

# **APEC Investment Experts' Group (IEG) Workshop on Best Practices for Long- Term Foreign Direct Investment (FDI): Workshop Summary Report**

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**APEC Policy Support Unit**

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# **APEC Investment Experts' Group (IEG) Workshop on Best Practices for Long-Term Foreign Direct Investment (FDI)**

**24 February 2025**

## **Workshop Summary Report**

### **1 INTRODUCTION**

The APEC Investment Experts' Group (IEG1) Workshop on Best Practices for Long-Term Foreign Direct Investment (FDI) was held on February 24, 2025, with participation from policymakers, industry leaders, and investment experts. Proposed by Japan's Ministry of Economy, Trade, and Industry (METI), the workshop aimed to identify key factors enabling long-term FDI success in APEC economies. The session featured presentations from Ajinomoto Malaysia, Kaneka Malaysia, Toyota Motor Thailand, and Intel Malaysia & Viet Nam, focusing on business resilience, investment facilitation, and local economic development. Discussions covered investment continuity, business operation resilience, local stakeholder engagement and workforce development as key drivers of long-term FDI success.

The workshop facilitated the exchange of best practices and policy insights, supporting APEC's efforts to create a more enabling investment environment across the region.

### **2 BACKGROUND**

Foreign direct investment (FDI) is a key driver of economic growth, job creation, and industrial expansion in APEC economies. However, sustaining long-term FDI requires a stable investment climate, resilient regulatory frameworks, and strong local capacity-building efforts. APEC economies continue to face challenges such as regulatory uncertainties, supply chain disruptions, and shifting global economic conditions, all of which influence investment decisions.

Recognizing the need to enhance investment retention and facilitation, APEC has prioritized creating an enabling business environment that supports sustainable and high-impact FDI. This commitment is reflected in the APEC Putrajaya Vision 2040 and the Aotearoa Plan of Action, which emphasize economic integration, innovation, and sustainability as essential pillars for long-term investment success.

This workshop provided an opportunity to share and examine strategies for fostering long-term investment success through insights from Ajinomoto Malaysia, Kaneka Malaysia, Toyota Motor Thailand, and Intel Malaysia & Viet Nam. These companies shared real-world experiences in areas such as operational resilience, talent development, and local value chain integration. Discussions also explored investment incentives, policy mechanisms, and public-private collaboration that contribute to a more predictable and attractive investment environment.

By facilitating knowledge exchange and policy dialogue, the workshop aimed to strengthen investment climates across APEC economies. The findings will inform practical policy recommendations to help governments and businesses create a more stable and enabling environment for long-term FDI.

### **3 OPENING REMARKS**

The workshop opened with remarks from Mr. Faizal Mohd Yusof, Convenor of the APEC Investment Experts' Group (IEG1), and Mr. Masahiko Uchino, representing Japan's Ministry of Economy, Trade and Industry (METI).

Mr. Yusof highlighted the importance of long-term foreign direct investment (FDI) as a driver of economic growth, industrial development, and regional integration. He noted that this was the first IEG workshop to feature direct engagement with private sector representatives, allowing policymakers to gain firsthand insights from global businesses on investment best practices. He emphasized that understanding investment retention strategies and strengthening institutional frameworks were essential for creating a stable and competitive investment climate.

Mr. Uchino provided an overview of the workshop's objectives, which aimed to examine key factors enabling successful long-term FDI. He outlined the project's focus on investment continuity, stakeholder relationships, and human resource development, emphasizing that hearing stories of individual companies would give IEG members perspectives and hints regarding how to achieve such long-term successful investments in APEC. He stressed that the inspirations from company representatives would help formulate a more investment-friendly environment across the region.

Both speakers underscored the importance of collaboration between governments and the private sector to enhance regulatory clarity, business confidence, and investment resilience. Their remarks set the stage for discussions on practical policy recommendations and best practices to support long-term FDI across APEC economies.

### **4 KEY DISCUSSION POINTS**

#### **4.1 OVERVIEW AND UPDATE OF FDI RESEARCH PROJECT**

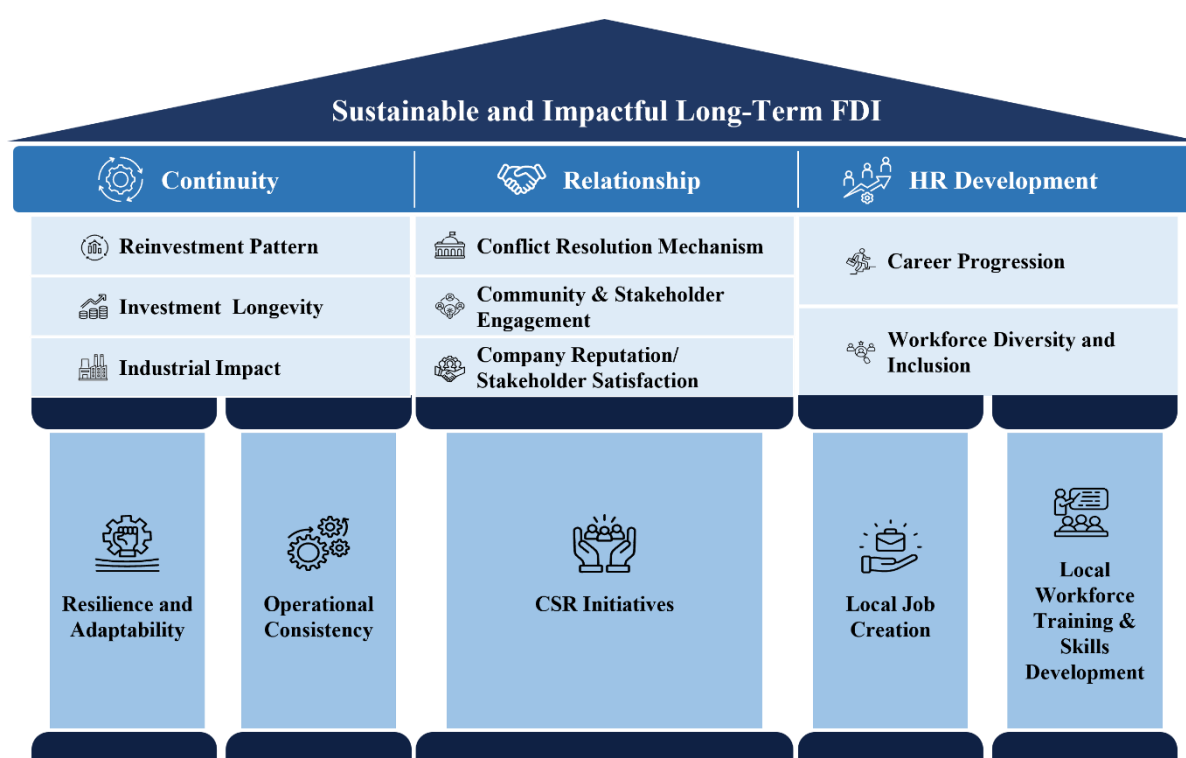
The workshop featured a progress update on the APEC Best Practices on Long-Term FDI research project, presented by Ms. Anna Rellama, representing Arthur D. Little (ADL). The study, launched in August 2024, adopts a structured, evidence-based methodology to analyze the key factors that enable successful and sustainable long-term FDI across APEC economies. The objective of the research is to develop actionable policy recommendations that support investment continuity, regulatory stability, and workforce development.

The research is structured into four phases: case selection, field research, workshop discussions, and final reporting. The first two phases have involved extensive on-site engagements, structured interviews, and facility visits across APEC economies to gather qualitative and quantitative data. The project has included over 200 pages of case studies,

more than 60 hours of interviews, and comprehensive site visits, focusing on Ajinomoto Malaysia, Kaneka Malaysia, Toyota Motor Thailand & USA, and Intel Malaysia & Viet Nam. These companies were selected based on their demonstrated track record in sustaining long-term investments, and the research examined their investment strategies, operational models, and local integration efforts.

Key findings from the research highlight three critical dimensions of long-term investment success: Continuity, Relationship, and Human Resource Development. Investment continuity refers to the ability of companies to continue investing in local economies with a long-term perspective while maintaining stable operations despite economic or regulatory challenges. Stakeholder relationships emphasize the collaboration between businesses, local authorities, local communities, and supply chain partners that help foster a prosperous and sustainable investment ecosystem. Human resource development underscores the role of talent retention, local workforce training, and knowledge transfer in upskilling the local workforce and strengthening the long-term benefits of FDI.

Under these three dimensions, the study has identified five key indicators that serve as the foundation for best practices in sustaining long-term FDI. These include resilience and adaptability, operational consistency, corporate social responsibility (CSR), local job creation, and local workforce training and skills development. The strategic framework developed in this research provides APEC policymakers, investment promotion agencies, and industry stakeholders with a structured approach to strengthening investment climates and enhancing FDI facilitation.



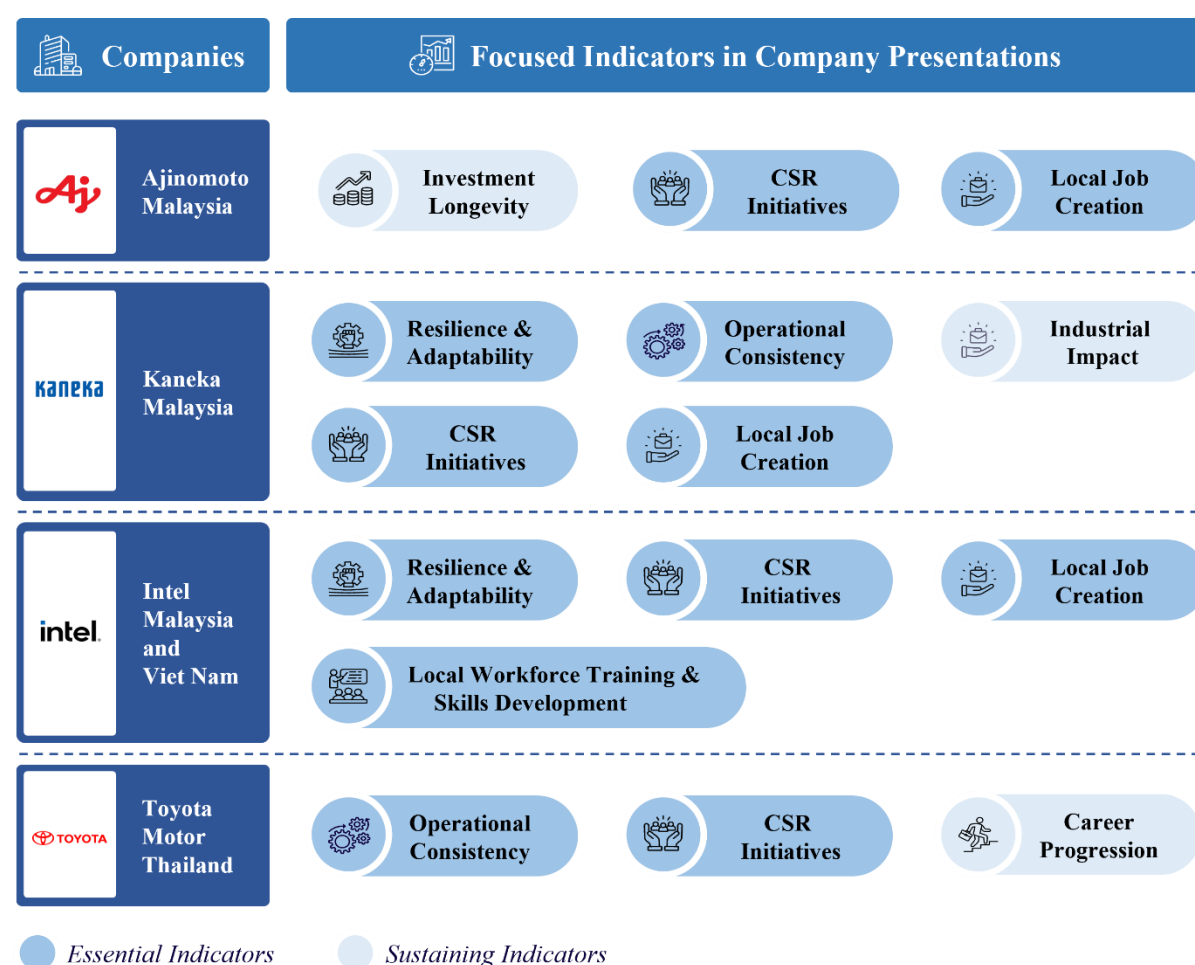
**Figure 1: Key Indicators Impacting FDI Success**

Source: Arthur D. Little Analysis

The next steps involve consolidating the research findings into a final report, which will serve as a reference document for APEC economies. The report will include policy recommendations that support investment facilitation, regulatory efficiency, and economic integration, ensuring that APEC remains an attractive destination for long-term, high-impact FDI.

## 4.2 COMPANY PRESENTATIONS – SHARING FDI CASE STUDIES

There were four companies presenting in this session, namely: Mr. Yong Kum Cheng from Ajinomoto Malaysia, Mr. Syed Ahmad Syed Idrus Alhabshi from Kaneka Malaysia, Mr. Sirivit Preechasut from Toyota Motor Thailand, and Ms. Anna Baweh from Intel Malaysia & Viet Nam.



**Figure 2: Focused Indicators in Company Presentations**

Source: Company presentations

### 4.2.1 Ajinomoto Malaysia Presentation

Mr. Yong Kum Cheng, Executive Director and Chief Production Officer, presented the company's long-term investment strategy, supply chain resilience, and workforce development efforts. Established in 1961, Ajinomoto has remained a committed investor in Malaysia, expanding its operations and aligning with domestic industrial and halal sector policies.

The company highlighted its long-term investment continuity, demonstrating stable operations and reinvestment in local expansion despite economic and regulatory challenges. A key example is the Bandar Enstek Halal Hub facility, developed during the COVID-19 pandemic without disruptions to production. Malaysia has become Ajinomoto's regional halal production hub, supporting the global demand for halal-certified ingredients through advanced manufacturing.

Strong stakeholder relationships have been central to Ajinomoto's success. The company collaborates with local authorities, industry bodies, and the Department of Islamic Development Malaysia (JAKIM) to maintain high halal certification standards. These partnerships have allowed Ajinomoto to expand exports to over 35 economies, reinforcing Malaysia's global standing in the halal food sector.

Human resource development is a key priority, with structured career advancement programs, technical trainings, and talent retention efforts. Ajinomoto works with local universities to develop future industry talent through internships and industry-academic collaborations. The company successfully relocated 99.5% of employees to its new facility, reflecting strong workforce stability and engagement.

Beyond business operations, Ajinomoto actively contributes to corporate social responsibility (CSR). The company leads public education programs on food safety and nutrition, such as the Smart Salt Campaign, which promotes healthier dietary habits. Additionally, it engages in sustainability initiatives, including food waste reduction, environmental conservation, and carbon footprint reduction efforts.

#### **4.2.2 Ajinomoto Malaysia Q&A**

During the Q&A session, Ajinomoto Malaysia addressed key challenges related to halal supply chain integrity, workforce development, and policy support for long-term investment.

The first question focused on the challenges of maintaining a resilient halal supply chain while expanding exports. Ajinomoto Malaysia highlighted that ensuring full traceability and compliance with halal standards across various economies is a critical concern. The company has strengthened internal halal management systems and worked closely with halal certification authorities to align requirements and prevent certification issues. Ajinomoto also emphasized the importance of logistics and handling protocols, noting that improper storage and transportation could lead to cross-contamination and potential loss of halal status.

Another question addressed Ajinomoto's approach to workforce development, particularly in the context of Industry 4.0 and digital transformation. The company acknowledged the growing need for automation skills and noted that many workers lack the necessary technical expertise. To address this, Ajinomoto has implemented talent mobility programs and collaborations with local universities to provide training in advanced manufacturing technologies. However, a key challenge remains in the availability of specialized training providers, which requires greater cooperation between industry and academia.



The discussion also covered Ajinomoto's strategy for employee retention. The company reported that over 45% of its workforce has been with the company for more than a decade, reflecting its commitment to career development and workforce stability. Ajinomoto promotes internal job rotations, leadership training, structured career pathways, and employee engagement programs to sustain long-term workforce motivation and productivity.

#### **4.2.3 Kaneka Malaysia Presentation**

Mr. Syed Ahmad Syed Idrus Alhabshi, Director and Plant General Manager, presented Kaneka Malaysia's long-term investment approach, resilience strategies, and sustainability initiatives. Since its establishment in 1995, the company has expanded its operations in Malaysia, positioning itself as a regional manufacturing hub for performance polymers, specialty chemicals, and advanced materials.

The company emphasized investment continuity, showcasing its ability to maintain stability and reinvest in expansion projects despite economic and operational disruptions. Kaneka Malaysia has undergone two major investment phases, with its most recent plant expansion completed in 2017. To ensure long-term sustainability, the company has implemented a Business Continuity Plan (BCP), allowing it to navigate crises such as COVID-19 and water supply disruptions. Through inventory optimization, supplier diversification, and proactive risk mitigation, Kaneka Malaysia has reinforced its operational resilience.

Strong stakeholder relationships have played a crucial role in Kaneka Malaysia's success. The company leads the Gebeng Industrial Support Group (GISG), a coalition of industry players that engages with local authorities and regulatory bodies to address industrial challenges. Regular government-industry dialogues have facilitated infrastructure upgrades, investment policy coordination, and supply chain improvements, creating a more predictable and investment-friendly business environment.

Kaneka Malaysia also prioritizes human resource development, recognizing the importance of workforce upskilling and retention. Over 95% of its employees are Malaysian, and the company actively invests in technical training, professional development programs, and internship opportunities. Through the Kaneka One-on-One mentorship system, employees receive structured career guidance, leading to high retention rates and leadership pipeline development. The company reported an attrition rate of just 3–5% over the past 25 years, reflecting its long-term commitment to employee well-being and career growth.

Sustainability is a core component of Kaneka Malaysia's investment strategy. The company has committed to achieving a 70% reduction in greenhouse gas (GHG) emissions by 2030, aligning with Malaysia's carbon neutrality goals. Initiatives include the use of cleaner-burning natural gas, solar panel installations, and the development of a biomass boiler to enhance renewable energy usage. Additionally, Kaneka Malaysia has introduced electric vehicle (EV) charging stations at its facility, promoting low-carbon mobility among employees.

#### **4.2.4 Kaneka Malaysia Q&A**

During the Q&A session, Kaneka Malaysia addressed policy engagement, business continuity, and crisis management.

The first question focused on Kaneka Malaysia's role in influencing industrial policy through its leadership in the Gebeng Industrial Support Group (GISG). The company explained that GISG, established in 2006, brings together industry players to collaborate with local and federal authorities on infrastructure, regulatory challenges, and policy recommendations. This engagement has enhanced GISG's influence, leading to regular consultations with government agencies, including the Ministry of Finance and Ministry of Investment, Trade, and Industry (MITI). Kaneka Malaysia advised other FDI firms to engage in multiple industry associations to ensure broader policy impact.

Another question addressed Kaneka Malaysia's Business Continuity Plan (BCP) and how it has been refined following past disruptions such as COVID-19 and water supply shortages. The company highlighted that while its multi-supplier strategy was effective, early disruptions revealed vulnerabilities in sourcing from suppliers within the same economy. As a result, Kaneka Malaysia adjusted its BCP framework to include supplier diversification across different economies, reducing exposure to localized disruptions. Additionally, the company regularly evaluates its Operational Excellence Management System (OEMS) to refine crisis response strategies and enhance overall business resilience.

#### **4.2.5 Toyota Motor Thailand Presentation**

Mr. Sirivit Preechasut, General Manager of Corporate Planning, presented the company's long-term investment strategy, operational resilience, and workforce development initiatives. With over 60 years of investment in Thailand, Toyota Motor Thailand (TMT) has played a crucial role in establishing the economy as a leading automotive manufacturing hub.

TMT emphasized investment continuity, highlighting its consistent reinvestment in Thailand to maintain global competitiveness. The company operates three major manufacturing plants, supporting domestic sales and exports to over 120 economies. By leveraging the Toyota Production System (TPS), TMT ensures operational efficiency, adaptability to market changes, and cost optimization. The company has increased local content utilization to 96%, fostering a strong supplier ecosystem with over 2,400 local suppliers, contributing approximately 4.3% to Thailand's GDP.

Business resilience has been a key factor in TMT's longevity. The company has successfully navigated economic downturns, supply chain disruptions, and regulatory shifts. TMT's crisis management framework enabled it to maintain operations and workforce stability through past crises such as the 1998 Asian financial crisis, the 2008 global recession, the 2011 Thailand floods, and COVID-19. Despite these challenges, TMT ensured employment retention, safeguarded its supply chain, and upheld commitments to local communities and stakeholders.

TMT is also transforming from a traditional car manufacturer to a mobility solutions provider, focusing on electrification and sustainability. The company is actively investing in hybrid vehicles, battery electric vehicles (BEVs), and hydrogen fuel cell technology, with a new BEV model set to launch in Thailand by the end of the year. To remain competitive, TMT is working to expand into new export markets and collaborate with the government to secure incentives for electric vehicle (EV) production and localization.

Workforce development is central to TMT's long-term strategy. The company has built a strong local talent pipeline through structured career development programs, skills certification, and leadership training. The Toyota Academy and Asia Pacific Global Production Center (AP-GPC) serve as regional hubs for advanced manufacturing training, equipping employees with AI and digital transformation skills. TMT has also introduced a cultural shift through its "New Toyota Way" initiative, focusing on curiosity, adaptability, and continuous improvement.

TMT's corporate social responsibility (CSR) initiatives aim to improve road safety, environmental sustainability, and local business development. Programs such as Toyota Green Town and Carbon Neutrality Community promote eco-friendly practices, while its Safe Driver Initiative has trained over 250,000 Thai drivers to reduce traffic accidents. Additionally, TMT supports small and medium-sized enterprises (SMEs) by sharing Toyota's production expertise, helping local businesses enhance efficiency, reduce costs, and improve product quality.

#### **4.2.6 Toyota Motor Thailand Q&A**

During the Q&A session, Toyota Motor Thailand (TMT) addressed challenges in maintaining Thailand's position as a leading automotive manufacturing hub, workforce transformation, and government support for localization and investment attraction.

The first question focused on the risks to Thailand's status as a major automotive hub, particularly increasing competition from other electric vehicle (EV) production centers, shifting global supply chains, and evolving consumer preferences. TMT acknowledged these challenges and emphasized its multi-pathway strategy, which balances biofuel-compatible internal combustion engine (ICE) models, hybrid and plug-in hybrid vehicles, and battery electric vehicles (BEVs). The company plans to launch its first BEV in Thailand by year-end and is conducting a hydrogen fuel cell electric vehicle (FCEV) demonstration project to prepare for future market transitions.

Another question addressed workforce development challenges as the industry transitions to EV technology and digitalization. TMT emphasized the need to reshape employee skillsets and mindsets, introducing the New Toyota Way, which promotes curiosity, adaptability, and innovation. The company has also established a Digital Transformation Organization, integrating AI, digital tools, and process automation to equip employees with future-ready skills.

A representative from the Thailand Board of Investment asked what further government support could help Toyota and the broader automotive sector. TMT stressed the importance of stimulating domestic vehicle demand, as a strong local market is essential for sustaining production and attracting further investment. The company recommended closer collaboration between the government and the auto industry to reduce operational costs and enhance investment incentives, ensuring Thailand remains a competitive hub for future vehicle production and exports.

#### **4.2.7 Intel Malaysia & Viet Nam Presentation**

Intel Malaysia & Viet Nam (IMY & IPV), represented by Ms. Anna Baweh, Director of Malaysia and Southeast Asia Government Affairs, presented the company's long-term investment strategy, business resilience initiatives, and contributions to workforce development and sustainability. With over 50 years in Malaysia and nearly two decades in Viet Nam, Intel has played a pivotal role in the semiconductor industry, strengthening regional supply chains and local talent development.

Intel emphasized investment continuity, detailing its USD 7 billion expansion in Malaysia to enhance advanced packaging and testing capabilities, further integrating Malaysia into Intel's global semiconductor ecosystem. In Viet Nam, a USD 475 million investment in 2021 expanded manufacturing capabilities at Intel's largest assembly and test facility in the Saigon Hi-Tech Park.

Business resilience has been a key focus, particularly during disruptions such as COVID-19. In Malaysia, Intel secured essential services status, enabling 24/7 operations while implementing on-site vaccination centers and movement controls. Additionally, the company collaborated closely with customs authorities to fast-track clearance processes, successfully reducing processing times by 50%. In Malaysia, adaptive logistics strategies included diversifying suppliers and securing alternative shipping routes to bypass lockdowns and port restrictions. In Viet Nam, Intel invested USD 6.1 million in worker housing and testing facilities to ensure workforce safety and uninterrupted business operations. To further stabilize logistics in Viet Nam, the company shifted key shipments from sea to air freight, significantly enhancing shipment reliability. Overall, these efforts demonstrate regional collaboration between Intel operations in Malaysia and Viet Nam, reinforcing the strategic importance of Southeast Asia in Intel's global supply chain and effectively preventing production shutdowns.

Intel is also committed to human resource development, ensuring a localized, highly skilled workforce. In Malaysia, 98% of its 12,000 employees are locals, while in Viet Nam, 95% of its 6,500 workforce is homegrown. The company has invested heavily in education and training programs, including the Elite Internship Program, technical certification courses, and leadership development initiatives, preparing students and employees for careers in semiconductor manufacturing, AI, and digital transformation. In Viet Nam, Intel has trained over 9,000 students and faculty through university partnerships.

Intel Malaysia further underscored its commitment to domestic digital transformation through the “AI Untuk Rakyat” (AI for Citizens) initiative, achieving remarkable success by reaching one million participants within four months, significantly surpassing the Prime Minister’s initial target of one year. Following this success, Intel plans to launch a similar initiative in Viet Nam, reinforcing its dedication to developing local AI expertise and supporting regional digital transformation.

Sustainability and corporate social responsibility (CSR) are integral to Intel’s strategy. The company follows the RISE 2030 Framework, guiding its efforts in climate action, digital inclusion, and diversity. Intel Malaysia has transitioned to 100% renewable energy, reducing CO<sub>2</sub> emissions, and implemented water recycling programs that save 160 million gallons annually. In Viet Nam, LEED-certified buildings and energy efficiency initiatives have cut over 220,000 kg of CO<sub>2</sub> emissions annually. Intel also actively supports STEM education, training over 3,000 students annually in digital literacy and AI programs.

#### **4.2.8 Intel Malaysia & Viet Nam Q&A**

During the Q&A session, Intel Malaysia & Viet Nam (IMY & IPV) addressed workforce development, supply chain integration, and investment policy recommendations.

The first question, from a Viet Nam government representative, focused on Intel’s role in training semiconductor talent and supporting local companies to integrate into global supply chains (GSCs). Viet Nam has set a target of training 50,000 semiconductor engineers and asked how Intel could contribute. Intel responded that it is already working with three to five Vietnamese universities to implement training programs. Additionally, Intel is launching an AI for Citizens program in Viet Nam and holding an Intel Supplier Summit in Ho Chi Minh City to enhance cooperation and open up new opportunities for building a strong local semiconductor supply chain. On the prospect of establishing a Semiconductor Design Center in Viet Nam, Intel stated that it has started small-scale R&D collaborations with Vietnamese engineers and will assess opportunities for future expansion.

A Malaysia government representative inquired about Intel’s role in advancing R&D and supporting local SMEs in semiconductor development. Intel highlighted that Intel Malaysia Design Center (IMDC) is Southeast Asia’s largest R&D hub, employing ~4,000 engineers working on AI, automotive and foundry technologies and solutions. Many of Malaysia’s top Integrated Circuit (IC) design firms were founded by former Intel engineers, demonstrating Intel’s role as a talent incubator. Intel is also collaborating with local universities on advanced packaging R&D and curricula, ensuring knowledge transfer within Malaysia’s semiconductor ecosystem. Additionally, Intel works with the Malaysian Investment Development Authority (MIDA) to help local vendors integrate into its supply chain, with a vendor development program supporting SME participation.

A U.S. representative asked about policies that facilitated or hindered Intel's investment in Malaysia and Viet Nam. Intel noted that tax policies, particularly Global Minimum Tax (GMT) implementation in both economies, could impact Intel's presence. The company emphasized the need to explore double taxation agreements with the U.S. to maintain investment attractiveness. Additionally, Intel highlighted the importance of workforce readiness, suggesting stronger collaborations between U.S. universities (such as Arizona State University and Purdue University) and local institutions to develop a structured semiconductor workforce program. Intel reaffirmed its commitment to local hiring and emphasized that a skilled workforce is critical for sustaining advanced semiconductor manufacturing in APEC economies.

## 5 RECOMMENDATIONS

The final discussion centered on the role of government policies in sustaining long-term foreign direct investment (FDI). Representatives from Ajinomoto Malaysia, Kaneka Malaysia, Toyota Motor Thailand, and Intel Malaysia & Viet Nam shared their perspectives on effective policy measures and areas for improvement.

Ajinomoto Malaysia emphasized the need for greater standardization of halal certification across APEC economies to streamline trade and expand market access. The company highlighted challenges in ingredient sourcing and cross-border regulatory inconsistencies, which hinder the growth of halal exports. Ajinomoto proposed stronger collaboration between halal certification authorities to establish a more harmonized regulatory framework. Additionally, the company suggested that long-term FDI investors should receive incentives for converting non-halal products into halal-certified goods, reinforcing Malaysia's position as a global halal hub.

Kaneka Malaysia stressed the value of industry collaboration within industrial zones, recommending the expansion of industrial park-based engagement models where businesses and government agencies can regularly exchange feedback. Such platforms encourage best practice sharing and coordinated policy implementation, leading to more responsive regulatory frameworks. The company emphasized that structured engagement allows investors to voice challenges in real time, leading to improved infrastructure, supply chain efficiency, and policy alignment.

Toyota Motor Thailand highlighted Thailand's long-standing government support for the automotive sector, particularly in tax incentives and crisis response mechanisms. The company acknowledged ongoing cooperation with the Board of Investment (BOI) and noted that Thailand offers corporate tax reductions of up to 120% for companies investing in environmental, social, and governance (ESG) and corporate social responsibility (CSR) activities. Toyota Motor suggested that policy consistency and collaboration between the government and the automotive industry are critical to maintaining Thailand's competitiveness as a regional automotive hub. The company also emphasized that reducing operational costs and improving domestic demand are key to attracting further investment in the economy's auto sector.

Intel Malaysia & Viet Nam emphasized that continuous engagement between industry and government is essential for enhancing the business environment and investment climate. Beyond financial incentives, Intel highlighted the importance of modernizing customs procedures, improving trade facilitation, and leveraging digital technologies like AI and blockchain to enhance traceability and efficiency in customs processes. The company stressed that policy predictability and digital transformation are critical to maintaining investment stability and competitiveness.

## 6 CONCLUSIONS

Three key next steps were outlined for the finalization of the research project and report publication.

1. **Workshop Summary Report** – A summary report will be prepared and submitted by March 24, 2025, capturing key discussions, presentations, and insights shared during the event.
2. **Draft Research Report** – The draft research report will be developed in collaboration with Arthur D. Little (ADL), Japan's Ministry of Economy, Trade, and Industry (METI), and APEC Policy Support Unit (PSU), incorporating finalized case studies from participating companies. This report will provide an overview of the research methodology, key findings, and policy recommendations.
3. **Final Research Report** – The final research report will be submitted by June 30, 2025 (tentative date) and published on the APEC website once it is endorsed by IEG. This report will offer actionable recommendations for policymakers and businesses, drawing on lessons learned from case studies. The conclusions will highlight the project's significance, future research opportunities, and alignment with APEC's broader economic goals, particularly the APEC Putrajaya Vision 2040 and the Aotearoa Plan of Action.

The workshop concluded with reflections on key discussions, lessons learned, and the path forward for strengthening long-term FDI in APEC economies.

Mr. Masahiko Uchino (METI) highlighted the three core dimensions of long-term FDI — continuity, relationships, and human resource development—which shaped the discussions throughout the session. He acknowledged that while each company's experience is unique, the insights shared offer valuable lessons applicable across APEC economies. He expressed appreciation for the participation of industry representatives from Ajinomoto Malaysia, Kaneka Malaysia, Toyota Motor Thailand, and Intel Malaysia & Viet Nam, whose contributions enriched the conversation. Looking ahead, he reiterated that the final research report will further consolidate key takeaways and recommendations to support a more enabling investment environment for sustainable economic growth across APEC.

Mr. Faizal Mohd Yusof (IEG Convenor) reinforced the importance of direct engagement between policymakers and industry leaders, noting that this workshop was the first instance where companies were invited to share their experiences on sustaining long-term investment in APEC economies. He emphasized that this platform allows economies to

exchange best practices, address common challenges, and bridge policy gaps. He also highlighted the importance of investment facilitation, stressing that beyond financial incentives, governments must focus on improving the business environment and ease of doing business to attract and retain investors.

As APEC economies continue efforts to enhance investment facilitation and economic integration, the insights from this workshop will serve as a foundation for future policy discussions, including the upcoming plenary session on updating the APEC Investment Facilitation Action Plan (IFAP). The session concluded with appreciation for the organizers, company representatives, and policymakers, reinforcing APEC's commitment to advancing long-term, sustainable FDI in the region.