TMI CONSULTING

Secure, Reliable Overseas Expansion Guided by Legal Experts

Investment support leveraging the network of TMI Associates

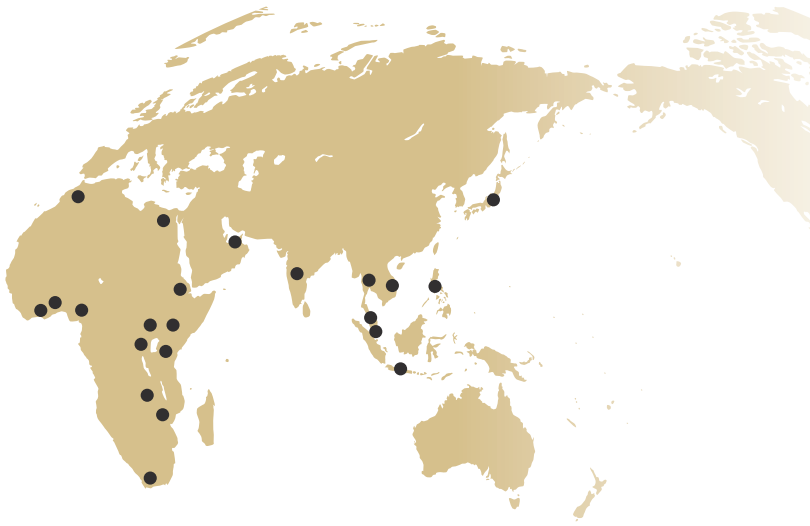
Locally grounded market-entry support

Hands-on Consulting to Accelerate Investment into Southeast Asia, South Asia, Africa, and Other Emerging Markets

TMI Consulting was established to support companies' overseas expansion, M&A, and investment strategy by drawing on the hands-on experience and network built at a law firm's overseas offices.
As part of a law-firm group, and working with local governments and related agencies, we provide seamless support from both Japan and the field, covering not only legal matters but everything from strategy formulation to local execution, for cross-border M&A and FDI into Southeast Asia, South Asia, Africa, and other emerging markets.

Regional Coverage

Leveraging the law firm's overseas network,
TMI Consulting is strengthening its market-entry and investment support in each region.



Southeast Asia

- Vietnam
- Thailand
- the Philippines
- Singapore
- Indonesia
- Malaysia
- and others

South Asia, the Middle East, and Africa

- India
- the Middle East (UAE, Saudi Arabia)
- Africa (Kenya, Tanzania, Uganda, Rwanda, Ethiopia, Ghana, Nigeria, Cote d'Ivoire, South Africa, Zambia, Mozambique, Morocco, Egypt, and others)

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TMI CONSULTING

Our Services



1. End-to-end support for overseas expansion

We provide seamless support, from strategy to execution, for Japanese companies expanding into ASEAN, South Asia, Africa, and other emerging markets.

- Market research (site and competitor analysis, arranging site visits)
- Formulating market-entry strategy, and studying and drafting business and investment scheme scenarios
- Support for establishing local subsidiaries and obtaining licenses and permits
- Support for business operations such as accounting, tax, HR, and IT
- Support for compliance and regulatory response



2. M&A and business alliance support

We support M&A and business alliances with overseas companies, from deal sourcing to post-integration operations.

- Developing M&A strategy and selecting and negotiating with target companies
- Support for contract negotiation and drafting
- Comprehensive arrangement of due diligence across the legal, financial, tax, IT, environmental, intellectual property, labor, and business areas
- Support for planning and executing PMI (post-merger integration)



3. Investment and financing support

We support financing and the design of investment schemes aligned with a company's growth strategy.

- Designing investment schemes and structuring overseas financing
- Support for negotiations with international financial institutions and government agencies
- Support for securing investment incentives
- Preparing investor presentation materials (IR support)



4. Inbound and outbound investment support

We provide comprehensive support for foreign companies entering Japan and Japanese companies investing overseas.

- Support for foreign companies entering the Japanese market (establishing a base and regulatory response)
- Support for formulating and executing Japanese companies' overseas investment strategy
- Support for improving the overseas investment environment through public-private partnership and policy dialogue

Our Strengths

Reliability and expertise rooted in a law firm

We provide advice that is both strategic and effective, from legal, financial, and management perspectives.

Integrated Legal and Business support

Seamless coverage from strategy formulation to contracts, risk management, and execution support.

A strong network across Southeast Asia, South Asia, Africa, and other emerging markets

Well versed in regulatory response and local negotiation in Vietnam, the Philippines, Thailand, and elsewhere.

A stance that engages even in rule-making

We take part in improving the investment environment and in regulatory reform, supporting long-term business growth.

Flexible collaboration with external experts

We partner with specialists in accounting, HR, IT, finance, and other fields to build the optimal support structure.

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Our Three Approaches



1. Rule-making FDI support that moves institutions

TMI Consulting offers rule-making consulting that reaches into shaping institutions and the environment itself. This is an approach that builds the investment environment itself through ongoing dialogue and negotiation with local governments toward institutional development and deregulation in the destination country.

2. Consulting with execution power, born from a law firm

Drawing on the knowledge accumulated as a law firm and on trusted relationships with local authorities, TMI Consulting provides execution-focused support. We build a practical, flexible support structure that looks beyond strategy formulation and institutional design to the execution phase, and, working also with external consultants and specialists, we support companies' investment activities end to end.





3. The combined strength of the TMI Group and cross-border collaboration

As part of a group anchored by TMI Associates, we support companies' overseas expansion from both the legal and business sides. Leveraging the group's combined strengths, such as an overseas network centered on Asia, TMI Ventures which specializes in investment support, and TMI Privacy & Security Consulting with strengths in specialized fields, we robustly support cross-border business development.

Our Members



Chairman
Junichi Ujiie

Representative Director, Ujiie Economic Research Institute / Former President, Nomura Securities Co., Ltd. / Former Chairman and Standing Advisor, Nomura Holdings, Inc. / Former Vice Chair, Japan Business Federation (Keidanren) / Former Director, Center for Advanced Research in Finance, the University of Tokyo / Former Chair of the Board, Tokyo Woman's Christian University / Ph.D. in Economics, University of Chicago / Recipient of the Grand Cordon of the Order of the Rising Sun



President
Satoshi Kikuchi

Former Nomura Securities (over 13 years posted overseas in London, New York, and Hong Kong) / Former Head of the Investment Division, Nomura Research & Advisory / Former President, Nomura Hai Phong Industrial Zone (Vietnam)



Director
Katsuro Tanaka

Representative Partner and Attorney, TMI Associates



Director
Hideyuki Okada

Partner and Attorney, TMI Associates / Head of the Hanoi and Ho Chi Minh City Offices



Director
Daiki Koso

Partner and Attorney, TMI Associates / Head of the Bangkok Office



Auditor
Ken Shimono

Partner and Attorney, TMI Associates / Head of the Singapore Office (2013 to 2023)

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Characteristics and Strategies by Destination

Drawing on the knowledge of front-line practitioners in finance, law, and international business, together with timely on-the-ground information available only locally, TMI Consulting robustly supports your overseas strategy from both Japan and the field.

Vietnam. Market Entry and Investment



Overview

With a population of about 102 million and a median age of around 34, Vietnam ranks first among destinations Japanese companies are considering, centered on manufacturing. It has sustained one of the highest GDP growth rates in Southeast Asia. In 2026, the World Bank reclassified it as an upper-middle-income economy, FTSE Russell upgraded its stock market to emerging market status, and Japan's R&I gave it its first investment-grade sovereign rating (BBB-). Use of FTAs and RCEP is raising its appeal as an export base, and foreign entry is expanding into services, IT, logistics, healthcare and renewable energy. The government is attracting semiconductors and other advanced industries while investing heavily in urban railways, high-speed rail and nuclear power, and is establishing an international financial center, so the market offers ample room for medium- to long-term growth.

Challenges and approach

Although the business environment has improved markedly in recent years, complex administrative procedures and inconsistent application of laws can still pose difficulties for entrants. In particular, differences in interpretation by region and by individual officials, and the pace of regulatory change, call for attention. Addressing these hinges on a continual understanding of local rules and the ability to coordinate with the authorities at a practical level.

The Philippines. Market Entry and Investment



Overview

With a population of about 116.8 million and a median age of around 26, the Philippines is especially young even among ASEAN countries, with an abundant workforce that is also strong in English. Infrastructure development is underway, and policies to attract foreign investment through special economic zones and the like are expanding. Its people are pro-Japan even by ASEAN standards, and the country is often noted for its good fit with Japanese companies.

Challenges and approach

While institutional hurdles remain, such as restrictions on land ownership and foreign equity caps, the opacity of administrative procedures can also affect business plans. Designing business schemes that assume these institutional constraints, and building relationships with local authorities, are considered essential for stable operations.

Thailand. Market Entry and Investment



Overview

With a population of about 66 million and a location at the heart of ASEAN, Thailand has a concentration of manufacturing led by automobiles and electronics. Alongside long-standing ties with Japanese companies, its infrastructure and supply chains are well developed, providing a solid base for foreign entry. In recent years, investment in EVs and the medical and bio fields has also grown, and expansion into a diverse range of industries is progressing.

Challenges and approach

Although foreign-investment restrictions apply mainly to the service sector, several practically viable business schemes exist. That said, building an actual business scheme requires specialized institutional knowledge, and the burden of operating in Thai can be a barrier in the early stages of entry. Balancing institutional clarity with on-the-ground coordination holds the key to a successful entry.

Contact us

Company Profile

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Our Offices

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Chairman, President and Legal Representative	Hideyuki Okada (Partner and Attorney, TMI Associates / Head of the Hanoi and Ho Chi Minh City Offices)

Philippines Subsidiary

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Thailand Subsidiary

Company name	TMI Consulting Thailand (in preparation)
Address	Bangkok
President	Daiki Koso (Partner and Attorney, TMI Associates / Head of the Bangkok Office)

Contact Us

Please feel free to contact us for consultations on overseas expansion, M&A, and investment strategy.
TMI Consulting supports companies' overseas business end to end,
from strategy formulation to institutional negotiation and local execution.

Support Hours ▶ Monday to Friday (excluding public holidays), 10:00 to 17:00

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Contact us