Bits and bytes on the attack
Security and geopolitics

INTERVIEW WITH ARNE SCHÖNBOHM
Successful digitalization calls for cybersecurity

13TH TRANSATLANTIC BUSINESS CONFERENCE
Competitiveness in the 21st century

ENERGY & CLIMATE COMMITTEE
Market vs. regulation
NEW ISN’T ON ITS WAY. WE’RE APPLYING IT NOW.

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NEW APPLIED NOW
Dear Readers,

Ever since the Second World War, Germany, Europe and the US have worked together on an array of geopolitical and defense issues — on combating the proliferation of nuclear weapons and the spread of terrorism, on counteracting climate change, on promoting democratic ideals and human rights around the world, and on ensuring a level playing field in the global economy. While this partnership has come under strain in recent times, the fact remains that the security and prosperity of the world depends on strong relations between Europe and the US. That’s why we at AmCham Germany are committed to strengthening transatlantic cooperation and providing the impetus for increased cooperation — especially in challenging times like these.

In a survey in May we asked our members: “In what areas do you see the biggest need for action in Europe?” About 50% of the respondents replied that the further strengthening of collective EU foreign and security policy is important to them. So in this issue, we delve deeper into the security and geopolitical aspects surrounding the world’s most important relationship. In our cover story, we focus on the importance of cybersecurity for transatlantic business. After all, in order for companies in Germany and the US to be successful, they not only have to transform their business models but also ensure they have taken adequate measures to protect themselves from cyberattacks.

In keeping with our focus on geopolitics from a digital perspective, Annett Meiritz, US correspondent for Handelsblatt, writes about the importance and influence of social media on the 2020 US presidential election in our column Transatlantic Trends. We also take a look at developments in transatlantic security and defense — for instance, the future of US security commitments to Europe, and German national security spending — with a piece by Dr. Marco Overhaus from the Stiftung Wissenschaft und Politik (SWP) in our column Viewpoint.

Of course, no issue of commerce germany would be complete without noteworthy news from the Chamber. That’s why we’ve also devoted a portion of this issue to one of our signature events: the 13th Transatlantic Business Conference, which was held November 6–7 in Berlin and focused on the geopolitics of the European-American relationship.

In closing, as we begin 2020, we’d like to thank all of our members and supporters who have joined us over the past year in advocating strong German-American ties. We look forward to seeing you at our New Year’s Receptions in January and maintaining transatlantic dialogue together with you!

Wishing you a happy new year,

Frank Sportolari

Illustration: Charlotte Hintzmann
Save the date for our next AmCham Germany Annual Membership Meeting.

**WHEN?** April 29/30, 2020

**WHERE?** Munich

Invitations with the detailed program will be sent out in March 2020. Take this opportunity to network with representatives from the transatlantic business community — from industry and politics. You also have the opportunity to become an event partner. Feel free to contact Mandy Elgner to discuss various ways of supporting us!

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As part of the Transatlantic Evening in December, AmCham Germany honored three female founders, who have asserted themselves in the application process with their innovative and successful business models. The focus of the winners’ start-ups lies on innovation in integration, robotics and AI. As female founders are still a minority in the start-up ecosystem on both sides of the Atlantic, AmCham Germany’s Female Founders Award is setting an example by honoring successful female (co-)founders as positive role models. The winners of the Female Founders Award 2019 are: Zarah Bruhn, Co-Founder & CEO, Social-Bee gGmbH, Xenia Scholl, Co-Founder & COO, TeleRetail and Michelle Skodowski, CO-Founder & COO, BOTfriends. In addition to the innovative strength of the business model, financing and growth figures were also evaluated in the selection process.

When it comes to transatlantic issues, AmCham Germany is a sought-after discussion partner — for television and radio interviews and at many events. This year, AmCham Germany was present in many interviews and events: AmCham Germany President Frank Sportolari delivered a speech before the Economic Council of the CDU in Düsseldorf and engaged in a discussion with Minister Peter Altmaier on the occasion of the 10-year anniversary of Germany Trade & Invest (GTAI) in Berlin. Sportolari also discusses transatlantic issues and his personal relationship to the US and Germany with Chelsea Spieker in her podcast “The Americans.”

Each year, AmCham Germany ranks the TOP 50 US companies and the TOP 30 US employers in Germany. With a turnover of nearly €21.1 billion in Germany in 2018, Ford is once again in the lead, followed by Amazon with an estimated €16.9 billion, and ExxonMobil Central Europe Holding (Esso) with an estimated €9.4 billion including petroleum tax.

The ranking, a result of a survey by AmCham Germany and Accenture, was complemented by an analysis of the TOP 50 US companies’ progressiveness based upon equality, diversity and inclusion, climate change, and privacy. In addition, another survey shows how US companies see transatlantic relations and how they rate Germany as a business location.
Committee on Telecommunications, Internet and Media: New line-up

The Telecommunications, Internet and Media Committee (TIM) welcomed a new leadership team in September. The committee, which focuses on topics such as competition policy in the digital arena, cybersecurity, cyber-diplomacy and responsible AI, is now headed by Dr. Guido Brinkel, Head of Regulatory Policy and Director of Corporate Affairs at Microsoft Deutschland GmbH; Nina Keim, Director of Government Affairs and Public Policy at Salesforce.com Germany GmbH; and Christine Wenzel, Head of Corporate Affairs for DACH and Head of the Berlin office of Hewlett Packard Enterprise.

The committee is AmCham Germany’s platform for all member companies wanting to make their voices heard about current technological developments, digital innovation and tech policies and regulations. For more information about the committee, please contact AmCham Germany staff member Constanze Krüger.

Welcome to AmCham Germany: New staffers

AmCham Germany’s influence is continuously growing and we are pleased to receive energetic support from new staffers.

Ann-Cathrin Spranger (photo above) joined our communications team in November. She studied governance and public policy as well as international relations in Passau and Budapest.

Johanna Gregory (photo below) will join our events team starting in January 2020. She served as director of operations and project management for almost two years in the US.

We look forward to working with our two new colleagues!

New Energy & Climate Committee co-chair: Ursula Menhart

Ursula Menhart, Head of Government Relations for Germany at Shell, was appointed new chair of AmCham Germany’s Energy & Climate Committee (ECC) in September. She and Dr. Birgit Ortlieb from Dow Germany will jointly steer the committee’s activities.

The ECC monitors legislative developments in energy and climate policy in Germany, the EU and the US. It discusses current energy and climate policies with relevant political stakeholders and is actively involved in related political debates. The committee recently published a new position paper titled “Challenges in Energy and Climate Policy — Market vs. Regulation,” which advocates for a market-based sustainable energy and climate policy. For more information about the committee, please contact AmCham Germany staff member Juliane Reitzig.

You can read more about the committee’s position paper on pp. 26–27.
Countering 21st-century upheavals with innovation and dialogue

Discussing IoT and platform economy as well as the evolution of business models”. Christine Mareen Rupp, Member of Consulting Exco at Deloitte Consulting Germany, and Sabine Bendiek, Chairperson of the Management Board of Microsoft Germany (left).
**Under the motto “Building the power to compete in the 21st century,” representatives from business and think tanks as well as political leaders met in Berlin on November 6–7 to discuss the economic and political challenges of the 21st century in a transatlantic context.**

It has been 30 years since the wall that divided this city came down. But tonight, there are new physical and metaphorical walls going up all around the world. And like 30 years ago, we need every citizen of the free world to help tear them down.” These were words that Eric Holder, former US Attorney General, used to open the conference and recall that the transatlantic partnership has formed the foundation for peace and prosperity.

**The relationship between Germany and the US is global**

Calling it “the issue at stake,” Frank Sportolari, President of AmCham Germany, took the transatlantic partnership to a new level: “We’re no longer dealing with a transatlantic issue — the relationship between Germany and the US is global.” Therefore it was essential that business representatives, politicians and academics from the US, Europe and Germany engage in a continuous dialogue to shape transatlantic relations and counter increasing fragmentation, Sportolari said.

In this context, Dieter Kempf, President of the BDI, warned against protectionist measures: “History has repeatedly shown that trade conflicts are expensive. It permanently damages the world economy if such trade negotiations are conducted as if it were a game of poker. For that the economic consequences are too serious.” On the contrary, one must remain in dialogue, Kempf added.
Uncertainty is hindering success

Thomas Bareiß, Parliamentary State Secretary at the German Federal Ministry of Economics and Energy, underlined Kempf’s statement: “In order to remain competitive in the future, we must work together and not against each other. Our companies on both sides of the Atlantic and our closely interwoven trade and investment relations are proof of the success of our partnership, and organizations like AmCham Germany play a crucial role in continuing to work together and find common solutions.”

Gordon Riske, Managing Director of the KION Group, outlined the advantages of competition while also condemning uncertainty, which, in the German-American partnership, has left its mark on companies and their competitiveness. Riske made clear how much this could harm the economy, warning: “Uncertainty prevents success at a time when we can least afford it.” In his remarks, Ralf Brinkmann, President and Chairman of the Board at Dow Germany, underlined that continued dialogue is of utmost importance, and the focus should be on global cooperation.

“Competition for leadership in artificial intelligence makes sure to provide the best products.”
Annette Green, Vice President of DACH at SAS Institute GmbH

Eric Holder, former US Secretary of Justice, appealed to everyone to challenge walls and divisions and underscored how the transatlantic partnership served as the foundation for peace and prosperity.

“China and the Impact on the Global Trading System” was a panel discussion in which Tim Stratford, Former Assistant US Trade Representative, Chairman of AmCham China and Partner of Covington Beijing; Peter Flanagan, Partner, Covington & Burling LLP and Co-Chair of Covington’s International Trade Practice Group; and Frank Riemensperger, Chairman, Accenture Germany, participated as panelists. The panel was moderated by Noah Barkin, Visiting Fellow, Mercator Institute for China Studies (MERICS).

Pictured here from left to right: Flanagan, Barkin, Riemensperger and Stratford.

“We must work together and not against each other.”
Thomas Bareiß, Parliamentary State Secretary, German Federal Ministry of Economics and Energy

Competition, business, China, artificial intelligence, cooperation, values: The panels, lectures and breakout sessions offered the participants plenty of discussion material.
Curiosity, education and global thinking to remain competitive

This approach was also shared by Annette Green, Vice President of DACH at the SAS Institute. She proposed three concrete solutions to strengthen competitiveness in the 21st century: Cultivate curiosity and openness toward artificial intelligence, promote education about new technologies and engage in global thinking. “Competition for leadership in artificial intelligence is not a competition among nations, but a healthy competition among businesses to make sure they provide the best products,” Green said.

The panel on the internet of things and the platform economy with Sabine Bendiek of Microsoft, Christine Marleen Rupp of Deloitte, and Gordon Riske of the KION Group focused on technological change and the need to think globally.

The changes caused by new technologies required global thinking, Bendiek emphasized. She also indicated she believed national champions were an illusion and “one cannot serve customers all over the world from a closed garden.” Rupp agreed with Bendiek and said Germany should appear more determined in order not to lose the connection to developing new technologies.

The discussion on the Chinese-American trade dispute focused on its impact on Europe.

China and the US: that relationship’s impact on Europe

In the conference’s closing speech, former German Foreign Minister and Vice Chancellor Joschka Fischer called on the audience to take China seriously, but stick to our values. “The transatlantic partnership as we know it will not come back. Not even after the next election. Nevertheless, Americans and Europeans belong to the same family. We are dependent on each other.” Fischer said, concluding: “There is no positive future without the partnership between Europe and America.”

Have a look at our video of the 13th Transatlantic Business Conference:

Annette Green, Vice President of DACH at SAS Institute GmbH, proposed concrete solutions to strengthen the competitiveness of companies in the 21st century.
Cybersecurity as a global business issue
Digitalization not only calls for a transformation of business models, but also for a change in mindset for handling cybersecurity issues at companies. Taking action to protect companies against cyberattacks can only work on a global level and in cooperation with scientists, political leaders and the business community.

Since 2006, the Center for Strategic and International Studies in Washington, DC, has been recording significant cyber incidents directed toward government agencies, defense and high tech companies and economic crimes with losses of more than $1 million. The Center’s compilation briefly describes every attack or incident and the affected institution. The current document has reached 40 pages with over 300 listed incidents. Clearly, the need for companies and institutions to discuss cybersecurity on all levels cannot be denied. Every day, we can learn about new cyber incidents because criminals have substantially professionalized their tools and methods over the years.

There are countless examples of cyberattacks on companies in the US and Germany over the last decade — attacks with the potential to both affect companies as a whole as well as their supply chains and customers. “Cybersecurity is not only a question of technology or compliance, but a question of the company’s overall strategy,” points out Peter Wirnsperger, Partner and Head of the area Cyber Risk at Deloitte. He also observes that it has only been in the last couple of years that cybersecurity strategies are not just centered on IT but are also being discussed in the entire business context. “Our economy has changed in so far that we have new types of companies, such as online shops, with totally different cybersecurity needs,” Wirnsperger points out. And cybersecurity plays a significant role not only for e-commerce: every company has to answer the same questions: How can we secure our market position and how can we securely implement new technology?

**Cooperation between business and politics**

The same also applies to government agencies and the public sector. “Safeguarding security in cyberspace and protecting critical information infrastructure are vital concerns of the 21st century and
**UNCOVERING HIDDEN RISKS**

Achieving greater cyber resilience as a society and within organizations will require a more concerted effort to uncover and manage new risks inherent in emerging technologies. Organizations must have the right leadership and processes in place to drive the security measures required by digital advancements. Many businesses are just beginning this journey: Relatively few respondents (34%) say their organizations plan to assess internet of things (IoT) security risks across the business ecosystem. A total of 29% of respondents say chief information security officers (CISOs) bear responsibility for IoT security.

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**Facts about ransomware: A troubling evolution**

Ransomware can be debilitating for businesses, negatively affecting the organization’s productivity, financial performance and brand. Malicious software denies access to a system or to data until a set amount of ransom is paid. Ransomware can enter a company’s systems through contact with an infected website or as a result of a successful phishing email. In many cases, malicious actors infiltrate a company’s systems long before they deploy the ransomware. Once they’ve gained access, these actors will then take the time to perform reconnaissance on the company’s IT infrastructure to ensure their deployed ransomware is targeted to maximize the encryption of data. Once a company’s systems are breached, the malicious actors can encrypt them and exfiltrate key files. They will then demand a ransom payment, generally in bitcoins, in exchange for the decryption key or restoration of the stolen files.

A common misperception is that malicious actors, using ransomware, target larger corporations and businesses. In fact, malicious actors, leveraging automated software and other capabilities, target organizations of all sizes from many different sectors, including state municipalities, healthcare entities and law firms. The evolution of ransomware is troubling, and ransomware attacks are on the rise:

- Conservative estimates indicate that the number of ransomware modifications is more than double the number of new samples detected during the same period last year.
- In 2019, every 14 seconds an organization falls victim to ransomware.
- A total of 1.5 million new phishing sites are created every month.

After an infection, a company faces an average downtime of 9.6 days and has to pay about $36,295, whereby the significantly higher downtime costs are not yet included here.

*Source: Squire Patton Boggs*

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Twenty-nine percent of respondents say CISO bear responsibility for the internet of things (IoT) security.

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<th>Role</th>
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<tr>
<td>CISO</td>
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<td>Engineering</td>
<td>19%</td>
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<tr>
<td>Chief risk officer</td>
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Learn more about Germany’s measures for cybersecurity in an interview with Arne Schönbohm on pp. 18–19.

The “Cyber Security Report 2019” from Deloitte also underlines the belief that government policies can help to increase cybersecurity for companies. But two-thirds of the surveyed companies’ representatives do not consider the needs of businesses are being effectively addressed by federal government institutions. On the other hand, half of the interviewed politicians do not feel they are well informed about the problems and needs of the business world in terms of IT security. Therefore, a dialogue between politicians and companies is key to developing cybersecurity solutions.

**Communicating cybersecurity on all levels**

Making a distinction between the state and federal levels in Germany is also necessary for understanding cybersecurity challenges in a broader and ultimately global context. “Companies and governments are well advised to foster an open and collaborative environment in which they can freely exchange and discuss their challenges as well as lessons learned,” says Wirnsperger from Deloitte. “While such issues are not always easy and entirely pleasant to discuss openly, pursuing cross-border collaboration in open ecosystems works to the greater benefit of all.”

Cooperation between companies and the government is not only a key aspect to finding new solutions in cybersecurity, scientists and their research in this field require a high level of government commitment,” says Arne Schönbohm, President of the German Federal Office for Information Security (BSI). He explains that the German government has done more in terms of strategic development, legislation and practical measures for IT and cybersecurity over the last few years than ever before. These measures include, for example, implementing the IT Security Act in 2015 and developing a new cybersecurity strategy for Germany in 2016.

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also need to be included. “On a scientific level, there has always been a good academic partnership between the US and Europe,” says Udo Helmbrecht, Honorary Professor at the Institute for Technological Computer Science at the Bundeswehr University in Munich. “Germany is internationally well positioned when it comes to research, patents and start-ups in cybersecurity, but they do not scale.” Often, American companies are more successful. Thus, Europe should be aware that demand also exists for it to develop new technology and business models in the field of cybersecurity. And this can only work when cooperating on a global level. “The interest in cybersecurity is equally important for all countries,” Helmbrecht says. “Therefore, we need a mutual understanding of the regulatory framework and no isolated, national solutions.”

The increasing number of cyberattacks on both companies and public institutions make it clear that solutions to prevent cybercrime can only be successful on a global level when all stakeholders work together. Additionally, businesses should support a change in mindset that recognizes cybersecurity is a topic not only handled by the IT department but within the entire company.

Cyberthreats are escalating faster than many firms can identify, block and mitigate them. Visibility into the threat landscape is imperative, but it’s even more essential to act.

What can companies do to protect their businesses against current and future threats? Here are five recommendations:

- **Embed security into the network.** The volume and velocity of network data will continue to skyrocket. Deploying better security at a network layer will help to provide a disproportional benefit due to the increased bandwidth that video, IoT, mobile and 5G will bring.
- **Double down on the experts.** Security talent is scarce. Organizations must determine what is essential for them to architect and deliver internally and what can best be delivered by trusted partners.
- **Make security simple.** When evaluating security solutions, always consider if they improve your security, decrease your cost and reduce friction. Choose a solution that meets at least two of these criteria.
- **Close the security and engineering gap.** Security bolted onto the network late in the process can be disruptive to both the business and the user experience. It is essential that security is built into every product and solution as part of one engineering process.
- **Change how we trust.** The days of implicit trust are over. A connected device tied to a person’s identity cannot be trusted. It’s critical to look at applying security consistently across any devices associated with a person’s identity.

CenturyLink provides network-based layers of protection to help businesses defend against an increasingly complicated threat landscape. The company has one of the largest and most deeply peered IP backbones in the world, giving expansive, near-real-time visibility into the threat landscape.
We have seen the impact of cyber-attacks regularly reported in the news and many companies are having to handle cybersecurity issues on a daily basis. It’s hard to believe that only 10 years ago the concept of cybersecurity was new to the business world. It started from a government national security perspective only to break into the public domain during the 2016 US presidential election. Since then, it changed from being a neglected topic to being a C-level topic in 2019 — yet awareness remains too low. Cybersecurity has traditionally been delegated to the IT department of large organizations, while being neglected by SMEs who are most vulnerable to ransomware and nation-state attacks seeking IP.

Focusing on people

Today the actions of individuals can have major impact on businesses as they are the primary targets of cybercriminals’ attempts to infiltrate companies. As a result, the discussion surrounding cybersecurity technology has increasingly shifted to the decisions made by individuals. Technological quantum leaps in the last three years replaced legacy on-premise antivirus with cloud-native SaaS endpoint systems. Such systems offer managed endpoint protection by applying AI-based models, in which machine learning is applied to billions of data points to develop threat graphs.

Cybersecurity and the holistic view

The developments over the past few years reflect a paradigm shift and prove the importance of cybersecurity awareness for SMEs and global players alike. Global corporations and SMEs must employ a holistic view that embraces threat intelligence at the C-level all the way down to endpoint protection for the individual user. Employees at all levels must be trained in endpoint security awareness and be supported by the latest cybersecurity technology. But an effective cybersecurity strategy goes beyond internal individuals. A critical concept as a path to protection is “breakout time” — between when an external intruder gets on a machine and when they break out of the beachhead they’ve established. Only organizations that meet the “1-10-60 Minutes Rule” will be able to stop a potential breach from occurring. These three time objectives are technically critical to detect and respond to the intruder. The concept was first introduced by CrowdStrike, the global market leader for endpoint protection in the 2018 Global Threat Report.

* The 1-10-60 Minutes Rule: 1 minute to detect, 10 minutes to investigate, 60 minutes to remediate.
French President Emmanuel Macron recently triggered quite a debate when he talked about the “brain death” of NATO. His remarks were exaggerated and, frankly, not helpful within the discussion about the future of this important political institution. They do, however, reflect the widespread uncertainty in Europe about the state of the Atlantic Alliance.

**The uncertainty in Europe about the state of the NATO**

French President Emmanuel Macron recently triggered quite a debate when he talked about the “brain death” of NATO. His remarks were exaggerated and, frankly, not helpful within the discussion about the future of this important political institution. They do, however, reflect the widespread uncertainty in Europe about the state of the Atlantic Alliance.

**The overall picture implies different layers coexist**

Uncertainties about the future of US security commitments in Europe are a major problem for NATO. But, the overall picture implies different layers coexist: On the one hand, the United States has strengthened its military presence in central eastern Europe after Russia’s annexation of Crimea, sending an additional army brigade and military equipment to sustain America’s commitment to European security.

On the other hand, US President Donald Trump has questioned NATO’s existence in a new way that goes beyond the usual level of transatlantic conflict. The US administration’s policy shifts in Syria have also created uncertainty about the reliability of the American partner.

Additionally, the deterioration of the European security environment, including the demise of such arms control instruments as the INF Treaty, and Russia’s military modernization programs have put stress on NATO.

**European alternatives to the American protector are lacking**

Uncertainties about NATO’s health are, as a result, deepening divisions within the European Union. But eastern European allies such as Poland and the Baltic states still see the US as indispensable for their security because, in their view, European alternatives to the American protector are lacking. In contrast, France is striving to achieve more “European sovereignty,” meaning more independence from Washington.

Germany’s position is somewhere in the middle: The current debate in Berlin about Germany’s contributions to European and international security should thus be put into this broader context: Not only as a hedge against external risks and threats but also as a highly relevant factor for both transatlantic burden-sharing and European coherence.
Arne Schönbohm took office as President of the Federal Office for Information Security (BSI) in February 2016. Schönbohm studied International Management in Dortmund, London and Taipei and has held leading positions in the field of IT security for more than 10 years. Before becoming CEO of BSS BuCET Shared Services AG (BSS AG) in 2008, Schönbohm held various positions at the European Aeronautic Defense and Space Company (EADS). Most recently, he was Vice President for Commercial and Defense Solutions at EADS. www.bsi.bund.de

How does cybersecurity affect a company’s competitive edge?

Digitalization is a crucial factor for productivity and economic growth in Germany, and successful digitalization calls for information security. In an increasingly digitalized and networked business world, cyberattacks and threats pose extreme challenges to the economy. Without appropriate efforts to ensure the necessary degree of information security, companies and businesses are increasingly at risk.

What have been the biggest misconceptions you have encountered about cybersecurity in your work with companies so far?

CEOs used to think that cybersecurity should be handled by their companies’ IT departments. However, as they read in the news almost every day about the numerous cyberattacks we’ve had over the last few years and learned about the consequences a cyberattack can have on a business, they quickly realized that cybersecurity was not something the IT department alone should be taking care of. There will be no successful digitalization without cybersecurity.

How can cybersecurity be embedded in a company’s corporate culture?

Cybersecurity should be implemented on the C-level of an organization. Since cybersecurity is a decisive factor in the company’s success in a digitalized economy, it’s a management issue that needs to be addressed strategically. Top executives need to develop an understanding for the importance of cybersecurity in terms of corporate success. They need to be able to rate the potential monetary and
AN INTERVIEW WITH ARNE SCHÖNBOHM, PRESIDENT OF THE GERMAN FEDERAL OFFICE FOR INFORMATION SECURITY (BSI), ABOUT CYBERSECURITY IN COMPANIES AND THE OPPORTUNITIES FOR TRANSATLANTIC COOPERATION TO PREVENT CYBERCRIME.

Successful digitalization calls for cybersecurity

Economic damages caused by cyberattacks and make the appropriate decisions concerning IT security strategies. To address these issues, the BSI has contributed to the German edition of the American “Cyber-Risk Oversight Handbook,” which was developed by the Internet Security Alliance on behalf of the National Association of Corporate Directors (NACD). The handbook contains five basic principles that support management and supervisory boards to make the right decisions concerning cybersecurity. Besides this, the BSI provides many recommendations and advice on how to implement an effective cybersecurity strategy as well as hands-on measures in a company. Very well received were, for example, BSI’s IT-Grundschutz-Profile for SMEs (small and medium-sized enterprises) and hidden champions as well as the 12 sector-specific security standards BSI developed in cooperation with the providers of critical infrastructure in Germany. The BSI’s Alliance of Cybersecurity is, moreover, a point of contact for companies that want to learn about and implement cybersecurity measures.

At what levels should cybersecurity and prevention be integrated into a company?

Cybersecurity should be implemented at all levels, basically. There should be an enterprise-wide cybersecurity strategy that includes all parts and levels of the institution.

How could companies work together on a transatlantic and global basis to protect themselves against cybercrime?

In the recent past, incidents and vulnerabilities such as WannaCry, Not-Petya, eFail and Spectre have shaken the foundations of global IT security architectures and took the threat scenario in cyberspace to a new level.

As important as it is to defend against concrete attacks from any part of cyberspace, we shouldn’t forget the fundamental issue of preventing potential attackers from attempting their attacks by implementing prevention measures. This requires both the further development of the legal framework, the development of security standards for IT structures, and the protection of critical infrastructures in coordination with the business community.

What can governments on both sides of the Atlantic do to fight cybercrime?

I can speak for Germany only. Safeguarding security in cyberspace and protecting critical information infrastructure are vital concerns of the 21st century and require a high level of government commitment. The German federal government has done more in terms of strategic development, legislation and practical measures for IT and cybersecurity than ever before. This includes, for example, creation of the IT Security Act in 2015, implementation of the EU’s NIS Directive, updating the ordinances on critical infrastructures in 2016 and 2017, development of a new Cybersecurity Strategy for Germany in 2016 and expansion of the BSI. The means the German government has implemented numerous measures to handle the risks posed by cyberspace. With the IT Security Act 2.0, Germany is currently expanding its regulatory framework to adequately counter new threats.

How does the BSI provide concrete support on cybersecurity issues?

Internationally, the BSI is a thought leader and competence center for all issues related to information security in multilateral and bilateral cooperations. A particular focus is on cooperation in the EU and NATO.
Starting with G, geopolitical and geoeconomic risk: The greatest strategic challenge to the transatlantic business community is a “decoupling” between the US and China on the political, economic, military and technological level. This first battleground of the decoupling process is technology. Blacklisting of leading tech companies in both China and the US is an indicator of the renewed nationalization of key technology areas like AI, 5G and quantum computing. In the US, the Committee on Foreign Investment in the United States (CFIUS) has increasingly restricted tech investments from China. We also have observed a significant rise in rejection rates of work visas at leading US semiconductor and internet platform companies, which reflects rising barriers to Chinese nationals seeking work authorization in the US.

Strategies to reduce the dependency on China

In China, foreign companies have faced increased local content requirements, effectively disrupting the value chain of American and European premium products, which rely on cutting-edge technology. The social credit rating system based on big data has scared many. And Beijing’s global influence and ambitions have grown by the day following the Made in China 2025 strategy. This requires European companies to assess their priorities and the plans of the Chinese government and Communist Party more thoroughly and — where appropriate — engage in closer dialogue with Beijing. On the other hand, strategies to reduce the dependency on China should be developed for worst case scenarios, for example, by regional diversification in Asia as recommended by the German BDI.

Equally important is a thorough analysis of Washington’s geopolitical agenda to deeply understand what is being discussed in the White House, Congress, Pentagon, and Treasury and Commerce Departments regarding China. The tough stance of the US toward China is based on a broad consensus in Washington, which is likely to continue even after Donald Trump’s time in office. At the same time, the US will remain Germany’s key trading partner given the historic alliance, a robust rule of law, strong capital markets and America’s innovation power.

Drawing up the guidelines for investment criteria

On the E-level, the transatlantic community is witnessing a reorientation and shift of business models toward the guiding principles of ESG. In the US, “inclusive capitalism” is in full swing as reflected in the self-commitment of 181 American CEOs to treat the interests of stakeholders equally to those of shareholders. In Brussels, the regulatory efforts on the EU Action Plan for Financing Sustainable Growth are gaining traction. The EU is currently drawing up guidelines for investment criteria with significantly higher requirements for sustainable/green projects and businesses, known as a “taxonomy.” Valdis Dombrovkis, Vice President of the European Commission, calls these projects the most important policy initiatives for the EU.

To navigate these GET challenges, transatlantic business leaders should think in 2030 scenarios for their industry and key markets, quantify GET risks and their impact on the balance sheet and — ideally — hire a CGO as chief GET officer for their company.
At first glance, the internet hardly seems to be playing a role in the campaigns for the 2020 US presidential election. Democratic presidential candidates talk about healthcare, taxes, immigration, environmental protection and student debts. Only the Democratic candidate Elizabeth Warren has been demanding the split-up of “big tech” — despite her massive use of Instagram for self-promotion as part of her election campaign.

The US suffered a significant shock when the country realized that it, the largest democracy in the Western world, was susceptible to manipulative news reports and hacker attacks. And the details of the Trump-Russia affair continue to be unsettling: Russian spies were able to infiltrate the 2016 US presidential election without being noticed and then insert themselves into local campaigns to learn about their language and style. At the same time, hundreds of thousands of highly automated or fake social media accounts kicked into action to spread disinformation and agitation. President Trump has never acknowledged the scale of interference, even if intelligence agencies have already begun warning of attacks on the 2020 elections. Elaine Kamarck of the Brookings Institution thinks the challenge of targeted disinformation is being underestimated. She has stated that Russian and Chinese hackers were becoming increasingly sophisticated, adding that Facebook and other social media companies haven’t been able to keep up and have lost their users’ trust. Fortunately, the political debate has already progressed further in the country’s center of power, Washington, DC. Federal authorities have been threatening investigations, and the US Congress has started inquiries into big tech’s market dominance, data abuse and cybersecurity. Tighter regulation of the tech sector is one of the few issues where Republicans and Democrats find common ground to work together. Even Trump has sharpened his criticism — although his focus has been on Google and Twitter allegedly censoring conservative voices. The accusations have not been proved, but they have been playing a role in shaping US political opinion: 85% of Republican supporters consider such censorship likely, a Pew Research Center study found out.

Either way, the days are over when Facebook boss Mark Zuckerberg would be welcomed like a star in Washington, DC. At an October 2019 hearing on the cryptocurrency Libra, members of Congress interrogated Zuckerberg for hours on, among other things, the decision to continue accepting placement of political ads. Twitter, on the other hand, has announced its intention to ban such ads worldwide. But the step is more symbolic than meaningful because mainstream consumer advertising has greater relevance to Twitter. And even without election advertising, the political battle for control over interpretation on social media has now, barely a year before the presidential elections, been fully unleashed. Trump and his campaign are attacking left-liberal voices to make them seem ridiculous. And the left is creating the impression that Trump’s impeachment has already been decided, although that is less than certain. With or without manipulation from abroad: The standards for discourse have shifted dangerously. We must be prepared for the 2020 US presidential election to become aggressive, boundless and poisonous on the internet.
TRANSATLANTIC TRENDS

Asking ‘what if…’: A closer look at NATO defense expenditures

To give the discussion on NATO defense expenditures a different spin, let’s ask and answer the following ‘what if’ questions.

What if Germany had actually spent exactly 2.0% of its budget on defense in 2018?

Germany would have spent $71.7 billion on defense instead of $44.3 billion — a total of $27.4 billion more. The expenditures for education and research (Bildung und Forschung) in Germany’s 2018 federal budget approximately correspond to this difference.

What if Germany would spend as much on defense relative to its GDP as the US does?

Instead of spending $44.3 billion (1.2% of Germany’s GDP), Germany would have had to spend $118.4 billion (3.3% of GDP) in 2018.

What if Germany spent as much per capita on defense as the NATO average?

On average, NATO members spent $992 per capita on defense in 2018. The US spent $1,956 per capita, while Germany spent $535 per capita. To reach the NATO per capita average, Germany would have had to have spent a total of $82.2 billion on defense — almost twice as much as Germany spent on defense in 2018.

What if Germany had spent in 2018 the same percentage as the US for certain defense categories?

In 2018, the US and Germany had different defense spending priorities: Germany spent almost half of its defense budget on its 183,000 military personnel (including pensions). The US spent almost twice as much on equipment as Germany.

Percentage of distribution of defense expenditure by main category
(objective for expenditure on equipment: 20%)*

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1. Equipment expenditure includes major equipment expenditure and R&D devoted to major equipment.
2. Personnel expenditure includes military and civilian expenditure and pensions.
3. Infrastructure expenditure includes NATO common infrastructure and national military construction.
4. Other expenditure includes operations and maintenance expenditure, other R&D expenditure and expenditure not allocated to any of the above-mentioned categories.
* Defense expenditure does not include pensions. All figures based on 2015 prices and exchange rates.
** Figures for 2018 are estimates.

In your opinion, what makes Germany such an attractive investment location for US companies?

Germany is an important business destination. Still incredibly strong with a huge domestic market and a tremendous export ratio, Germany is the heart of Europe. Our excellent infrastructure serves as a gateway to the established western and emerging eastern European markets. Our educational system guarantees a talented and productive workforce. Our start-up culture is growing, and digital transformation is and will play a key role. Our broad research landscape ensures further advancement in top industries such as renewable energies, automotive and sustainable mobility solutions, smart cities, biotechnology, healthcare, and the life sciences. In addition, Germany is Europe’s leading country for research and a leading patent applicant.

What opportunities and challenges does the transatlantic relationship currently face?

We’ve had more than 70 years of peace and welfare, and we share the values of freedom and democracy. I believe this forms a solid foundation that allows spirited bilateral dialogue between both sides of the Atlantic. I’m confident we learned our historical lessons very well and will be able to jointly solve the global challenges we and future generations face. Climate change, migration, growing income inequality, technological change and the influence of social media are creating opportunities for increased dialogue.

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

Both countries offer great diversity: The landscapes and cultures are so different and so wonderful to explore, which opens your mind and expands your personal horizon. I love both countries with their lively cities and silent countrysides, their oceans and mountains. Really, I have no preference. Travel and feel the experience! Discovering and rediscovering the beauty of 1,001 places in the US and Germany has been amazing for me and my family.
It is crucial that the German armed forces are fully equipped with material, personnel and equipment — whether this amounts to 1.5% of GDP or 2.2%. Rigid adherence to percentages is of little use to the alliance. What is essential for NATO are the military capabilities that its members contribute. And Germany is not in a bad position here. Incidentally, this year we have again increased the defense budget by 12% compared with 2018 (more than ever before!), and in 2020 the budget will grow by another 4%.

Dr. Fritz Felgentreu, SPD
Member of the German Parliament
Member of the Defense Committee in the German Parliament and Deputy Spokesperson on Defense Policy of the SPD Parliamentary Group

We, the Free Democrats, strongly believe in upholding and fulfilling the 2% goal agreed on with NATO. The strategic importance of NATO today is as relevant as it was in 1949. The Russian annexation of Crimea as well as Russia’s hybrid warfare that targets the West through digital disinformation make a strategic Western alliance indispensable. In light of the Russian threat, an increase in military spending does not necessarily mean armament, but rather proper accouterment after years of intended inactivity. Therefore, the 2% goal is not only a necessity, but also a sign of respect to our allies and foremost to our soldiers.

Dr. Marie-Agnes Strack-Zimmermann, FDP
Member of the German Parliament
Member of the FDP National Executive Committee and Spokesperson on Defense Policy of the FDP Parliamentary Group
Spending adequate resources for one’s own and the alliance’s defense is core to the principle of solidarity. Germany has taken big steps in the past five years and significantly increased its defense budget. But we must continue on this path for our very own security interests. On the basis of the capabilities we need and have committed to NATO, Defense Minister Annegret Kramp-Karrenbauer laid out a clear way forward to increase our defense spending to 2% of GDP by 2031. At the same time, preventive diplomacy, humanitarian aid and civilian crisis response all equally contribute to the security of the alliance. Germany will continue to lead these efforts.

Dr. Tobias Lindner, Alliance ’90/The Greens
Member of the German Parliament
Member of the Defense Committee in the German Parliament and Defense Policy Spokesperson for Alliance ’90/The Greens

In our section POLICY SPOTLIGHT we inform you about AmCham Germany’s advocacy work. As the voice of transatlantic business, we’re committed to having an open ear for our members and conveying their interests to relevant political leaders, think tank members and other stakeholders in Germany, Europe and the US. Strong transatlantic ties are the guiding principle of our policy committees, which are an important pillar of the Chamber’s portfolio.

Jürgen Hardt, CDU/CSU
Member of the German Parliament
Foreign Policy Spokesperson of the CDU/CSU Parliamentary Group

Today’s security challenges cannot be solved by one country alone. We recognize that working closely together with our partners also means sharing the burdens and responsibilities. However, successful security policies will always have to take into account that civic and diplomatic measures are just as important. This is why determining success only on the basis of defense spending is misguided; an outcome-based approach is needed instead. In all this, we should never forget that the transatlantic alliance is more than NATO. Our common values and ideals of how to best tackle the issues of the future risk being lost if we only focus on the 2% goal.

Spending adequate resources for one’s own and the alliance’s defense is core to the principle of solidarity. Germany has taken big steps in the past five years and significantly increased its defense budget. But we must continue on this path for our very own security interests. On the basis of the capabilities we need and have committed to NATO, Defense Minister Annegret Kramp-Karrenbauer laid out a clear way forward to increase our defense spending to 2% of GDP by 2031. At the same time, preventive diplomacy, humanitarian aid and civilian crisis response all equally contribute to the security of the alliance. Germany will continue to lead these efforts.

Jürgen Hardt, CDU/CSU
Member of the German Parliament
Foreign Policy Spokesperson of the CDU/CSU Parliamentary Group
In September 2019, on the occasion of the German federal government’s climate cabinet meeting, the AmCham Germany Energy & Climate Committee published a position paper summarizing its recommendations for effective energy and climate policy.

The Energy & Climate Committee, chaired by Dr. Birgit Ortlieb and Ursula Menhart, is the voice of AmCham Germany’s members in the energy sector and represents energy producers and consumers as well as component suppliers. The committee monitors legislative developments in energy and climate policy in Germany and the EU as well as in the US and is actively involved in related political debates.
While recognizing the urgent need for impactful actions toward a low-carbon economy, the committee points out in their work the importance of predictability and reliability in the process of adjusting regulatory frameworks.

While the German federal government’s efforts are important, regulation — such as carbon pricing — on a national level can only be the first step. Truly effective climate protection is a global task that has to be addressed at least at the G20 level. This is crucial not only because nearly 80% of global CO₂ emissions are produced outside the EU, but also because “only a global CO₂-pricing regime creates a level playing field that provides comparable production conditions and guarantees international competitiveness for all market participants,” remarked Dr. Birgit Ortlieb, Director, Government Affairs, Germany, at Dow Germany Inc., under whose direction the position paper was drafted. “Companies need global solutions when competing internationally and we should see that as a chance to protect the environment,” continued Ortlieb.

Many companies have already committed to the ambitious goals set out in the Paris Climate Accord. Numerous AmCham Germany members have contributed to the path to decarbonization by developing and implementing innovative low-carbon and energy-efficient products and technologies. As more businesses develop low-carbon strategies, supportive government policies can act in tandem to enhance positive effects, unlock economic opportunities and maintain international competitiveness.

Among the key variables for most industry decisions to select or invest in a location, the security of energy supply as well as competitive energy prices are at the highest level of concern. As the transformation of the German energy system is facing major challenges with the imminent phase-out of nuclear power and coal as well as the transition to renewable energies, the committee’s position calls for swift implementation of market-based incentives for investments in order to enter the second phase of Germany’s energy transition. In the current situation and in the context of a secure energy supply, the German gas market also plays an important role and AmCham Germany welcomes all efforts aimed at diversifying supply sources.

To make the process of building a low-carbon economy a success, it is essential for policymakers to keep an open mind and to allow innovative products — such as battery technologies, synthetic fuels and gas as well as hydrogen — to compete in the (global) marketplace.
Welcome new members

FROM SEPTEMBER TO DECEMBER 2019

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Alexander Proudfoot GmbH
Peter Damm
Managing Director, DACH & Central Europe
Frankfurt am Main

Bonaparte Films GmbH
Nico Kreis
Managing Partner
Berlin

Hotel Bachmair Weissach
Thomas Maximilian Lang
Director of Business Development, MICE
Weissach/Rottach-Egern

King & Mayr GmbH & Co. KG
Jennifer King
CEO
Munich

Steigenberger Hotel Munich
Hiren Mazgaonkar
Director of Commercial Munich

DELEGATE MEMBERS

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Dirk Erat

Alexander Proudfoot GmbH
Dr. Sven Fries
Denis Gönner

ARI Fleet Germany GmbH
Enrique Montoya

Bayer AG
Dominick Kennerson

BILSTEIN GROUP
Bernd Grumme

Bonaparte Films GmbH
Philip Topfer

Capp Gemini Deutschland Holding GmbH
Steffen Elsässer

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Cisco Systems GmbH
Uwe Peter

Coca-Cola GmbH
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Deutsche Post DHL Group
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The Walt Disney Company (Germany) GmbH
Helen Richards
Christine Weber

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Karl Koob
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Felix Eggert

Ebner Stolz Wirtschaftsprüfer Steuerberater
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Erling Klinger USA, Inc.
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fischer Appelt, relations GmbH
Torben Gefken

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Joost van Dijk

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Nina Sarvari

Hilton Frankfurt Airport
Stefan Lippert

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Schuler AG
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Software AG
Sarah Logan

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Global Entry Program: Extending your status

Frequent international travelers appreciate the Global Entry Program, a system that allows travelers to clear US customs in few minutes.

Numerous German citizens taking part in the Global Entry Program are currently faced with renewing their membership status. Before applying again, please be aware that a precheck with the German Bundespolizei (Federal Police) at one of the EasyPASS enrollment centers in Germany is obligatory, otherwise your Global Entry application will not be processed.

Program members become eligible to renew their memberships one year prior to expiration. By submitting a renewal application before the membership expires, you will be able to continue to use benefits up to six months after your membership expiration date even if the renewal does not get processed in time.

Customs and Border Protection will notify the member when it is time to clear a precheck again. If a member fails to clear a precheck for Global Entry with the German Federal Police within the allotted time, the membership will be terminated.

Please note that all German Global Entry members must have a valid passport and Electronic System for Travel Authorization (ESTA) or a valid visa.

For all details related to the Global Entry program, contact AmCham Germany’s services department.

For more detailed information, contact:
Katrin Utzinger
T +49 69 929104-50
E kutzinger@amcham.de

Join AmCham Germany
We advocate. Direct access to government representatives on both sides of the Atlantic.
We connect. Numerous events and platforms to expand your network and discuss transatlantic business.
We support. The expert advice and know-how you need to do business in Germany and the US.
We inform. Current information on emerging developments in the transatlantic marketplace.

Phone +49 69 929104-31 or email membership@amcham.de
Committed to making the voice of transatlantic business heard in 2020

We have had another successful year with highlights such as: trips across the Atlantic to meet with US administration officials; our Annual Membership Meeting in Hamburg on smart cities; top-level meetings with German political leaders, such as Federal Ministers Peter Altmaier and Helge Braun as well as State Minister Presidents Daniel Günther and Stephan Weil; and, lastly, our Transatlantic Business Conference in Berlin. On all of those occasions, we advocated on behalf of our members and served as a thought leader in transatlantic business. To name two prominent examples in this regard: We participated in German Federal Minister Altmaier’s workshops on his national industrial strategy and we responded to the German government’s Klimagipfel by issuing our position paper on energy and climate policy. As we look at what 2020 has in store, you can rest assured that we’ll continue these endeavors in the new year and beyond!

While free and fair trade and digitalization will remain focal points of what we do, we’ll also be focusing our activities in 2020 on topics such as diversity, the role of Europe and the upcoming US presidential elections — and we’ll have ample opportunity to do so! We’ll kick off the year with our traditional New Year’s Receptions here in Germany, and we’ll take a delegation of business representatives and German politicians to Washington, DC, and New York to meet with US officials and counterparts from industry on the ground. Furthermore, on April 29/30, we’ll be hosting our spring signature event: the 117th Annual Membership Meeting in Munich.

To sum it up: We’re committed to making the voice of transatlantic business heard in 2020 — and that is a voice of reason. We hope you’ll join us for the events, discussions and meetings we have planned. As always, we welcome your questions, comments and concerns anytime and are always here to serve you — our members.

Thank you for your continued support and for making 2019 such a success.

Best regards,

Eveline Y. Metzen
General Manager of AmCham Germany
Upcoming event highlights
AmCham Germany

JANUARY

14 / 15 / 16 / 22 / 24 / 29 / 30 / 31

New Year’s Receptions

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FEBRUARY

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Business Luncheon
Ina Scharrenbach
Minister of Homeland Affairs of the State of North Rhine—Westphalia
Düsseldorf

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Expert Briefing
Debevoise & Plimpton LLP
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Frankfurt AM Main

APRIL

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Business After Hours
Stuttgart
E. Breuninger GmbH & Co.
Special Service@Breuninger
Stuttgart

29–30

117th Annual Membership Meeting
Munich
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