



USABC IMPACT REPORT 2025



USABC

The US-ASEAN Business Council (USABC) and its 190-plus member companies build stronger US-ASEAN business relationships and contribute to economic growth in both Southeast Asia and the United States

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Word From Our President and CEO

During a year marked by trade and tariff uncertainty, my message to ASEAN Member State government leaders and our close partners has been that **USABC and its member companies provide certainty and reliability in ASEAN**, advancing better business-to-government relationships and fostering business growth as we have done for over 40 years. Another key message is that when our members' business conditions improve, in part through advocacy efforts outlined in this report, both our member companies and the people of ASEAN benefit.

The efforts described in this report are co-developed and led with our member companies – that's who ASEAN officials want to engage with. These efforts also involve all of USABC's talented professional staff, both in our six regional offices (Bangkok, Hanoi, Jakarta, Kuala Lumpur, Manila, and Singapore) and in Washington, DC.



This report includes highlights of our work this year, but there is also much more that is not included: company-focused advocacy in each market, co-led with member companies under our country and industry committee structure, year round. We found dozens of opportunities to partner with the U.S. Government, both with embassies in the region and officials in Washington, DC, something our member companies deeply value. I appreciate USABC colleagues' nimbleness: several events -- such as a gathering with the Thai Deputy Prime Minister/Finance Minister in DC in July or the Deputy USTR's meeting with over 20 member companies in Singapore in October -- were arranged on 24-48 hours notice. Of the many activities and engagements touched on in this report, two stand out in particular for me. One was in March when Vietnamese Secretary General Tô Lâm agreed to meet leaders of our business delegation for the first time for a detailed discussion, and the other was in February when the Chief Negotiator for the Digital Economic Framework Agreement (DEFA) asked our special project delegation for written suggestions on the content of that vital agreement -- and our member companies followed up promptly. That's impact.

Amb. Brian McFeeters (ret.)
Interim President and CEO

End of Year Summary

Missions: USABC arranged and led 17 country- and industry-focused missions across ASEAN this year, engaging heads of state, ministers, regulators, and senior officials to advance member priorities. The missions saw a total of **162 companies** participate in a total of **170 meetings**.

Additional Programming: In addition to those main business missions, the Council hosted **149 additional events—85 across the ASEAN region and 64 in the United States**. These engagements spanned a full spectrum of offerings and were mainly no-additional-cost programs, as well as high-value sponsored events that showcased U.S. industry leadership. Together, this diverse slate of events underscored the Council’s continued role as a premier platform for policy dialogue, commercial advocacy, and strategic engagement between the United States and Southeast Asia.

Key Advocacy Wins: The Council has policy impact. We secured meaningful regulatory improvements, prevented restrictive policy measures, and contributed directly to frameworks that support innovation, trade facilitation, and competitiveness across ASEAN, as well as advancing many company-specific issues. These ranged from a persistent campaign leading to field testing of a new African Swine Fever vaccine in the Philippines to modifying digital sector legislation in Vietnam.

Special Projects: This year, USABC carried out **43 special projects** that responded to members’ stated needs for in-depth advocacy and thought leadership in selected areas. These projects strengthened U.S.-ASEAN economic ties, deepened government engagement, and elevated U.S. industry leadership across priority sectors. Key initiatives included support for Malaysia’s 2025 ASEAN Chairmanship through a jointly developed White Paper and targeted consultations, written contributions to the Digital Economic Framework Agreement (DEFA) negotiations, and the launch of a regional AI workshop series shaping emerging digital governance frameworks.

Thought Leadership: The Council continued to strengthen its role as a leading voice in regional policy formulation through high-impact media engagement and authoritative publications. USABC leaders were featured across major outlets—including the Washington Post, Wall Street Journal, The Hill, CNBC, Bloomberg TV, the Financial Times, Nikkei Asia and TVRI (Indonesia)—providing expert analysis on U.S.-ASEAN trade, investment, and geopolitical developments. The Council also advanced key policy conversations through flagship publications such as the 7th edition of “ASEAN Matters for America,” a report on U.S. businesses’ impactful contributions in Indonesia, and a paper and seminar series on preventive healthcare in Southeast Asia. Together, these contributions underscored USABC’s commitment to shaping informed, forward-looking policy dialogue and supporting deeper U.S. engagement with ASEAN.



ASEAN Digital Ministers (ADGMIN) Meeting 2025 | January 15-17, Bangkok

19

Companies

DELEGATION

10

Meetings

MEETINGS

8

Board Companies

BOARD PARTICIPATION

Key Takeaways

Discussions focused on advancing ASEAN's digital economy, including AI, cybersecurity, data governance, digital infrastructure, digital trade, and support for the ASEAN Digital Economy Framework Agreement (DEFA). The mission included bilateral meetings with key ASEAN ministers, including a two-hour dinner with Malaysian of Digital Minister Gobind Singh Deo, and plenary sessions with U.S. officials. We also held a final Dinner Dialogue featuring ASEAN Secretary General Kao Kim Hourn and senior Thai Government officials.



USABC members Anna Baweh (Intel), Boon Poh Mok (SalesForce), and Si Hong Y. (American Express) Meeting Malaysia's Minister of Digital, Gobind Singh Deo



Meeting of the ASEAN Tourism Ministers 2025 | January 16-19, Kuala Lumpur

5

Companies

DELEGATION

6

Meetings

MEETINGS

3

Board Companies

BOARD PARTICIPATION

Key Takeaways

Our Malaysia Chief Country Representative Tina Jamaluddin led this mission. The ASEAN Secretariat, together with ADB, is developing a new 20-year vision for tourism, implemented through five-year plans, starting with the ASEAN Leaders' Declaration on Quality Tourism and a 2026–2030 Action Plan. ASEAN Member States (AMS) are prioritizing quality tourism, targeting high-value visitors, niche markets, and co-branded multi-destination packages, while revising regulations on digital tourism, online travel agencies, rentals, and accommodation standards. Human capital development and connectivity—through air routes, visa facilitation, and cruise infrastructure—remain central, with AMS seeking collaboration with the private sector to enhance workforce skills, service quality, and industry growth.



USABC's Tina Jamaluddin with Cambodia's Minister of Tourism, H.E. Huot Hak



Vietnam Business Mission 2025 | March 18-20, Hanoi

58

Companies

DELEGATION

18

Meetings

MEETINGS

18

Board Companies

BOARD PARTICIPATION

Key Takeaways

In this record-breaking business mission, U.S. companies emphasized the need for clearer regulations, streamlined licensing, and stronger public-private collaboration across priority sectors including technology, energy, healthcare, and manufacturing. Vietnamese ministries welcomed increased investment and reaffirmed commitments to legal, economic, and institutional reforms that support modernization, green growth, and expanded global integration.



Amb. Ted Osius (ret.) leading USABC meeting with General Secretary Tô Lâm



ASEAN Finance Ministers' and Central Bank Governors' Meeting 2025
April 8-10, Kuala Lumpur

11

Companies

DELEGATION

10

Meetings

MEETINGS

4

Board Companies

BOARD PARTICIPATION

Key Takeaways

This mission coincided with the Trump Administration's tariff-pause, so U.S. policy and the need for clarity was on the agenda. The Malaysian hosts asked USABC to help convey the value of the US-ASEAN economic relationship in Washington – which we've done in multiple ways. USABC presented a whitepaper on accelerating ASEAN's digital and financial transformation and reaffirmed its commitment to partnering with governments on digital economic growth. The delegation also held a range of bilateral meetings with ASEAN member state finance and central bank leaders.



McFeeters, Board Director Scotty Greenwood (Manulife), and Blake Herzinger (Citi) with Malaysian Minister of Finance II, Amir Hamzah Azizan

Malaysia Business Mission 2025 | May 20-22, Kuala Lumpur

22

Companies

DELEGATION

9

Meetings

MEETINGS

4

Board Companies

BOARD PARTICIPATION

Key Takeaways

The mission strengthened U.S.-Malaysia economic ties through high-level meetings focused on digital cooperation, supply chain resilience, and renewable energy. The delegation engaged directly with Prime Minister Anwar Ibrahim and key ministries to support Malaysia's 2025 ASEAN Chairmanship and advance a more competitive, predictable business environment.



McFeeters and Board Director, Stephen Braim (IBM), with Prime Minister Anwar Ibrahim



Food & Agriculture Industry Mission to Indonesia 2025 | May 27-28, Jakarta

10

Companies

DELEGATION

8

Meetings

MEETINGS

1

Board Companies

BOARD PARTICIPATION

Key Takeaways

Indonesia's priority on food self-sufficiency is driving policies to boost local production of key commodities, with openness to private-sector collaboration in agricultural technology, sustainable farming, and processed foods. U.S. companies highlighted trade and regulatory challenges—including halal certification, local sourcing requirements, and import licensing issues—while reaffirming their role in supporting U.S.-Indonesia trade negotiations. Indonesia is also advancing plastic pollution abatement and EPR policies and welcomes private-sector innovations and sustainable practices in the food and agriculture sector.



USABC and Member Companies Visit Indonesia's Ministry of National Development Planning

MISSIONS

7



Meeting of the ASEAN Directors-General of Customs Business Mission 2025 | June 3-4, Brunei

5

Companies

DELEGATION

8

Meetings

MEETINGS

3

Board Companies

BOARD PARTICIPATION

Key Takeaways

At this delegation led by USABC Chief Country Representative Florina “Binggay” Vistal, USABC presented recommendations to ASEAN Customs DGs on modernizing customs procedures, improving trade facilitation through technology, and strengthening supply chain resilience amid evolving global trade dynamics. The delegation also held bilateral meetings with several ASEAN member states and reaffirmed its commitment to supporting efficient, harmonized, and rules-based trade across the region.



Meeting with General Department of Vietnam Customs



Financial Services Mission to Indonesia 2025 | July 9-10, Jakarta

4

Companies

DELEGATION

5

Meetings

MEETINGS

3

Board Companies

BOARD PARTICIPATION

Key Takeaways

USABC concluded its first Financial Services Mission to Indonesia with bilateral meetings and a major roundtable focused on AI, data systems, ESG, and innovation to strengthen Indonesia's financial services ecosystem. The delegation emphasized continued public-private collaboration to support regulatory modernization, competitiveness, and a more resilient business environment.



Nugraheni Utami, USABC's Chief Country Rep for Indonesia, with Deputy Secretary-General of ASEAN for the ASEAN Economic Community H.E. Satvinder Singh



29

Companies

DELEGATION

9

Meetings

MEETINGS

11

Board Companies

BOARD PARTICIPATION

Key Takeaways

Singapore is adapting to shifting global trade dynamics by reinforcing its role as a trusted, resilient hub for supply chains, digital services, and regional economic integration. Digital Minister Teo said Singapore has “outsized ambitions” to lead in AI. The government is prioritizing emerging technologies, AI adoption, sustainability, and major infrastructure investments while maintaining a pro-business, consultative regulatory approach. Across sectors—from energy to R&D to workforce development—Singapore emphasizes cross-border cooperation, ASEAN alignment, and strong public-private partnerships to drive competitiveness and future-proof its economy.



Board Director, Stephen Braim (IBM) (Far left), with Singapore's Deputy Prime Minister Gan Kim Yong (Far right)



Philippines Business Mission 2025 | August 12-14, Manila

35

Companies

DELEGATION

11

Meetings

MEETINGS

14

Board Companies

BOARD PARTICIPATION

Key Takeaways

The Philippines is focused on improving its investment climate, accelerating infrastructure through PPPs, and advancing digitalization while addressing regulatory bottlenecks and illicit trade. Strong U.S.-Philippines ties and the country's ASEAN 2026 Chairship present opportunities to deepen cooperation on supply chains, expand digital integration, and strengthen cooperation on emerging technologies and energy.



USABC Meeting with Philippines' Secretary of Information and Communications Technology, Secretary Aguda



Aerospace and Defense (ADS) Mission to the Philippines 2025 | August 14-15, Manila

26

Companies

DELEGATION

11

Meetings

MEETINGS

3

Board Companies

BOARD PARTICIPATION

Key Takeaways

The Philippines–U.S. alliance is accelerating, creating strong momentum for deeper economic and security cooperation. The AFP’s modernization is urgently shifting to external defense, with priorities in ISR, EW, unmanned systems, long-range strike, and integrated C2—yet all require credible financing and sustainment. The Self-Reliant Defense Posture is opening doors for co-development, MRO, munitions, and local manufacturing. The Philippines’ Congress is backing reforms to streamline procurement and expand space for SMEs. AI is becoming a core enabler across defense missions, while aviation and maritime agencies are pursuing modernization, stronger C2, airport privatization, and enhanced MRO, MDA, and ASW capabilities.



USABC’s Chuck Casey (Left) with Dale McDowall (Boeing)



ASEAN Economic Ministers Meeting 2025 | September 25-28, Kuala Lumpur

8

Companies

DELEGATION

11

Meetings

MEETINGS

5

Board Companies

BOARD PARTICIPATION

Key Takeaways

The US-ASEAN Business Council's 57th AEM 2025 Business Mission highlighted ASEAN's commitment to integration, digital transformation, sustainability, and workforce development. At the AEM-USTR Consultation Session, the Council presented a recommendations paper, "Enhancing ASEAN-U.S. Economic Partnership for Resilient, Future-proof, and Digitally Enabled Growth," focusing on trade and supply chain resiliency, digital economy, circular economy, and workforce development. Key priorities include strengthening supply chains through the Upgraded ASEAN Trade in Goods Agreement (ATIGA), advancing DEFA and digital capacity building, promoting sustainability via the Circular Economy Framework Agreement (CEFA), and supporting workforce and MSME development under the Philippines' ASEAN Chairmanship. A highlight was meeting USTR Ambassador Greer.



USABC Member Companies Meeting with USTR Amb. Jamieson Greer

47th ASEAN Ministers on Agriculture and Forestry Meeting

01 October 2025 | Manila, Philippines

ASEAN Ministerial Meeting on Agriculture and Forestry 2025
September 30-October 3, Manila

6

Companies

DELEGATION

10

Meetings

MEETINGS

1

Board Companies

BOARD PARTICIPATION

Key Takeaways

This Ministerial adopted the ASEAN Food, Agriculture and Forestry Sectoral Plan 2026-2030, advancing sustainable, climate-resilient agriculture, food security, trade connectivity, digital innovation, and sustainable forest management. USABC and ASEAN ministries emphasized regenerative agriculture, climate-smart inputs, resilient supply chains, and One Health approaches, while reinforcing public-private partnerships to scale innovation across the region. Evidence-based policymaking and research collaboration, including initiatives like farm-to-table and DEFA, were highlighted as key tools to strengthen inclusive and sustainable agricultural growth.



USABC's EVP Marc Mealy, Noel Borlongan (Cargill), Anuja Kadian (Corteva), and Pushpanathan Sundram (Elanco) Meeting with Philippines' Department of Agriculture



ASEAN Ministers of Energy Meeting 2025 | October 14-16, Kuala Lumpur

6

Companies

DELEGATION

5

Meetings

MEETINGS

0

Board Companies

BOARD PARTICIPATION

Key Takeaways

New Singapore Chief Representative James Andrade led this mission. ASEAN is focusing on energy security and integration through the ASEAN Power Grid, grid modernization, and cross-border electricity trading, though progress faces infrastructure and political challenges. Renewable energy, clean tech, and nuclear cooperation are rising priorities, with strong opportunities for U.S. private-sector engagement in financing, capacity building, and infrastructure. Carbon markets, digital economy needs, and energy transition solutions further highlight the region's growing demand for collaboration and investment.



USABC's Dr. James Andrade with Deputy Minister Nguyen Hoang Long of Vietnam's Ministry of Industry and Trade



35

Companies

DELEGATION

18

Meetings

MEETINGS

16

Board Companies

BOARD PARTICIPATION

Key Takeaways

Indonesia's priorities under the Asta Cita Vision focus on resilient growth, industrial transformation, digital governance, and inclusive development. The government is advancing trade, investment, health, food security, renewable energy, and sustainable agriculture reforms while encouraging public-private partnerships. Key sectors include digitalization, AI, financial services, transportation, defense, SMEs, and the creative economy, with the Council releasing the "Bisnis AS untuk Indonesia (US business for Indonesia)" report to highlight the significant contributions of American companies to Indonesia's economic resilience, human capital development, and industrial transformation.



Launch of USABC's "US Business for Indonesia" Report



Thailand Business Mission 2025 | November 11-13, Bangkok

39
Companies

DELEGATION

8
Meetings

MEETINGS

16
Board Companies

BOARD PARTICIPATION

Key Takeaways

The mission brought U.S. companies together with senior Thai officials to advance trade, investment, and innovation under Prime Minister Anutin Charnvirakul's government. Discussions focused on Thailand's "Quick Big Win" policy, covering consumption, SME support, digital transformation, clean energy, and sustainable growth. The mission also highlighted the Joint Statement on Reciprocal Tariffs, reaffirming fair and rules-based trade, while U.S. companies expressed readiness to collaborate across sectors including transport, energy, digital, health, and agriculture.



Amb. Ted Osius and Thailand's Deputy Prime Minister and Minister of Finance Ekniti Nitithanprapas



Cambodia Business Mission 2025 | December 1-2, Phnom Penh

12

Companies

DELEGATION

13

Meetings

MEETINGS

7

Board Companies

BOARD PARTICIPATION

Key Takeaways

The mission featured engagements with Prime Minister Hun Manet and senior economic ministers, focusing on strengthening digital infrastructure, expanding financial inclusion, advancing energy cooperation, and supporting regulatory reforms to enhance Cambodia's competitiveness. The Council emphasized the value of transparent and predictable investment policies and highlighted U.S. industry leadership in areas such as emerging technologies, cybersecurity, and sustainable energy. The visit also marked a milestone with the appointment of Dararith Lim as USABC's first in-country Executive Strategic Advisor for Cambodia, reinforcing the Council's long-term presence and partnership in the market.



Amb. Ted Osius with Cambodia's Minister of Commerce
H.E. Mrs. Cham Nimul

PROGRAMMING

In 2025, in addition to the main business missions, the Council held a total of **84 regional events** and **64 events in the United States** bringing the total programming **tally to 148**. Here are a few examples:



High-Level Business Roundtable featuring Prime Minister Sonexay Siphandone of Lao PDR, October 1, USABC office, Washington, DC



Business Roundtable Featuring Vietnam President Lương Cường on the sidelines of UNGA, September 23, NYC. Other programs featured Indonesian and Thai senior officials.



Thailand's Deputy Prime Minister and Minister of Finance, H.E. Pichai Chunhavajira, and his delegation of senior officials at our Washington office for a welcome reception, July 2



On November 12, USABC hosted a Welcome Luncheon in honor of Ambassador Indroyono Soesilo, Indonesia's new Ambassador to the United States. Also hosted other new ambassadors.

PROGRAMMING



Meeting of USABC Board Chairman Jeff Perlman and McFeeters with Deputy Secretary of the Treasury Michael Faulkender, Washington, DC, June 10



2025 U.S. Ambassadors' Tour: Ambassadors Mary-Kay Carlson, Philippines, and Marc Knapper, Vietnam with ASEAN Member State ambassadors posted to Washington, DC, June 20



Amb. Brian McFeeters and EVP/ Chief Policy Officer Marc Mealy met with Undersecretary of Commerce for International Trade William Kimmitt for a productive discussion on trade and economic relations between the United States and ASEAN, Washington, DC, September 11



USABC launches the 7th edition of ASEAN Matters for America at the ASEAN Business Summit alongside Malaysian Investment Development Agency CEO Datuk Sikh Shamsul Ibrahim, Ministry of Foreign Affairs' Amb. Haznah Md. Hashim, and US Mission to ASEAN CDA Joy Sakurai, KL, October 25

SPECIAL PROJECTS

In 2024–2025, USABC delivered over 40 special projects on behalf of member companies seeking in-depth attention to certain issues. These covered all ASEAN markets, spanning digital economy, sustainability, healthcare, defense, trade, and investment. Through these projects, USABC strengthened its role as a trusted partner to ASEAN governments and a strategic enabler for U.S. industry.

The year saw outstanding sponsorship engagement, notable growth in high-impact digital, health, financial and agricultural policy programs. Several new flagship initiatives were launched, including the ASEAN AI Workshop Series and DEFA 2.0 support program.

Overall, the Special Projects portfolio demonstrated a balanced mix of high-impact advocacy, strong financial performance, and deep regional engagement, setting a strong foundation for 2026.



USABC Launches White Paper on Supporting Malaysia's Vision as ASEAN Chair in 2025, with keynote remarks by Deputy Minister of Investment, Trade and Industry Liew Chin Tong, July 10 in KL

43

Special Projects
carried out this year

68

Member Companies
supporting

REGION WIDE SPECIAL PROJECTS

Supporting Malaysia's 2025 ASEAN Chairmanship

This initiative positioned USABC as a thought leader during Malaysia's Chairmanship year. Through a [White Paper](#) developed with a Malaysian economic think tank and extensive engagements with senior Malaysian officials, the project advanced member priorities in digital economy, sustainability, healthcare, energy and workforce development. With broad sponsorship from companies across tech, consumer goods, and pharmaceuticals, the initiative culminated in an official launch in mid-2025.

ASEAN AI Workshop Series

USABC, in close coordination with the ASEAN AI Working Group, convened capacity-building sessions and policy dialogues in Kuala Lumpur—an official event of the ASEAN AI Malaysia Summit on August 12—and in Jakarta during the Public-Private Dialogue on AI with Indonesia's Ministry of Communications and Digital Affairs on September 25. These engagements directly informed government approaches to AI governance, with sponsorship from leading technology companies enabling broad regional participation.

ASEAN DEFA Program 2.0

Digital Economic Framework Agreement (DEFA) programming continued to give USABC tech and financial companies direct opportunities to shape ASEAN's evolving digital framework. Through workshops and bilateral engagements in Bangkok, KL and Jakarta, and formal recommendations to negotiators, the program helped companies align with emerging digital rules and ensure the private sector's voice remained integral to the DEFA process. A key success was when lead negotiator Prewprae Chumrum, Executive Director of the Bureau of Trade in Services and Investment Negotiations at the Thai Ministry of Commerce, asked for written text suggestions in February, which USABC and project sponsors provided in March.

Regional Sustainability Programming (EPR, CCS, Circularity)

Sustainability initiatives—particularly the regional plastic circularity and EPR series—advanced private-sector recommendations on waste management and regulatory alignment. In partnership with major FMCG and manufacturing companies, USABC continued to play a central role in environmental policy dialogues. Complementary programs on carbon capture and storage are planned for 2026 to expand the Council's work on climate and energy transition issues.

Preventative Healthcare White Paper

This three-country initiative strengthened USABC's role in healthcare policy through the development of a regional paper focused on Malaysia, the Philippines, and Vietnam, explaining best practices such as widespread vaccination and testing for prevalent diseases. Supported by medical device, pharmaceutical, and health systems partners, the paper's launch events throughout 2025 expanded private-sector engagement across multiple ministries.

COUNTRY-FOCUSED SPECIAL PROJECTS

Indonesia

Indonesia saw a highly active year, with the Jakarta team executing a series of targeted engagements following the December 2024 Business Mission. These included a robust slate of 18 meetings with policymakers across digital economy, sustainability, and industrial policy. Additional initiatives included a defense and aerospace workshop and the "America Matters for Indonesia" campaign to show US businesses' deep impact on workforce development, health outcomes, and other areas. This is a special project with partial US Embassy support, which is preparing multimedia content for rollout in 2026.

Philippines

Special Projects supported several major policy reform efforts in Manila. The Council's leadership on the Government Procurement Reform Act delivered coordinated advocacy with both multinational and local stakeholders during a period of rapid legislative movement. Additional projects included environmental education programming with the Department of Environment and Natural Resources and targeted support to local recycling ecosystem development. Looking ahead, the team has worked closely with the Government of the Philippines starting early in 2025 to structure a policy and advocacy strategy to support the Philippines' ASEAN Chairmanship in 2026.



COUNTRY-FOCUSED SPECIAL PROJECTS



Singapore & Thailand

USABC led a successful Johor–Singapore Special Economic Zone (SEZ) delegation on a two-day deep dive in August, engaging officials from both countries and companies on supply chain integration, cross-border labor mobility, and investment opportunities. In Thailand, the Council spearheaded the ASEAN Committee on Science, Technology and Innovation (COSTI) Innovation Showcase and supported regional science initiatives through the UL Women in Science Prize, which this year spotlighted generative AI and water management solutions.

Vietnam

Vietnam continued to be one of the most active project portfolios, spanning advocacy, research, and high-level engagement. The Hanoi and Ho Chi Minh City teams executed multiple “mini missions,” coordinated cross-sector advocacy on data protection, e-commerce, and tax regulation, and produced targeted research (including an emerging game industry report). High-level events included a reception marking 30 years of U.S.–Vietnam relations in connection with USABC’s July Board of Directors meeting in Hanoi. Vietnam retained some of the year’s most consistent sponsorship support, reflecting strong member interest in the policy environment.

Washington, D.C.

The DC team delivered a series of policy-focused events and initiatives reinforcing USABC’s leadership in U.S.–ASEAN economic dialogue. The Trade and Tariffs Working Group (TTWG) has generated strong member engagement through expert briefings and advocacy on evolving trade regulations. Additionally, SelectUSA-related programming and a timely roundtable on U.S. trade policy with the ASEAN Committee in Washington (ACW) further strengthened relationships with business and government stakeholders. USABC’s delegation at the 2025 World Bank/IMF Annual Meetings expanded the Council’s global reach while securing strong sponsorship from financial and technology companies.

OUTLOOK FOR 2026

Many 2025 initiatives lay the foundation for expanded programming in 2026, including the Philippines’ upcoming Chairmanship preparations, next phases of DEFA and AI governance work, and deepening sustainability and healthcare advocacy. Indonesia’s ongoing sectoral engagement, Vietnam’s regulatory conversations, and growing opportunities in Singapore and Thailand all point toward another active year in policy and business engagement across ASEAN.

NOTABLE ADVOCACY WINS

1. Trade & Tariff Working Group – Digital NTB Wins Across ASEAN

USABC helped secure the inclusion of several TTWG member priority digital NTBs in the final U.S.–Malaysia Agreement on Reciprocal Tariffs (ART) and in the U.S. administration’s reciprocal tariff framework agreements with Vietnam, Indonesia, and the Philippines—ensuring member priorities directly shaped emerging bilateral trade and tariff policies.

2. Indonesia – ICT Products Removed from difficult Product Certification reg.

Through sustained engagement with the Ministry of Trade and the CMEA, USABC ensured ICT products were excluded from the final annex of the revised product-certification (K3L) regulation (MoT Reg. 33/2025). This prevented new certification burdens, protected predictable licensing timelines, and safeguarded efficient market access for tech companies.

3. Indonesia – Sector-Specific Local Content Rules Preserved

USABC’s recommendations on the Local Content Requirement regulation (MoI Reg. 35/2025) prevented a one-size-fits-all formula from being imposed across all industries. Key sectors—including pharmaceuticals, medical devices, and handheld devices—retained tailored LCR methodologies, securing regulatory stability and new incentive flexibility for members, with further work needed in this area.

4. Indonesia – AI Roadmap & Ethics Guidelines Implementation Delayed

Following detailed industry input, USABC successfully advocated for KOMDIGI to delay the enactment of Indonesia’s AI Roadmap and Ethics Guidelines to early 2026. This extension created space for further consultation, inter-ministerial alignment, and incorporation of global best practices.

US-ASEAN
BUSINESS COUNCIL, INC.

Call for Review

**Call For Review: Malaysia’s Subsidiary Instruments under
the Online Safety Act (ONSA) 2025**

Deadline: Thursday, 4 December 2025, 6:00 PM (MYT)(GMT+8)

Example of calls for input above: The Council regularly tracks planned, proposed, and pending legislation across ASEAN to provide draft text, recommendations, concerns, and private-sector perspectives—sending hundreds of letters this year alone on over 75 issues—to help ensure a stable and competitive business environment. These efforts get results.

NOTABLE ADVOCACY WINS

5. Philippines – Tax Reforms Yield US\$16 Million in Freed Cash Flow

After years of sustained advocacy, the Philippine government adopted USABC-backed reforms reducing the creditable withholding tax (CWT) rate and clarifying excess CWT refund requirements. These changes freed an estimated US\$16 million in combined cash flow for member firms and improved national tax administration clarity.

6. Philippines – Last-Minute Pause of Restrictive Data Localization Rule

In late November, within 24 hours of obtaining a draft DICT circular that would have imposed excessive data residency rules on government agencies, USABC mobilized a member coalition and submitted immediate technical comments. As a result, the DICT Secretary ordered a pause pending further review, preventing a restrictive policy from moving forward.

7. Philippines – Mandatory Trustmark Registration Suspended

USABC directly engaged the DTI E-Commerce Bureau to address burdens posed by mandatory Trustmark registration. DTI agreed to make the requirement voluntary until December 31, 2025, preserving operational flexibility for digital platforms while guidelines undergo further review.

8. Singapore/Malaysia – First-Ever Cross-Border Special Project: JS-SEZ

USABC's inaugural Johor-Singapore Special Economic Zone (SEZ) program created a new cross-border special project, enabling U.S. companies to directly engage both governments on operationalizing the region's first bi-national SEZ. The program advanced member understanding of incentives, mobility, and customs benefits.

9. Vietnam – Digital Transformation Law Shaped in Only Three Weeks

Through rapid mobilization and close engagement with the Ministry of Science and Technology (MOST) and the National Assembly, USABC secured incorporation of multiple member recommendations into the Draft Law on Digital Transformation. Recognition from MOST leadership reaffirmed USABC as Vietnam's most trusted foreign industry voice.

10. Vietnam – Cargo Double Screening Eliminated

USABC elevated long-standing security and customs screening issue directly to the Prime Minister during the July meeting with USABC Board Directors. Following coordinated advocacy, the Ministry of Finance approved a single-screening policy. As of November 1, 2025, cargo undergoes only one screening—cutting costs and improving logistics efficiency.

THOUGHT LEADERSHIP - REPORTS



[ASEAN Matters for America/America Matters for ASEAN \(7th Edition\)](#)

“ASEAN Matters for America, America Matters for ASEAN” is the Council’s flagship publication highlighting the depth and breadth of U.S.-ASEAN ties. Produced in partnership with the East-West Center in Washington and the ISEAS-Yusof Ishak Institute, the 7th edition maps the economic, strategic, and people-to-people connections binding the United States and ASEAN across trade, investment, security, education, and more. Launched at ABIS 2025, this authoritative, data-driven resource underscores ASEAN’s growing global importance and supports the Council’s mission to strengthen U.S. engagement in the region.



[Bisnis AS untuk Indonesia \(BISA\) Report](#)

The Bisnis AS untuk Indonesia (US Business for Indonesia, BISA) Report highlights the extensive contributions of American companies to Indonesia’s economic resilience, human capital development, and industrial transformation. Featuring 35 U.S. firms, the publication, with support from the US Embassy, documents real impact stories—from digital skills training and technology transfer to sustainable agriculture and downstream industrialization. Launched in Jakarta ahead of the 2025 U.S.-Indonesia Business Mission, the report serves as a practical resource for policymakers and underscores how U.S. businesses are supporting Indonesia’s Asta Cita priorities and President Prabowo’s economic agenda through investment, workforce development, and long-term partnerships.

[Driving ASEAN Unity: Malaysia’s Vision for 2025](#)

“Driving ASEAN Unity: Malaysia’s Vision for 2025” outlines private sector perspectives on Malaysia’s priorities as ASEAN Chair, focusing on the digital economy, workforce development, sustainability, healthcare, and the energy transition. Developed in partnership with SERI and launched in Kuala Lumpur, the white paper highlights actionable recommendations to strengthen regional integration, scale green growth, and build a resilient, investment-friendly ASEAN. The publication reinforces the Council’s commitment to supporting Malaysia’s leadership and advancing a shared vision for a more unified and prosperous ASEAN in 2025.



[Advancing Preventive Health in Southeast Asia: Recommendations for Malaysia, the Philippines, and Vietnam](#)

The Council’s paper, “Advancing Preventive Health in Southeast Asia,” developed with Crowell Global Advisors and industry partners, highlights the urgent need to shift regional healthcare systems from treatment-centered models to proactive, prevention-focused approaches. Focusing on Malaysia, the Philippines, and Vietnam, the report identifies key policy, access, and financing gaps while offering actionable recommendations to strengthen preventive health frameworks. Accompanied by concise infographics, the publication serves as a practical resource for governments and stakeholders working to build more sustainable, resilient, and patient-centered healthcare systems across ASEAN.



THOUGHT LEADERSHIP - MEDIA

Brian McFeeters, Interim President and CEO

- shared his views on U.S.-ASEAN trade and rare earths diplomacy with [CNBC](#) during the ASEAN Leaders Summit in Kuala Lumpur in October
- authored an op-ed in [The Hill](#) in September urging the U.S. to adopt a comprehensive approach to Southeast Asia beyond tariffs, highlighting ASEAN's economic growth, young digital workforce, and the need to address non-tariff barriers and strengthen long-term economic and security partnerships
- joined [TVRI Nasional](#) following the USABC Indonesia Business Mission in October to discuss U.S.-Indonesia economic ties and the "BISA" (US Business for Indonesia) report showcasing U.S. businesses' contributions to workforce development and national priorities

Ted Osius, SVP/RMD

- was quoted in the [Financial Times](#) on shifting U.S.-ASEAN dynamics amid new tariff measures and regional geopolitical developments
- was quoted in [The Washington Post](#) on developments at the ASEAN Summit in Kuala Lumpur, including the Cambodia-Thailand ceasefire and new trade agreements
- discussed emerging trade frameworks, particularly critical minerals on [Bloomberg](#): The Asia Trade from the sidelines of the 2025 ASEAN Summit.
- spoke with [Bloomberg](#): The Asia Trade on President Trump's visit to Southeast Asia and business sentiment for U.S. companies in the region

Marc Mealy, EVP and Chief Policy Officer

- was featured in [Nikkei Asia](#) discussing new U.S. trade agreements with Malaysia and Cambodia, providing insights on how these deals reflect the shifting balance between economic engagement and geopolitical alignment in Southeast Asia

Mario Masaya, Vice President of Research, Technology and Financial Services

- Authored a September commentary with the [Stimson Center](#) on Southeast Asia's escalating scam epidemic, urging coordinated action by governments, industry, and civil society to protect digital trust and regional economic growth

THANK YOU

As we look to the future, we remain committed to strengthening our role as a trusted partner in ASEAN and to expanding opportunities that benefit both our members and the region. We are grateful for the continued confidence and collaboration of our partners, and we thank the Council's Board of Directors and member companies for the privilege of advancing this important work.



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