



Capacity Building for Sharing Success Factors of Improvement of Investment Environment

Report

APEC Investment Expert's Group

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Seminar summary

Opening Remarks

Ms. Akiko Nakagawa, Chief Director of JETRO's Sendai office, welcomed participants in her opening greeting. Next, JETRO President, Mr. Michitaka Nakatomi, thanked speakers and commented on how the seminar was a step towards capacity building under APEC in his opening remarks. Mr. Nakatomi continued "In order to conclude the series of capacity building seminars, today's seminar will focus on improvement of investment environments. During the Leader's Meeting, in order to promote green business, exhibits will be displayed in the APEC GREEN Showcase, within Green Device 2010, which is being held at Makuhari Messe."

"The importance of cooperation between trade promotion agencies will be discussed today. JETRO has already signed over 50 MOUs with agencies engaged in trade and foreign direct investment (FDI) promotion. Also, audience members should offer frank opinions and comments, which will be communicated to JETRO's domestic and overseas offices."

Next, Ms. Emiko Okuyama, Mayor of Sendai city, welcomed participants and thanked audience members for their attendance. In her talk, she explained that Sendai, the largest city in Tohoku, was the region's cultural, economic and social capital, and hopes to attract foreign investment and realize the further development of the regional economy.

"Sendai is a compact and fully functional urban center in harmony with the surrounding nature," she said, adding, "and this can be seen in the coming inauguration of the Tozai (East-West) Line of the Sendai subway, which will connect industrial, academic and logistic centers." She continued "the new line will lead to the greater economic development of Sendai and the region. Sendai is actively harnessing the strengths of its business and academic centers to revitalize industry."

Mr. Felipe Muñoz of the University of Chile's Institute of International Studies opened his keynote address by stating that the world is currently pulling itself out of its worst economic crisis in decades. "The emergence of environment issues on the international agenda is a significant change in the last few years," he said, adding, "efforts to

liberalize trade should continue, but promotion of FDI will help all sectors. FDI flows are influenced by macroeconomic factors, firm-level factors, policy factors, and risk and uncertainties; environment-friendly investments are a ripe opportunity.”

He continued “New business opportunities include incorporation and transfer of new technologies and development of new industrial processes, like efficient uses of resources. In order to maintain current green house gas (GHG) emissions or to achieve commitments, new investments are required in the range of US\$200 million – 1.2 trillion.”

“Due to climate change, many governments are adjusting their environmental regulations, though uncertainty in this regard remains. Domestic regulations include environmental policies, institutional procedures and green taxes. International commitments include GHG emissions reductions and provisions in free-trade agreements. Society has a role to play across and between these two categories - domestic and international.

He concluded by saying: “APEC can be expected to assist in achieving the following goals: APEC will be forwarding a road map for investment; APEC can help achieve coherence between investment and environment policies; and can also solidify the role of investment promotion agencies to specifically promote FDI to achieve environmental objectives.”

Session 1: Investment promotion in green fields

Mr. Noriyuki Mita, APEC Investment Experts' Group (IEG) Convener, then took the floor to moderate the session on investment promotion in green fields. He stated that APEC is discussing a growth strategy for the recovery of the global economy, and in this respect, the environment sector should be a key area in this recovery.

Environment related investment project – the case of Tianjin Eco-City

Mr. Romell Song You Sing, General Manager for Strategic Planning of Sino-Singapore Tianjin Eco City Investment & Development Co., Ltd., stated that global warming was having significant effects on the environment. He continued “The dominant logic in China is that subsidies are necessary in order for the green economy to go forward. Because government money is available, there has been a huge influx of people and

firms into this sector. Government stability has ensured that projects are seen through once started.”

“The Eco City plan chose Tianjin as its site because the city offered an economically vibrant environment, which is necessary for the environment industry to thrive. Economic and social integration will ensure the success of new plans as well.”

“Links were also made outside Tianjin with larger city centers. Current salt plains are being revitalized to be centers of the green industry. The key performance indicators include water and environment, green buildings, green transport, and renewable energy. This is coupled with the 26 KPIs (Key Performance Indicators).”

“Understanding leadership in China is important to understanding the plan. The government has a very forward-looking view of the sector. The government should consider giving the Eco City group more flexibility to leverage private sector creativity.”

“When creating the Eco City, we have to consider what would make people want to move there. The main motivators include job opportunities, good schools and living environment, access to medical care, effective infrastructure and good leisure facilities. The Eco City group needs to instill a desire in non-residents to move to Tianjin and live and work there.”

“The main development strategy is to bring in top-of-the-value-chain sectors, with an investment of US\$7 billion already invested. Many firms that enter Eco City want to use it as a test bed for new technologies, and this is being facilitated through the several eco-industrial parks that are being developed there.”

Geothermal Generation Development – An Environmental Success Story, a case study

Mr. William Meek, Chief Financial Officer, Mighty River Power then stated that New Zealand has a strong heritage in geothermal power, saying, “though geothermal development in New Zealand basically stopped for two decades due to the discovery of gas deposits, it restarted recently.”

He continued “While technology is a key part of geothermal energy, the geothermal reservoir is more important. Much scientific work is done inside geothermal wells themselves. Indonesia and the Philippines are the world's largest users of geothermal

energy, with New Zealand being the world's seventh largest user. Mighty River Power has begun offshore operations through an equity fund and has now invested in US-based geothermal development company EnergySource. Drilling is also ongoing in Chile to look for heat underground.”

“Success factors in geothermal development in New Zealand include strong local partnerships, plans for sustainable development, specialized reservoir and drilling expertise, and experienced technology providers and construction contractors. Engineering, procurement and construction were very important to reduce risks and carefully choose matching technologies. Also, balance sheet financing was acquired from Bank of Tokyo Mitsubishi UFJ and vertically integrated generators/retailers in New Zealand negated the requirement for long-term power purchase agreements.”

“Success factors in geothermal development in international markets include good electricity market conditions, local/on-site commercial and technical capabilities, partnering with local developers/utilities, technology matching and having an experienced contractor, engineering procurement and construction, and recognition of key differences with the New Zealand market.”

Successful case of environment-related foreign direct investment in Japan - What makes you invest in Japan?

Dr. Kanji Tamamushi of Environment Japan KK stated that his firm was a leading international consultancy focusing on environment technology, due diligence, brown field development, compliance and other areas.

He said, “As for reasons to come to Japan, Tokyo has many business opportunities in environmental fields. In Japan, business is usually conducted face-to-face, compared to the text-based approach used in West. In starting a company, the first step is to conduct market research, focusing on the relevant business area. Japan Environment KK undertakes due diligence, site assessment and remediation, product registration, regulatory research, compliance audits and bilingual training.”

“We suggest a four-step business development plan: first is preparation, followed by market research. After market research comes company establishment, after which the company joins an international holding firm.”

“The preparation step includes searching for a partner company and creating a business proposal for entering the Japan market, which includes objectives, goals, strategies and measurements. Market research looks into moving into Japan, types of services that can be provided, market/business forecast and the location of the start-up office. For corporate registration, a branch office or a Japanese corporation must be decided upon. After this, registration must be completed and business development will be undertaken. When moving on to joining a holding company, taxes need to be considered.”

Q&A Session

Mr. Mita commented that there are two main purposes of the session. The first is to share the fact that there are huge opportunities in the environment sector, and the three speakers introduced different areas of this business. The second purpose is to introduce success factors and challenges in these areas. Then he opened the floor to questions.

A participant asked Mr. Song about the current status/development stage of Tianjin city, and how contributions were divided between China and Singapore, and finally if Singapore was undertaking such a project in China or other economies.

Mr. Song replied that the master plan was split into three phases. The first is based on amenities and land preparation, which is already complete. Eight square kilometers has been developed and another eight are slated for development. As per the agreement, the execution was done by private firms on both sides in a 50-50 joint venture with RMB4 billion as the total capital. The Singaporean company offered cash while the Chinese companies offered land. Finally, there are many eco city projects in the world, and one is ongoing with the Guangzhou government.

A participant asked Mr. Meek if the government was involved in setting electricity prices in New Zealand. He then asked Mr. Tamamushi if there were any limitations or regulations on capital for *kabushiki kaisha* registration.

Mr. Meek responded that New Zealand has market generated pricing for energy, with wholesale prices set every half hour and retail prices set by the retailers. Prices are 1.5 cents per kilowatt hour currently.

Mr. Tamamushi said that there used to be a minimum commitment of 10 million yen, but that was now just one yen. Other requirements, such as having either a Japanese person or one legally registered foreign person on staff, remain.

Mr. Nakatomi asked Mr. Song how the 26 KPIs were set up. He then thanked Mr. Tamamushi for using JETRO's incubator facilities and said that they were available in other major cities in Japan and abroad.

Mr. Song said that, regarding the KPIs, they were a set of measurable indicators that were agreed upon by the two governments when the agreement was signed. They were derived by technical and social inputs. Out of the KPIs, 22 are quantitative and the other 4 are qualitative. The real question is how this is being implemented. The Chinese and Singaporean governments have set up work teams to look into each of the KPIs. Many of them require an integrator approach without looking at them in isolation. The form of how the KPIs will be measured has yet to be set down and is still a topic of debate.

Mr. Tamamushi said that JETRO offices were located in a major business centers, so when customers and management come from the US, it makes it very convenient.

Mr. Mita introduced the state of eco city development in Japan, explaining that the economy has eco city concepts incorporating various elements that are included in Tianjin. There are many similar concepts developed by various investors, he said, including the smart grid, which deals with efficient electricity supply and integration of electricity sources. He then asked about the relationship between investment opportunities and business. Environmental policies of governments can be drivers for investment. He also asked if one economy wants to attract greater investment through such policies, other policies such as commercial laws or land use may effect such investments.

Mr. Meek said that his company had been careful about which economies to do business in. The US, Chile and Germany had incentives such as feed-in tariffs. Geothermal pricing is such that government subsidies are necessary for success. Germany, in particular, is difficult market for geothermal power, but because of subsidies it becomes profitable. In Chile, changes in the gas environment have made geothermal resources economical.

Mr. Tamamushi said that US and European clients often initiate environmental due diligence during the market research phase. This has to do with land use and groundwater contamination issues. It also looks into plus-alpha factors through regulatory analysis and permits. Major corporations have environmental health and safety policies or standards that are often similar to US companies.

Mr. Song said that there had been many policies implemented by the central government in China. However, many had also been implemented at the local level. When the eco city project began, the local government was ready to move forward with the project.

Mr. Mita then asked the speakers to make comments for private sector and government officials in attendance.

Mr. Song said that government officials need to build more trust and flexibility with the private sector, so that the private sector will not be doing things that are detrimental to the government's goals. Also, government officials should not get caught up in the definition of KPIs and what defines an Eco City, he said. For those in the private sector, joint ventures are helpful, but due diligence is necessary if getting into business with a local company with an unknown reputation.

Mr. Meek said that the policy frameworks are essential for attracting FDI. In particular, property rights are keys for governments to reduce uncertainty.

Mr. Tamamushi said that private sector participants should undertake due diligence as a necessity. This can help to avoid future environmental liability issues and disputes. Things such as underground water and soil contamination need to be found out first, because such things will be extremely expensive and will take a long time to correct.

Session 2: Necessity to improve services of FDI promotion agencies

Mr. Junichiro Kuroda, Director, Trade and Investment Facilitation Division, Ministry of Economy, Trade and Industry (METI), welcomed participants and introduced each of the speakers.

Improvement of the investment environment in PNG and success factors - A case of IFC

Mr. Clarence Hoot, Director for Business Investment and Export Promotion Division, Investment Promotion Authority, explained that Papua New Guinea contains over 800 languages, over 600 islands and fewer than two million inhabitants. There are many opportunities for mineral resources, oil and gas, fisheries and forestry, he said.

He continued “The Investment Promotion Authority in Papua New Guinea is an organization under the Ministry of Commerce and Industry. Its mandated responsibility is to promote and facilitate investment in Papua New Guinea. Its main functions include providing a system of association, business and company registration, helping investors obtain all necessary licenses, compliances and approvals, regulating the stock market and administering intellectual property rights.”

“Papua New Guinea has not been doing too well in the “Ease of Doing Business” ranking recently. The report notes inherent limitations such as closeness to markets, quality of infrastructure, security, government procurement, macroeconomic conditions and the underlying strength of institutions in the economy.”

“The Investment Promotion Authority helps firms start a business in the economy, deal with licenses, enforce contracts and deal with investment law, policy and promotion. The Cabinet approved of technical assistance with the World Bank and International Finance Corporation (IFC), which includes a cross-sectoral approach to regulatory, licenses and permit issues, involves review of existing legislation and regulations, and is a wide consultation with relevant government agencies and the private sector. The technical assistance is ongoing in the following areas: review of all company laws, review of business registration procedures, identification and adoption of new software for business registration, review investment promotion legislation, development of an investment promotion strategy, design and delivery training to the investment promotion division and review of organizational structure of the Investment Promotion Authority.”

“Given the situation with the economy, certain laws are critical to the business development needs of the economy. The central bank is completely independent from the government and, as such, it has applied flexibility to foreign investors to open foreign currency accounts and use them as needed. For the process to be successful, a cohesive and concerted approach is necessary.

Cooperation among FDI promotion agencies - activities of Asia Trade Promotion Forum (ATPF)

Mr. Takashi Tsuchiya, Director-General of JETRO's Trade and Economic Cooperation Department, explained the operations and services of JETRO and how the Asian Trade Promotion Forum (ATPF) was focused on deepening mutual understanding among member trade promotion agencies and discussing effective projects for trade promotion through frank exchanges of opinion at CEO Meetings. ATPF currently has 22 members.

“ATPF,” he explained, “is engaged in trade promotion, together with its member organizations, including AUSTRADE, IE Singapore, JETRO, KOTRA, NZTE and TWTC. ATPF's main activities include holding the annual CEO and working-level meetings and conducting joint projects such as capacity building initiatives and joint exhibitions; ATPF also runs the Asian Trade Promotion Activities Information Network.”

He explained that themes of past CEO Meetings have included “TPOs Challenges: Serving the Business Community Professionally and Effectively”, “TPO Synergy Against the Financial Crisis”, and “One Asia, the Future of a New Era.” Past events include joint exhibitions on furniture, gifts, and food and hotels, and capacity building initiatives have included doing business in China, brand marketing for SMEs and fostering creative industries as a tool for growth.

“From the perspective of FDI promotion, JETRO has several partners among APEC economies under bilateral MOUs, including AUSTRADE, IE Singapore, KOTRA, TWTC, DFAIT and Mexico's Secretary of the Economy. Recent joint activities have been undertaken with several of these MOU partners.”

Suggestions to FDI promotion agencies by private sectors

Mr. Hidemasa Nishii, President of Kohshin Rubber Co., Ltd. explained that the capital of his company was US\$12 million and had \$130 million in sales, comprised mostly of footwear and industrial goods. All production and sales in industrial goods take place in Japan, but footwear rubber sales overseas will be discussed here.

He said “Kohshin began overseas sales in 1967, and most of our overseas investment then was indirect, whereas for the last 20 years we have been primarily focused on

direct investment. The first stage is tying up with a local partner and the second is engaging in cooperative business development with a local partner. The third stage is entering into a joint venture, while the fourth is making independent investment.”

“Difficulties include linguistic challenges, dealing with agents and economy risk. As for economy risk, infrastructure issues include water, energy, transportation and residence availability. Administrative support under economy risk includes police/fire departments and customs duty. Finally, business management can be a challenge, and this includes in particular factory facilities, machinery and equipment, securing operating funds, differences in local customs/religions/races, etc, specifically, labor management based on such different characters, ethnicities and regions.

“There are four things that we expect from FDI promotion agencies. First, they should enhance investment consultation services. Second, they should offer introductions to reliable partners. Third, they should support the procurement of approval and licenses that are practical needs in investment. Finally, they should be open to foreign firms for practical requests.”

Q&A Session

Mr. Hoot commented that regarding Mr. Nishii's comments, the issues that were touched upon include entering the economy, aftercare and domestic issues of doing business. In this regard, there must be a coordinated and cohesive approach for facilitating FDI, he said.

Mr. Tsuchiya asked Mr. Hoot how he trains staff to serve potential investors and how he publicizes his activities overseas and Mr. Hoot answered.

Mr. Nishii said that, regarding Mr. Hoot's comments, presently, logistical support is coming from investment promotion agencies and when judgments are made, they are based on what the goals are. His company needs to know better what his company can do in Papua New Guinea in order to know what kind of support they would request from that member economy's investment promotion agencies.

Mr. Hoot explained that internet training was being undertaken and there is an ongoing arrangement with the World Bank for staff to complete online training modules. In addition, JICA, JETRO and AUSTRALIA offer support for training activities. In terms of

publicity, some time ago much energy and resources were put into overseas publicity. Given certain constraints, networking has been given preference. This happens through the Pacific Islands trade offices around the world. Promotional activities are prepared in house in a cost-effective manner.

Mr. Tsuchiya said, regarding Mr. Nishii's comments, the flipside of the coin is that JETRO also supports investors overseas. JETRO provides many of the services he requested for Japanese companies abroad and provides incubation facilities.

A participant asked for more information about what JETRO offers to investors overseas. Mr. Tsuchiya said that his organization has 4,000 paid "JETRO Members," who are given specific support. Mr. Hoot said that JETRO sends out a newsletter about forthcoming events. He then asked Mr. Tsuchiya about TTPP. Mr. Tsuchiya explained that TTPP is an online trade tie-up promotion program, which is useful for those interested in connecting with Japanese companies.

Mr. Kuroda asked each speaker to talk about the effect of the economic situation, such as currency fluctuations, in the promotion or running of their business. Mr. Hoot said that investors should have confidence that the Central Bank of Papua New Guinea has allowed foreign currency accounts, and regarding the agency's promotional budget, this has been cut to avoid currency fluctuations. Thus, the effect on operations of currency fluctuations has been minimal. Mr. Tsuchiya said that his organization helps developing economies do business in Japan. Generally, the economic situation of Japan affects its attractiveness as an investment destination. Also, there are many competitors with very strong governmental initiatives. Japanese corporate tax is very high compared to its neighbors. This needs to be rectified in order to compete with neighboring economies, he said.

Regarding JETRO's activities, Mr. Nakatomi explained that the investment numbers in Japan have decreased as a result of the economy, but JETRO is working to reverse this. Depending on the situation, investment promotion agencies need to help each other. Attracting business can be quite competitive, but if such agencies work together, they can help each other in achieving their goals.

Mr. Nishii said that fluctuation of foreign exchange rates is a real problem. His company is more on the import side, so they are in the minority by benefiting from the rising yen. His company has been doing transactions with China, using euros for payment

settlement. The euro is better to use against the renminbi than the dollar, but to avoid foreign exchange rates, his company may begin using renminbi, he explained. Also, Japanese corporate tax is very high and Japanese companies need to be able to compete abroad, he added.

A participant said that sharing concrete views was important, and through this kind of exchange, APEC can go farther. In this regard, he asked Messrs. Hoot and Tsuchiya what the comparative advantages of the APEC region were. Mr. Tsuchiya said that even in the aftermath of the global financial crisis, Asia soon recovered and the region has been growing. The engine of the world's economic recovery in fact lies in Asia, he said. Mr. Hoot said that, regarding the EU, the key resource is the fisheries sector. Negotiations are ongoing with the EU on the fisheries sector and this is going on in the west Pacific. There is a drive for this market, and investment is being sought out from Europe. Other countries in the region generally provide advantages to doing business versus countries in other regions. There are language barriers, but these are issues that can be handled at local and regional levels.

Mr. Mita explained the relationship between APEC and the seminar, saying that the event was the final one in a series of events over the past three years in which Japan has been doing its part to implement the Investment Facilitation Action Plan (IFAP). The seminar takes up the theme of investment promotion in the environmental sector because FDI is expected to be a key driver in Green Growth, which is one of the initiatives for Sustainable Growth as laid out in the APEC Growth Strategy. Furthermore, this year, 2010, is significant for the regional economic integration (REI) agenda because it is the target year for the industrialized economies to achieve the Bogor Goals, which aim at free and open trade and investment. As one of the key areas of REI, APEC will formulate a Strategy for Investment, which consists of three pillars: 1) Advanced Principle & Practice; 2) Facilitation; and 3) Promotion. Promotion has been highlighted since investment opportunities need to be increased through information sharing and encouraging promotional activities by investment promotion organizations or agencies. The seminar, which discusses improving services of investment promotion agencies and provides information on investment opportunities, also comprises the activities of Promotion.

Three key points emerged from the seminar:

- The first is relevance among policies. The nature of environmental policies will have an impact on investment promotion in the environmental sector. Therefore, cross-cutting policies for real investment are needed.
- The second is communication with stakeholders. As seen from the case study of the Singaporean company, good relations with stakeholders, including the central government and local authorities, are needed to smoothly carry out investment. Communication will be a key to the establishment of such relations.
- The third is dialogue with the government and public agencies and the private sector. Establishing good relations through dialogue is critical. The sharing of success factors and having a shared understanding of the problem through these kinds of seminars will be essential.

Ms. Nakagawa expressed her gratitude to the speakers and participants, and closed the seminar.

Annexes

Annex 1: Presentations

Each speakers' presentation paper appears on the following website.

<http://aimp.apec.org/MDDDB/Pages/search.aspx?setting=ListMeeting&DateRange=2010/09/01%2C2010/09/end&Name=Seminar%20on%20Capacity%20Building%20for%20Sharing%20Success%20Factors%20of%20Improvement%20of%20%20Investment%20Environment%202010>

Annex 2: Biographies of speakers

Keynote speech: Mr. Felipe Muñoz

Professor, Institute of International Studies,
University of Chile



Professor Felipe Muñoz has a B.A. in economics
and a M.A. in International Studies of the University of Chile.

In 2010, attended the second Brown International Advance Research Institute at Brown University. His main publications topics are Chilean Trade Policy, WTO and international investments. He has participated as speaker in seminars and conferences regarding international trade, trade policy and investments in Chile, Argentina, Brazil, Mexico, United States, Germany, and Switzerland, among others.

In 2009, he attended as a fellow at the United Nations Conference on Trade and Development (UNCTAD).

Since 2008 he works as a lecturer at the Diplomat Academy of Chile Andrés Bello.

At the Institute of International Studies he was appointed sub director of the Trade Policy Studies Center and coordinator of the Institute's WTO Chair.

Since 2006, he works at the Institute of International Studies of the University of Chile.

Session 1: Investment promotion in green fields

Moderator: Mr. Noriyuki Mita

Director, Electricity Market Division,
Agency of Natural Resources and Energy
Ministry of Economy, Trade, and Industry (METI)



Education

- 3/1986 University of Tokyo, Faculty of Law (B.A. in Law)
- 1/1994 Maryland University
- 9/1994 Johns Hopkins University (School of Advanced Studies, M.A. in International Public Policy)

Career

- 4/1986 Entered Ministry of International Trade and Industry (MITI)
General Affairs Division, International Trade Administration Bureau, MITI
- 11/1987 Assistant Director, Electric Power Development Division, Public Utilities
Department, Agency for Natural Resources and Energy
- 6/1989 Assistant Director, Cooperate Affairs Division, Industrial Policy Bureau, MITI
- 6/1991 Deputy Director, Information Services Industry Division, Machinery and
Information Industries Bureau, MITI
- 9/1992 Deputy Director, Nuclear Power Safety Administration Division, Public Utilities
Department, Agency for Natural Resources and Energy
- 1/1994 Studying abroad, Maryland University
- 9/1994 Studying abroad, Johns Hopkins University (School of Advanced Studies, M.A.
in International Public Policy)
- 7/1995 Deputy Director, Industrial Organization Division, Industrial Policy Bureau,
MITI

- 6/1997 Deputy Director, Planning Division, Public Utilities Department, Agency for Natural Resources and Energy
- 6/1999 Deputy Director, Commerce and Distribution Policy Division, Commerce and Distribution Policy Group, MITI
- 1/2001 MITI was reorganized to the Ministry of Economy, Trade and Industry (METI)
- 1/2001 Deputy Director, Policy Planning and Coordination Division, Minister's Secretariat, METI
- 8/2001 Counselor, Economic Section, Embassy of Japan (Washington DC)
- 5/2004 Negotiator, Economic Partnership Division, Trade Policy Bureau, METI
- 7/2006 Director, Americas Division, Trade Policy Bureau, METI
- 7/2008 Director, Economic Partnership Division, Trade Policy Bureau, METI
- 4/2010 Director, Electricity Market Division,
Agency of Natural Resources and Energy, METI

Mr. Romell Song You Sing

General Manager, CEO Office and Strategic Planning
The Sino-Singapore Tianjin Eco-City Investment
& Development Co., Ltd



Mr Romell Song is General Manager, CEO Office and Strategic Planning of the Sino-Singapore Tianjin Eco-City Investment & Development Co Ltd (SSTEC). As a flagship project between the People's Republic China and Singapore Governments, the Sino-Singapore Tianjin Eco-City is envisioned to create a harmonious and sustainable community that meets the needs of an urbanizing China. Strategically located within the fast-growing Tianjin Binhai New Area and only 40 km away from Tianjin Municipal, the 30 sq km Tianjin Eco-City will be a modern township where 350,000 residents can live, work and play.

As GM, CEO Office, he has undertaken special projects to set the foundation for an economically and socially vibrant Tianjin Eco-city. Some of these projects include determining the economic positioning of the Tianjin Eco-city and also designing a feasible 'play economy' for the leisure landscape of the city. In his capacity as GM, Strategic Planning, he provides support in research and analysis of issues ranging from changes in the macro and micro business environment.

Mr Song is also responsible for communication between shareholders and the two governments in this government to government project. Mr Song is seconded to this project from Keppel Corporation who is also the majority shareholder of the Singapore Consortium's share to the Tianjin Eco-city Project. He has held various positions in different divisions of Keppel including Offshore Research, Group Corporate Communications and Project Management.

Under Keppel, Mr Song received the Keppel Group Scholarship to complete his civil engineering studies at the National University of Singapore. He was sponsored subsequently to do his MBA at Saïd Business School, University of Oxford.

Mr. William Meek

Chief Executive Officer, Mighty River Power



Mr. William Meek has fifteen years experience in the energy industry, including significant experience in risk management, power development, wholesale markets and forecasting.

Since 2008, he has been Chief Financial Officer of Mighty River Power, a New Zealand-based energy generation, retailing, trading and metering business that in the past decade has led the world in the development of new sources of renewable geothermal electricity generation.

As Chief Financial Officer William heads Mighty River Power's Finance and Information Services functions, with a focus on financial and management reporting, treasury and finance, and the Group's information systems. He has been involved role in developing the company's domestic and offshore generation investment strategy. This offshore strategy has recently seen Mighty River Power – through its international partner GeoGlobal Energy LLC - secure investments in significant geothermal development opportunities in Chile and the United States.

Prior to the Chief Financial Officer role, William led the company's Generation Investment Group. In this role he had primary responsibility for negotiating land access

and fuel agreements for power development, including for the recently completed Nga Awa Purua Geothermal Power Station, the largest plant of its type in the world.

William has a Bachelor of Commerce with Honours from the University of Auckland.

Dr. Kanji Tamamushi

Senior Consultant & President
Environment Japan K.K.



Dr. Tamamushi is a Senior Consultant & President at Environment Japan K.K., Tokyo, Japan.

Dr. Tamamushi has more than 20 years' experience in environmental management and programs in the US, Japan, Asia and Europe, including 10 years as corporate environmental manager for a large multinational Japanese electronics manufacturer as well as a large multinational US Household Goods Company. He holds a Ph.D. degree in chemistry from Vanderbilt University, USA. He is fluent in Japanese and English.

Session2: Necessity to improve services of FDI promotion agencies

Mr. Junichiro Kuroda

Director, Trade and Investment Facilitation Division,
Trade and Economic Cooperation Bureau,
Ministry of Economy, Trade and Industry (METI),
the Government of Japan



Mr. Kuroda joined the Ministry of International Trade and Industry, currently known as METI, in April 1990. In May 2002, Mr. Kuroda began his service as Deputy Counselor of the Cabinet Affairs Office of the Cabinet Secretariat (Prime Minister's Office-Japan), where he was responsible for coordinating exchanges between executive branch offices

and the Diet as well as the preparation of the Prime Minister's speech drafts for the diet session.

In June 2004, Mr. Kuroda was appointed Deputy Director of the Multilateral Trade System Department of the Trade Policy Bureau at the METI. In this position, he was responsible for managing the coordination of planning and implementation policies related to the World Trade Organization (WTO) and for the Minister of METI on international trade affairs.

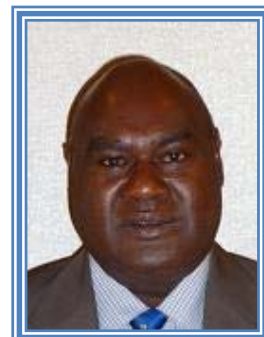
Mr. Kuroda held the position of Deputy Director of the Trade Policy Division of the Trade Policy Bureau at METI from April 2006 to July 2007. He was responsible for multilateral trade discussions within WTO and bilateral trade discussions to conclude the Free Trade Agreement (FTA) and the Economic Partnership Agreement (EPA), and reinforcement of relations with major countries including the United States, the European Union, China, India and ASEAN countries. He has also participated in various international conferences such as the Asia-Pacific Economic Cooperation (APEC) forum and Organization of Economic Cooperation and Development (OECD). Furthermore, his duties included planning and implementing fresh policy concepts for East Asia's regional architecture.

Immediately prior to the current position, Mr. Kuroda was Special Advisor to METI and the New York Office Director for the Japan External Trade Organization (JETRO).

Mr. Kuroda holds a Masters of Public Policy from Duke University and a Bachelor of Arts in Law from the University of Tokyo.

Mr. Clarence Hoot

Director, Investment and Export Promotion Division
PNG Investment Promotion Authority



Work Experience

2004 to present

Director

Investment and Export Promotion Division.

PNG Investment Promotion Authority

Responsible for the operations of the division with 20 staff in the investment and export promotional activities of the organisation both locally and internationally.
Management of senior management team.

2000-2004

Manager

Investment & Export Promotion Unit, PNG Investment Promotion Authority

Responsible for the implementation of investment and export promotional activities.
Manage 7 staff in the promotional activities.

1998-2000

Acting Director

Trade Division, Department of Trade and Industry

Responsible for the management of the Trade Division and trade policy and promotion programs. A member of the senior management team.

1995-1997

Assistant Secretary

Department of Commerce and Industry

International Business and Special Projects

Responsible for the efficient operations of the branch and facilitate technical and financial assistance from donor agencies and other international partners.
Representative to both local and international meetings.

1994

Senior Project Officer

Department of Trade and Industry

Formulation of appropriate business incentives and responsible for the Policy Working Group on Business Incentives. Financial/technical evaluation and analysis of submitted project proposal seeking government support.

1991-1993

Research Officer

Industry Division, Department of Trade and Industry

Assist in gathering information for evaluation on trade and investment projects as well as relevant policies on trade, commerce and investment matters.

Educational Background

Master of Business Administration, University of Southern Queensland, QLD, Australia

Bachelor of Economics in Business Studies, University of Papua New Guinea, WAIGANI Campus, NCD, PNG.

Mr. Takashi “Taka” Tsuchiya

Director-General,
Trade and Economic Cooperation Department,
Japan External Trade Organization (JETRO)



Mr. Taka Tsuchiya was appointed Director-General, Trade and Economic Cooperation Department, JETRO in April 2008. As Director-General, Trade and Economic Cooperation Department, he oversees JETRO's activities related to developing countries, helping them strengthen export industries, improve business-related systems and nurture human resources.

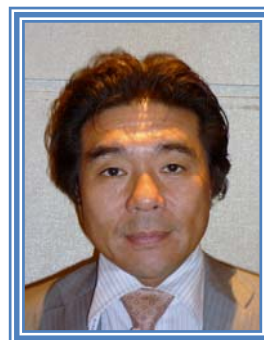
Immediately prior to his current post, Mr. Tsuchiya has served as Chief Executive Director, JETRO Chicago from 2005-2008, to oversee the Chicago office in its activities designed to facilitate business development between Japan and companies in the 12-state Midwest region.

His other international position in the past include Director of the Public Affairs Department at JETRO New York from 1985-1989 and Vice president of JETRO Bangkok from 1997-2000. At JETRO headquarters in Tokyo, Mr. Tsuchiya was Director of the Research Planning Division, Overseas Research Department from 2003-2005.

Mr. Tsuchiya joined JETRO in 1975, after earning his Bachelor's Degree in American Studies from Tokyo University of Foreign Studies. He also holds a Master's Degree in American Studies from the University of Hawaii.

Mr. Hidemasa Nishii

President,
Kohshin Rubber Co., Ltd.



1964 Born in Sendai, Miyagi

Current Positions

Vice Chairman, Japan Rubber Footwear Manufactures Association
Director, The Japan Rubber Manufactures Association
Manager, Sendai Association of Corporate Executives
Vice Chairman, Industry Part of Sendai Chamber of Commerce and Industry
Director, Tohoku Economic Federation

Job history

June,2003 to Present	President, Kohshin Rubber Co.,Ltd.
September,1999	Executive Vice President, Kohshin Rubber Co.,Ltd.
February,1996	Executive Managing Director, Kohshin Rubber Co.,Ltd.
February,1995	Director, Kohshin Rubber Co.,Ltd.
May,1993	Joined Kohshin Rubber Co.,Ltd.
April,1990	Joined Kasho Co.,Ltd. (Currently "Toyota Tsusho Corporation")

Education

March, 1990	Master of Business Administration, Keio University
March, 1988	Bachelor of Arts in Social Science Waseda University

Annex 3: Outline and agenda

DATE

Sunday, 19 September 2010: One-day Seminar (Including Network reception)

VENUE

Grand ballroom, The Westin Sendai

Address: 1-9-1, Ichibancho, Aoba-ku, Sendai, Miyagi, Japan

Website:

http://www.starwoodhotels.com/westin/property/overview/index.html?language=en_US&propertyID=3453

ATTENDANTS

There were about 100 attendants in total; 26 people from 13 APEC member Economies (Chile, China, Indonesia, Japan, Korea, Malaysia, Mexico, Peru, Russia, Singapore, Chinese-Taipei, Thailand and Vietnam), 2 guests from Costa Rica and Columbia, 9 people as invited speakers / panelists, several people from ABAC & APEC Secretariat and also several people from private sector.

Questionnaire:

There were 36 responses in total (36% replied).



JETRO

**Investment Experts' Group –
Capacity Building for Sharing Success Factors of
Improvement of Investment Environment – Phase 3**

*Westin Hotel, Sendai
19 September, 2010*

Agenda

Opening remarks and keynote speech

- 09:30-10:00 Registration
- 10:00-10:05 Introduction by Ms. Akiko Nakagawa, Chief Director, JETRO Sendai
- 10:05-10:15 Opening remarks by Mr. Michitaka Nakatomi, President, JETRO
- 10:15-10:25 Opening remarks by Ms. Emiko Okuyama, Mayor of the city of Sendai
- 10:25-10:40 Keynote: Expectations toward APEC 2010 and implications of investment exchanges by Mr. Felipe Muñoz, Institute of International Studies, University of Chile, **Chile**
- Expectation toward APEC 2010
 - Sustainable growth and importance of two-way investment in the environmental field
 - What is key to investment promotion?

Session1: Investment promotion in green fields

10:40-10:45 Introduction of session 1 and moderator: Mr. Noriyuki Mita, APEC IEG
Convenor

10:45-11:00 Environment related investment project – a case of Tianjin eco-city by
Mr. Romell Song You Sing, General Manager for Strategic Planning
section,
Sino-Singapore Tianjin Eco City Investment & Development Co., Ltd.
Singapore
- Success factors and difficulties involving the Tianjin eco-city project

11:00-11:15 Investment promotion in eco-tourism -a case of Vladivostok by Mr.
Sergey Rybnikov, Head of Office of Foreign Economic Activities
Department of International Co-operation and Tourism, Primorsky
territory government **Russia**

11:15-11:30 Geothermal Generation Development – An Environmental Success
Story, a case study by Mr. William Meek, Chief Financial Officer, Mighty
River Power, **New Zealand**
- Key success factors for renewable power development in NZ
- International success factors for geothermal investment

11:30-11:45 Successful case of environment related foreign direct investment in
Japan
- What makes you invest in Japan?
Dr. Kanji Tamamushi, Environment Japan K. K. **U.S.**

11:45-12:30 Panel discussion including Q & A session

12:30-14:00 Lunch break

Session2: Necessity to improve services of FDI promotion agencies

- 14:00-14:05 Introduction of session 2 and moderator: Mr. Junichiro Kuroda, Director, Trade and Investment Facilitation Division, Trade and Economic Cooperation Bureau, Ministry of Economy, Trade and Industry (METI), the Government of Japan.
- 14:05-14:20 Improvement of the investment environment in PNG and success factors
- A case of IFC by Mr. Clarence Hoot, Director for Business Investment and Export Promotion Division, Investment Promotion Authority, **Papua New Guinea**
- 14:20-14:35 Cooperation among FDI promotion agencies - activities of Asia Trade Promotion Forum(ATPF) by Takashi Tsuchiya, Director general, Trade and Economic Cooperation Department, JETRO **Japan**
- Introduction of multilateral alliances by investment promotion agencies
 - Cases of bilateral alliances: JETRO-TAITRA; JETRO-AUSTRADE; JETRO-DFAIT
- 14:35-14:50 Suggestions to FDI promotion agencies by private sectors by Mr. Hidemasa Nishii, President of Kohshin Rubber Co., Ltd. **Japan**
- Difficulties involving foreign investment
 - Expectations toward FDI promotion agencies
- 14:50-15:45 Panel discussion including Q & A session
- 15:45-15:55 Wrap up by Noriyuki Mita, APEC IEG Convenor
- 15:55-16:00 Closing remarks by Ms. Akiko Nakagawa, Chief director, JETRO Sendai
- 16:00-17:00 Network reception (refreshments will be served)