

読売新聞

【キーププレイヤー】「対米投資、当初予想を上回る」 米政府前投資諮問委員のゲイリー・スミヒロ氏

2026/05/15, 12:00 JST

関根晃次郎

【ワシントン】政府に助言する米商務省の投資諮問委員会の元委員で、元政府高官らでつくる「EDGEパートナーズ」のゲイリー・スミヒロ最高執行責任者（COO）が、読売新聞のインタビューに応じた。日米両政府が合意した5500億ドル（87兆円）の対米投資のポイントを聞いた。



対米投資について語るゲイリー・スミヒロ氏 Photo: 読売新聞社

■不確実な中での選択肢

——対米投資の現状をどのようにみているか。

「現状の対米投資は、当初の予想を上回っている。（トランプ政権の）関税は不確実性をもたらしたが、企業に『対米投資すれば関税を軽減できる』という判断が働いた」

「米国だけでなく世界中の状況が変化し、政治的、経済的な不確実性がある。企業が取り得る選択肢は二つだ。それは『傍観』と『積極的な行動』で、成功の90%は実行だ」

「実行しながら柔軟に対応していく。不確実性はチャンスになる。グローバルリーダーになる上で、米国市場は無視できない戦略的な場所だ」

——投資対象のカギは。

「米政府は今、国家安全保障と航空宇宙、戦略産業、重要鉱物、それらを支えるサプライチェーン（供給網）の企業に注目している。特に航空・宇宙関連、防衛産業は政策主導型で動いている」



ゲイリー・スミヒロ氏 Photo: 読売新聞社

■最適地の6州を探せ

——対米投資する上で何から始めるべきか。

「オンライン会議や、若い社員を数回渡米させることで投資先を開拓できている企業もある。しかし現地の拠点で各州の情報を取ることが大事だ」

「知名度も営業部隊もない企業は、『イノベーション・ハブ』といった組織を活用することだ。各州にたくさんある。実績が十分でもない日本のAI企業が現地にオフィスを開設するのは理にかなっていない」

「米国は州によって規制も税制も大きく違う。各州の経済的インセンティブ（恩恵）、不動産や物流の状況を見極め、検討対象を6州ほど選ぶことだ」

「テクノロジー企業だから「(シリコンバレーのある)カリフォルニア州」という発想は大きな誤りだ。米国には複数のテック企業の集積地がある」



単独インタビューに応じたゲイリー・スミヒロ氏 Photo: 読売新聞社

■派遣から教育へ

——対米投資後の雇用問題をどう考えるか。米ジョージア州における韓国企業の新工場で従業員の大規模な強制送還が起きた。

「本当に残念なことだったが、今後の対米投資戦略の形を示している。海外から大量の従業員を連れてきて米国で事業を展開する時代は終わった。充実した研修と雇用機会を現地に提供する必要がある。すでにできている日本企業もある」

「米国の労働市場を活用する発想を持つことだ。単に機械の操作方法を教えるだけではなく、文化面の融合も大事になってくる。日本企業の品質や製造プロセス、そして勤勉さは、米国に素晴らしい価値をもたらす。成功のカギは双方の文化を融合させることだ」

EDGEパートナーズ

元米政府高官や外交官らが設立したコンサルタント会社。対米投資を検討する投資家や企業に対し、対米外国投資委員会（CFIUS）の審査対応や、連邦政府・各州の優遇制度、規制対応などについて助言している。

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DOW JONES 読売新聞 Pro

Key Player: “Investment in the U.S. Is Exceeding Initial Expectations” — Gary Sumihiro, Former Member of the U.S. Investment Advisory Committee

May 15, 2026 — Yomiuri Shimbun

By Kojiro Sekine

WASHINGTON — Gary Sumihiro, COO of EDGE Partners — a consulting firm formed by former U.S. government officials and diplomats — and a former member of the U.S. Department of Commerce Investment Advisory Council, spoke with The Yomiuri Shimbun in an exclusive interview. He discussed key points regarding the \$550 billion (approximately ¥87 trillion) U.S.-bound investment agreement reached by the Japanese and U.S. governments.

■ Choices in an Uncertain Environment

— How do you view the current state of investment into the United States?

“Current investment into the United States is exceeding our original expectations. The Trump administration’s tariffs created uncertainty, but companies concluded that investing in the U.S. could help reduce tariff burdens.”

“Conditions are changing not only in the United States but around the world, creating political and economic uncertainty. Companies essentially have two choices: remain on the sidelines or take proactive action. Ninety percent of success comes from execution.”

“Companies must act while remaining flexible. Uncertainty can become an opportunity. For any company aiming to become a global leader, the U.S. market is a strategic location that cannot be ignored.”

— What are the key areas for investment?

“The U.S. government is currently focused on national security, aerospace, strategic industries, critical minerals, and the supply chains supporting them. Aerospace and defense industries in particular are moving in a policy-driven environment.”

■ Find the Best Six States

— Where should companies begin when considering investment in the United States?

“Some companies believe they can identify investment opportunities through online meetings or by sending younger employees to the U.S. several times. However, it is critical to gather information directly on the ground in each state.”

“Companies without name recognition or a sales force should utilize organizations such as innovation hubs. There are many across the United States. It does not make sense for Japanese AI companies without a strong track record to immediately open their own offices locally.”

“Regulations and tax systems vary greatly from state to state in the U.S. Companies should carefully evaluate each state’s economic incentives, real estate conditions, and logistics environment, then narrow their focus to roughly six candidate states.”

“The assumption that a technology company automatically belongs in California because Silicon Valley is there is a major mistake. The United States has multiple technology clusters.”

■ **From Worker Dispatch to Workforce Education**

— How should companies think about employment issues after investing in the U.S.? A Korean company’s new factory in Georgia recently experienced a large-scale deportation of workers.

“It was truly unfortunate, but it also reflects the future shape of U.S. investment strategy. The era of bringing large numbers of overseas workers into the United States to run operations is over. Companies need to provide substantial training programs and employment opportunities locally. Some Japanese companies are already doing this successfully.”

“Companies should adopt the mindset of utilizing the American labor market. It is not enough to simply teach machine operation. Cultural integration is equally important. Japanese quality standards, manufacturing processes, and work ethic bring tremendous value to the United States. The key to success is blending both cultures.”

■ **About EDGE Partners**

EDGE Partners is a consulting firm established by former U.S. government officials and diplomats. The firm advises investors and companies considering U.S. investment on matters including CFIUS reviews, federal and state incentive programs, and regulatory compliance.

読売新聞

[Key Player] "Investment in the U.S. exceeds initial expectations," says Gary Sumihiro, former U.S. government investment advisor.

2026/05/15, 12:00 JST

Kojiro Sekine

[WASHINGTON] Former members of the U.S. Commerce Department's Investment Advisory Committee, which advises the government, and former government officials Gary Sumihiro, Chief Operating Officer (COO) of EDGE Partners, gave an interview to the Yomiuri Shimbun. We asked him about the key points of the \$550 billion (87 trillion yen) investment in the United States agreed upon by the Japanese and U.S. governments.



Gary Sumihiro speaking about investment in the United States. Photo: Yomiuri Shimbun

ÿ Choices in uncertain times

—How do you view the current state of investment in the United States?

"Current investment in the U.S. is exceeding initial expectations. (The Trump administration's) tariffs are uncertain."

This brought about a situation where companies judged that "investing in the US would reduce tariffs."

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"The situation is changing not only in the United States but all over the world, and there is political and economic uncertainty. Businesses have two options: 'bystander' or 'active action,' and 90% of success is in taking action."

"We will adapt flexibly as we go along. Uncertainty can be an opportunity. The U.S. market is a strategic location that cannot be ignored when it comes to becoming a global leader."

—What are the key factors in selecting investment targets?

"The U.S. government is currently focusing on national security, aerospace, strategic industries, critical minerals, and the supply chains that support them. The aerospace and defense industries, in particular, are being driven by government policy."



Photo of Gary Sumihiro : Yomiuri Shimbun

ÿFind the 6 best states

—What should one begin when investing in the United States?

"I thought that we could develop investment opportunities by holding online meetings and sending young employees to the U.S. a few times." Some companies do have such facilities. However, it's important to gather information from local offices in each state."

"Companies without name recognition or a sales force should utilize organizations like 'innovation hubs.' There are many of these in each state. It doesn't make sense for Japanese AI companies, which don't have sufficient track records, to open offices locally."

"Regulations and tax systems vary greatly from state to state in the United States. You need to carefully consider the economic incentives, real estate and logistics conditions of each state and select about six states to focus on."

"The idea that a technology company should be located in California (where Silicon Valley is located) is a big mistake. There are multiple hubs for tech companies in the United States."



Gary Sumihiro, who gave an exclusive interview. Photo:
Yomiuri Shimbun

From temporary staffing to education

--How do you view the employment issues following investment in the U.S.? A large-scale deportation of employees occurred at a new factory of a South Korean company in Georgia.

"It was truly unfortunate, but it shows the future direction of investment strategies in the U.S. The era of bringing in large numbers of employees from overseas to expand business in the U.S. is over. It is necessary to provide substantial training and employment opportunities locally. Some Japanese companies are already doing this."

"The key is to leverage the U.S. labor market. It's not just about teaching how to operate machines; cultural integration is also crucial. Japanese companies' quality, manufacturing processes, and diligence bring tremendous value to the United States. The key to success is integrating both cultures."

EDGE Partners

This consulting firm was founded by former U.S. government officials and diplomats. It advises investors and companies considering investments in the United States on matters such as navigating the Committee on Foreign Investment in the United States (CFIUS) review process, federal and state incentive programs, and regulatory compliance.

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