



Top Job: 111th Annual Membership Meeting

- ▶ **Cover Story:** Food Policy – From Farm to Fork
- ▶ **Investment Region:** Northern Germany
- ▶ **Member Point of View:** Global Food Security
- ▶ **Special Feature:** US Students Arrive for Internships





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A Case for Agricultural Free Trade

Aside from medical products, foodstuffs are arguably the most sensitive elements of a market that is as free as possible. In the US, as well as here in Europe and Germany, regional value chains in the agriculture and food sector form the basis of consumer trust.

Regional products certainly have their benefits. They not only safeguard local jobs and cut transport costs; it is also easy for consumers to identify with them. However, regional products alone are not enough to satisfy market demand. For this reason, international agricultural trade constitutes a key component of the global economy.

Agricultural exports account for approximately one-quarter of EU member states' revenues in the agricultural sector; in 2013, exports to the US alone totaled around \$2.1 billion. Agricultural exports comprise almost 10% of all US exports. This trade is creating business opportunities that could be further developed with the support of export promotion programs on both sides. The resulting competition among providers means EU and US citizens alike can enjoy a wider array of products with consumer-friendly prices to boot.

As an export nation,
Germany has always
benefited from free trade.

But providers also face competing cultures of consumer protection. Radically changing these cultures is unfeasible as this might provoke skepticism and mistrust among market players. Should the precautionary principle or the principle of trust apply to products? The fundamental difference in approach must not be ignored given the risk the market could be disrupted. Instead, the difference must be understood and the two approaches made

compatible in cases where, given the respective market regulations and safeguard clauses, this appears practicable and justified.

As an export nation, Germany has always benefited from free trade. For us, the EU is more than just a successful peace project. Its single market and the removal of trade barriers have brought trading partners closer together. This underlying principle should not be confined to Europe; it could be extended to include our North American friends by means of a transatlantic free trade agreement and the free trade deal already negotiated with Canada. Together with lifting customs duties and harmonizing administrative requirements, this agreement would create another bridge across the Atlantic that would promote economic growth and employment.

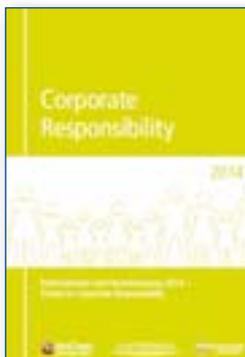
The public debate that ensued last year clearly demonstrated this point: All those who view the free trade agreement as a unique opportunity to jointly position the North Atlantic region in the global digital race must do their utmost to ensure the true strength of our free societies is applied through transparency and democratic legitimacy: It is the people, and peoples, who create the rules.

Germany has an interest in global trade. The country's food sector helps make it the world's third largest exporter and second largest importer. The German government supports free trade and its resulting stimulation of growth. We have a vested interest in the creation of the world's largest economic area with 800 million consumers.



Christian Schmidt, MdB
Federal Minister of Food
and Agriculture

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Just published: Corporate Responsibility 2014 Trend Study, Best Practices & Expert Knowledge

Corporate Responsibility 2014, jointly published by AmCham Germany and the F.A.Z.-Institut, gives insight into a wide range of CR activities by companies located in Germany and their role in the economic and social development in Germany, Europe and worldwide. Expert contributions and findings of this year's trend study on CR supplement **companies' best-practice reports**.

Participating companies: 3M, AstraZeneca, Audi, Bayer, Bilfinger, Coca-Cola, Die Unternehmensgruppe Tengelmann, DuPont Sustainable Solutions, Ford, GIZ, McDonald's, Microsoft, Procter & Gamble, Roland Berger Strategy Consultants, Siemens, Strothoff International School, Telefónica, United Parcel Service.

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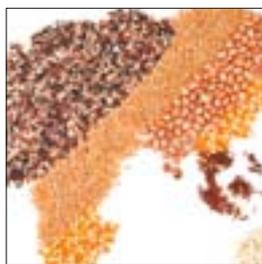
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cover story

6 From Farm to Fork: Food Policy



from amcham germany members

9 executive member spotlight: UPS – Reliably Enabling Global Commerce for Businesses of All Sizes

11 member point of view: Policy Prescriptions for Global Food Security

23 member know-how: Free Trade for Food Security; Clean Labels – The Ingredient for Success



amcham germany member support

10 access your global network: Bulgaria – Back on the Business Track

18 investment region: Northern Germany – Leading the way



amcham germany events

14 special report: 'A Fantastic Project' – AmCham Germany's 111th Annual Membership Meeting

20 event report

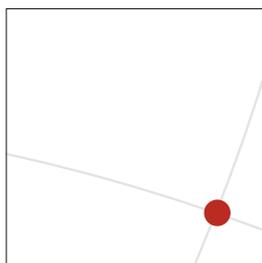


chamber news

22 special feature: US Students Arrive – AmCham Germany's US-German Internship Program

24 amcham germany in the press

25 Merkel Interviewed at Annual Membership Meeting



26 new members

27 chamber calendar

- ▶▶ Agricultural innovation and the global food supply
- ▶▶ Independent testing and the safety of food
- ▶▶ A commitment to values and the food supply chain



We are what we eat. It's no wonder then that global agrifood trade is such a hot potato. AmCham Germany member companies tackle the tough topics.

FROM FARM TO FORK

Hampering Agricultural Innovation in Europe Impacts the World

The world's population continues to increase, but the world's natural resources – land and water – do not.

Rising living standards in emerging countries are prompting dietary patterns to emerge that are similar to those found in Europe. A recent McKinsey & Company study has indicated that even if crop yields would rise by 1% a year, the amount of land currently being cultivated would have to expand by 175 million to 220 million hectares in order to cover the burgeoning demand for food around the world.

This is also true for Germany. Demand for agricultural products – be it for food, feed or biofuel – is steadily increasing there, too. In one reflection of this, figures from the Food and Agriculture Organization of the United Nations show that German corn imports more than

doubled between 2000 and 2009.

Releasing restraints on innovation

This situation means a future-oriented, sustainable approach to agriculture will need innovative agricultural products and technologies to overcome the challenges ahead.

The political and social climate for creating innovation in agriculture has, however, deteriorated in many European countries, especially in Germany. This has been triggered by the long-standing, extremely emotional and rarely scientific debate about genetic engineering. But the



Demand for agricultural products is steadily increasing

Ursula Lüttmer-Ouazane
Corporate Affairs Lead
Germany & Other EU Countries
Monsanto Agrar Deutschland GmbH

effects of political restrictions that prevent the development of innovation in Germany are not only felt locally. The restrictions have an impact worldwide. In particular, countries lacking the necessary economic strength become more and more dependent on the developed world for their food supply.

By hampering innovation, Germany is not only endangering its own food supply and its foreign trade power, it is also failing to live up to its global social responsibilities. ■

Food Safety Has No National Borders

Grapes from Uganda, meat from Australia – the world is our supermarket.

As the traceability of food products becomes increasingly difficult and food supply chains grow longer and more complex, food safety is gaining significance. Given this, checks and analyses must extend across national borders while maintaining consistently high levels of quality and rigor.

Food industry challenges

Even the simplest products may have traveled a long way before they ended up on our plates. Plain egg noodles may contain wheat from Ukraine and eggs from Italy, be packed in China and sold in Germany. This poses a serious challenge to the food industry, which has the job of ensuring food safety from farm to fork. To make matters even more difficult, diverse production facilities mean a variety of framework conditions, such as differing understandings of hygiene, exist. Food producers must comply with all legal standards while ensuring efficient and sustain-

able production. To meet all these requirements, producers must guarantee the safety of their products at every step in the supply chain. Some companies may find coping with this responsibility takes massive effort or is actually impossible. This is where third-party companies such as testing and certification bodies can assist.

Global networking

TÜV SÜD, for example, maintains an international network of food testing laboratories to ensure identical tests and uniform standards at all locations. Extensive transfer of knowledge and technology provides experts throughout the world with the necessary know-how. In this way, manufacturers can obtain information on the technical and legal requirements in the various



Even the simplest products may have traveled a long way before they ended up on our plates

Murat Akcay
Global Vice President
Food, Health & Beauty
TÜV SÜD Product Service GmbH

target markets and receive support to implement these requirements. By taking this approach, producers minimize their risks while documenting the quality and safety of their products. Companies that supply the food industry, retailers and the catering industry also benefit from third-party laboratory analyses, hygiene controls and management-system certification as these suppliers also have to comply with legal requirements and meet the expectations of critical consumers. ■

Principles for Sustained Success

As society becomes more engaged with the entire supply chain of the products its members purchase, food companies find themselves trying to meet increasingly challenging demands.

Food manufacturers experience constant pressure to both do the right thing in the eyes of their customers and to conduct a successful business. On top of that, they are increasingly in the spotlight for the ways they impact health and nutrition, food security and the environment. Similarly, consumers have become even more sensitized to food issues – adding to the pressure on food businesses. While recurring food scandals have eroded consumer confidence in food companies, brands are now expected to offer all-in-one products: organic and sustainably manufactured food that is easy to prepare and still tastes like it was made by the Italian or Chinese restaurant around the corner – oh, and it needs to be affordable, too.

Need to identify company values

Competitors do their best to gain market share and adapt their products as much as possible to fit in line with consumers' changing way of life. Today's daily routines do not leave enough time for cooking, and meals with the family are an exception rather than the rule. At the same time,

children and teens are interested in cooking and healthy nutrition, according to a recent forsa (Institute for Social Research and Statistical Analysis) survey conducted for IN FORM, Germany's national initiative to promote healthy diets and physical activity. The study reports that more than four out of five children and teens say they try to maintain a healthy diet because they want to stay fit: 70% like cooking, 20% even say it is "cool," and four out of five find it important to eat together with their families on a regular basis. In the face of all these factors, companies need to ask themselves "What do we stand for?"

Importance of being a role model

Food companies are expected to do more than just deliver quality products and services while consistently meeting standards of excellence. They also have to minimize their impact on the environment. However, there is still more to be done. Companies must become role models in terms of sustainability, protecting the environment, engag-



Food companies also have to minimize their impact on the environment

Cyrille Balmes
General Manager
Mars Food Germany
www.mars.com/germany

ing in scientific research and promoting mutual benefits across their value chains. This could be done, for example, by investing in scientific research to improve the quality and sustainability of the crops that are used. Or by funding research on the potential environmental impact of methane and nitrous oxide in flooded rice fields. And what about the long-term? It might be worth replicating the work over several years and for different growing areas, thereby providing a basis for developing standard ethical agricultural practices.

At a time when change is constant, concrete principles offer a link to traditions and a bridge to the future, even when adhering to them proves challenging. The overall aim must be to promote a truly holistic relationship among all stakeholders. As for Mars Food, our purpose is expressed in simple words: Better Food Today. A Better World Tomorrow. ■

THANK YOU

AmCham Germany would like to extend a heartfelt thank-you to all of the companies and individuals who have made the US-German Internship Program such a success:



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UPS: Reliably Enabling Global Commerce for Businesses of All Sizes



In 2013, UPS delivered an average of 16.9 million pieces per day worldwide.

▶▶ Expanded operating capacity ▶▶ A lifeline to international customers ▶▶ Efficient logistics solutions

In an increasingly globalized world, providing reliable lifelines to customers, partners and suppliers is crucial. UPS is there to help with its newly expanded international logistics center in Germany.

Just three months ago, UPS officially opened a \$200 million expansion of its European flagship facility at the Cologne/Bonn Airport. This marks the largest single facility investment outside of the US in the company's history.

Increasing capacity

The expansion enlarged the hub's operating area to more than 105,000 square meters, the size of 15 football fields, and increased its sorting capacity by 70% to 190,000 packages per hour, or around 53 packages per second. The facility serves as an international logistics hub for multinationals and SMEs in Germany and Europe that want to tap into UPS's world-class transportation network.

This expansion ensures our company can provide customers a portal to the world of global trade and export for years to come. The new

facility helps companies of any size successfully carry out their business in the important European trading lanes. It also links Europe to North America and Asia at a time when the free-trade agreements on the horizon promise growth.

Helping SMEs grow

As the world becomes an increasingly international marketplace, businesses are facing stronger competition from every corner of the globe. Many businesses are engaged in or evaluating the export of their products to help them grow and remain competitive. Logistics provides a physical lifeline to international customers, partners and suppliers. It is the pipeline network that allows goods to flow consistently and reliably.

SMEs constitute the backbone of local economies across Europe and elsewhere. Small-business owners able to identify growth opportunities and team up with the right partners will gain a foothold over the competition moving forward. With nearly 107 years of experience and access

to more than 220 countries and territories, UPS is ideally positioned to help SMEs grow. We will do this by reaching new customers and tapping new markets while saving time and money by drawing from efficient logistics solutions. ■



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▶ ABOUT THE COMPANY

Founded in 1907 in Seattle, UPS is the world's largest package delivery company and the premier provider of global supply-chain management solutions. Each business day, UPS delivers packages to 7.9 million consignees in more than 220 countries and territories on behalf of its 1.5 million shipping customers. In 2013, UPS delivered an average of 16.9 million pieces per day worldwide or a total of 4.3 billion packages. Total revenue in 2013 was \$55.4 billion.



Bulgaria: Back on the Business Track

▽ *Why is Bulgaria an interesting investment location for US investors?*

▲ The country offers investors a number of advantages. For one, Bulgaria has one of the most favorable tax systems in Europe, with a flat tax rate of 10% on both corporate and personal income as well as numerous incentives for investors. The workforce is also well educated, highly skilled and multilingual. In addition, Bulgaria's geographic location and transportation infrastructure make the country a strategic logistics hub.

▽ *What are some key aspects of the US-Bulgarian economic partnership?*

▲ More than 100 US companies operate in Bulgaria. The largest foreign investor is a US company from the energy sector that has invested over \$1.3 billion in the AES Galabovo thermal power plant. The IT, manufacturing, pharmaceuticals and construction sectors also attract considerable interest from US investors. For 2013, foreign direct investment in the country totaled about €1.1 billion.

▽ *How is the Bulgarian economy faring in the face of the global economic crisis?*

▲ After bottoming out in 2009 when GDP fell by 5.8%, the Bulgarian economy has since recovered thanks, in part, to strict fiscal and monetary policies. These have ensured the deficit as well as inflation and borrowing costs have remained under control. The government projects annual growth of 1.0% to 2.1%, but the country can and should grow at a faster pace, especially given citizens' desires to catch up with their European counterparts. Key sectors contributing a significant share to GDP include mining, manufacturing, trade, transport, education, health and real estate. Analysts see room for further growth in many of these sectors as well as in IT and agriculture.

▽ *How does AmCham Bulgaria support its members?*

▲ AmCham Bulgaria is regarded as the country's most active foreign investor organization. We arrange meetings with key decisionmakers, organize business and social networking events, and produce daily and monthly publications to keep members abreast of legislative changes and policy developments. In addition, we offer advice on economic and investment matters. Draw-

ing on our active membership base, we work to shape government policy in ways that, in particular, promote the interests of the investment community and our members. ■



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▶ ABOUT AMCHAM BULGARIA

AmCham Bulgaria is a leading business organization uniting more than 300 US, Bulgarian and international companies operating in the country. Established in December 1994, the Chamber aims to promote Bulgaria as an investment and trade partner for foreign companies, to strengthen economic relations between US and Bulgarian commercial enterprises within the framework of US-European transatlantic economic relations and to generally support measures that improve the business climate in Bulgaria.



Policy Prescriptions for Global Food Security

►► Demand for food increasing ►► Government food policies crucial ►► Food security improved with open markets

The world will add another 2 billion people by 2050. The increase to our already burgeoning global population will mostly take place in the developing world, urban environments and climates less conducive to food production. This, coupled with the growing prosperity of people around the globe, will create greater food demand.

We believe the world's farmers can produce enough calories to provide all people sufficient nutrition to lead active, healthy lives. But governments need to play a key role to achieve greater food security. Policies that improve food security include enabling open markets, supporting smallholder farmers, investing in agriculture, harmonizing food safety standards, reforming biofuel mandates and facilitating food aid.

Open trade improves food security by allowing food to move from where it is produced to where it is needed. To help food move freely, governments need to harmonize food safety

standards, support international standards for risk assessment and ensure customs controls do not unnecessarily block the movement of goods.

Governments also need to help smallholder farmers feed the hungry. The support required includes training in best practices, clarifying property rights and establishing policies and mechanisms that help manage risk.

Food security can also be bolstered through government-supported investments in agriculture. Funding is currently needed for infrastructure that supports agriculture, including transportation and storage systems, and agricultural research and development.

Biofuel policies can also help improve food security by avoiding mandates that distort demand. Smarter policies include waivers that lift mandates when feedstock supplies are short.

In times of crisis, governments can provide food aid by helping minimize the distortion of supply and demand dynamics. On the demand

side, this means offering temporary financial assistance to consumers so they can make food purchases. On the supply side, this means assisting farmers who have suffered crop failures.

As we face the challenge of feeding 9 billion people by 2050, governments will need to step in and play a more active role. At Cargill, we believe the policies that help increase global food security are best anchored in the productivity, adaptability and resilience of farmers and the power of prices, fair markets and open trade. ■



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Social and Labor Affairs Committee Talks with Griese

Berlin, May 19. The Social and Labor Affairs Committee met with **Kerstin Griese** (SPD), Chair of the Parliamentary Committee on Social and Labor Affairs, in Germany's capital. Among the topics discussed were the proposed exceptions to the minimum wage regulation, contract labor and temporary employment regulations, and the principle of collective bargaining.

TIM Committee Breakfast

Berlin, June 3. The second Telecommunications, Internet and Media Committee (TIM) Breakfast of the Access Your Global Network series was held at the European School for Management. The event featured a fruitful panel discussion on providing support for innovation that included **Arnulf Keese**, Managing Director of PayPal Deutschland (host of the event); **Lars Klingbeil**, MdB (SPD); **Dieter Janecek**, MdB (Alliance 90/The Greens); and **Christoph Rätke**, founder of the Berlin Startup Academy.



TTIP Committee and De Gucht

Berlin, May 6. Members of the TTIP Committee and AmCham Germany's Dialogue Forum hosted Board of Directors met with European Commissioner for Trade **Karel De Gucht**. On the previous day, De Gucht had spoken at a TTIP Dialogue Forum hosted by the Ministry for Economic Affairs and Energy and its minister, Sigmar Gabriel. The TTIP Committee has summarized the latest developments and facts in the second edition of its TTIP brochure, which focuses on the agreement's possible sector-specific advantages.



Corporate Responsibility Book Launch Includes Panel Discussion

Berlin, June 5. AmCham Germany, the F.A.Z.-Institut and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH jointly hosted the event titled "Corporate Responsibility 2014: Trends, Best Practices and the Way Ahead" to mark the launch of the ninth edition of the corporate responsibility (CR) book jointly published each year by AmCham Germany and the F.A.Z.-Institut. The publication provides insights into a wide range of CR activities carried out by companies in Germany as well as the role these activities play in social and economic development. Contributions from experts supplement companies' best-practice reports.

Opening remarks at the event were made by US Ambassador to Germany John B. Emerson; Carsten Schmitz-Hoffmann, Executive Director of the Business Unit Private Sector Cooperation at GIZ; and AmCham Germany General Manager Andreas Povel. Dr. Meghan Davis of the F.A.Z.-Institut presented highlights from the publication, including major trends and practices as well as developments in the field since 2005. In addition, she touched on findings from this year's trend study on CR, which are also included in the publication.

The event's panel discussion with Dr. Torsten Christen, Corporate Social Responsibility Division of the Ministry of Labor and Social Affairs; Uwe Kleinert, Chair of the AmCham Germany Corporate Responsibility Committee and Head of Corporate Responsibility and Sustainability at Coca-Cola



GmbH; Leslie Johnston, Director of the C&A Foundation; and Schmitz-Hoffmann focused on CR in a globalized world and explored prospects, challenges and opportunities. Panel participants and the audience discussed topics such as sustainability in the supply chain, cross-sector cooperation and informed consumer and customer decisions.

- ▶ **The publication (in German) and the trend study (in German and English) are available online at: www.amcham.de/publications/corporate-responsibility/cr2014.html**

German Members of Parliament Visit High-Tech Companies in the US

Seattle, Palo Alto and San Francisco, April 13-17. Members of the 18th German Parliament joined Telecommunications, Internet and Media (TIM) Committee members to visit high-tech companies to explore issues related to the digital agenda. At the Microsoft Cybercrime Center in Redmond, a city near Seattle, data privacy and competition were the focal points of a presentation made by the company.

The tour also took the group to California, where US high-tech companies visited included Facebook Inc. and Hewlett-Packard in Palo Alto. There, Martin Risau, Senior Vice President of Analytics and Data Management at Hewlett-Packard, spoke to the group on the digitization of the German economy. At the IBM research lab in Almaden, Jeff Welsler, Vice President and Lab Director, provided insights into key science and technology research areas at the lab. These include nanotechnology, spin physics and photoresistance as well as human-computer interaction, text analytics and healthcare informatics. At eBay in San José, David London, Senior Director of US Government Relations and Political Strategy, and Dr. Nikolaus Lindner, Director of Government Relations for DACH, spoke to the group as did Rakesh Agrawal, Director of Strategy at PayPal.

A visit to “Made in Germany” success stories in Silicon Valley was not to be missed either. At SAP, the group heard Katharina Rock, Vice President of SAP AG, explain how her company leverages the many valuable assets in the area and taps the expansive US market. At startup smaato, Hamburg natives Ragnar Kruse and Petra Vorsteher as well as Dirk Kanngiesser, CEO, and Oliver Hanisch, both of the German Silicon Valley Accelerator, discussed the future of digital business.

The German political leaders left the US with the perception that companies, not goods, are produced in Silicon Valley. They also took away the sense that Germany needs to remove bureaucratic hurdles impeding the launch of startups, cultivate a greater entrepreneurial spirit and encourage venture capital.



The visiting members of parliament took a brief moment to enjoy San Francisco's famous Golden Gate Bridge.



At Facebook, the group visited the company's legendary Facebook Wall and met with Elliot Schrage, Vice President for Global Communications and Public Policy; Dr. Gunnar Bender, Director of Public Policy; Nicola Jackson Collaco, Trust and Safety Director; and Krista Kobeski, Associate Manager of Policy Programs.



At the Microsoft Cybercrime Center in Redmond, the group heard from Brad Smith, Executive Vice President and General Counsel at the Microsoft Corporation.



Consul General Peter Rothen welcomed the group to the German Consulate General in San Francisco. A panel discussion titled "Germany's Digital Agenda - Lessons Learned from Silicon Valley" was held with Dr. Joachim Pfeiffer, MdB (CDU/CSU), and Dieter Janecek, MdB (Alliance 90/The Greens).

Corporate Responsibility Committee Holds Roundtable with Müller

Berlin, June 5. A corporate responsibility roundtable with Minister for Economic Cooperation and Development, **Dr. Gerd Müller**, was the focal point of this committee event. A key point of the discussion was the *Zukunftscharta*, a dialogue-based project on defining the post-2015 development agenda initiated by Müller's ministry.

► For more information, please visit www.zukunftscharta.de





An exceptional meeting of exceptional people: German Chancellor Angela Merkel (center) and US Ambassador to Germany John B. Emerson (second from left) with AmCham Germany President Bernhard Mattes (far right) and 2014 Annual Membership Meeting Co-Chairs Dr. Alexander Schröder-Frerkes (far left) and Reza Vaziri (second from right)

'A Fantastic Project'

AmCham Germany is a steadfast supporter of transatlantic business projects. Its work to promote TTIP and foster ethical leadership found an exceptional platform at the 111th Annual Membership Meeting in Düsseldorf on May 22-23.



Andrew N. Liveris, Dow Chemical Company President, CEO and Chairman, during his speech



Alan Mulally, Ford Motor Company President and CEO, responding to audience questions

// We are determined to conclude an agreement on a transatlantic trade and investment partnership." These words of support spoken by Chancellor Angela Merkel in her keynote address were balm to the ears of business and trade representatives eager for a counterweight to protectionist sentiments gathering steam in Germany and Europe in the weeks leading up to EU parliamentary elections.

A bevy of fringe-party candidates promising to take aim at TTIP from the European Parliament would indeed be elected two days later, but the clear signal that the German government would continue to press ahead for free trade would work to check momentum. TTIP would be "an especially cost-effective means to spur economic growth," the Chancellor told the packed audience of business leaders, government officials and members of the media. Shared standards would, for instance, help create "huge savings" by elimi-



Bernhard Mattes introducing the Ethics and Leadership panel discussion



Dr. Friedrich Thelen, journalist and moderator of the Ethics and Leadership panel discussion



Dr. Ingrid Hengster, member of the Managing Board of the development bank KfW



Brother Paulus Terwite from the Capuchin Monastery and Liebfrauen Church



Teri Plummer McClure, Chief Legal, Communications and Compliance Officer at UPS



Angelika Huber-Straßer, partner at the audit, tax and advisory company KPMG

nating the need to “duplicate regulations, duplicate R&D and duplicate tests,” she said.

The agreement would also “breathe new life into all aspects of [the transatlantic] partnership,” Merkel stated. “Despite all the differences we have had and continue to have in discussions about data security and the NSA, the US remains an important and very good partner for us and all of Europe because we share the same values.” The Chancellor also drew attention to the 111 years of Chamber work to further transatlantic relations. She thanked the organization for its unflinching efforts on behalf of TTIP, calling it an “exceptionally important bridge between the German and US business communities.”

Exchanging words

Members of the business community also had a few points of their own to make. Straight

shooter Andrew N. Liveris lost no time in expressing his views on Germany’s *Energiewende*. Not a man to mince words, the Dow Chemical Company President, CEO and Chairman termed it “an energy policy that went strange” – one governed by “the politics of fear” – and appealed to the country to remember its pragmatic nature and to not lose its competitive edge, particularly with respect to engineering, chemistry and energy prices.

His comments were not lost on the Chancellor, who would later quip: “But when I see the head of Dow, I know immediately what’s going through his head about this topic. We know we face heavy competition ... that is why we will focus even more attention on the issue of affordable domestic energy prices.”

The pliantalking dynamic Australian Liveris had his contradistinction in the plain-talking low-key Midwesterner Alan Mulally. The Ford Motor Company President and CEO fielded

WE SINCERELY THANK OUR EVENT PARTNERS FOR MAKING THE 111TH ANNUAL MEMBERSHIP MEETING POSSIBLE.

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- 30 years **Dagmar Carola Schnelle**
Audi AG
- Dr. Christian Zschocke**
Morgan, Lewis & Bockius LLP
- 25 years **Christian Büscher**
HOCHTIEF Aktiengesellschaft
- Peter Coenen**
HOCHTIEF Aktiengesellschaft
- 10 years **William J. Hood**
Companions
Werbeagentur GmbH
- Ernst Martin Walsken**
CONCILIUS AG
- Dr. Chiara Palazzi**
Kelly Services GmbH
- Reinhold Kern**
Kroll Ontrack GmbH
- Joachim Specht**
S.Audit GmbH
- Chee Hau Man**
SprintLink Germany GmbH

Individual Members:

- 10 years **Carl-Rainer Stetter**
Klaus Tornow



From left: Andreas Povel, Armin Slotta, Bernhard Mattes and Dr. Lutz R. Raettig at the business meeting



Reza Vaziri (left) and Dr. Alexander Schröder-Ferkes



From left: Ralf Brinkmann, David Knowler, Nicolas Teller and Frank Sportolari listening intently



Dr. Marijn E. Dekkers posing a question to Chancellor Merkel

myriad questions in an interactive session that brought Mulally out from behind the lectern to front and square of the audience. The seasoned executive, who is credited with the turnarounds of such manufacturing icons as Boeing and Ford, addressed topics ranging from leadership ("There's never been a time when leadership is more needed than now.") to connectivity and mobility ("The car is the all-time mobile application.") to Europe ("I'm bullish on Europe – it's a great market.").

When it came to weighing in on TTIP, Mulally didn't waste words in his answer: "I think we should have one." And when pressed about obstacles to an agreement in the area of agriculture and cars, Mulally didn't skip a beat: "I *really* think we should have a free trade agreement."

Ethical leadership

In a context-shaping initial session, Annual Membership Meeting attendees heard a rich dialogue on ethical leadership moderated by journalist Dr. Friedrich Thelen. Panel participant Teri Plummer McClure of UPS asserted that "values have to be incorporated into the metrics of how people are evaluated" while Dr. Ingrid Hengster of the development bank KfW argued that "ethics must be lived" in an organization in order for it to be successful. Angelika Huber-Straßer of the international auditing company KPMG observed that board members of international companies experience huge pressure because corporations are driven by quarterly results: "Analysts ask about profits but not about ethical behavior," she stated. Brother Paulus Terwitte, a Capuchin monk and keen observer of the business world, shifted his focus to the customer who, in his view, would ultimately determine a company's success. "Unethical companies will be less successful," he said. ■



Recipients of certificates for long-term membership on stage with David Knowler (back, far left) and Andreas Povel (back, far right)

Sustained Success: North Rhine-Westphalia Minister President Kraft Addresses Business Community

Hannelore Kraft, Minister President of North Rhine-Westphalia, outlined the need for Germany to sustain excellence and its top international position in remarks she made at the 111th Annual Membership Meeting. "Each and every day we have to work on maintaining our lead and our strengths or others will pull ahead of us," the guest of honor and keynote speaker at the event's gala dinner warned. The Minister President also hosted an evening reception sponsored by North Rhine-Westphalia where she stressed the need for the business community to be involved in TTIP discussions. In other statements, Kraft urged the business community to actively contribute to improving education and training in Germany. She also called for business leaders to take a long-term perspective in arriving at decisions and to continuously ask themselves what would ensure success. "The question applies to everyone who has the opportunity to actively shape the future of our country and our companies," she stated.



North Rhine-Westphalia Minister President Hannelore Kraft welcoming guests to the evening reception



From left: Dr. Alexander Schröder-Ferkes, Hannelore Kraft, Bernhard Mattes and Andreas Povel

Debald Honored with Service Excellence Award

On May 22, the eve of the Annual Membership Meeting, event partners and special guests joined Chamber officials at the AmCham Germany Recognition Dinner where former AmCham Germany Vice President Otmar Debald was presented with the Service Excellence Award. In his warmly worded laudation, AmCham Germany President Bernhard Mattes praised Debald for his many years of inspiring dedication to the transatlantic relationship as well as his active participation in committees. Mattes also drew attention to Debald's significant contribution in providing leadership in helping to shape the Chamber's strategic direction.



Former AmCham Germany Vice President Otmar Debald (right) with Bernhard Mattes

Müller Recognized by NRW Regional Committee

As the general manager of AmCham Germany, Dr. Dierk Müller contributed to making the Chamber a strong voice for international free trade and an organization dedicated to supporting the business community in Germany and beyond. Müller, who served the Chamber for more than 20 years, also worked tirelessly on behalf of the organization's individual chapters. For his active support of the North Rhine-Westphalia Regional Committee, Müller was recognized by the committee's chair, Dr. Alexander Schröder-Ferkes, on the eve before the Annual Membership Meeting with the award of a *Düsseldorf Radschläger* (cartwheel figure).



Former AmCham Germany General Manager Dierk Müller (left) with Dr. Alexander Schröder-Ferkes

Northern Germany: Leading the Way



▶▶ From maritime trade along inner coastal waterways to automotive manufacturing inland, northern Germany is an economically diverse region that offers much to potential investors.

▶▶ **Prof. Ulrich von Jeinsen** of AmCham Germany Lower Saxony Regional Committee; **Michael Sturm**, Managing Director of Invest in Mecklenburg-Vorpommern GmbH; **Ralf Pospich** of Lower Saxony's Ministry of Economic Affairs, Labor and Transportation; and **Dr. Henning C. Schneider** of AmCham Germany Northern Germany Regional Committee, get down to business about what's up in the north.

▽ *Which industries are particularly strong in northern Germany?*

▲ **Jeinsen:** The region is known for its automotive industry, with international giants like Volkswagen and Continental headquartered here. The steel and maritime sectors are also extremely active in Lower Saxony.

▲ **Pospich:** Lower Saxony is also Germany's leader in renewable energy and home to the world's third-largest wind turbine manufacturer, Enercon. Our coastal facilities in the North Sea open up enormous potential for German offshore wind power, and the state's seaports and geographic location make it a key logistics hub in Europe.

▲ **Sturm:** The food industry in Mecklenburg-Western Pomerania is particularly strong. Nestlé's selection of Schwerin as a location and investing €220 million is a current highlight.

▲ **Schneider:** In Schleswig-Holstein and Mecklenburg-Western Pomerania, the healthcare industry as well as the renewable energy sector are well-represented. We also have impressive biotechnology, food and agricultural sectors.

▽ *How can companies tap into this infrastructure with their investments in the region?*

▲ **Sturm:** Companies like Liebherr, Nordex, Nordic Yards, and Caterpillar benefit from the region's

highly skilled workforce, excellent universities and its proximity to the metropolitan region of Hamburg. The investment-friendly government deals with construction permits in record time. Invest in Mecklenburg-Western Pomerania brings companies into contact with local partners.

▲ **Pospich:** Lower Saxony also has a rich diversity of universities and research institutions as well as support networks and regional business-development agencies that make the region ideal for developing market potential.

▲ **Jeinsen:** Our state has a strategic deep-water port in Wilhelmshaven with lots of untapped potential. It is certainly a great investment.

▲ **Schneider:** The majority of local players are typical *Mittelstand* companies and therefore not very visible. Potential investors need to involve a local network like banks and advisers located in northern Germany.

▽ *Are there any exciting up-and-coming economic sectors in northern Germany that investors might not yet associate with the region?*

▲ **Sturm:** The amount of energy produced by renewable sources cover more than 100% of Mecklenburg-Western Pomerania's needs. Storage technologies such as those from WEMAG and the commercial offshore wind farm Baltic 1 are turning the region into an energy-producing state.

▲ **Pospich:** The health and life sciences industries also play a central role in Lower Saxony. We're one of Germany's top biotechnology regions thanks to research institutions of international standing, and we have exceptional strength in pharmaceutical biotechnology,

infection control, neurology, stem cell biology, medical technology, bioeconomics and veterinary medicine. Europe's leaders in lightweight design are also concentrated here. In CFK Valley, almost 100 companies and research facilities work on carbon-fiber-reinforced plastics, which are used in manufacturing aircraft, ships and wind turbines as well as increasingly in areas like auto manufacturing.

▲ **Schneider:** My two favorites are the wind sector and the biotechnology sector. Both have their challenges, but they offer very promising business opportunities as well.

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

▲ **Schneider:** We do our best to assist companies and connect people and players. Our Northern Germany Regional Committee organizes meetings, panel discussions, speeches and conferences to connect international players

with local companies. In addition, we regularly provide our members with information on local business topics that also focus on selected trends and industry sectors.

▲ **Pospich:** Through its strong networks with industry and government, AmCham Germany makes it possible for US companies to benefit from the knowledge of US firms already established here, to plan investments, to analyze potential risks and to quickly put their plans into action.

▲ **Jeinsan:** We have strong connections with industry, the insurance sector, trade fairs and other associations, including the Chamber of Commerce and Industry, and we do our best to provide companies with contacts that help them develop their businesses.

▶ **For more information on doing business in northern Germany and about AmCham Germany committees active in the area, please visit www.amcham.de**



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.



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Science For A Better Life



SIMPLIFYING CORPORATE TAXES

Düsseldorf, May 8. As part of the joint AmCham Germany-PricewaterhouseCoopers (PwC) Expert Briefing series on international taxes, **Petra Wingendorf** and **Marion Gohr**, both partners in international and corporate tax law at PwC Düsseldorf, addressed how German subsidiaries can efficiently manage withholding tax to avoid or minimize a tax impact. Pictured here are Wingendorf (left) and Gohr.

COGNITIVE COMPUTING

Böblingen, April 29. **Dirk Wittkopp**, Managing Director of IBM Germany Research & Development GmbH, spoke about cognitive computing at this Business After Hours event held at the IBM Lab in Böblingen. A captivated audience heard his company's views on the future and the advancements users and the IT software industry can expect to see. Participants also enjoyed a tour of the company museum.



INNOVATION IN BUSINESS

Düsseldorf, April 30. AmCham Germany members who attended this Business Luncheon got to hear **Dr. Marijn Dekkers**, Chairman of the Board of Management at Bayer AG, speak on the importance of recognizing innovation in business. Pictured here following his speech are Dekkers (left) and Dr. Alexander Schröder-Frerkes, North Rhine-Westphalia Regional Committee Chair.



US PERSPECTIVE ON GERMANY AND TRANSATLANTIC RELATIONS

Stuttgart, April 8. Attendees at this Business Luncheon heard Consul General **Kevin C. Milas** from the US Consulate General in Frankfurt/M speak about the future of transatlantic economic cooperation in a fast-changing global market. While Milas touched on the importance of TTIP, he especially focused on the attitudes of Americans toward Germany and emphasized

the importance of transatlantic relations and bilateral cooperation as Asia assumes increasing importance on the global stage. Pictured here are (from left): Spiridon Sarantopoulos, Hotel Steigenberger Graf Zeppelin; Prof. Gerhard Wegen, Baden-Württemberg Regional Committee Chair; Milas; and Rüdiger Möhler, PricewaterhouseCoopers AG.

THE FUTURE OF AGRICULTURE

Frankfurt/M, May 5. Agricultural issues are emerging to the foreground against the backdrop of TTIP. **Martin Richenhagen**, Chairman, President and CEO of the AGCO Corporation, talked about the future of global agriculture and the challenges facing transatlantic companies. Pictured here are (from left): David Knower, AmCham Germany Director; Dr. Mark C. Hilgard, Rhein-Main Regional Committee Chair; Richenhagen; and Dr. Lutz Raettig, AmCham Germany Vice President.



A LOOK AT NORTH RHINE-WESTPHALIA'S FUTURE GROWTH

Düsseldorf, April 8. At this Business After Hours event, **Dr. Jürgen Schröder**, Director and Manager of McKinsey & Company's Düsseldorf office, addressed the topic of future growth in North Rhine-Westphalia. Highlighting various local business cases, Schröder gave a picture of what to expect from the region in 2020. Participants also enjoyed dinner, discussion and networking while taking in the view from the top floor of the SkyOffice in Düsseldorf.

CORPORATE GOVERNANCE BEST PRACTICES

Munich, May 13. Chairman of the Supervisory Board at Deutsche Post AG, **Dr. Wulff von Schimmelmann**, was the keynote speaker at this AmCham Germany Forum also attended by Christian von Sydow, Bavaria Regional Committee Co-Chair; Marko Maschen, PINOVA Capital; Andreas Würtenberger, Bavaria Regional Committee Co-Chair; and Burkhard Linke, AmCham Germany Bavaria Representative. Schimmelmann spoke about corporate governance in Germany and the US.



INSIGHTS ON THE TRANSATLANTIC ECONOMY FROM US AMBASSADOR

Dresden, May 7. **John B. Emerson**, US Ambassador to Germany, discussed the enduring nature of the transatlantic trade relationship for participants at this Business Luncheon. With TTIP the major focus of the business community, his engaging speech, titled “The Transatlantic

Economy: Built to Last,” was well received. Pictured here are (from left): Prof. Heribert Heckschen, Saxony (Dresden) Regional Committee Chair; Kimberly Marteau Emerson; Emerson; and Dr. Ekkehard Nolting, Battke Grünberg Rechtsanwälte PartGmbH.



SMART IT SOLUTIONS

Frankfurt/M, May 15. Boards today are under more scrutiny than ever before: from regulators, stakeholders, shareholders and management. Technology can help. At this Expert Briefing, **Charlie Horrell**, Managing Director for EMEA at Diligent Boardbooks Limited, and **Dr. Joachim Schrey**, Partner at Noerr LLP, explored how electronic board papers enable better communication and help achieve a higher standard of corporate governance. Pictured here are: Schrey (left) and Horrell.

TRANSATLANTIC TAX LAWS

Frankfurt/M, May 12. This Expert Briefing provided insights into making US investments in Germany as well as current tax developments and tax planning. **Christian Athanasoulas**, Principal at KPMG Boston, and **Marko Gründig**, Partner at KPMG New York, addressed the impact of new changes to US tax law on investments made by US multinationals in Germany. **Dr. Oliver Heinsen**, Partner at KPMG Frankfurt/M, covered developments in German tax law and their implications for German-based group companies of US multinationals. Pictured here is Heinsen explaining a point during his presentation.



DISRUPTIVE CHANGE IN MEDIA

Berlin, May 5. It is no secret that the Internet has turned the media world upside down. At this AmCham Germany Forum, **Christoph Keese**, Executive Vice President of Axel Springer SE, spoke about the successful management of disruptive change in media and value creation in a media landscape vastly different from the past. Pictured here is Keese addressing the audience.



ASSESSMENT OF EU PARLIAMENT

Stuttgart, June 2. Just one week following the eighth European parliamentary elections, **Rainer Wieland**, Vice President of the European Parliament, was welcomed to this Business Luncheon to provide an initial examination of the results. His speech included a broad historical overview of the EU political landscape as well as a nuanced analysis of the current balance of power between the various parliamentary factions. Pictured here are (from left): Prof. Gerhard Wegen, Baden-Württemberg Regional Committee Chair; Wieland; Klaus Tornow, AmCham Germany Baden-Württemberg Representative; and Matthias Kopka, Ebner Stolz Mönning Bachem.

US Students Arrive to Start Internships

In mid-May, AmCham Germany welcomed the fifth group of US university students to Frankfurt/M for the annual US-German Internship Program. This year, a total of 29 interns will take part in the three-month internship program at 24 companies across Germany. A reception was held at FrankfurtRheinMain GmbH to welcome the students and give them the opportunity to meet their host companies and to prepare themselves for the exciting time ahead.

Participants heard welcoming remarks from a number of prominent leaders, including Eric Menges, Executive Vice President, FrankfurtRheinMain GmbH; Andreas Povel, AmCham Germany General Manager; Dr. Christoph Rückel, BridgehouseLaw Atlanta; Kevin C. Milas, US Consul General; and Thomas Schlichting, External Communications Manager, UPS Deutschland.

The US-German Internship Program aims to cultivate a positive view of Germany among fu-

ture US leaders and expects program participants will serve as ambassadors of German-American friendship. Established in 2009 with BridgehouseLaw Atlanta, the highly successful program has had more than 130 participants and continues to grow steadily under the patronage of Hannelore Kraft, Minister President of North Rhine-Westphalia. ■

► **For more information about how you and your company can get involved, please contact Katrin Utzinger:**

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amcham germany asks



▽ *What aspects of transatlantic relations work best?*

▲ In addition to close economic relations, the strong foundation of our transatlantic partnership is built on our countries shared beliefs and values concerning freedom, democracy and the rule of law. This common ground unites us despite the current challenges we are facing due to differences on the issue of cybersecurity.

▽ *What changes to the transatlantic relationship are necessary?*

▲ Far-reaching changes to the security agenda, highlighted by situations like Ukraine as well as challenges concerning the energy policy agenda highlight just how important it is to revitalize our transatlantic partnership and to focus on the long list of shared interests and values. Moving forward, a strong transatlantic partnership will become increasingly important to both countries.

▽ *What was the last book you read?*

▲ I am interested in Japanese literature and one of my favorite writers is Haruki Murakami. I finally finished "IQ84" and, like all his books I've read, I enjoyed it a lot. It's a typical Murakami

book with all the surreal storytelling and protagonists you would expect from him.

▽ *What is your favorite German or American food or dish?*

▲ Not sure if I can call it my absolute favorite, but I really enjoy the fried food at the annual Indiana State Fair – like fried strawberries and fried corn on the cob. I also have a weakness for macaroni and cheese.

▽ *Who, living or dead, do you admire most?*

▲ My parents. Everything I believe in and value I learned from them. From a business perspective, I admire Ernesto Bertarelli whose Swiss Alinghi team became the first-ever European team to win the prestigious America's Cup in 2003. It's amazing that a nation famous for its mountains won one of the oldest sailing competitions in the world.

▽ *What is your favorite place in the US or Germany and why?*

▲ My husband and I are very interested in architecture and Chicago has a lot of great buildings to appreciate. It's so vibrant and has both the lake

and a river – a special combination. I love taking in a view of the city from the John Hancock Observatory, walking around the historic buildings in the old North Side and riding a boat on the Chicago River. ■



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► ABOUT THE COMPANY

Lilly is a global healthcare leader that unites caring with discovery to make life better for people around the world. The company was founded more than a century ago by a man committed to creating high-quality pharmaceuticals that meet real needs, and today Lilly remains true to that mission in all its work. Lilly employees across the globe work to discover and bring life-changing pharmaceuticals to those who need them, improve the understanding and management of disease, and give back to communities through philanthropy and volunteerism.

Free Trade for Food Security

Facilitating the global trade of food and agricultural products is critical to achieving global food security. More open markets, better transport infrastructure and stronger trade policies coupled with increased productivity will form the foundation for needed expansion in agriculture and its value chain over the next four decades.

Increased food demand in cities

Population growth and the enormous dietary improvements sparked by rising affluence will cause food demand to increase by 70% by 2050. That is well known. Less appreciated is the impact of rapid global urbanization – the concentration of people in urban

centers. Currently, half the global population lives in urban areas, but this figure will rise to 70% by 2050. We must enlist regions with a food surplus to meet the needs of these urban centers where food demand will increase most rapidly.

Despite the clear urgency to facilitate agricultural and food trade across broad regions, it has become politically attractive in many countries to demonize trade liberalization. Moreover, protectionism is growing. This has prompted the increased levying of tolls, impacting the availability and cost of food. Multilateral efforts to liberalize trade, such as the Doha Round, have stalled in no

small part due to the recalcitrance of both agricultural producers and food consumers to reduce subsidies and to open markets.

Key role of trade

Still, there are glimmers of hope for significant progress in the future. Major regional free trade negotiations are underway, negotiations like TTIP. The successful conclusion of such 21st century agreements would serve as a standard for helping achieve global goals. More robust multilateral efforts addressing food trade will be essential to achieve global food security. Future food needs will strain our systems, but they can be met if we maintain our focus on the role of trade. ■



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Clean Labels: The Ingredient for Success

When it comes to labels on food packaging, today's consumers believe "the simpler, the better." This has led to a growing trend known within the food industry as "clean label." Increased customer scrutiny has prompted manufacturers to create new or alter existing recipes by replacing food additives with e-number-free alternatives.

A growing trend

The number of clean-label products launched between 2008 and 2013 has jumped 107% – and there's no sign of this growth abating. A study by Mintel indicates the UK and Germany led the

way in Europe, with 16,865 and 15,635 new products launched respectively over a five-year period. And one out of every three products now features a clean label.

One-third of all products have a clean label

Yet, despite its popularity, there is still no industry-wide accepted definition of the term clean label. As pioneers in this arena, our group of companies has developed a definition of clean label to help customers understand this important trend and align their product development accordingly. Our definition draws from three simple guidelines: foods must be free of additives, feature a simple ingredient list and be minimally processed.

After identifying ingredients to remove, manufacturers should also think about product positioning and commu-

nicating that all-important clean-label status on packaging. Consumer insight studies around the world help us monitor and track developments in demand for clean label products.

More consumer attention

Our latest study asked more than 1,800 participants in western Europe about messaging and claims on packaging. Today's consumers are clearly paying more attention: 74% rated the ingredients list an important consideration, while 68% usually or always read front-of-packaging messaging when making a purchasing decision.

We believe adopting a clean-label strategy is a key ingredient for success. ■



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Focus on Women in Leadership

Frankfurt/M, May 27. AmCham Germany co-hosted their third Women in Leadership Event together with Deutsche Bank, introducing an exciting initiative aimed at increasing the number of women in top management in Germany: the Cross-Company Mentoring Program by Praesta Deutschland. Participants learned about the program as well as results that have been achieved so far.

Business Law Magazine Launched

Frankfurt/M, June 26. The first edition of the English-language Business Law Magazine, a joint publication of the F.A.Z.-Institut and German Law Publishers, is now available online. The free quarterly magazine explores all key questions related to German corporate, commercial, tax, labor, compliance and IP/IT law.



► To subscribe, please visit www.businesslaw-magazine.com

Board of Directors Meets at Annual Membership Meeting

Düsseldorf, May 22. AmCham Germany's first Board of Directors' Meeting in 2014 was held in conjunction with the 111th Annual Membership Meeting. AmCham Germany President **Bernhard Mattes** (pictured addressing the audience) provided insights into the main points covered in the XI Business Barometer and reported on the activities of the policy committees, the Washington Dialogue and the successful AmCham Germany Transatlantic Partnership Award ceremony held on Jan. 28, 2014. **Andreas Povel** recounted his first months as general manager, emphasizing activities related to TTIP. **Dr. Clemens Doepgen**, Chair of the TTIP Committee, reported on the activities of the policy committees and presented the second edition of AmCham Germany's TTIP brochure, while Treasurer **Armin Slotta** presented a detailed financial report.



The value of free trade

SMEs are the engine of the European and US economies. [...] Right now, a number of barriers are blocking SME trade between Europe and the US: The various systems of certification and import inspection on both sides of the Atlantic frequently drive up costs and waste too much time. [...] The US and Germany share historical, cultural and economic bonds unlike virtually any other country outside Europe. For this reason, the US holds tremendous appeal for Germany's SMEs. [...]

TTIP will be the first trade agreement [between the US and EU] to include a special chapter for SMEs. This chapter will be designed to ensure the agreement's terms are implemented in a manner that helps SMEs. As a result, TTIP is not just an agreement for big multinationals. [...] For SMEs, TTIP is a must-have!

(Translated from the original German editorial written by Dr. Eric Schweitzer, President of the Association of German Chambers of Commerce and Industry, and Bernhard Mattes, President of AmCham Germany, as it appeared in Die Welt on May 5, 2014)

What Germany should not miss out on

[...] Germany is in a strong position today. But it cannot afford to rest on its laurels. A successful business location is not a season in the sun. It involves a continuous process that requires a good feel for future trends. [...]

Where should Germany as a business location start making improvements? AmCham Germany has identified three key areas that should be addressed: TTIP, the systematic digitization of the German economy and improved exchanges of skilled workers. [...]



Merkel Interviewed at Annual Membership Meeting

At the 111th Annual Membership meeting, Chancellor Angela Merkel received much media attention, including in an n-tv interview on transatlantic trade topics. Handelsblatt would cover this in an article titled "Progress in Free Trade Talks" that appeared on May 23, 2014. Here are the excerpts:

[...] Chancellor Angela Merkel (CDU) has expressed her strong support for a proposed free trade agreement in spite of the strong criticism being directed at the plan. "It is a fantastic project and it is worth fighting for," Merkel said at [the Annual Membership Meeting of] AmCham Germany in Düsseldorf.

She called on the US and the EU to settle their differences on TTIP. The Chancellor said people's fears about the agreement could be addressed by drawing up a list containing all of the points that the compact would not address. [...] Merkel said the US was to blame in part for skepticism about the agreement. "The lack of transparency related to the NSA has not helped the debate about the trade agreement," she noted.

[...] She added that there were good reasons to think that the agreement would be completed in 2015. "It is one of the most cost-effective growth generators you can imagine," she said.

Business location improvements will not stop with TTIP. To ensure that Germany continues to prosper, digitization must make its way into the economy. [...] The German government must step in here to create business conditions that promote innovation and growth.

[...] To fully tap the opportunities offered by the digital economy, markets must remain open around the world.

[...] Germany's dwindling number of highly skilled employees is already a serious problem. For this reason, it is necessary to continue

investing in education and in the German success model. [...] The exchange of skilled workers must be simplified by creating more modern laws governing resident aliens. [...] We need enthusiasm, economic foresight and the courage to reform.

(Translated from the original German editorial written by AmCham Germany President Bernhard Mattes as it appeared in the Börsen-Zeitung on May 23, 2014)

'I call for a "start-up era" at universities'

As part of a trip by the German Parliament's Digital Agenda Committee taken in conjunction with AmCham

Select Germany Publication Released

Germany has one of the most sophisticated, innovative and dynamic economies in the world – and has the leading economy in Europe. To help spread this message to potential investors, AmCham Germany and Roland Berger released a new publication titled "Select Germany: Europe's Top Investment Region." The six-page brochure highlights the top 10 reasons to invest in the country, including industrial competence, a highly qualified workforce, innovative power and customer access as well as Germany's competitive tax rates, exceptional growth potential and reliable legal system.



► For more information about the publication, please visit: www.amcham.de/publications

AmCham Germany Dialogues in DC

Washington, DC, May 18-20. A delegation of AmCham Germany Patron Members, as well as AmCham Germany President **Bernhard Mattes** and Executive Vice President **Frank Riemensperger**, met with political leaders in the US capital. AmCham Germany participants discussed TTIP with such important leaders as **Reince Priebus**, Chairman of the Republican National Committee, **Peter Wittig**, newly appointed German Ambassador to the US; **Tom Donohue**, President and CEO of the US Chamber of Commerce; members of the US Senate **Jeff Sessions** (R-AL), **Chris Murphy** (D-CT) and **Erik Paulsen** (R-MN), who also chairs the Senate Foreign Relations Subcommittee on European Affairs. The meetings concluded with one clear message: TTIP is of fundamental geopolitical and economic importance to the US and currently takes higher precedence than the Transpacific Partnership.

Germany, Christian Flisek, MdB (SPD), had a chance to spend a few days in Silicon Valley near San Francisco before Easter. During visits to such companies as Facebook, eBay and IBM, Flisek heard some suggestions about business conditions for start-up companies.

[...] During an interview afterward, he noted that "it would definitely make sense to facilitate and promote a 'start-up era' while students are still in college." [...]

[In other points made during the interview, Flisek said:]

In addition to tax incentives, I am

primarily thinking about the major capital collection pools that we have in Germany, companies like big insurers. Executives here should think about the idea of systematically making a small percentage of this capital available for such investments.

[...] The days of big industrial parks are probably over. We will have to start thinking smaller in the future.

(Translated from the original German interview that Sebastian Fleischmann conducted with Christian Flisek as it appeared in the Passauer Neue Presse on April 24, 2014)



May to June 2014

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Holger Neckenbueger
Head of Board
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mileworks automotive systems GmbH

Steffen Borngräber, CEO
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- ▶▶ Industrial Location Germany – Industry 4.0: The Future Factory
- ▶▶ Special Report: Top 50 US Companies in Germany
- ▶▶ Sixty Years of commerce germany



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■ Index of companies

Cargill Holding (Germany) GmbH	11
Ingredion Germany GmbH	23
John Deere GmbH & Co. KG	23
Lilly Deutschland GmbH	22
Mars Food Germany	8
Monsanto Agrar Deutschland GmbH	7
TÜV SÜD Product Service GmbH	7
UPS Germany	9

■ Advertiser's index

3M	28
Bayer Pharma AG	19
NRW.INVEST GmbH	2

<p>AmCham Germany 2014 event highlights</p> <p>Please see www.amcham.de for the latest updates</p> <p>Light blue = events wholly or partially in English</p>	<p>Aug. 29</p> <p>Summer Barbecue</p> <p>International Chambers of Commerce</p> <p>Berlin</p>		<p>Sept. 10</p> <p>International Summer Business Barbecue</p> <p>Dresden</p>		<p>Sept. 12</p> <p>Business Luncheon</p> <p>Heike van de Kerkhof Aufsichtsratsvorsitzende DuPont Deutschland GmbH</p> <p>Frankfurt/M</p>
<p>Sept. 16</p> <p>AmCham Germany Forum</p> <p>Ingo Kramer Präsident & Hauptgeschäftsführer BDA – Bundesvereinigung der Deutschen Arbeitgeberverbände</p> <p>Munich</p>		<p>Sept. 18</p> <p>Board of Directors Meeting (Board, Patron and Executive Members only)</p> <p>Berlin</p>		<p>Sept. 24</p> <p>Business Luncheon</p> <p>Götz W. Werner Gründer und Aufsichtsratsmitglied dm drogerie-markt</p> <p>Stuttgart</p>	
<p>Oct. 6</p> <p>AmCham Germany Forum</p> <p>Dr. Ulf Mark Schneider CEO & President Fresenius SE & Co. KGaA</p> <p>Hamburg</p>	 <p>© Fresenius SE & Co. KGaA</p>	<p>Oct. 9</p> <p>AmCham Germany Forum</p> <p>Roland Koch Chairman of the Executive Board Bilfinger SE</p> <p>Munich</p>	<p>Oct. 14</p> <p>Expert Briefing</p> <p>Christof K. Letzguß Partner PricewaterhouseCoopers AG</p> <p>Topic: International Tax Highlights</p> <p>Frankfurt/M</p>	 <p>© Wintershall Holding GmbH 2014</p>	<p>Oct. 28</p> <p>AmCham Germany Forum</p> <p>Martin Bachmann Vorstand Exploration Wintershall AG</p> <p>Stuttgart</p>
<p>Nov. 11-12</p> <p>Eight Annual Transatlantic Business Conference: The Transatlantic Marketplace – Challenges and Opportunities Beyond 2014</p> <p>Frankfurt/M</p> 	<p>Nov. 14</p> <p>AmCham Germany Forum</p> <p>Prof. Roland Berger Vorsitzender des Aufsichtsrates Roland Berger Topic: Europas Rolle in der Weltwirtschaft</p> <p>Munich</p>	 <p>Nov. 27</p> <p>Thanksgiving Dinners</p> <p>Düsseldorf, Frankfurt/M and Hannover</p>	<p>Dec. 4</p> <p>Board of Directors Meeting (Board, Patron and Executive Members only)</p> <p>Berlin</p>		
 <p>Dec. 4</p> <p>Goose Dinner</p> <p>Berlin</p>		<p>Dec. 5</p> <p>Business Luncheon</p> <p>Tarek Al-Wazir Hessischer Minister für Wirtschaft, Energie, Verkehr und Landesentwicklung</p> <p>Frankfurt/M</p>	 <p>Dec. 7</p> <p>Swinging Christmas</p> <p>Wolfgang Dauner Trio</p> <p>Stuttgart</p>		



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