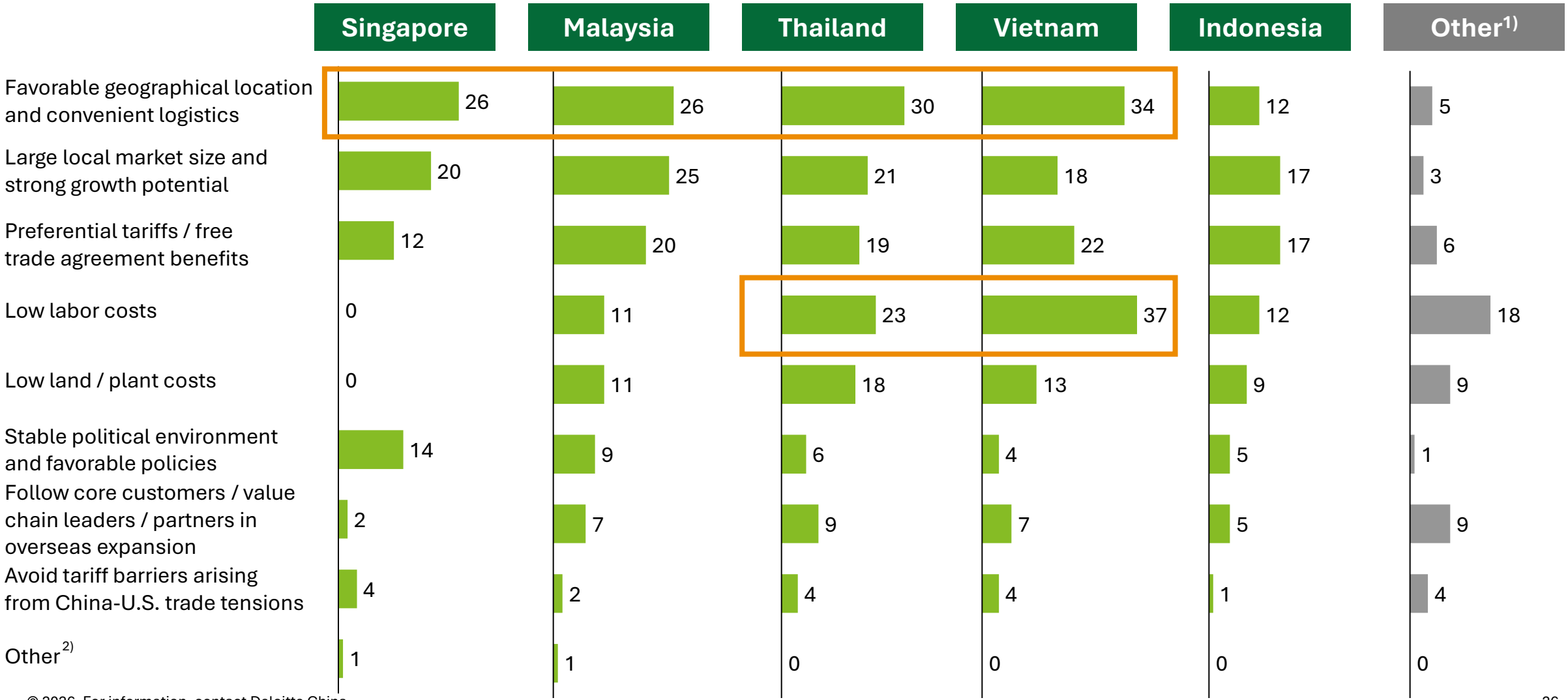
Note: 1) Vietnam power tools export value in 2024; 2) DIY power tools: furniture applications, handheld drills, saws, etc. 3) Professional power tools: mostly stationary, for professional construction/industrial use, higher performance; 4) Based on the comprehensive export data and expert interview; Source: Desktop Research, Deloitte Analysis



3

Voice of Mid-Size Chinese Enterprises in ASEAN

Driver: Overall ‘Resilience’ matters more than ‘Cost’ when going global to ASEAN due to geo-challenges and uncertainty, except in Vietnam and Thailand

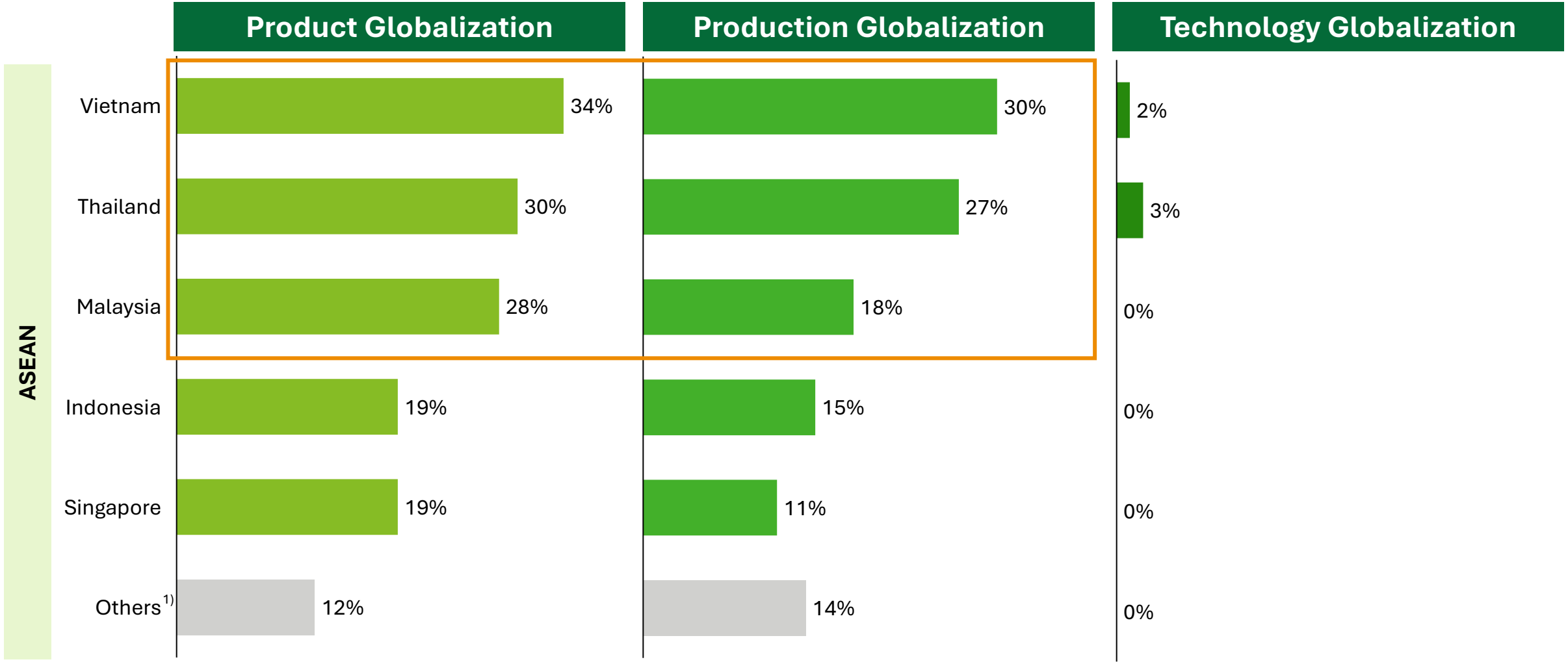


© 2026. For information, contact Deloitte China.

Note: 1) Include Cambodia, Myanmar, the Philippines; 2) Singapore: Positioning as regional headquarters and R&D hub, Malaysia: Positioning as regional distribution and service hub

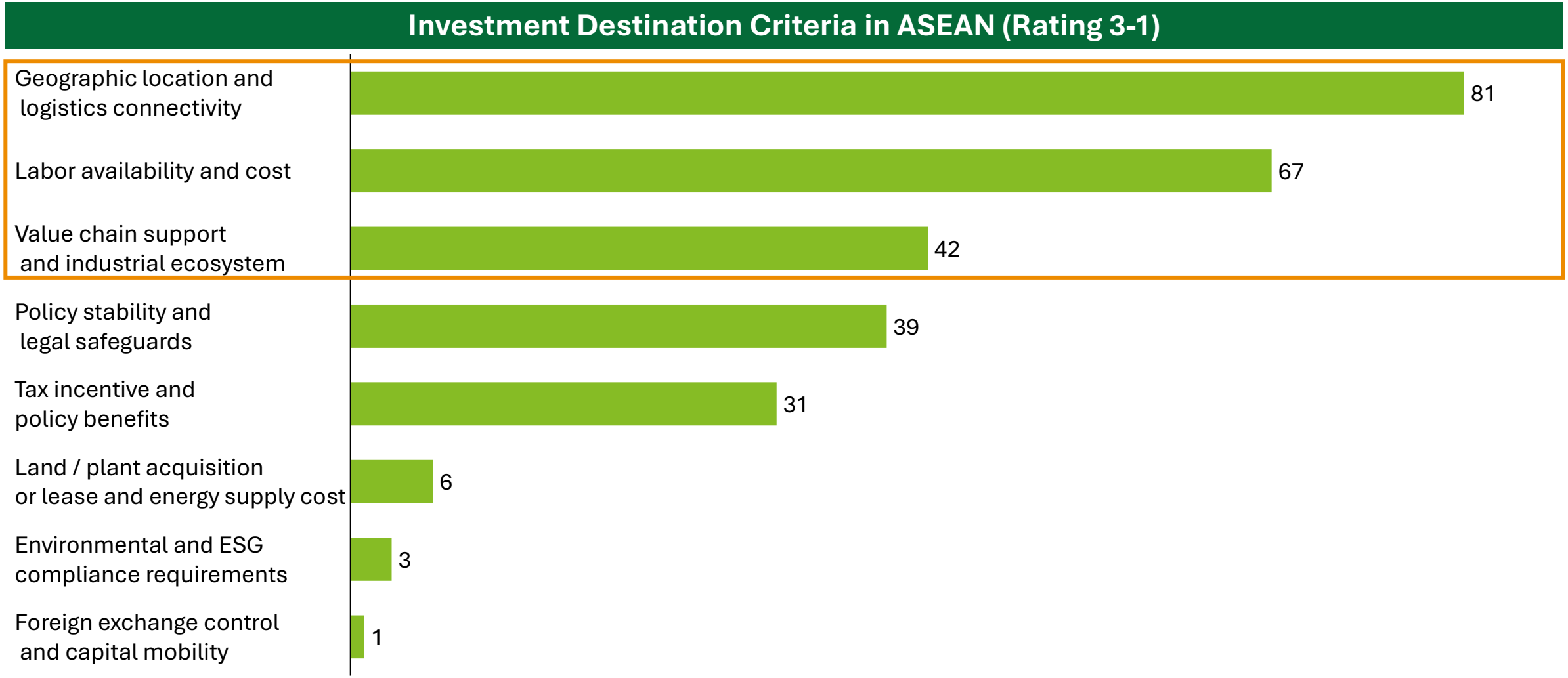
Source: Deloitte Analysis

Key Destinations: Vietnam & Thailand are the top choices for low cost, investments in Singapore and Malaysia due to local market familiarity, while investments in Indonesia focuses on tariff and policy as key differentiators



© 2026. For information, contact Deloitte China.
Note: 1) Include Cambodia, Myanmar, the Philippines
Source: Deloitte Analysis

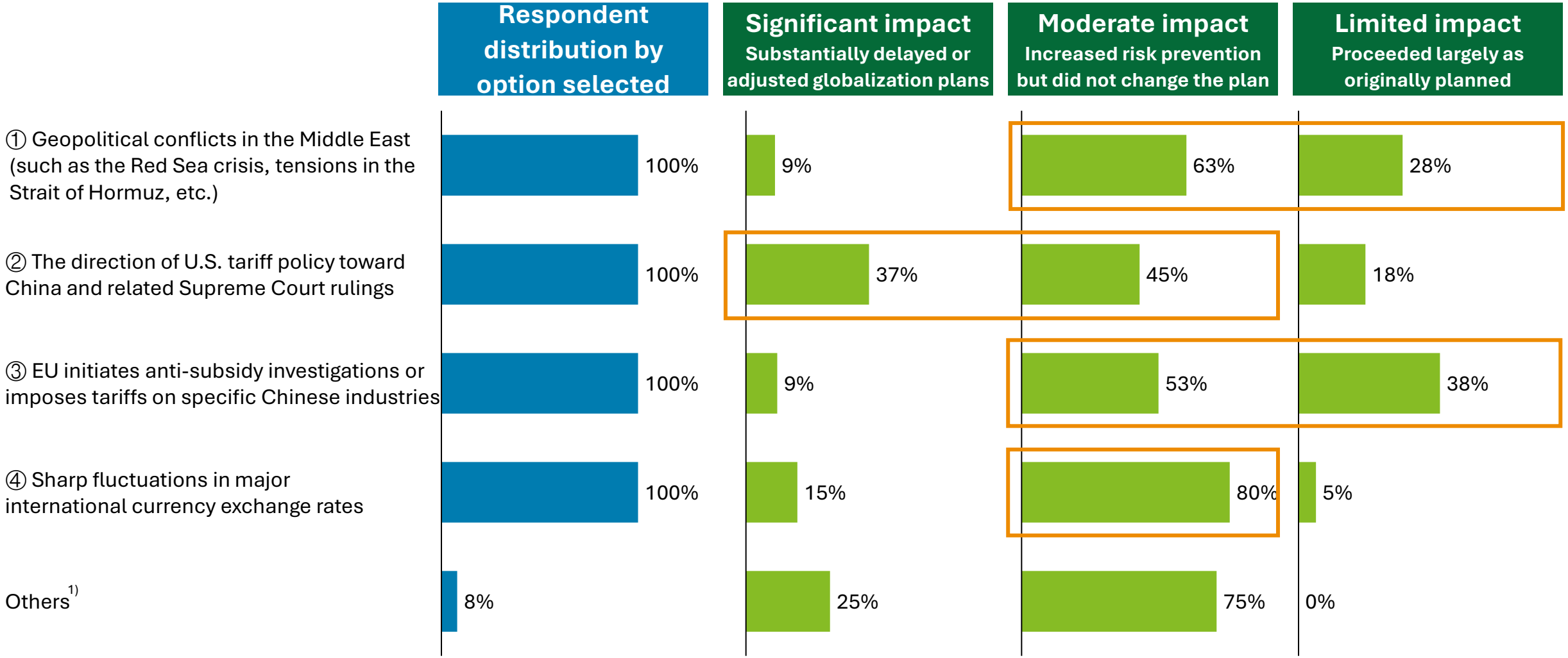
Investment Decision: Top criteria for ASEAN is geared towards 1) geographic location, 2) labor cost and capability, and 3) value chain ecosystem



© 2026. For information, contact Deloitte China.

Source: Deloitte Analysis

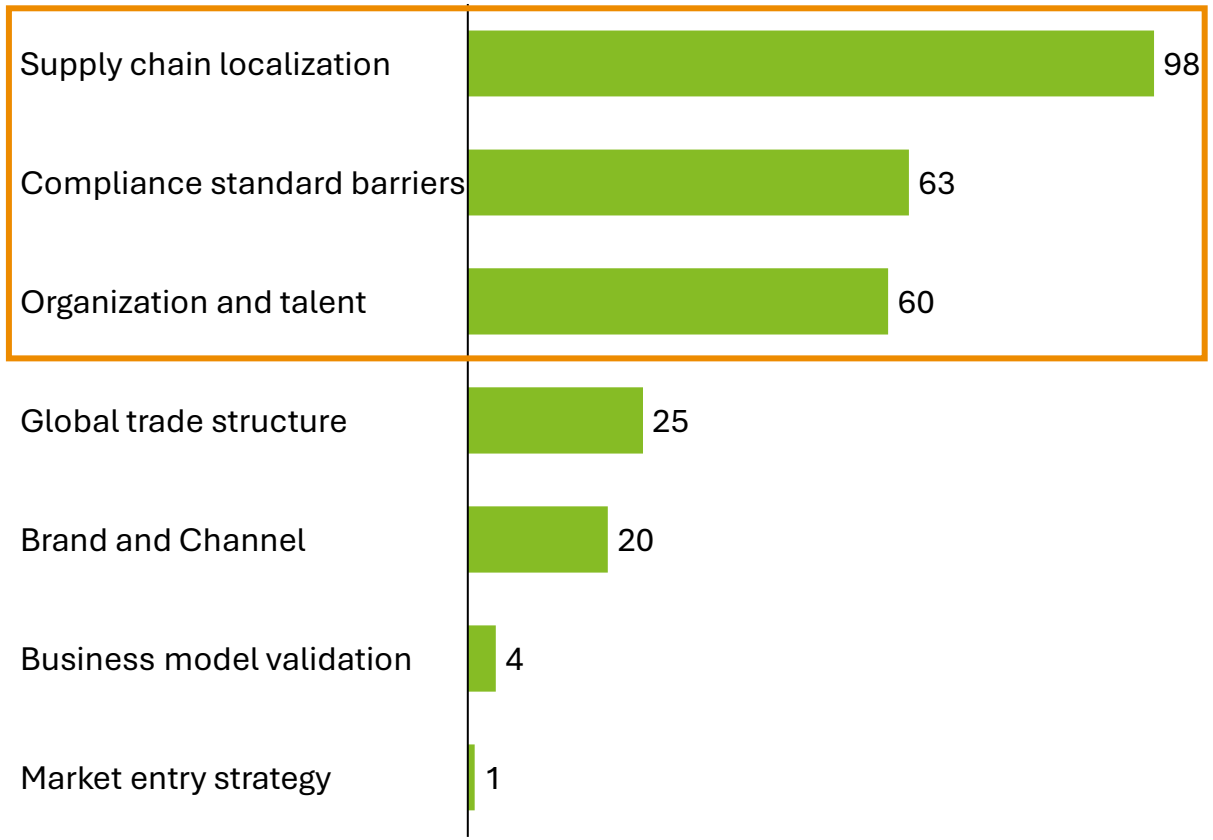
Investment Concerns: US tariffs stands out as a key external risk, with most companies perceiving moderate to significant impact (82%), followed by labor compliance, trade policy & stability, certification standards



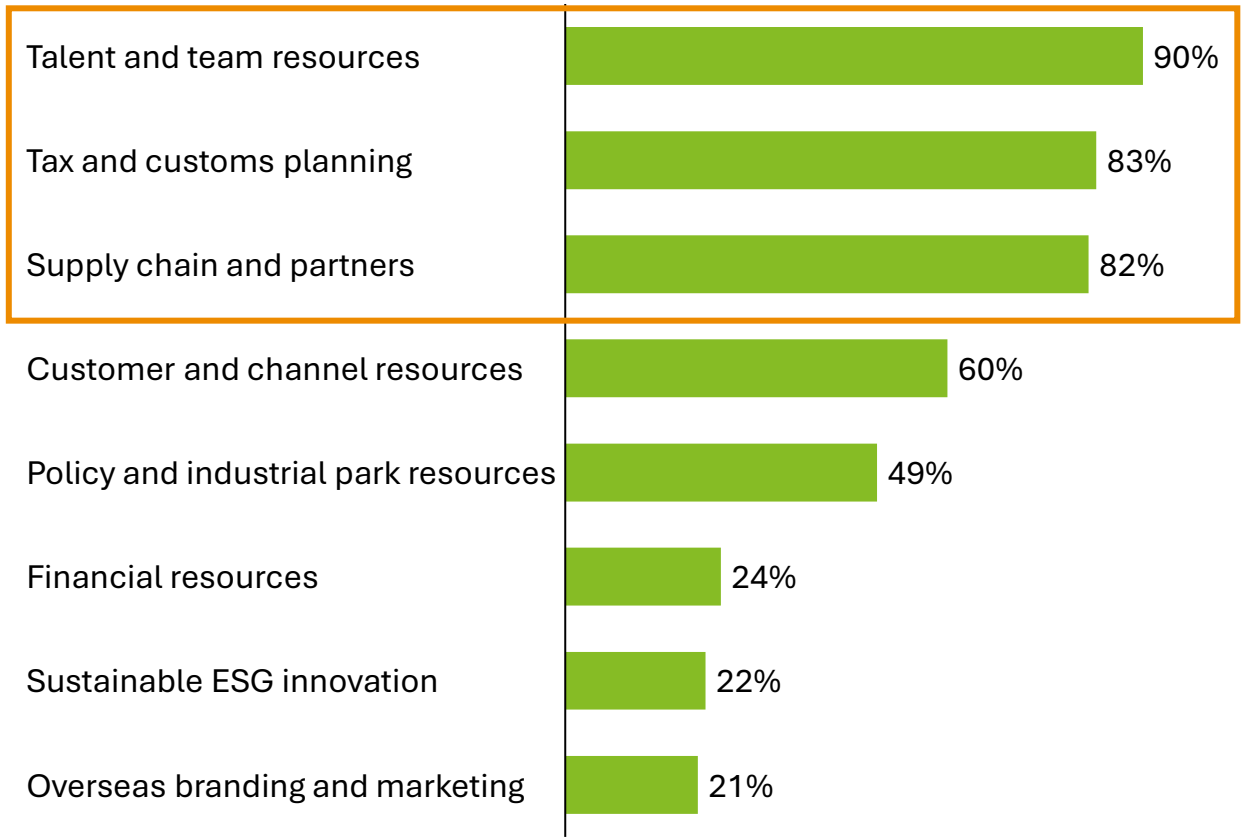
© 2026. For information, contact Deloitte China.
Note: 1) Include lack of a unified certification system, trade policy and stability, local labor compliance audit, etc.
Source: Deloitte Analysis

Challenges & Service Need: Top three challenges for overseas expansion are supply chain localization, compliance barriers, and organization & talent, while key resource gaps are talent, tax & customs planning, and supply chain & localized partners

Major Challenges of Globalization (Rating 3-1)



Critical Resource Company Lacks (Multiple Choices)



© 2026. For information, contact Deloitte China.

Source: Deloitte Analysis



4

Recommendations for Chinese Enterprises

Market Entry Strategy (1/2): CN mid-sized companies may holistically assess market demands, channel dynamics, competition landscape, product portfolio, & proactively leverage local resources to achieve successful global expansion

Target Markets – Assess External Opportunity x Entry Feasibility

Step 1: Assess demand potential and identify target markets
Evaluate market size & growth rate, consumer preferences (design, price, service), high potential products, per capita disposable income etc.

Step 2: Analyze sales and channel infrastructure
Understand major channels, online/offline penetration, local partners and logistics/fulfillment performance (coverage, speed, cost) etc.

Step 3: Understand competition landscape
Examine market concentration, market share and strengths of MNCs and local players, leading practice benchmarking and Chinese brand awareness

Step 4: Evaluate market barriers and overall risks
Address product compliance and certifications, tariff & trading barriers, key risks and local authorized representative/importer and client requirements

Product Strategy – Value Proposition x Local Adaptation

Step 1: Analyze localized demand
Identify unmet market gaps (function, design, service), key purchasing factors (material, performance, warranty), and core value propositions

Step 2: Define product positioning
Through price tier (affordable entry vs. mid-to-high end) and competitive benchmarking on performance, price, and service

Step 3: Develop product portfolio
With an appropriate category mix (entry-level vs. premium), local technical adaptations (voltage, climate, language) & clear product iteration cadence

Step 4: Develop service and solutions
Including pre-sales and after-sales support (pre-trial, local spare parts, repair centers, professional training etc.) and digital value-added features

© 2026. For information, contact Deloitte China.

Source: Desktop Research, Deloitte Analysis

Market Entry Strategy (2/2): Mid-sized CN companies may develop optimized overseas biz models, channel/customer strategies, & resilient supply chains

Market Entry – Pathway Design x Capability Enhancement

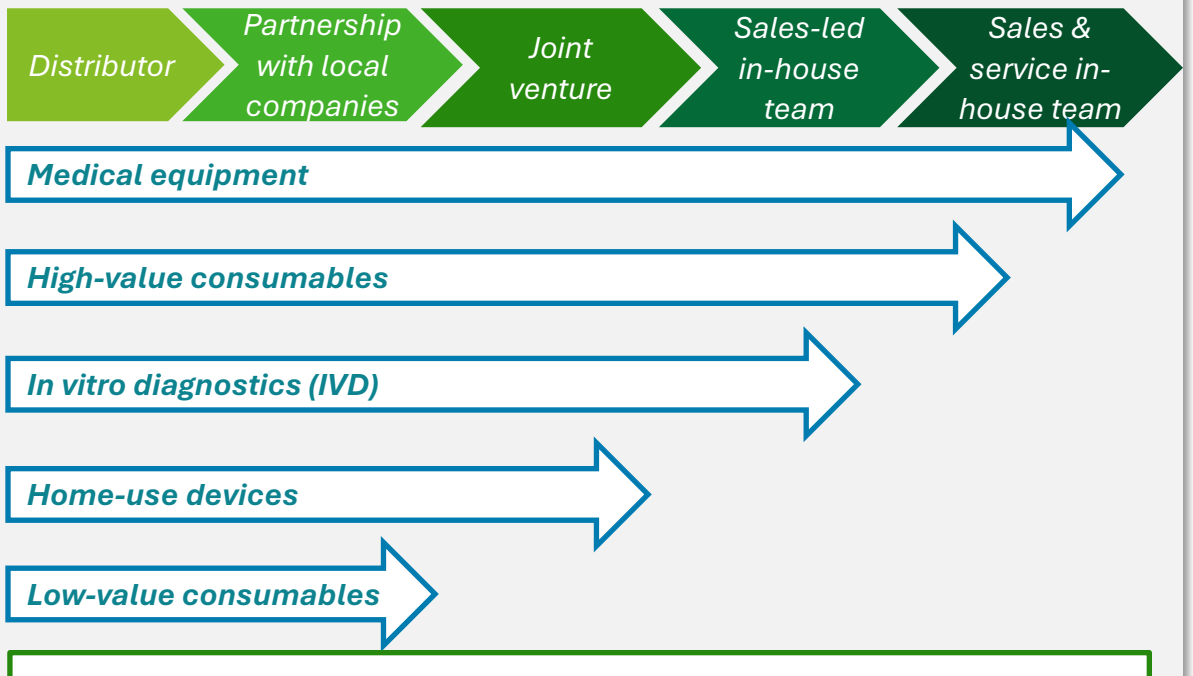
Step 1: Determine business model
Choose better business model going overseas, e.g. authorized distribution, JV to tap local resources, subsidiary for deeper control, or local assembly/SKD[1]/CKD[2] to address tariffs and localization requirements etc.

Step 2: Optimize channel strategy
Develop omni-channel management, leveraging localized online platforms, specialty chain retailers, and B2B tender procurement to reach target customers

Step 3: Build ecosystem partnership
Cultivate relationship with key opinion leaders and local networks, manage distributors and co-sell teams, invest in end-user education, and deepen collaboration by technical exchange and joint R&D to explore more opportunities

Step 4: Manage resilient supply chain
Ensure international logistics and on-time delivery, set up regional spare parts and local service teams, and explore industrial synergies like shared warehousing and logistics coordination to improve efficiency

Potential Business Model for Medical Device companies



© 2026. For information, contact Deloitte China.
Note: 1) SKD: Semi-Knocked Down; 2) CKD: Completely Knocked Down
Source: Desktop Research, Deloitte Analysis

References

Deloitte Survey & Research

- ***'Opportunities for Chinese Enterprises Going to ASEAN'.*** Survey of **200+** mid-sized companies with overseas business in ASEAN in apparel, medical device and power tool industry | 2026
- ***'High-Quality Globalization 2.0' Survey of Globalization Intentions and Readiness of Industrial Park Enterprises'.*** Survey of **40+** small and medium-sized manufacturers regarding current state, maturity, and key considerations in going global | 2025
- ***'Turning Tax and Tariff Turbulence into Strategic Advantage. 2025 AP Tax & Tariff Complexity Survey Report'.*** Sample of **363** senior executives and professionals across Asia Pacific regarding tax reforms, tariff uncertainty, digital reporting mandates, and shifting stakeholder expectations | 2025
- ***'Global Powers of Retailing 2025: Improving Effectiveness and Unlocking Growth in the Year Ahead'.*** Interviews with leading retail executives and **250+** top global retailers regarding operational efficiency, supply chains, AI and automation, opportunities to enhance profitability, sustainability in global market (including Asia Pacific) | 2025
- ***'Deloitte APEC CEO Survey 2025: Bridging the Certainty Gap'.*** Survey of **1,252** executives across 18 APEC economies, examining regional risks and opportunities spanning capital flows, sustainability, geopolitics, and technology | 2025
- ***'Growth, Operations, and Risk Management Top the List of Many APAC CFO's Priorities for 2025'.*** Sample of **469** APAC CFOs (including industries of consumer, healthcare, manufacturing, etc.) examining strategies for transformative growth, operational excellence, talent optimization, and risk resilience | 2025
- ***'Managing the Extended Enterprise in Asia Pacific: New Risk and Opportunities for Business in a Changing World'.*** Report on key trends and opportunities in the Asia-Pacific region, and approaches to diversifying risk—including diversifying business locations, mitigating supply chain vulnerabilities, and reforming ESG practices | 2024
- ***'2024 Guide to Taxation in Southeast Asia'.*** Report on the latest investment and tax insights of ASEAN region, aiming to provide the investors with a comprehensive understanding of local markets, enabling them to navigate tax challenges and seize development opportunities| 2024

Database

- ***Euromonitor.*** Data on Apparel Market Size & Channel Structure in Singapore/Malaysia/Indonesia/Vietnam/Thailand 2021–2025 & 2030; Data on 2025 Power Tool Market Competitive Landscape in Singapore. Link: https://www.euromonitor.com/
- ***Statista.*** Data on 2025 Tools & Machines Market Revenue in Thailand/Vietnam/Malaysia/Indonesia/Singapore; Data on 2025 Medical Devices Market Revenue in Thailand/Vietnam/Malaysia/Vietnam/Singapore. Link: https://www.statista.com/
- ***ITC Trade Map.*** Data on Import Values of Singapore/Thailand/Malaysia/Indonesia/Vietnam in 2025; Data on China's Export Values to ASEAN in 2025; Data on Import & Export values of HS 61 & 62 for Singapore/Malaysia/Indonesia/Vietnam/Thailand 2024; Data on World Export Values of HS 8467. Link: https://beta.trademap.org/en/
- ***Geo Factbook.*** Data on Health Expenditure and Hospital Beds Density in Thailand/Vietnam/Malaysia/Vietnam/Singapore 2025. Link: https://geofactbook.com/category/health

Statistics & Reports

- International Monetary Fund (2026). WORLD ECONOMIC OUTLOOK. [online] International Monetary Fund, p.44. Available at: https://www.imf.org/-/media/files/publications/weo/2026/april/english/text.pdf
- Ministry of Commerce of the People's Republic of China (2025). 2025 Statistical Bulletin of China as Outward Foreign Direct Investment. [online] Ministry of Commerce of the People's Republic of China, pp.136–137. Available at: https://cif.mofcom.gov.cn/cif/html/upload/20260928092149149_2025%E5%B9%B4%E5%BA%A6%E4%B8%AD%E5%9B%BD%E5%AF%B9%E5%A4%96%E7%9B%B4%E6%8E%A5%E6%8A%95%E8%B5%84%E7%BB%9F%E8%AE%A1%E5%85%AC%E6%8A%A5.pdf
- Ministry of Commerce of the People's Republic of China (2025). Foreign Investment Guide of the People's Republic of China – Indonesia 2025. [online] Ministry of Commerce of the People's Republic of China, pp.9, 11–12, 16, 23. Available at: https://www.mofcom.gov.cn/dl/gbdqzn/upload/yindunixiya.pdf
- Ministry of Commerce of the People's Republic of China (2025). Foreign Investment Guide of the People's Republic of China – Thailand 2025. [online] Ministry of Commerce of the People's Republic of China, pp.2, 10, 18, 25–26. Available at: https://www.mofcom.gov.cn/dl/gbdqzn/upload/taiguo.pdf
- Ministry of Commerce of the People's Republic of China (2025). Foreign Investment Guide of the People's Republic of China – Philippine 2025. [online] Ministry of Commerce of the People's Republic of China, pp.3–4, 17, 29–30, 36–37. Available at: https://www.mofcom.gov.cn/dl/gbdqzn/upload/feilvbin.pdf
- Ministry of Commerce of the People's Republic of China (2025). Foreign Investment Guide of the People's Republic of China – Vietnam 2025. [online] Ministry of Commerce of the People's Republic of China, pp.2–3, 12, 25–26, 35. Available at: https://www.mofcom.gov.cn/dl/gbdqzn/upload/yuenan.pdf
- Ministry of Commerce of the People's Republic of China (2025). Foreign Investment Guide of the People's Republic of China – Singapore 2025. [online] Ministry of Commerce of the People's Republic of China, pp.3, 12, 22, 31. Available at: https://www.mofcom.gov.cn/dl/gbdqzn/upload/xinjiapo.pdf
- The ASEAN Secretariat and United Nations Trade and Development (2025). ASEAN Investment Report 2025. [online] The ASEAN Secretariat and United Nations Trade and Development, pp.93–177. Sample of **130** companies operating in ASEAN across electronics, semiconductor, EV, healthcare, textile industries. Available at: https://asean.org/wp-content/uploads/2025/10/AIR2025_rev17-Okt.pdf
- Association of Southeast Asian Nations (2025). ASEAN Statistical Highlights 2025 . [online] Association of Southeast Asian Nations, p.2. Available at: https://www.aseanstats.org/wp-content/uploads/2025/10/ASH2025.pdf
- Association of Southeast Asian Nations (2025). ASEAN Economic Integration Brief. [online] Association of Southeast Asian Nations , p.3. Available at: https://asean.org/wp-content/uploads/2025/07/AEIB-No.17-July-2025.pdf?f_link_type=f_linkinlinenote&flow_extra=eyJpbmxpbmVfZGlzcGxheV9wb3NpdGlvbiI6MCwiZG9jX3Bvc2l0aW9uIjowLCJkb2NfaWQiOiJkZTBkODIzMjlmMWFjNWVjLTNhMzUyOTFjYjRjMWE0ZjIifQ%3D%3D

© 2026. For information, contact Deloitte China.

Deloitte Contact (Executive Sponsor & Core Team)

Vivian Jiang

Deloitte China

Chair

Dora Liu

Deloitte China

CEO

Lawrence Jin

Deloitte China
Chief Growth Officer

Kurt Tan

Deloitte China
Sustainability & Infrastructure Lead Partner

Will Symons

Deloitte Asia Pacific
Sustainability Leader

Steven Zhong

Deloitte Global Sustainable and Resilient Supply Chain

Global Lead Partner

stevenzhong@deloittechn.com.cn

Sheila Zheng

Deloitte China
Strategic Growth Offering

Director

sheizheng@deloittechn.com.cn

Sabrina Deng

Deloitte China
Strategic Growth Offering

Manager

sadeng@deloittechn.com.cn

Catherine Wang

Deloitte China
Strategic Growth Offering

Senior Associate

Tina Wang

Deloitte China
Strategic Growth Offering

Senior Associate

About The Sponsors

FUNG GROUP

The Fung Group is a privately-held, global-conglomerate, headquartered in Hong Kong, and spanning across 40 countries. The groups diverse businesses operate across the entire global supply chain for consumer goods including trading, logistics, distribution and retail. It's flagship company, Li & Fung, is the world's leading supply chain solutions partner for global brands and retailers with a vision to create the supply chain of the future. Additionally, the group has a business focused on medical equipment distribution across the ASEAN region.

sembcorp

Sembcorp Industries (Sembcorp) is a leading energy solutions provider and industrial parks developer, headquartered in Singapore. Sembcorp delivers sustainable solutions to support energy transition and urban development by leveraging its sector expertise and global track record. They have urban development projects, including industrial parks, spanning over 18,000 hectares across Asia and have generated over 466,000 employment opportunities and attracted US$64 billion of investment capital. They also have a balanced energy portfolio of 35.2GW. Sembcorp is listed on the main board of the Singapore Exchange.

Al-Futtaim

Founded in the 1930's, The Al Futtaim Group is one of the most diversified and progressive family businesses in the Middle East, headquartered in Dubai, United Arab Emirates. With a portfolio spanning Automotive, Retail, Real Estate, Health, Finance, and Education, the group's 40,000+ people are united by a shared purpose: Enriching Lives Every Day. The group operates across 20+ markets in the Middle East, North Africa, the CIS, and Asia, with continued expansion driven by their long-term vision.

© 2026. For information, contact Deloitte China.

Deloitte.

德勤

About Deloitte

Deloitte China provides integrated professional services, with our long-term commitment to be a leading contributor to China's reform, opening-up and economic development. We are a globally connected firm with deep roots locally, owned by our partners in China. With over 20,000 professionals across 31 Chinese cities, we provide our clients with a one-stop shop offering world-leading audit, tax and consulting services.

We serve with integrity, uphold quality and strive to innovate. With our professional excellence, insight across industries, and intelligent technology solutions, we help clients and partners from many sectors seize opportunities, tackle challenges and attain world-class, high-quality development goals.

The Deloitte brand originated in 1845, and its name in Chinese (德勤) denotes integrity, diligence and excellence. Deloitte's global professional network of member firms now spans more than 150 countries and territories. Through our mission to make an impact that matters, we help reinforce public trust in capital markets, enable clients to transform and thrive, empower talents to be future-ready, and lead the way toward a stronger economy, a more equitable society and a sustainable world.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities (collectively, the "Deloitte organization"). DTTL (also referred to as "Deloitte Global") and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Deloitte Asia Pacific Limited is a company limited by guarantee and a member firm of DTTL. Members of Deloitte Asia Pacific Limited and their related entities, each of which is a separate and independent legal entity, provide services from more than 100 cities across the region, including Auckland, Bangkok, Beijing, Bengaluru, Hanoi, Hong Kong, Jakarta, Kuala Lumpur, Manila, Melbourne, Mumbai, New Delhi, Osaka, Seoul, Shanghai, Singapore, Sydney, Taipei and Tokyo.

This communication contains general information only, and none of DTTL, its global network of member firms or their related entities is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser.

No representations, warranties or undertakings (express or implied) are given as to the accuracy or completeness of the information in this communication, and none of DTTL, its member firms, related entities, employees or agents shall be liable or responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication.

© 2026. For information, contact Deloitte China.