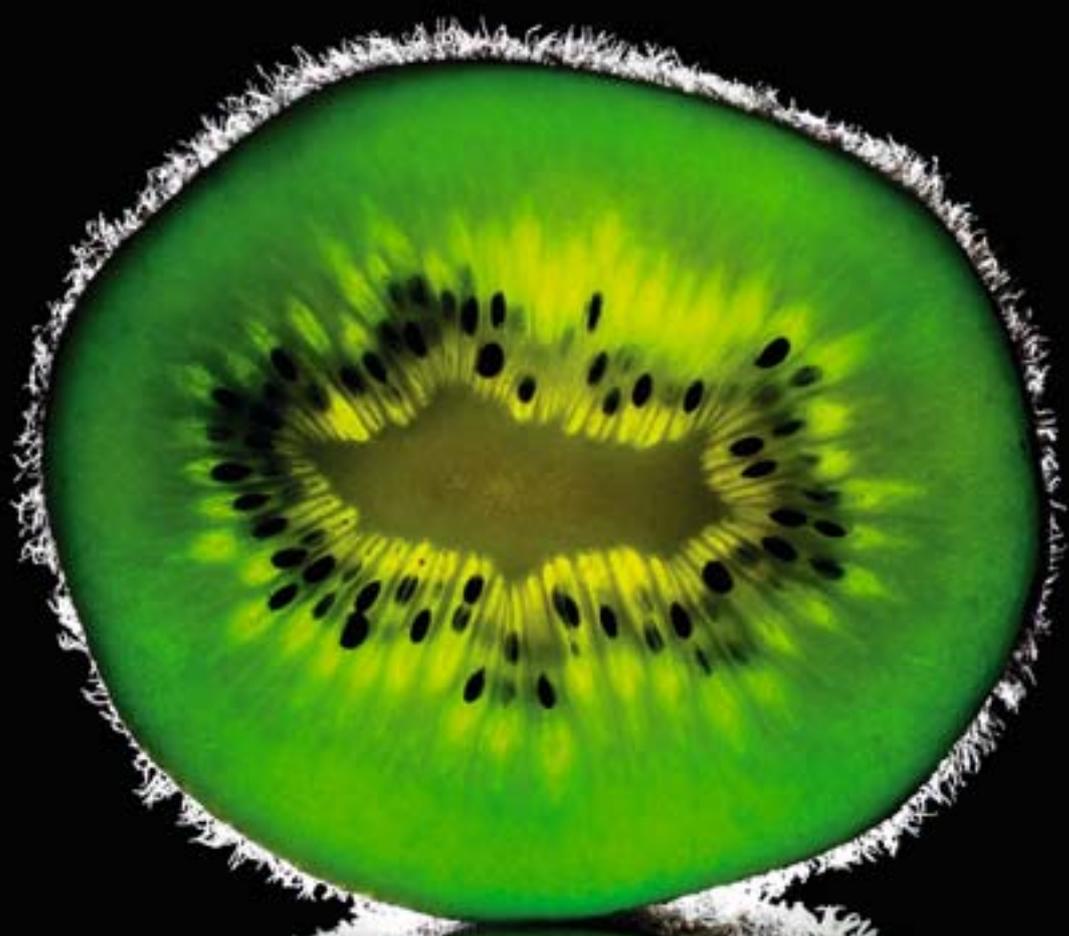




Transatlantic Ties Pave the Future: The 28th Transatlantic Partnership Award

- ▶ **Cover Story:** Future of Pharmaceuticals
- ▶ **Business Barometer:** Staying Ahead in Digitization
- ▶ **Investment Region:** Berlin
- ▶ **Sixth Business Day:** Linking Arms in Atlanta

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Pharma – For a Healthier Tomorrow

The healthcare industry in Germany is truly an engine for growth and jobs. Innovations “made in Germany” are the driving force behind this growth market, both nationally and internationally. We owe the fact that we can take pride in a highly developed healthcare industry in Germany today both to the judicious decisions of many enterprises and to the attractive conditions they are able to find here.

The pharmaceutical industry is among the most innovative sectors of the economy. Many important pharmaceuticals have been developed thanks to the excellent research facilities and laboratories located in Germany. Our aim is to ensure that patients will continue to be provided with high quality and affordable medication in the future as well.

The “Pharma Dialogue” that was launched in the fall of last year is meant to further strengthen the good research, development and employment conditions of our healthcare system. The “Pharma Dialogue” has already been successful in one aspect: It shows that all the parties involved are aware of how important it is to rally behind one objective. We are discussing Germany’s future as an attractive location, our capacity for innovation, thousands of jobs and consequently, our prosperity in the future. However, above all, it is a discussion about using these great opportunities for progress that will allow us to combat serious and chronic diseases more effectively than before – not only here at home, but also in other parts of the world.

Progress in medicine has been able to achieve unprecedented success in recent decades. New treatment possibilities have been discovered for diseases such as AIDS, which, only a few years ago, would have been tantamount to a death sentence. Our life expectancy is increasing steadily. To a considerable extent, we also owe this progress to the development of new pharmaceuticals. This notwithstanding, there is still a number of major tasks before us. Of the 30,000 known diseases, only about one-third is readily amenable to treatment. Moreover, widespread diseases such as diabetes and Alzheimer’s still cannot be healed, and other serious diseases such as cancer can only be treated to a limited degree.

It is a major achievement that medical innovations in Germany, for the most part, are quickly incorporated into standard care. This must continue to be the case in the future. The fact that 70% of health expenditure is accounted for by statutory and private health insurance serves as the foundation of our healthcare industry and thus, is also the engine for research and development.

Effective pharmaceuticals cannot be had for nothing. What is decisive is the overall perspective. New medications can also reduce costs because they speed up the healing process, thereby rendering protracted treatments unnecessary. The deciding factor in determining price must be the benefits that patients receive. It is only in achieving this balance that we will manage to guarantee everyone a high-quality supply of medication.



Hermann Gröhe
Federal Minister of Health

Progress will allow us to combat serious and chronic diseases more effectively than before



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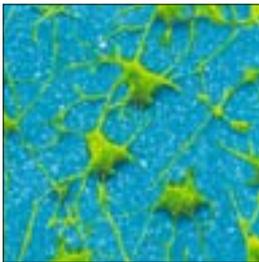
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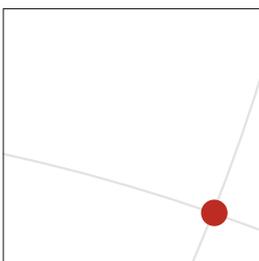
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PHARMA – FOR A HEALTHIER TOMORROW

The healthcare industry holds the future in its hands – the entire world depends on the medications and treatments that it provides to stay healthy. Companies within the sectors are doing their best to stay on top of their game: producing new medicines that combat existing illnesses, developing new therapies that alleviate serious conditions and discovering new ways to stay ahead of disease. Three AmCham Germany member companies explain how they are contributing to a healthier future.

Becoming a Diversified Specialty BioPharma Company:

Addressing High Unmet Medical Needs

Bristol-Myers Squibb is a global biopharmaceutical company that combines the reach and resources of a major pharmaceutical company with the entrepreneurial spirit and agility of a biotech company. With 24,000 employees worldwide, a research and development investment of \$4.5 billion in 2014 and 14 new product approvals in the past ten years, Bristol-Myers Squibb is firmly focused on its mission to discover, develop and deliver innovative medicines that help patients prevail over serious diseases. The German market, one of four key markets worldwide, is headquartered in Munich.

To address regulatory demands as well as the dynamics of a changing healthcare market, Bristol-Myers Squibb has been going through a transformation since 2007. These changes have turned it into one of the industry's leading specialty companies. Sharpening the focus on specialty medicines that treat serious conditions requires a highly focused organization.

As a milestone in this process, Bristol-Myers Squibb realigned its commercial, financial and manufacturing organization in 2014 to support the evolution to become a specialty business model. These strategic changes have created a more focused company, concentrated on a smaller number of core assets and priorities. Bristol-Myers Squibb has significantly increased its commitment to immuno-oncology, an emerging field with the goal of changing survival expectations and the way patients live with cancer. As part of the evolution, the company also further refines its focus on areas of significant unmet medical need such as virology, especially HIV/AIDS and hepatitis C; immunology; and specialty cardiovascular diseases.

For global companies, the local perspective is always essential. Pharmaceutical companies are



Sharpening the focus on specialty medicines that treat serious conditions requires a highly focused organization

Han Steutel
General Manager
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www.b-ms.de

attempting to balance opposing priorities: globally conducted clinical trial programs, European drug approval processes and local healthcare system requirements. To maintain a dialogue with these institutions, Bristol-Myers Squibb and other pharmaceutical companies have created a platform called Pharma Fakten that enables an open discourse among all parties involved. This discourse encourages close collaboration among industries and institutions and ensures that patients with a high unmet medical need have access to innovative compounds. ■

Cancer Immunotherapy:

New Hope from Revolutionary Research

Cancer incidence continues to rise around the world as populations age in developed countries and as lifespans increase in developing nations. There is real excitement in the cancer-care community due to a completely new approach being applied to the research and development of cancer therapies. It is called immunotherapy, the use of medicines to empower the body's own immune system to fight cancer.

In 2013, Science magazine called cancer immunotherapy the biggest breakthrough of the year. Today, the first wave of these novel medicines are achieving or nearing regulatory approval for the treatment of patients with a range of cancers, including melanoma, leukemia, lymphoma and brain tumors as well as breast, prostate and lung cancer. Oncologists do not use the term "revolutionary" lightly, but many are letting the word pass their lips in reference to immunotherapy.

The excitement in this field does not just come from the prospect of acquiring new effec-

tive therapies, particularly against some of the most aggressive and treatment-resistant cancers, but also because immunotherapy may offer a way to defeat cancer that is gentler on the body than traditional chemotherapy. By helping a patient's immune system recognize cancer cells and target them selectively, these new drugs hold promise of milder side effects.

With a breakthrough on the horizon

Companies around the world, ranging from large biopharmaceutical companies to biotech startups, are working to bring cancer immunotherapies to patients as quickly as possible. Amgen is among these companies, and one of our promising immunotherapy drugs, close to approval for the treatment of acute leukemia, emerged from an immunotherapy platform known as BiTE (Bi-



What if our bodies could be "taught" to seek and destroy cancer cells?

Dr. Roland Wandeler
Managing Director
Amgen GmbH Germany
www.amgen.de
www.amgenscience.com

specific T-cell engagers) technology, developed in Munich. If Germany continues to build an environment that emphasizes industry-government partnership, fosters talent, attracts investment and rewards significant innovation, we can remain at the forefront of lifesaving science.

The next few years will validate how powerful these innovations are in real-world clinical settings. But the informed optimism of cancer specialists regarding immunotherapy suggests that today, we are on the brink of a truly revolutionary moment – and a time of immense new hope – for cancer patients and their families. It is the hope that cancers that were once seen as inevitably fatal could soon be transformed into survivable chronic illnesses, or even cured outright, through medicines that teach our own bodies how to join the fight. ■



The World Is Our Lab:

Developing New Treatments Through Co-Creation

Innovations in medicine have played a vital role in ensuring that many diseases are well treatable today. One example is HIV: Into the 1990s, being diagnosed with HIV was as good as a death sentence. Today, thanks to modern medicine, those affected can lead fairly normal lives. However, the need for new solutions persists. Even today, only one-third of all known diseases are curable.

Networks catalyze innovation

Every year, the pharmaceutical industry invests approximately \$100 billion in innovation. Companies are cooperating more and more with partners to solve problems more quickly and efficiently. Currently, every third new active ingredient introduced by one of the ten biggest pharmaceutical companies is created outside of in-house laboratories. At Johnson & Johnson, the parent company of Janssen Germany, more than 50% of the company's recently marketed drugs were created outside its own laboratories.

"Catalyzing innovation at Johnson & Johnson means creating strong networks of people that can combine resources, ideas and technologies in a new way," says Dr. Paul Stoffels, our Worldwide Chairman, Pharmaceuticals and Chief Scientific Officer at Johnson & Johnson.

Close collaboration within a worldwide network provides pharmaceutical companies with new insights and valuable stimuli for developing active ingredients.

Cooperation beyond borders

Pharmaceutical companies often provide their research partners with resources such as laboratory

capacities or share their knowledge for scientific research. At Johnson & Johnson, we count on the cooperation with start-ups and research facilities while still maintaining our own innovation center. Our company

recently concluded a cooperation agreement with biotechnology company Bavarian Nordic in October 2014, aiming to accelerate the development, testing and production of an Ebola vaccine.

The core goal of all research activities is to help patients and ensure optimal healthcare.



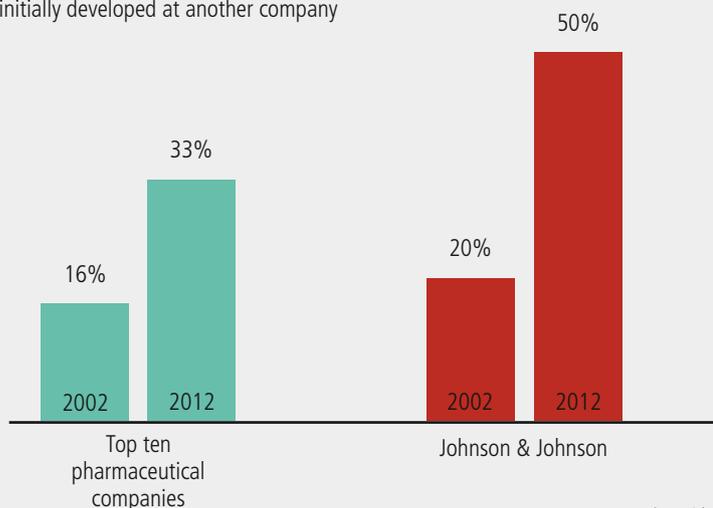
We count on the cooperation with start-ups and research facilities while still maintaining our own innovation center

Iris Zemzoum, M.D., Ph.D.
 Managing Director of Janssen Germany
 Janssen-Cilag GmbH
www.janssen-deutschland.de

Janssen's founder, Dr. Paul Janssen, sums up the driving force, saying, "It's five to twelve, and patients are waiting." To this day, this has remained our main driver and motivation. ■

External innovation is heavily increasing

Percentage of drugs under development that were initially developed at another company



Source: Johnson & Johnson



Multiple Sclerosis – The Disease with a Thousand Faces

Market leader Biogen on a quest for new treatment approaches

- ▶▶ Research focus on neurological conditions
- ▶▶ Patient-specific MS treatments
- ▶▶ More than \$3 billion investment in MS research

A spirit of inquiry and discovery has been driving Biogen since the beginning. Our company is a pioneer of biotechnology and has become one of the global industry leaders today. We specialize in the research of serious diseases, where there is a large need that is still unmet.

Neurological conditions are a focus of our research activities, in particular multiple sclerosis (MS). MS is one of the most common incurable neurological disorders in young adults. This chronic inflammatory autoimmune disorder affects the central nervous system and results in progressive degeneration of nerve cells. The exact causes of MS are still unknown. Its symptoms and progression may take many forms, which is why MS has been called the disease with a thousand faces.

Around 3,500 people are diagnosed with MS in Germany every year. The number of new cases has been rising in the past number of years. There are more than 200,000 people living with MS in the country today. Untreated, MS causes progressive disability over time. Various medications can aid in slowing down the progression of the disease.

Progress in medicine

A number of new personalized MS drugs have been approved in recent years. Biogen is the market leader in MS with five approved products. The medications are based on a variety of therapeutic approaches that enable treatments to be modified to suit patients' individual medical and



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personal needs. In many cases nowadays, it is possible to lead a largely normal life with MS. To make this possible, early diagnosis and early treatment are vital.

On the way to Biogen's long-term goal of curing MS, one area of interest is whether existing brain damage can be reversed. An indication of this would be if we could succeed in rebuilding the protective myelin sheath, which MS destroys, around neurons in the brain. The damage disrupts or even prevents brain transmissions. The regeneration of damaged neurons is one approach in our diverse range of MS research activities.

We plan to invest more than \$3 billion over the next ten years in MS research alone and to uphold our reputation as a pioneer in biotechnology into the future. Inquiring minds and the boldness to innovate are our driving forces now as much as ever. ■

▶ ABOUT THE COMPANY

Biogen was founded by scientists in 1978 and is one of the oldest independent biotechnology companies, with offices in 29 countries around the world. The company has alliances with distribution partners in more than 70 countries and has around 350 employees in Germany alone. Due to a merger with Idec, the company was known as Biogen Idec between 2003 and March 2015. Idec brought two important cancer treatments to the organization. In 2010, Biogen shifted its focus away from oncology and on to three core areas: neurology, immunology and hematology. The switch back to the name Biogen combined with a rebranding reflects this focus.

© Carola Fritzsche



Meeting with the Saxonian Minister President

Dresden, Feb. 25. **Stanislaw Tillich**, Minister President of the Free State of Saxony, hosted AmCham Germany President **Bernhard Mattes** and a group of AmCham Germany members at this top-level meeting. Among the topics of discussion were TTIP, energy and healthcare policies. Following the discussion, the think tank enjoyed one another's company at the president's luncheon.

Pictured here are (from left): Dr. Wolfgang Dierker, Director of Government Affairs at GE Germany Holding GmbH; Mattes; Dr. Hartmut Mangold, Secretary of State for the Ministry of Economic Affairs, Labor and Transportation in Saxony; Tillich; Dr. Peter Schu, Managing Director of GlaxoSmithKline Biologicals; Ralf Herget, Financial Director, GIO & Q Flu & North America Operations at GlaxoSmithKline Vaccines; Dr. Clemens Doepgen, Member of the Board for European and Governmental Affairs and Environmental Policy at Ford-Werke GmbH; Prof. Heribert Heckschen, Saxony (Dresden) Regional Committee Chair; and Peter Nothnagel, Managing Director of Wirtschaftsförderung Sachsen GmbH.



Digitizing Healthcare

Berlin, March 18. The Business of Healthcare Committee and **Dr. Katja Leikert**, MdB (CDU/CSU), discussed the committee's latest position paper on Big Data and eHealth over a parliamentary breakfast. Apart from best practices, the paper provides comparative possibilities for the use of digital processes in the healthcare industry. Results and best practices of the transatlantic healthcare business community were also discussed, and it was agreed that the political debate should focus on three main areas: the future use of digital innovation in the healthcare sector, the high standards of data protection and the suitable use of Big Data and eHealth calls for necessary developments in infrastructure.



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Negotiating TTIP

Berlin, March 18. **Daniel Mullaney**, Assistant US Trade Representative for Europe and the Middle East, gave the TTIP Committee an update on the current status of the free trade agreement's negotiations as well as a possible outline for its tenth round of negotiations. The new EU Commission is off to a good start, but a lot of work still needs to be done. Good progress was made in the first seven rounds, especially when it came to cutting red tape on shipping goods, providing services and encouraging investments. Negotiations are expected to continue for at least another 18 months.

Opening a TTIP dialogue

Berlin, March 5. State Secretary at the Federal Ministry for Economic Affairs and Energy **Matthias Machnig** joined members of AmCham Germany at this top-level meeting to discuss the benefits of TTIP for SMEs, Industry 4.0 and the need for an open and transparent dialogue on TTIP.

Promoting Diversity

Berlin, Feb. 18. AmCham Germany's working group on diversity came together to discuss further strategies and agenda points. The working group drafted a business case on how AmCham Germany can further its diversity mission. It was also agreed that the official signing of the *Charta der Vielfalt* (Diversity Charter) will take place during the Annual Membership Meeting on May 8, where AmCham Germany President **Bernhard Mattes** will also deliver a statement on diversity.

Creating a Better Workplace

Frankfurt/M, March 9. The Social and Labor Affairs Committee and **Katja Mast**, MdB (SPD), held a meeting to discuss *Arbeitsstättenverordnung* (workplace ordinance). Also on the agenda were the Posted Workers Act, quotas on women and minimum wage.



Designing Electricity Markets

Berlin, March 19. **Dr. Julia Verlinden**, MdB (Alliance '90/The Greens), met with the Environment & Energy Committee to discuss electricity market design and other energy topics.



Finland's Finest: Technology, Life Sciences and Design

▼ *Why is Finland an interesting investment location for American investors?*

△ American investors will want to invest in Finland for two reasons: The country boasts innovative strength, and its small size makes it a great test bed. This combination offers businesses an edge in information and education technologies, clean tech, life sciences, cyber security and design. Add our high standard of education and competitive salaries on top of that, and you have an ideal place for research and development.

▼ *Describe the economic partnership between the US and Finland.*

△ Overall, Finland is a well-kept secret when it comes to foreign direct investments. AmCham Finland is helping to shine an international spotlight on all the exciting investment opportunities the country has to offer. For the US and other international investors, Finland is part of a single Nordic marketplace. The Nordic countries and our

Baltic and eastern neighbors make up what we call New North, boasting 50 million consumers.

▼ *In what state is the Finnish economy in regards to the global economic crisis?*

△ The eurozone crisis has hit Finland hard, and the economy is stagnating. The unrest in Russia has also impacted the Finnish economy, especially in the hospitality and food sectors. At the same time, we are shifting from traditional paper and manufacturing sectors to information and knowledge-based areas, in which science and new innovations are key. The future of Finland's economy looks bright.

▼ *How does AmCham Finland support its members?*

△ AmCham Finland turns ten this year, and we are bigger and brighter than ever with more than 330 member companies hailing from 20 countries. The last time I checked, we are the fastest growing business hub in the Nordics. Last year,

we opened an office in New York City, helping growth companies succeed in the US market and attracting more investors to Finland. ■



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▶ **ABOUT AMCHAM FINLAND**

AmCham Finland is an international business hub in Northern Europe. It is composed of more than 330 member companies coming from 20 countries. From enterprising growth companies through to global corporations to representing all areas of business, AmCham Finland is where international investors land and where Finnish companies go for global take off.



You need commitment, focus and passion to find new ways to fight the diseases of this world: innovation is at the heart of it.

Innovation for better health. Our commitment is to bring to patients around the world quality medicines for use in diagnosing, combating and preventing disease. Every day we work against time, researching new pathways, new molecules, new technologies – complementing our own capabilities with expertise of innovative partners from science and industry.

The success of this work is evidenced in new medicines for areas with significant unmet medical need such as oncology, cardiovascular and blood diseases, as well as gynecology and ophthalmology. Our aim is a better quality of life for all.



Increasing Vaccination Rates – A Global Challenge

Infectious diseases, such as measles, malaria or Ebola, pose a threat to mankind because of the severe course they take. Their ability to spread quickly across the entire globe along major air routes makes them a serious challenge for the global community.

A sustainable increase in vaccination rates represents not only a national challenge, but a global one as well. Vaccine manufacturers are doing their part by developing vaccines against new pathogens and continuing to improve upon existing vaccines. However, it is the responsibility of politics to create a suitable framework that will support a functional vaccination system. This includes encouraging the population to get vaccinated as well as providing

greater access to high-quality vaccines. However, shortcomings do exist: Germany's population, for example, virtually has no access to an innovative quadrivalent flu vaccine due to its current tendering process.

This leaves a lot of work to be done on both the national and international levels. The goal of eradicating measles in Germany only stresses this need for action. A concrete framework, such as the definition of vaccination goals, orients downstream institutions and actors. In Germany, the law on prevention is currently in parliamentary discussion. This is an opportunity to optimize protective

vaccination provisions for the population and to install concrete measures.

GlaxoSmithKline, as a worldwide market leader in vaccines and respiratory products, is committed to improving public health by conducting vaccine research and providing state-of-the-art production facilities. It is the only company in both Marburg and Dresden with the capacity and competency to manufacture vaccines in Germany. As for social responsibility, GlaxoSmithKline distributes more than 2 million vaccine doses worldwide every day, 80% of which go to developing countries. ■

It is the responsibility of politics to create a suitable framework that will support a functional vaccination system



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Interconnected Data Improves the Performance of Healthcare

The Federal Government of Germany aims to improve healthcare by increasing the interconnectedness of healthcare data. One key requirement of this endeavor is to gain knowledge of how pharmaceuticals work in real-life treatments, outside of clinical trials. By connecting complex healthcare data on diseases, treatments, costs and outcomes, IMS Health helps pharmaceutical companies demonstrate the value of their products in a time in which national healthcare systems are striving to reduce costs. At

the same time, findings from healthcare research also provide valuable insight into the reality of treatments to payers, healthcare providers, politicians and non-governmental organizations – thus allowing them to strive for further improvements.

Research can provide real-world evidence of how pharmaceuticals are applied in everyday therapy and how they work. With access to this evidence, overuse, underuse and misuse can be detected and corrected. Study results help re-

Connecting complex healthcare data on diseases, treatments, costs and outcomes provides valuable insight to all healthcare stakeholders

visit therapy guidelines, define clinical pathways and gain further knowledge on pharmaceuticals such as duration of treatments, changes in therapy, use of resources or suitability for specific patient groups.

To define improvements and achieve cost reduction in healthcare services, comprehensive anonymized data needs to be analyzed and linked to real-world evidence. For this purpose, IMS Health has created databases with disease-specific and nationally representative information, for instance on therapeutic areas. These comprehensive databases can be acquired for the treatment of diseases such as diabetes, cancer or cardiovascular disorders. ■



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From left: AmCham Germany Executive Vice President Frank Riemensperger, Gregory J. Hayes, AmCham Germany President Bernhard Mattes and Dr. Thomas Enders

Transatlantic Ties Pave the Future

On March 5, guests of the 28th Transatlantic Partnership Award congregated at the Allianz Forum in Berlin. The steel and glass atrium was buzzing with excitement as AmCham Germany presented the award to Dr. Thomas Enders, CEO of Airbus Group, and Gregory J. Hayes, President and CEO of United Technologies.



Prof. Justus Frantz enchanted guests with his musical interlude.

AmCham Germany President Bernhard Mattes greeted the attendees of the 28th Transatlantic Partnership Award by reminding them of Europe and America's joint role in the world. "The geopolitical events of the past year – from ISIS in the Middle East to the conflict in Ukraine – show us just how indispensable the transatlantic partnership remains for global stability and security." Giving the nationals from the two democracies something to think about, Mattes stressed how vital it is to uphold transatlantic ties not just for the benefit of the US-German relationship, but for the sake of the rest of the world as well. This responsibility should not be seen as a burden, but rather as an opportunity for the US and Germany to keep their arms linked as they guide the world in the future.

The path, however, will not always be smooth. Assuming that the ideals the US and Germany share will go unopposed would be foolish. In his opening address, former German Ambassador to the US Wolfgang Ischinger emphasized the importance of strength in similarities, saying that unity will not buckle under the weight of opposition. "On the whole, Europe and the US share an unmatched level of economic interdependence, a network of stable institutions, many common interests, and our common identity as liberal Western democracies. In the coming decades, these connections will become ever more important," he said. By encouraging both Americans and Germans to seek strength and unity in their similarities, the transatlantic partnership will only get stronger. "In a world with new powers, Europe and the US will only be able to defend their liberal values and their interests together, or we won't be able to defend them well at all." Only a stable transatlantic relationship will be able to weather the dynamic international landscape. The Transatlantic Partnership Award serves as a promise that the German-American relationship will continue to thrive.

Standing the test of time

Dr. Manfred Bischoff, Chairman of the Supervisory Board at Daimler AG, set the stage of the award ceremony with a historic reminder of how deep the roots of the transatlantic friendship run. He recounted for the guests America's response to the Soviet-caused Berlin Blockade in 1948 and 1949: the successful delivery of more than two million tons of goods to an isolated Berlin. "The Berlin Airlift was not only a technical masterpiece



From left: AmCham Germany General Manager Andreas Povel; AmCham Germany President Bernhard Mattes; James D. Melville Jr., Chargé d'Affaires, US Embassy Berlin; and Christine Otte of Allianz Forum

"To embrace change and move forward as a community, we need strong leadership. We need strong leadership in the realm of politics, but we also need strong leadership in the development of our economies."

Wolfgang Ischinger
Chairman, Munich Security Conference



Wolfgang Ischinger, Chairman of the Munich Security Conference



Dr. Thomas Enders,
CEO of Airbus Group

"By cooperating fairly and competing fiercely, we make each other better – this is the very essence of the transatlantic partnership as a whole."

Dr. Thomas Enders
CEO, Airbus Group

and a milestone in the history of aviation, but also an important emotional precondition for the future amiable relationship between Germans and Americans." Bischoff went on to say that aviation was not only important for the transatlantic relationship in the past; the industry is and will always be important for future relations.

Bischoff did not have to say much more. The significance of the aviation industry for the transatlantic partnership became evident when AmCham Germany announced that this year's winners were Airbus Group, a Europe-based aerospace and defense multinational, and United Technologies, an American international aerospace and commercial building corporation.

This is the second year in a row that AmCham Germany has selected two awardees. And it only makes sense: Who is more suited to win the Transatlantic Partnership Award than an actual partnership that extends over the Atlantic? "By paying tribute to Airbus and United Technologies, AmCham Germany is recognizing two companies that already serve as a living Transatlantic Trade and Investment Partnership," Mattes said. In honoring these two companies that together embody the transatlantic spirit, AmCham Germany has sent a message to both sides of the pond, ensuring that TTIP is not only worthwhile, but achievable as well.

Competition and cooperation

What makes this year's Transatlantic Partnership Award winners interesting, and perhaps more impressive is that despite Airbus and United Technologies being strong competitors in the aviation industry, they still share a dedication to and passion for maintaining a deep German-American relationship over the Atlantic. "They show us that businesses can be both partners and competitors at the same time," Mattes began. "Cooperation pushes the boundaries of innovation while competition encourages hard work and fosters excellence." The multinational corporations redefine the meaning of being in competition. Both companies have realized that the only way to ascend to greater heights is by working together.

Dr. Thomas Enders, CEO of Airbus Group, was right on board with these ideals. "The transatlantic relationship can be described in two words," he told AmCham Germany, "cooperation and competition." With just these two concepts, the transatlantic partnership will continue to progress because both sides will always be kept on their toes. In his acceptance speech, Enders



From left: Prof. Justus Frantz, Otto Schily and Dr. Thomas Enders



AmCham Germany President Bernhard Mattes

"With this year's award, we are sending a clear and encouraging message that TTIP is not only an achievable and worthy endeavor; in certain industries, it is already a reality."

Bernhard Mattes

AmCham Germany President; Chairman of the Management Board, Ford-Werke GmbH



Dr. Peter Blauwhoff, CEO of Deutsche Shell Holding GmbH

"Transatlantic cooperation is just as important as competition."

Dr. Manfred Bischoff

Chairman of the Supervisory Board, Daimler AG



Dr. Manfred Bischoff, Chairman of the Supervisory Board, Daimler AG

“ I firmly believe that deepening the relationships between Europe and the United States also strengthens our ability to work together to solve the geopolitical challenges of the 21st century.”

Gregory J. Hayes

President and CEO, United Technologies



Gregory J. Hayes, President and CEO of United Technologies



Pianist and conductor Prof. Justus Frantz

“ The Transatlantic Partnership Award rekindles the old friendship that lies between Germany and America.”

Prof. Justus Frantz

Pianist and Conductor; Founder of the Philharmonia of the Nations; and Musical Director of the Israeli Sinfonietta Beer Sheva

mentioned that United Technologies is a formidable competitor, especially when it comes to their helicopter businesses. “May the best one win!” Enders teased Gregory J. Hayes, President and CEO of United Technologies. With corporate competition being a daily reality for these CEOs, a playful and friendly demeanor is the best way to avoid hostility for the sake of maintaining close partnerships.

Competition aside, Hayes truly values having Airbus as a business partner. In his acceptance speech, he mentioned that Airbus and United Technologies are privileged to be part of a successful partnership that is decades old. Hayes continues to commend the relationship by saying that the two aerospace companies may have shared one of the deepest partnerships in any industry, attributing its success to the mutual trust and confidence that the partners have in one another. “Building trust and confidence in trading partners begins with open dialogue,” he said. It was made clear throughout the night that the Airbus-United Technologies partnership is regarded as a model for companies in all industries.

Hayes concluded his acceptance speech by reminding guests of how vital events that support international exchange, including the Transatlantic Partnership Award, are to promoting the mission of world leaders in both politics and business. “These events serve to remind us of our obligation as business leaders: We need to be strong advocates – shaping the public debate on the many benefits of expanding trade, driving economic growth, raising standards of living and spurring innovation,” he said. With these final words, Hayes was encouraging the business leaders in the room to grab hold of the reins and lead the transatlantic partnership into the future. ■



Dr. Norbert Röttgen, MdB (CDU/CSU), (left) and Rita Mattes



AmCham Germany Vice President David Knower (right) enjoying the spectacular view of the Brandenburg Gate with guests.



From left: AmCham Germany General Manager Andreas Povel, Wolfgang Ischinger, Jay Ralph of Allianz Asset Management AG and AmCham Germany President Bernhard Mattes

Berlin: The Start-Up Metropolis



Governing Mayor of Berlin **Michael Müller**, Dr. **Stefan Franzke**, Managing Director of Berlin Partner for Business and Technology, and AmCham Germany Berlin-Brandenburg Regional Committee Chair **Carl Graf von Hohenthal** take a break from the big city life to talk about the buzzing metropolis.

▼ *What industries in Berlin are particularly strong?*

△ **Müller:** Berlin's economy has undergone positive development in recent years. When it comes to economic growth, population growth, job creation and start-ups, Berlin has been a top performer in Germany for about the last decade. At the same time, our efforts in economic policy have been concentrated on several future-oriented industry clusters like the healthcare, mobility and creative industries.

△ **Graf von Hohenthal:** The media industry also plays an important role in Berlin, and an interesting machine building industry thrives in the city as well. And a very promising IT sector is garnering attention here. Apart from that, the city boasts strong healthcare and pharmaceutical sectors.

△ **Franzke:** Elaborating on that – with the world famous Charité and many renowned specialized companies in the fields of medical equipment and pharmaceutical development,

the healthcare industry is continually growing. Moreover, a boom in the number of companies being founded in Berlin is underway, particularly in the field of digital economy: Roughly 500 new and innovative companies are founded in the digital technologies sector every year.

▼ *How can companies tap into this infrastructure with their investments?*

△ **Müller:** People, investors and companies from all over the world come to Berlin. There are various networks, associations, chambers and organizations that not only make it easy to get settled in Berlin, but also create a friendly climate and provide a lot of practical assistance. Our business development agency Berlin Partner for Business and Technology can help with making contacts, finding real estate and employees, and much more.

△ **Franzke:** Not only that, but our services range from customized project proposals and subsidized concepts for government incentive programs to support with real estate searches

and assistance in recruiting qualified specialists. We establish valuable relationships between the economic and science sectors, provide for technology transfer and consult companies on their international projects.

△ **Graf von Hohenthal:** In addition, we would advise companies to get in contact with the Chamber of Commerce and Industry of Berlin (CCI Berlin). Developing a good relationship with the universities in Berlin is also recommended. With regard to the start-up scene, AmCham Germany successfully launched its first Growth Company Forum last November.

▼ *What emerging sectors in Berlin should investors know about?*

△ **Franzke:** At the moment, Berlin is regaining its former industrial capacity. More and more investments are being directed to this industry cluster. Berlin offers a unique development environment within sectors such as healthcare and IT, where many years of market experience meets creative solutions from its dynamic start-up scene.



Dynamic and progressive, Berlin is not only the capital of Germany, it is also a capital for the healthcare industry as well as the media and creative industries in the country. With its up-and-coming start-up scene, the city holds a lot of promise for investors.

△ **Graf von Hohenthal:** Not to forget that our aforementioned Growth Company Forum gives international investors the opportunity to meet promising start-ups in Berlin. This city has one of the most vivid and promising start-up sectors in the world.

△ **Müller:** And because of that, people from all over come here to build their future companies, giving a face to Berlin's exciting new entrepreneurial scene. The focus here is not only on digital innovations, but increasingly on hardware, too.

▼ *How does the AmCham Germany network in Berlin assist companies to take full advantage of the region?*

△ **Graf von Hohenthal:** AmCham Germany's motto is "access your global network." Our events in Berlin offer AmCham Germany members a unique platform for making interesting international business and personal contacts. Through close relationships with the US Embassy, the German Bundestag, various ministries on

both the federal and state levels, and other important institutions and business associations in Berlin, AmCham Germany can conveniently assist companies in the capital region.

△ **Franzke:** Berlin Partner can be of assistance, too. We offer information and support services to companies that want to invest in Berlin. We can provide solutions to all investment questions. AmCham Germany is invited to cooperate with

Berlin Partner and use all the information services we provide.

△ **Müller:** I agree wholeheartedly: Foreign chambers of commerce are always a prime contact for companies looking to internationalize their businesses. They have excellent networks, knowledge and access to the markets in question. This applies to AmCham Germany in particular since the US is one of our most important trading partners. ■



GERMANY AND THE US
Keeping the wheels of industry turning

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Pictured here is Prof. Burkhard Schwenker, Head of the Supervisory Board at Roland Berger Strategy Consultants GmbH (left), speaking to AmCham Germany President Bernhard Mattes during the panel discussion of the Parliamentary Evening.

XII AmCham Germany Business Barometer:

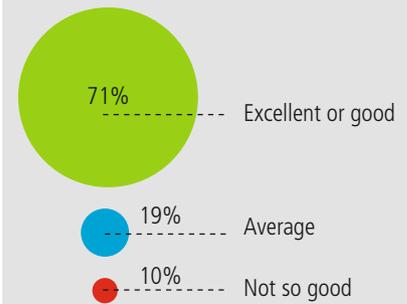
Keeping Up with the Digital Transformation

The digital transformation is already underway, and fortunately, Germany has little to fret about. According to the findings of the twelfth AmCham Germany Business Barometer, more than seven out of ten US companies in Germany believe that the country has the potential to stay ahead in high-tech sectors. A Parliamentary Evening at the GE Garages in Berlin was held to present the results and discuss where Germany currently stands in the digital transformation and what needs to be done to keep up.

The XII AmCham Germany Business Barometer, conducted in February in cooperation with Roland Berger Strategy Consultants, surveyed 43 US companies in Germany – with roughly €98 billion in collective annual revenues and 270,000 employees altogether – on how they view Germany as an investment location.

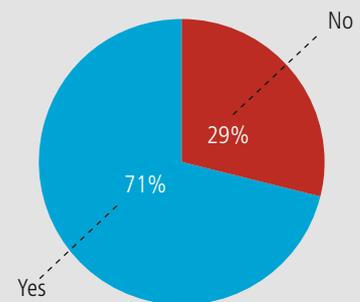
“US investors expect 2015 to be a good year. They also remain convinced by Germany’s strength as a business location,” AmCham Germany President Bernhard Mattes said at the Parliamentary Evening held at the GE Garages in Berlin. “That does not mean we can become too comfortable. This year’s Business Barometer shows that policy-

How would you rate Germany as an investment location?



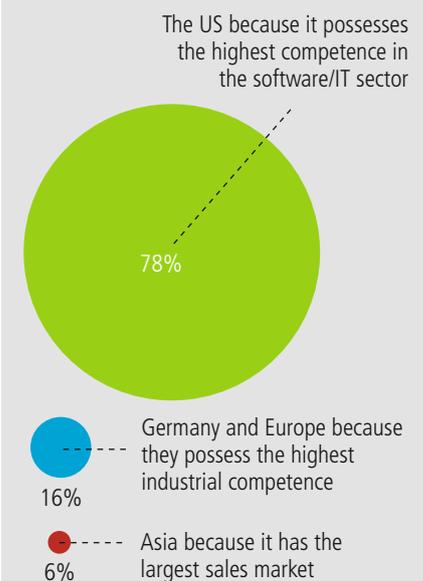
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Can the German economy adapt to the digital transformation and remain at the global forefront of high-tech sectors?



© AmCham Germany Business Barometer

Who will set the standards for data systems and structures?



© AmCham Germany Business Barometer

Discussing the results of this year's AmCham Germany Business Barometer (from left): Cavin Pietzsch, General Manager of GE Energy Management, Germany, Austria and Switzerland; Prof. Burkhard Schwenker, Chairman of the Supervisory Board, Roland Berger Strategy Consultants GmbH; AmCham Germany President Bernhard Mattes; the panel discussion's moderator Ludwig von Reiche, Chair of AmCham Germany's Entrepreneurship Committee; and Philipp Justus, Managing Director of Google Germany, Austria and Switzerland.



makers should not procrastinate on passing important reforms and that Germany needs an active economic and industrial policy. This includes, above all, an ambitious and competitive digital agenda. That is something that investors expect and is essential for Germany as a business location overall."

Supporting this optimism for the future is Germany's waxing attractiveness as a business location: Nearly three out of four (71%) companies believe that Germany is an excellent or good investment location – an increase from last year's figure of 66%. Furthermore, a solid 66% expect Germany to either maintain its current standing or improve as an investment location over the next three to four years.

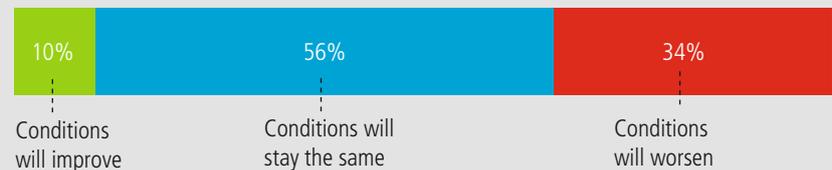
The survey participants named reasons why Germany triumphs as a strong place to do business. Its highly qualified and educated workforce (90%), strong supplier network (81%), potential as a research and development location (80%), infrastructure (78%) and potential as a sales market (65%) were the most cited factors.

Although Germany boasts these positive business aspects, most of the survey participants believe that the US will set the standards for data systems and structures. Nearly four out of five (78%) companies believe that the US will be the forerunner. It is a vital role in the digital economy: Whoever defines the IT standards ultimately gets to determine the market direction of digital solutions in the future. Only 16% think Germany and Europe will take charge.

With the US expected to set the standards for the digital transformation, the question remains: Will Germany be able to successfully adapt to the dynamic economy? 71% of US companies believe that Germany will be able to stay at the forefront of high-tech sectors. "US companies acknowledge Germany's excellent high-tech sector and well-trained specialists," Mattes said. "Now, it is necessary for Germany to combine more optimism with digital progress and quickly build more trust in new technologies."

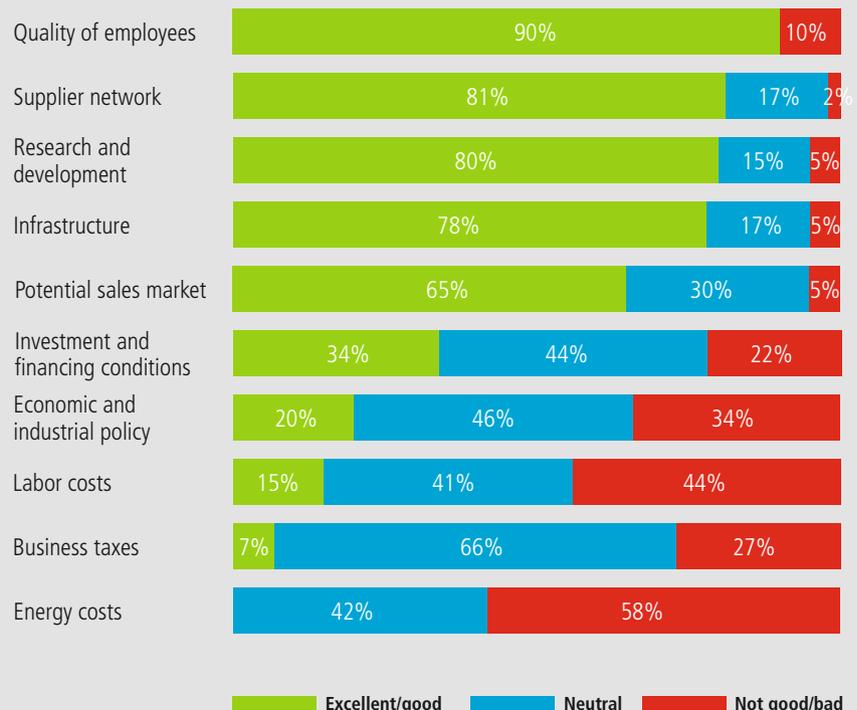
► You can find and order the complete AmCham Germany Business Barometer on our website at www.amcham.de/publications

How will Germany's business conditions develop over the next three to four years?



© AmCham Germany Business Barometer

What are Germany's strengths and weaknesses as an investment location? ¹⁾



1) Multiple responses possible

© AmCham Germany Business Barometer



BRAVING SOCIAL CAPITALISM

Hamburg, Feb. 3. At this AmCham Germany Forum, **Christian Lindner**, Federal Chairman of the Free Democratic Party (FDP) in Germany as well as the Chairman of the State and Parliamentary Branch of the FDP in North Rhine-Westphalia, encouraged guests to be brave in the social market economy. After his speech and the discussion that followed, the event was wrapped up by a lunch and networking reception. Pictured here is Lindner (left) with Dr. Henning C. Schneider, Northern Germany Regional Committee Chair.



HANDLING CRIMINAL LAW

Frankfurt/M, Feb. 10. **Dr. Sabine Stetter**, founder of Munich-based international law firm Stetter Rechtsanwälte and lawyer specializing in criminal and tax law, and **Dr. Thomas Schürle**, lawyer and Managing Partner of Debevoise & Plimpton in Frankfurt/M, gave speeches at this AmCham Germany Expert Briefing on hospitality in criminal law and compliance management. Pictured here is Stetter (left) with Schürle.



COMING UP WITH A GAME PLAN

Düsseldorf, Feb. 25. Guests at this AmCham Germany Business After Hours event took to the Stadium Terrasse of the Tulip Inn Düsseldorf Arena to listen to **Burkhard Hintzsche**, Deputy Mayor of Düsseldorf, give a presentation on the positive influence that sports can have on the economic

development of the city. Pictured here are (from left): Marc Battenstein, Managing Director of SPKG Battenstein; Hintzsche; Nicola Stratmann, Managing Director of Tulip Inn; Olaf Gillert, International Head of Trade Marks and Design at TaylorWessing; and Henrik Meier of RWE Energy AG.

STRUCTURE OF FOREIGN INVESTMENTS

Frankfurt/M, March 3. At this joint AmCham Germany-PricewaterhouseCoopers(PwC)Forum, guests listened to attorney and tax advisor **Christof K. Letzgus**, International Tax Services Partner at PwC Frankfurt/M, and **Dirk Wilcke**, Director of Transfer Pricing at PwC Frankfurt/M, talk about structuring foreign investments and the tax opportunities and risks involved. Pictured here is Letzgus.



FORUM FOR GERMAN SMES

Stuttgart, March 12. The sixth AmCham Germany *MittelstandsForum* focused on digitization and Industry 4.0. Among the speakers were **Peter Hofelich**, Member of the Baden-Württemberg State Parliament and Secretary of State in the Ministry of Finance and Economy, **Dr. Stefan Wolf**, CEO of ElringKlinger AG, and **Dirk Wittkopp**, Vice President of IBM Development and Managing Di-

rector of IBM Deutschland Research & Development. Pictured here are (from left): Prof. Gerhard Wegen, Baden-Württemberg Regional Committee Chair; Wolf; Wittkopp; Hofelich; Jeffery H. Perkins, Managing Director of Harris Williams & Co.; Andreas Povel, AmCham Germany General Manager; and Michael Godelmann, Authorized Officer at KPMG Deutschland.



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NORTH RHINE-WESTPHALIA IN 2020

Düsseldorf, Feb. 25. At this AmCham Germany Business Luncheon, **Dr. Jürgen Schröder**, Director and Head of Travel, Transportation and Logistics, Germany at McKinsey & Company Inc., presented the results of NRW 2020, his company's study that assesses North Rhine-Westphalia's future. Pictured here is Schröder (left) with Dr. Alexander Schröder-Frerkes, North Rhine-Westphalia Regional Committee Chair.

EXHIBITING ART

Munich, March 11. **Dr. Peter Haller**, Managing Director of Serviceplan Group, gave an introductory speech at this AmCham Germany Business After Hours event to supplement the presentation of the advertising agency group's art collection. The collection consists of abstract art from 1948 until today. Following the event was a networking reception.



A BOOMING TRADE FAIR

Frankfurt/M, Feb. 24. Guests attended this AmCham Germany Business Luncheon to discuss the Rhine-Main area's trade fair scene. **Detlef Braun**, Member of the Executive Board at Messe Frankfurt, enlightened guests about how Messe Frankfurt is a global player in the trade fair industry and an economic driver for the Rhine-Main area. Pictured here are (from left): Dr. Mark C. Hilgard, Rhein-Main Regional Committee Chair; Braun; and Andreas Povel, AmCham Germany General Manager.



US OPERATIONS IN AFRICA 101

Stuttgart, Feb. 26. For this AmCham Germany Business After Hours event, **General David M. Rodriguez**, US Army officer and Commander of the U.S. Africa Command (AFRICOM) headquartered at Kelley Barracks, invited guests from AmCham Germany to AFRICOM to learn more

about its military operations and relations in African nations. Pictured here are (from left): Prof. Gerhard Wegen, Baden-Württemberg Regional Committee Chair; General Kingsley; US Consul General Kevin C. Milas; and Oliver Karpf, Baden-Württemberg Regional Committee Member.



GOING GLOBAL

Munich, Feb. 12. At this AmCham Forum, **Dr. Thomas Enders**, CEO of Airbus Group, shared how the European roots of his aerospace and defense corporation helped it become a global company over 45 years. Pictured here are (from left): Helmut Prausner from event sponsor Baden-Württembergische Bank; Burkhard Linke,

AmCham Germany Representative Bavaria; Andreas Würtenberger, Bavaria Regional Committee Co-Chair; Prof. Wolfgang Heckl, Director General of the Deutsches Museum; Enders; Christian von Sydow, Bavaria Regional Committee Co-Chair; and Marko Maschek, co-founder of and Partner at Pinova Capital.

DRIVING FORWARD

Frankfurt/M, March 13. **Bernhard Mattes**, AmCham Germany President and Chairman of the Management Board at Ford Werke GmbH, informed guests at this AmCham Germany Business Luncheon about trends in individual mobility. His speech was followed by a discussion. Pictured here are (from left): Andreas Povel, AmCham Germany General Manager; Mattes; and Dr. Mark C. Hilgard, Rhein-Main Regional Committee Chair.





Business leaders from both sides of the Atlantic came together to celebrate the German-American friendship.

Atlanta Goes Transatlantic

Atlanta, Feb. 26. For the Sixth Annual AmCham Germany Business Day, German and American business leaders gathered at the Golzueta Business School of Emory University to fortify the already strong transatlantic friendship. The workshop was a chance to show the Atlantic business community the trade and investment prospects that Germany has to offer.

Along with **Dr. Christoph Rueckel**, Senior Advisor of the American Chamber of Com-

merce in Germany Southeast USA, and **Thomas Wülfing**, Deputy Consul General of the Federal Republic of Germany to the Southeastern United States, AmCham Germany General Manager **Andreas Povel** welcomed the guests with a speech – his focused on promoting German industry by supporting TTIP. **Dr. Carlhans Uhle**, Managing Director of IMG-Investment and Marketing Corporation, was the keynote speaker, praising Germany for becoming a top European

business and investment location only 25 years following its reunification.

The workshop included a panel discussion, moderated by **Ben Brumfield**, Digital Reporter at CNN. The panelists, conveying the great potential of the transatlantic relationship in their speeches, were **Alexander Privitera**, Director of the Business and Economics Program at the American Institute for Contemporary German Studies at Johns Hopkins University; **Prof. Torsten M. Pieper**, Assistant Professor of Management and Academic Director of the Doctor of Business Administration Program at Kennesaw State University; **Flemming B. Bjoernslev**, President and CEO of LANXESS Corporation; **Ricardo Hubler**, Senior Director of Global Business Growth Economic Development at Metro Atlanta Chamber; **Dr. John D. Gatto**, President and CEO of NRW.INVEST (NORTH AMERICA) LLC; and **Stefanie Jehlitschka**, Vice President of the German American Chamber of Commerce of the Southern US, Inc.

The presentation of the US-German Internship Program was the main event. **Monika Schulte**, Advisory Council Chair of the AmCham Germany Internship Program and German professor at Piedmont College, gave interns from 13 universities in the Southeast the opportunity to

amcham germany in the press



US companies support Germany

[...] According to the XII AmCham Germany Business Barometer, nearly three out of four US companies are convinced that the German economy will hold its position in the digital age. The positive forecast, however, is based more on the fundamental appreciation of German industry rather than on what has been accomplished in the past. Only a small minority of US firms think that Germany, as an investment location, is ready for the digital transformation, but **Cavin Pietzsch**, General Manager of GE Energy Management in Germany, Austria and Switzerland, says that that alone should not be something to worry about. "Typically, Germans are wary of novelty, but at the same time, that is also one of their strengths because they are

carefully in setting up their business model."

Overall, US companies are still very satisfied with Germany as an investment location. Rising labor and energy costs, as a result of pension packages and the energy transition, are dampening the mood, but: One out of three companies expects conditions to worsen while only one of our ten expects improvement. "This investment location needs active industrial and economic policy," advises **Bernhard Mattes**, AmCham Germany President and Chairman of the Management Board at Ford-Werke GmbH.

(Translated from the original German article by Till Hoppe as it appeared in Handelsblatt on March 27, 2015)

'Don't put it on the back burner'

Mr. Mattes, critics are complaining that TTIP has a transparency problem.

The EU Commission has already taken major steps to meet the information demands of the public. In addition, the complex negotiating process argues against the accusation. Experts are already making negotiations on the treaty draft, and afterwards, the European Parliament and then the European Council will have to ratify it. If the treaty intervenes on the laws of member states, it also has to go through their respective democratic processes – in Germany, it would be handled not only by the Bundestag, but by the Bundesrat as well. This alone will inevitably lead to greater visibility and higher transparency.

Sigmar Gabriel, German Minister for Economic Affairs and Energy, warned of a decline in Europe if the free trade agreement with the US fails.

share the experiences they had while interning in Germany this previous summer.

Kevin Glass, Headmaster of the Atlanta International School, and **Torsten Janssen**, Chartered Accountant and Partner at Ebner Stolz GmbH & Co. KG, concluded the event with dinner speeches, speaking about the lifelong benefits that an international education provides and the impact that global internships have on careers from an employer's perspective, respectively.

Staff Change



Anne Marie Baier, Assistant, Membership & Business Services, assumed responsibility for the International Business Committee (IBC). IBC provides valuable support to AmCham Germany's small and medium-sized enterprises by sending them practical economic data. In addition to transatlantic issues, AmCham Germany is expanding its focus to include quick and thorough assistance in global business affairs.

We mourn the loss of our former General Manager

Dr. Dierk Müller,

who passed away on March 3, 2015.

Müller served as the General Manager of AmCham

Germany for more than 20 years. During this time, he was

active in strengthening the transatlantic friendship.

He will be missed, and his family is in our thoughts.

American Chamber of Commerce in Germany



Nevertheless, many citizens are uneasy about it – are they afraid that previously effective standards were diluted?

Yes, unfortunately, many misunderstandings are wreaking havoc. Chlorinated chicken, for example, comes up in this discussion over and over again. We should not get carried away: We have a German food law that will work in accordance with TTIP. If we do not want chlorinated chicken, then it will not be served at the counter.

(Translated from the original German interview conducted by Lars Radau with AmCham Germany President Bernhard Mattes as it appeared in the Sächsische Zeitung on March 10, 2015)

'A preposterous debate over chlorinated chicken'

AmCham Germany President Bernhard Mattes awarded UTC President and CEO Gregory J. Hayes and

Airbus CEO Dr. Thomas Enders with the Transatlantic Partnership Award. Their relationship is symbolic of the transatlantic relationship: The European aircraft manufacturer Airbus and the American conglomerate UTC are partners and competitors at the same time. The two senior executives are fiercely in favor of TTIP. *This dependency on America seems to be a major reason why the debate over TTIP is so highly emotive and not really based on facts.*

Enders: This matter really lacks political vision in many places. We in Germany have gotten lost in what is sometimes a preposterous debate over chlorinated chicken and the like. [...] If the government now brings its political influence to bear, then there will surely be some movement in the process. Otherwise, there is a great

risk of the free trade agreement being crushed by the various interest groups and of Europe missing out on a historic opportunity.

How much would your companies benefit from TTIP?

Enders: [...] TTIP is good for the economy as a whole. If the economy grows, then air traffic will increase and with it, the demand for our products. So at least, we will profit from TTIP indirectly.

Will TTIP help drive innovation?

Hayes: Absolutely. The aviation industry is a good example of how successful this kind of thing can be. Enders: An open market boosts our performance and competitiveness.

Is the criticism of TTIP a general expression of growing skepticism towards a free market order?

Hayes: We are traditionally open to

free markets and competition in America. People are convinced that open markets create jobs. Whereas the Europeans trust the paternal state, the Americans don't trust "Uncle Sam." That is a key difference. Enders: This skepticism in Europe exists, and it has grown as a result of the financial crisis. We have to make it clear that we in Germany are currently experiencing the best times we have had in a while, economically-speaking. We cannot progress even further in the future by relaxing and safeguarding our current status now. [...] That is why it is all the more important to improve opportunities for growth in Germany and Europe with the free trade agreement.

(Translated from the original German interview conducted by Sven Aftüppe and Markus Fasse with Airbus Group CEO Dr. Thomas Enders and UTC President and CEO Gregory J. Hayes as it appeared in Handelsblatt on March 13, 2015)



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Our topics will include:

- ▶▶ Automotive – Talking Cars
- ▶▶ Special Report: 112th Annual Membership Meeting
- ▶▶ Interns' Arrival: Continuation of AmCham Germany's Successful Initiative "US-German Internship Program"



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<p>AmCham Germany 2015 event highlights</p> <p>Please see www.amcham.de for the latest updates</p> <p><i>Light blue = events wholly or partially in English</i></p>	<p>May 19</p> <p>Business After Hours</p> <p>Wempe Jaeger-LeCoultre</p> <p>Frankfurt/M</p>	<p>May 20</p> <p>AmCham Germany Expert Forum Dr. Will Dendorfer Dr. Dagmar Möller-Gosoge Steven H. Thal Markus Schmauder <u>Topic:</u> Doing Business in the USA</p> <p>Munich</p>	<p>May 20</p> <p>Business After Hours</p> <p>Dr. Holger Ulbricht Lawyer, Leese, Hildebrandt, Esser Rechtsanwälte Partnerschaft mbB <u>Topic:</u> Gesellschaftsgründung in den USA</p> <p>Erfurt</p>		<p>May 25</p> <p>Memorial Day</p> <p>Federal holiday in the US</p>
<p>June 2</p> <p>Business After Hours</p> <p>Wella World Studio</p> <p>Frankfurt/M</p>	<p>June 2</p> <p>Business After Hours</p> <p>Dr. Thomas Kressin Head of European FX Desk, PIMCO Deutschland GmbH <u>Topic:</u> PIMCO's Wirtschaftsausblick 2015</p> <p>Munich</p>		<p>June 16</p> <p>Business After Hours</p> <p>Dr. Carmina Brenner President, Statistical Office of Baden-Württemberg <u>Topic:</u> Bilaterale Handelsbeziehungen USA – Baden-Württemberg</p> <p>Stuttgart</p>	<p>June 17</p> <p>Business Luncheon</p> <p>Barb Samardzich COO, Ford of Europe <u>Topic:</u> Future of Mobility</p> <p>Düsseldorf</p>	<p>June 17</p> <p>Business After Hours</p> <p>Frank Treppe President, Fraunhofer USA <u>Topic:</u> Die Aktivitäten der Fraunhofer Gesellschaft in den USA</p> <p>Munich</p>
<p>July 3</p> <p>Independence Day (observed)</p> <p>Federal holiday in the US</p> <p>Fourth of July Summer Barbecue</p> <p>Frankfurt/M</p>	<p>July 16</p> <p>Business Luncheon</p> <p>Dr. Michael Kaschke President, CEO and Labor Director, Carl Zeiss AG</p> <p>Stuttgart</p>	<p>July 20</p> <p>Business After Hours</p> <p>Klaus Dittrich Chairman and CEO, Messe München GmbH</p> <p>Munich</p>		<p>July 28</p> <p>Business After Hours</p> <p>Alfred Kärcher GmbH & Co. KG</p> <p>Stuttgart</p>	<p>August 21</p> <p>AmCham Germany Summer Barbecue</p> <p>Düsseldorf</p>
<p>August 27</p> <p>International Summer Business Barbecue</p> <p>Dresden</p>	<p>September 24</p> <p>President's Dinner</p> <p>Prof. Rupert Stadler Chairman of the Board of Management, Audi AG Member of the Board, Volkswagen AG</p> <p>Frankfurt/M</p>	<p>October 7</p> <p>AmCham Germany Forum</p> <p>Karl-Heinz Streibich CEO, Software AG</p> <p>Munich</p>	<p>October 14</p> <p>Business Luncheon</p> <p>Tina Müller CMO and Member of the Management Board, Opel Group GmbH</p> <p>Frankfurt/M</p>	<p>October 15</p> <p>2015 Growth Company Forum</p> <p>Berlin</p>	<p>October 21</p> <p>Business Luncheon</p> <p>Rainer Meyer zum Felde Brigadier General and Defense Advisor German NATO Representative</p> <p>Düsseldorf</p>
<p>October 28-29</p> <p>Ninth Annual Transatlantic Business Conference The Transatlantic Marketplace – Challenges and Opportunities Beyond 2015</p> <p>Frankfurt/M</p>  		<p>November 26</p> <p>Thanksgiving Day</p> <p>Federal holiday in the US</p> <p>Thanksgiving Dinners</p> <p>Frankfurt/M and Düsseldorf</p>		<p>December 3</p> <p>Goose Dinner</p> <p>Berlin</p>	<p>December 25</p> <p>Christmas Day</p> <p>Federal holiday in the US</p>

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