What does the future hold?

Industry trends 2018

INTERVIEW
Trumpf CEO
Leibinger-Kammüller

DOSSIER
The future of manufacturing starts now

CHAMBER NEWS
Transatlantic Business Conference
Communiqué: A Strong Transatlantic Partnership Is up to Us

The transatlantic marketplace is the key to prosperity in Germany, Europe and the US. Now more than ever, the transatlantic partners must work together and build upon the strong business relations that bind our societies together. Specifically, we – the participants of the 11th Transatlantic Business Conference – call for the implementation of the following principles in these five areas:

**CREATING A STRONGER TRANSATLANTIC PARTNERSHIP: THE BASICS**

Engagement, dialogue and bridge-building are the key to deepening transatlantic cooperation. In doing so, we must continually emphasize our common democratic values, our mutual history and our economic interdependence.

**TRADE AND INVESTMENT**

A reliable political framework is necessary for companies to make sound and stable investments. This includes a clear commitment by governments to rules-based open trade, which is why we call on the US and the EU to rename, rebrand and restart transatlantic trade talks.

**IMMIGRATION AND MIGRATION**

To reap the potential of immigration and migration for business and society, we must foster a multicultural mindset and embrace diversity. Labor mobility between Europe and the US remains crucial to a healthy business climate and is a defining principle of the transatlantic partnership.

**DIGITIZATION**

Transatlantic cooperation on data privacy, cybersecurity and research and development is more important than ever. Moreover, collaboration in education and training efforts that foster a broad and robust range of skills is critical to promoting digital literacy and increasing societal acceptance of new technologies.

**FUTURE OF MANUFACTURING**

Cross-industry collaboration and the exchange of best practices are necessary to address global challenges in advanced manufacturing. In particular, employees need to be provided with reskill and upskill opportunities, thereby allowing companies to fully embrace developments such as the platform economy, blockchain technology and artificial intelligence.

To read the complete communiqué, please visit our website at [www.amcham.de](http://www.amcham.de)
Dear Reader,

Industry trends in 2018: What does the future hold? That is the central topic of this issue of commerce germany, a topic that enhances our regular focus on transatlantic trade and investment. With the digital transformation driving advancements such as smart manufacturing, digital inventories, robotics and the Internet of Things (IoT), we are facing the greatest changes in business since the industrial revolution. These unfolding trends point to the future and bring with them many questions: What changes do business leaders need to make? Will robots eventually replace humans? And how can governments and society embrace these industry trends to the benefit of everyone? In the cover story, the well-known business journalist Stefan Theil encourages us to welcome the power of innovation and its potential.

Successfully implementing these industry trends also depends on international cooperation and the free flow of goods and services, a point made by Martin Fensch of Pfizer in From Our Members. Open materials platforms in 3D printing provide another example of cooperation: AmCham Germany members HP, BASF, Siemens, Deloitte and others have partnered to put 3D printing on the factory floor. This open approach to materials and applications is the key to greater innovation and faster development of 3D printing materials.

In the Viewpoint, Chris Boos of arago states that the impact technology has on industry and trade as well as on personal relations and communities has been monumental. This is making everybody’s life more comfortable, but at the same time this fuels a lingering feeling that things are changing with no one really knowing where it’s all headed.

In Transatlantic Trends, Georgina Prodhan from Reuters talks with Dr. Nicola Leibinger-Kammüller of Trumpf about what it’s like to be a major German manufacturer in the US. Also focusing on the US, Sebastian Meis, our Southeast US Senior Adviser, interviews former Senator Tom Daschle about the Trump administration. Rounding this off, Armin Laschet, Minister-President of North Rhine-Westphalia, touches on transatlantic relations from a German point of view in our Policy Update.

Of course, this issue wouldn’t be complete without an update on our advocacy efforts in Berlin. In the Policy Update, Dr. Wolfgang Dierker of GE, Chair of AmCham Germany’s new Policy Coordination Committee, lays out the priorities for the Chamber’s work in this area.

Enjoy reading.

Bernhard Mattes
EXTREMELY SMART

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## CHAMBER NEWS

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Innovation and Research Committee: Kickoff meeting

Members of the newly established Innovation and Research Committee met on December 1 in Berlin to take up their work and discuss the agenda for the coming year. The committee aims to strengthen society’s openness toward innovation and advocates for a reliable regulatory framework in Germany as well as for the transatlantic marketplace, both of which are prerequisites for economic growth and sustainable job creation. By formulating policy recommendations and maintaining a continuous dialogue with relevant stakeholders, the committee is actively involved in shaping the political and social discourse about R&D and innovation.

New Rhine-Neckar Chapter chair: Axel Isele

Axel Isele of KPMG is the new chair of AmCham Germany’s Rhine-Neckar Triangle Chapter. Talking about the attractiveness of the region, he stated: “The Rhine-Neckar region, with the cities of Heidelberg, Mannheim and Ludwigshafen, is one of the most important business locations in Germany, which is why I’m delighted AmCham Germany is expanding its activities in this part of the country.” Isele holds the position of director at KPMG in Mannheim and has been a member of the consulting firm since 2005. Through his time abroad — especially in the KPMG US practice in New York from 2010 to 2012 — he gained firsthand experience in transatlantic economic relations.

NextGen Initiative: Call for nominations

Our NextGen Initiative — AmCham Germany’s young professionals program — is entering the next phase. We are in the process of organizing a group of 25 to 30 young professionals who will spend 12 months learning more about transatlantic business, refining their leadership skills and expanding their professional networks. Member companies are invited to nominate potential candidates. To learn more about the program and the nomination process, please visit our NextGen Initiative webpage www.amcham.de/next-gen
New Lower Saxony Chapter chair: Florian Barsch

Florian Barsch of ExxonMobil is AmCham Germany’s new chapter chair for Lower Saxony. As Barsch points out: “[T]he US has been an important trading partner for Lower Saxony for many years. We aim to internationalize Lower Saxony as a business location and want to intensify the activities of the chapter. AmCham Germany’s Regional Committee Lower Saxony serves as an interface between supply and demand in fostering industrial settlement.” After working for ExxonMobil in Australia, Qatar, the US and England, Barsch became chairman of the Board of ExxonMobil Central Europe Holding GmbH and ESSO Deutschland GmbH, Hamburg, as well as managing director of ExxonMobil Production Deutschland GmbH, Hannover.

Roundtable with bipartisan delegation of chiefs of staff

In October, AmCham Germany hosted an exclusive breakfast roundtable in Frankfurt/M for a bipartisan delegation of chiefs of staff from the US Congressional Study Group on Germany. The roundtable included leading business representatives from the Chamber and focused on the state of transatlantic relations. Both the delegation of chiefs of staff and members of AmCham Germany stressed the importance of a strong transatlantic partnership. Matters discussed ranged from the federal election in Germany to the status of an EU-US trade agreement and US tax reform. AmCham Germany looks forward to continuing the dialogue with members of the US Congressional Study Group on Germany and their respective chiefs of staff.

Adjustment of membership dues for 2018

The AmCham Germany Board of Directors has agreed on an adjustment of AmCham Germany membership dues for 2018 in accordance with the German consumer price index. Dues for corporate members depend on each member company’s annual sales revenue in Germany. An overview of member advantages can be found on our membership page: www.amcham.de/members

For further questions, please contact our membership services team: membership@amcham.de

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When the going gets tough...
'Don't disengage. Keep up 11th Transatlantic Business Conference

The Transatlantic Business Conference sent a clear and positive signal to anyone doubting the current strength and resilience of transatlantic relations. As Dieter Kempf, President of BDI, pointed out at the beginning of the daytime conference: "The transatlantic relationship is based on a network developed over decades at political, economic and social levels." The importance of historical ties as well as the need to defend transatlantic values was reiterated by Friedrich Merz, Chairman of the Atlantik-Brücke. Kent Logsdon, Chargé d’Affaires ad interim at the US Embassy, and John Boehner, former Speaker of the US House of Representatives, also emphasized the importance of dialogue between business and government on both sides of the Atlantic, with Boehner calling on business representatives to "engage, engage, engage" and to "keep up the dialogue."

Resetting TTIP

Regarding transatlantic trade, Kempf said he believed a new free trade agreement under a different name was possible. Similarly, Merz recommended that governments "rename, rebrand and restart" negotiations. German Economic Minister Brigitte Zypries also touched on the topic of free trade, emphasizing the important role that business needs to play in explaining the benefits of a transatlantic free trade agreement to the public.

Transatlantic cooperation in digitalization is crucial

The conference was rounded out by panel discussions and breakout sessions that focused on the digital transformation and its potential for both business and society. Here, speakers and
the dialogue!': Conference

1. Discussing business and trade at the event are (from the left): US Consul General James W. Herman; Jan Riecher, General Manager and Managing Director at HP, Germany & Austria; Kent Logsdon, Chargé d’Affaires ad interim, United States Embassy in Berlin; and Bernhard Mattes, AmCham Germany President.

2. Brigitte Zypries, German Minister for Economic Affairs and Energy, held the opening keynote address, "Europe and the US: Allies, partners or competitors?"

3. John Boehner, former Speaker of the US House of Representatives, shared his insights into the first year of the Trump administration.
participants discussed such developments as the platform economy, blockchain technology, advanced manufacturing and artificial intelligence, with the overall consensus that a broad, robust range of skills is critical to promoting digital literacy. Moreover, the case was made for increased transatlantic cooperation on data privacy, cybersecurity, and research and development.

**Communiqué: “A strong transatlantic partnership is up to us”**

The conference culminated with the presentation of an official communiqué titled “A strong transatlantic partnership is up to us” that incorporated input, opinions and statements from conference speakers and participants.

**The conference**

The 11th Transatlantic Business Conference is an annual conference held in Frankfurt/M that offers speeches, panel discussions and breakout sessions examining the challenges of the European-American partnership and the development of economic relations. The conference welcomed roughly 250 guests this year and is considered one of the most important events in the transatlantic business community.
1. Friedrich Mers, Chairman of the Atlantik-Brücke e.V., addressed transatlantic relations from a European perspective in his speech, which was followed by a lively Q&A session.

2. Event participants contributed their input for a joint communiqué on transatlantic cooperation released during the Transatlantic Business Conference.


4. The AmCham Germany NextGen Initiative invited Nani Jansen Reventlow of Harvard University to lead a discussion on digital change. With the help of a fishbowl scenario, participants explored how digital transformation may impact human rights. Pictured here are (from the left): Reventlow; Wiebke Wallenstein, Ford-Werke GmbH; Sandra Horst, independent consultant; and Ulla Maren Kaeding, Ford-Werke GmbH.

5. The breakout session on US tax reform, Brexit and their impact on the European tax landscape was led by White & Case LLP partners, including Brian S. Gleicher (based in Washington, DC; pictured on the left) and Prabhu Narasimhan (based in London).
What does the future hold?

Keeping 11 billion humans fed, healthy and prosperous will take all our technological ingenuity. So why are we still teaching kids to be skeptical of innovation?

BY STEFAN THEIL

German children entering school today will see the world’s population surge to 11 billion in their lifetimes. Keeping those billions fed, healthy and prosperous — while making sure our oceans stay clean and our climate safe — will take all our ingenuity and capacity for innovation. Without groundbreaking advances in medicine, food production, resource use, mobility and communications, we don’t stand much of a chance. The good news: Judging by the vast improvements we’ve already achieved in life span, living standards and just about any other measure of human welfare, future technological progress will help us tackle all these challenges.

Yet what German children learn about technology and innovation at school is often deeply discouraging. In their schoolbooks, they are likely to find dire predictions of ecological apocalypse and technological doom. Waldsterben! Nuclear meltdown! Electroslog! Robots taking all our jobs! A typical text from the early 2000s warned that the spread of personal computers and the internet would turn Germans into “anonymous code” and kill off all human communication. That’s just about the exact opposite of what happened.

Values instilled at school could help explain why Germans tend to emphasize risk over opportunity and remain more pessimistic than Americans about the power of innovation to solve problems. Young Germans also seem to have lost interest in pursuing careers in technology: Among 72 economies surveyed by the OECD in its 2015 PISA study, Germany ranked third last in the share of 15-year-olds aspiring to a career in science, engineering or IT — 15.3% compared with 38.0% in the US. On the standardized PISA test, German students did okay on the facts, but ranked 70th in terms of scientific “mindset” — only Algerians and Austrians showed a poorer understanding of how knowledge is derived from inquiry and experimentation, while
American adolescents ranked sixth. Instead, Germany took second place in the share of students planning social work (17.3% versus 9.7% in the US) and won gold in the number of future designers and architects (20.2% versus 7.8% in the US).

Germany was once the land of futuristic technologies and fearless entrepreneurs, and the only serious competitor to America in terms of the breadth and scale of scientific innovation. Today, Germans wonder if they will ever produce a digital titan like Amazon or Facebook, are concerned about what Tesla and Google could do to their auto companies, and ask who will fill tech jobs in the future.

To be sure, German companies remain great innovators today. The country might not be spawning very many Silicon Valley–style internet start-ups, yet countless German manufacturing companies are second to none at integrating technology into their products, processes and logistics to stay ahead of the global competition. But Henning Kagermann, the former CEO of SAP who now heads the German Academy of Science and Engineering (Acatech), says he worries that too much of German innovation is based on incremental improvement of existing technology and thus in danger of disruption by companies with entirely new products, services or business models. This kind of radically creative, high-risk innovation is what entrepreneurs in California seem to be generating by the day—but which Germany has had trouble producing. What’s more, company executives worry about a dearth of future talent as young Germans lose interest in science and engineering.

When a new generation of Germans learns that technological progress is fraught with risks and dangers, it makes it less likely that German companies will stay competitive and solve tomorrow’s problems. That could turn into an existential problem. “A society that meets science with distrust is not fit for the future,” says Thomas Petersen, a veteran analyst of German opinion at Allensbach.

The schoolbooks are only a symptom. Behind the books’ techno angst lies a mix of zeitgeist, history and economic success. Germans’ skepticism toward innovation is the flip side of their wealth and strong economy, Petersen says. “We live in a county full of contented people with a secret wish that everything stays the way it is,” he says. Germans aren’t technophobic per se, Petersen argues, “but this conservative mindset and fear of change are extremely easy to tap into.”

There is also a deeper current, as those apocalyptic schoolbook scenarios suggest. All kinds of green, back-to-nature movements have thrived in Germany since the 19th century; and what many of them have in common is a rejection of technology, capitalism and modernity itself. According to an Allensbach survey, 67% of Germans are in favor of banning scientists from working in fields that might yield “dangerous results”—with majorities advocating bans on defense research, GMO plant breeding and the cloning of organisms.

But as the current debate over food additives and pesticides shows, humans are notoriously irrational in assessing risk, and whether or not something constitutes a “danger” is often a product of the times. In the 1980s, Germany chased its nascent medical biotech industry out of the country, with a broad coalition of politicians, journalists, activists and church leaders convinced that a dangerous “Frankenmedicine” had to be stopped. (It’s hard to believe today, but at the time it was the artificial production of insulin that had many Germans in a moral panic.) Since then, much the same thing has
happened with nuclear and GMO research, with Germany having shut down university labs and pushed previously-leading companies to sell their activities or move research abroad. Now, it’s companies from the US to China advancing these technologies — and creating jobs. The latest antiscience campaigns have targeted nanotechnology and the next generation of gene editing called CRISPR, which was partly invented in Berlin.

Could these attitudes be nudged in a different direction? Science-friendly curricula and schoolbooks are important fulcrums for change, as is literacy in the basic concepts of statistics and risk. Closely related to innovation are attitudes toward risk-taking and entrepreneurship; here, German students also lag behind. Countries like the UK, Norway and Poland have supported entrepreneurship education in their schools.

Crucial as well is a more open-minded public debate on the basis of evidence and facts and where experts have a greater voice. Too often, however, German scientists and business leaders have ducked the debate, leaving professional activists, talk-show hosts and politicians to shape the narrative. “You can’t expect society to get excited about technology and progress when you don’t stand up for it in public,” Allensbach’s Petersen says. “German business leaders need to stop hiding in the bushes.”

None of this means we should have blind faith in untested technology. But in a dynamic society, it should be up to the critics to demonstrate that an innovation is dangerous. Too often in Germany, it seems the onus is on the innovators. That has to change if Germany is to stay successful — and to regain the technological optimism on which its great companies were built.
HP has invented an open platform to foster innovation in materials for its 3D parts, partnering with major players such as Arkema, BASF, Evonik and Lehmann&Voss.

The future of manufacturing starts now

AmCham Germany members HP, Deloitte, BASF and Siemens as well as others have partnered to put 3D printing on the factory floor.

Three-dimensional printing has long been a cool technology looking to break out of its niche. The idea is simple: a machine builds a three-dimensional solid object from a digital model, usually by laying down successive layers of material until the object is created. But because of its slow speed, high cost and limited range of materials, the use of 3D printing in manufacturing has been limited mostly to creating single prototypes or highly customized objects. In industrial mass production, conventional machines win hands down in terms of cost, reliability and speed.

Until now, that is. AmCham Germany members HP, Deloitte, BASF and Siemens as well as others have partnered to apply 3D printing to a far greater range of manufactured products. At the heart of their efforts are HP's industrial Multi Jet Fusion 3D printers, which the company says can print 10...
Additive manufacturing gives us the flexibility to localize the production of generative designs on demand

Ulli Klenk
Principal Key Expert, Additive Manufacturing, Siemens AG

With our 3D printing technology, HP will accelerate the digital transformation of the $12 trillion global manufacturing market

Jan Riecher
General Manager and Managing Director
HP Germany and Austria

times as fast as the previous generation of 3D printers at 65% lower cost. HP started shipping the first devices to customers one year ago. BASF and other materials partners are developing and supplying the composites from which products are printed in 3D, while Siemens is contributing a software platform for industrial production. Deloitte is supplying the expertise to integrate the new technology into complex manufacturing value chains.

Three-dimensional printing machines are much more than just another addition to the assembly line. Instead, they promise nothing less than “a revolution in manufacturing,” says Jan Riecher, HP’s top executive in Germany. Printing an object in 3D eliminates an entire range of individual machines that mill, drill, cut, press or mold, with each responsible for a separate production step. Switching to a different product using today’s machines can require the entire production process to be retooled, while a 3D printer only needs a different digital model. HP and its partners envision a radically simplified production process with smaller factories using far fewer machines and resources while turning out customized products to order, including single units or parts. This, in turn, will transform global trade and logistics: By allowing flexible, on-demand manufacturing close to their customers, 3D printing will accelerate the shift to “reshore” production to Western industrial countries.

First users include companies in the automotive and aerospace sectors. So far, HP’s technology can only print using plastics and composites, but the company is hard at work on a printer capable of handling metals. This is crucial for a company like Siemens, whose gas turbines, for example, have to withstand extremely high temperatures. That HP has so many German partners for its 3D printing platform is no accident: Companies like BASF and Siemens are at the forefront of many of the technologies—from materials science to state-of-the-art industrial processes—that will usher in a new era of manufacturing. And 3D printing will play an increasingly important role.
Unbegrenzte Möglichkeiten?

Die transatlantische Zusammenarbeit hat nicht nur eine große Tradition, sondern auch eine vielversprechende Zukunft. Denn wir sind überzeugt: Bei Themen wie digitale industrielle Transformation, autones Fahren, Energiewende, Smart Home oder Cybersecurity werden deutsche und US-amerikanische Unternehmen viele gemeinsame Erfolge feiern. Unsere Expertenteams hier wie dort freuen sich darauf, sie dabei zu begleiten. Wann erkunden Sie die Potenziale mit uns?

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Future-oriented industries:
Cultivating the foundations of free trade

Studies show the US is a major driver of pharmaceutical research and funding for medical research. Europe is benefitting from this.

COMMERCE GERMANY: What is your view on innovation in medicine?
MARTIN FENSCH: I’m very impressed with the progress of medical science: We are at a time when entirely new approaches to therapy are being clinically tested or are already available to the patient. I’m thinking, for example, of immuno-oncology and gene therapy — the medical field is pinning high hopes on both. These research initiatives are the result of huge international efforts and the extensive exchange of information and resources. It’s interesting to note that the US clearly leads in granted patents in pharmaceutical research, with 55% versus 22% in the EU. Looking at the global distribution of risk capital in biopharmaceutical start-ups, the US is a dominant force: US investors account for two-thirds of venture capital.

What are the reasons for this distribution?
I think part of it comes down to the fact that US researchers, companies and start-ups have such incredible power to innovate. The reasons for this include the excellent universities, many of which rank among the global elite, and the much greater financial possibilities due to private equity companies. And the US pharmaceuticals market offers a very innovation-friendly, open and patient-oriented environment, which, as a US company, we experience firsthand. All these factors go into supporting the development of new compounds. Compared with the US, I believe there’s still a lot of room for improvement in Europe.

What are some examples of this?
In Europe, a drug is often launched later than in the US. That’s bad for patients, especially for those who suffer from diseases with high unmet medical needs. In addition, Europe doesn’t have the same financial resources. These issues and the sometimes very difficult benefit valuation processes and price negotiations create a less attractive environment for research, innovation and the pharmaceutical industry in Europe. With this in mind, we have to maintain and cultivate the foundations of free trade and patent protection as well as cooperation between the US and Europe. This is because this collaboration delivers many advances for patients and added value for the economy.

What are your hopes for the future?
I hope that medical progress will continue to make strides at the same pace, if not faster, and that we will be able to spare people the horrors of disease. I also hope that this progress will not be needlessly held up by changes in patent law or restrictive regulations and that we instead head in the opposite direction and create incentives in areas where medical need is greatest.

The US pharmaceuticals market offers a very innovation-friendly, open and patient-oriented environment. ... [But] there’s still a lot of room for improvement in Europe.

INTERVIEW WITH MARTIN FENSCH, PFIZER

Martin Fensch
Senior Director, Corporate Affairs
General Manager
Pfizer Deutschland GmbH
General Manager of Pfizer Pharma GmbH
www.pfizer.com

Photo: Pfizer Deutschland GmbH
Good old friendship to the rescue

Transatlantic relations have reached a previously unknown point of uncertainty, and the global order is following suit. Uncertainty drives all kinds of negative outcomes, so we have to find a positive, personal way to address it.

BY CHRIS BOOS

The negative and positive impacts of the current transatlantic situation have figured prominently in so many articles and papers. If you follow politics, you will see negativity prevailing; and if you follow Wall Street, things seem to be just fine. Still, a general feeling of dread and fear of the future prevails as we’ve never seen before.

Uncertainty is driving this feeling. People and businesses as well as global and local relationships cannot easily live with uncertainty. It embodies the opposite of stability, and stability is what personal, business and global relations are built on. Even if you know you’ll have a poor relationship with someone or, in the case of nations, a hostile attitude toward each other, you know what you’re dealing with; even the Cold War “felt” better to people than the uncertainty we’re currently experiencing. That’s what drives people into the arms of populists who talk about “the good old days”—typically forgetting all about history—or into the traps of egotists who reject our completely connected world and believe one person, one community or one nation can go off and fend for itself alone.
Chris Boos is a pioneer in artificial intelligence (AI) engineering. He is the founder and CEO of arago GmbH and the developer of HIRO™ artificial intelligence “made in Germany.” He is also a strategic corporate and political adviser, as well as angel investor. His ongoing research focuses on graph theory, machine reasoning and machine learning.

No short-term resolution to this growing wave of uncertainty in politics, international relations and the global markets is in sight. Everybody can feel that things are changing. Technological transformations are unfolding at a rapid pace, and the impact on industry and trade as well as on personal relations and communities has been monumental. Despite making everybody’s life just a bit more comfortable, these changes in technology also serve as proof of that lingering feeling about things changing without really knowing where it’s all leading.

Certainly, the road to nationalism, closed markets, “us versus them” thinking, and the like is undesirable. Caught in the heat of the moment, this may look different; but historical evidence — indeed, the history of humankind itself — clearly shows that only increasingly networked communities with more people involved will guarantee prosperity and peace over extended periods. For the longest time, transatlantic political relations served as the foundation for our shared stability. Now this foundation is being replaced with uncertainty fueled by more uncertainty.

If we cannot rely on transatlantic political relations for this foundation, we must ask this simple question: What else is there? Some may answer with economic relationships, pointing out that international companies have not changed and suggesting these companies could form this new foundation. But people are skeptical about how much power corporations have, even more so than the power governments enjoy. No, the answer is simple and powerful at the same time: Friendship — good, old personal friendship — is what creates a foundation for stability and a very personal approach to dealing with uncertainty.

Anyone who has a long-standing international business or political relationship has built friendships; most of us have good friends, especially on both sides of the Atlantic. I remember a time when the Cold War was at its peak, and people were opposed to nuclear-weapons deployment despite the fact that this policy guaranteed peace. This was the time when I remember people creating German-American friendship clubs and initiatives and fostering human-to-human relationships. These led to a better understanding of one another, and, even more importantly, to personal relationships outside the official political and economic realms. These personal relationships spread. Everybody knew someone who was involved in some sort of transatlantic friendship organization, and there was much positive communication in them — even among the folks who had massive political disagreements — because this brought in a human element, an element that shows each of us that trust among people can exist and that everybody is human.

So if we need to find a new anchor for stability, let us foster personal relationships. Let us not only speak about our good friends across the Atlantic, but let us use these relationships to communicate our common ground, our trust in each other, our will to submit to common goals — even if political leaders cannot do this. In the end, it’s us — along with our families, our companies and our businesses — that constitute a transatlantic relationship, and it’s this relationship that’s guaranteed peace and prosperity for a very long time now. There’s no need to give it up or be skeptical about it continuing to exist; that is, not if we — the people who create this relationship — want to keep it.

Technological transformations are unfolding at a rapid pace, and the impact on industry and trade as well as on personal relations and communities has been monumental.
GEORGINA PRODHAN: Why did you decide to open your new center at this location right now?

NICOLA LEIBINGER-KAMMÜLLER: The American market is very, very important for us. It’s our second-biggest market with sales of up to $470 million. Chicago is our fifth US location. We are there because a large share of our clients are situated there. The whole auto industry is in and around the Rust Belt, and that’s why we’re there. And we also believe this market is getting ready to take up the whole issue of digital transformation.

What consequences do current political uncertainties in the US have for you?

To be honest, there are hardly any actual consequences. Above all, we are unsettled by what we hear from the American government regarding protectionist measures — the whole “America First” policy — to seal off the American market and make it difficult
for the competition, especially Germany. Even though we manufacture in the US and understand ourselves as an American company, we still import a great deal from Germany and Switzerland and so on to America. But the American government’s goal is to impose tariffs on these exports. And this would, of course, mean that our machines would become much more expensive on the North American market.

We offer hundreds of Americans jobs in the US. If our life is made difficult, we will have to cut these jobs. On top of that, this America First policy obviously also harms American industry. The US will lose its ability to innovate if it doesn’t allow for competition, if it cuts itself off. And then, to put it frankly, American customers won’t have any other option than to buy German or Japanese or Swiss products because the American machine-tool industry will no longer exist.

Are you talking to local politicians?
We are in contact with government officials in Connecticut, where we also have a site, so they can take our concerns into account. But you know the situation in America: It’s rather difficult. Trump so often goes it alone.

Are the Americans ahead of the Germans in digital technology?
In terms of the adoption of new technologies, Americans are more open, less fearful, have fewer constraints and try out more things — this is a great strength of America. In Germany, we also have customers who are engaged with the topic, but we have to do more to convince them.

TRUMPF increased its sales in the American market by 14% to €421 million in 2016, making the US its second-largest single market after Germany. The company plans to continuously expand its market presence over the long term. Opening the Smart Factory in Chicago in October 2017 was an important milestone in this regard.

The interview was conducted by Georgina Prodhan, Chief Correspondent at Reuters. She runs Reuters company news coverage out of Germany, with a focus on industry and infrastructure. She can be contacted at presse@amcham.de.
'Filling the void on public policy issues'

INTERVIEW WITH FORMER SENATOR TOM DASCHLE

Former Senator Tom Daschle is the founder and CEO of The Daschle Group, a public policy advisory of Baker Donelson. The Daschle Group is a full-service strategic advisory firm that advises clients on a broad array of economic, policy and political issues. Daschle was one of the longest-serving Senate Democratic leaders in history and one of only two to serve twice as both majority and minority leader.
SEBASTIAN MEIS: How has the US political landscape changed over the last year under President Trump? In what direction is the country heading?

TOM DASCHLE: The state of US politics has been negatively and significantly changed in a number of ways since the last election. Many norms have been broken. The president’s tweets have been his primary vehicle for communicating with the country. Political polarization is at an all-time high. Dysfunction in government has increased. And people’s perception of the Office of President as well as of Congress has become far more negative.

Can Congress actually address the most critical issues facing the country?
Congress can address the most critical issues. The primary question remains whether they will. This has been the most dysfunctional Congress in modern times. Virtually nothing has been accomplished. The budget deficit is likely to increase by more than $2 trillion in this fiscal year alone if the Republican tax bill is enacted. Infrastructure, immigration, meaningful health-care reform and trade matters all deserve urgent attention.

In terms of the US health-care system, what has to be done now?
The US still has significant problems with the cost, quality and access to health care. We need to reconstruct our health-care sector in a way that addresses all three problems with an emphasis on high performance and value. In the short term, we must address the urgent need to fix the individual market. That will require a reinsurance program, subsidies for income beneficiaries and some requirement for participation. Above all, a restoration of bipartisanship is essential here.

The more dysfunctional the government, the more the private sector’s role becomes increasingly consequential

So many issues emerged with the 2016 presidential elections. Is the US electoral system modern enough? Should the US shorten its election season to a few of months like it is in Germany?

The election system in the US is broken in many ways. The season should be shortened. The amount of money spent should be reduced. The nominating process should be reformed significantly. And the need for greater voter participation should be emphasized and made simpler.

How can organizations like AmCham Germany help strengthen transatlantic ties?
AmCham Germany can play an important role. The more dysfunctional the government, the more the private sector’s role becomes increasingly consequential. Transatlantic relationships involving businesses can help fill the void on many public policy issues, including trade, climate change, tax policy and immigration. Four factors will determine the quality of the effort: resiliency, innovation, collaboration and engagement.

Sebastian Meis is a cross-border transactional corporate attorney in the Global Business team with Baker Donelson in Atlanta. He is a licensed attorney in Germany and the US and advises companies in corporate matters, particularly in the formation and restructuring of corporations and partnerships in both countries.
Sebastian Meis, LL.M.
AmCham Germany Southeast US Senior Adviser
Shareholder, Baker, Donelson, Bearman, Caldwell & Berkowitz, PC
www.bakerdonelson.com
Washington Executive Dialogue:

Where are transatlantic relations headed?

In early November, an executive delegation chaired by AmCham Germany President Bernhard Mattes visited Washington, DC, to meet with political leaders at the departments of Commerce and State as well as the National Security Council and the US Trade Representative. The group also met with German Ambassador Peter Wittig, members of the US Congress and their chiefs of staff, and representatives at institutions like the Atlantic Council, the Center for American Progress, RGIT and the US Chamber of Commerce. Matthias Machnig, State Secretary of the German Ministry for Economic Affairs and Energy, and Michelle Müntefering, a member of the German Parliament and the Bundestag’s Committee on Foreign Affairs, also participated in the delegation.

The talks provided deeper insights into the current state of the transatlantic relationship and trade-related issues, including the latest US sanctions measures.

The discussions with the various meeting partners showed that the transatlantic partnership remains strong. However, there are other priorities on the US administration’s agenda, both domestically and abroad: healthcare and tax reform, the creation of jobs, the US trade deficit — and China. On all these issues, Congress is pursuing its own goals determined by the demands of their constituencies; President Trump is driven by the need to achieve a political win. The legislative process is also slowed down by differing views, not only between the two parties, but also between the House and the Senate.

Our general take away is this: It is still the case that many of the senior positions in the Trump administration aren’t filled yet. But there is good news, too: Those counterparts we met with have been involved in transatlantic relations for many years, be it in the Department of Commerce, the State Department or the National Security
Council. They have served in Germany or Europe, know us well and are experienced in transatlantic relations, especially with regard to economic issues. To them, Germany and Europe are key allies.

On the other hand, although there is a general interest in revisiting trade negotiations between the EU and the US, it is clear the US administration’s focus under President Trump’s leadership is on the renegotiation of NAFTA and, more broadly, on lowering trade deficits with trading partners.
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we regularly provide you with current information 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 comprise an important pillar of the Chamber’s portfolio.

**Political voices from the US:**
Germany, what’s next?

**Congressman Theodore E. Deutch**
The Democratic representative to the US House of Representatives serves Florida’s 22nd congressional district and is Co-Chair of the Congressional Study Group on Germany.

**Congressman Charles W. Dent**
The Republican representative to the US House of Representatives serves Pennsylvania’s 15th congressional district and is Co-Chair of the Congressional Study Group on Germany.

“Germany is a valued ally and partner of the United States, and it’s crucial that we continue to protect this relationship. Our two nations remain committed to protecting democratic institutions and Western values, especially in light of Russia’s interference in the free and fair elections in both our countries.”

“Germany has been a valuable and effective US partner for decades. Major German businesses have expanded into and thrived in the US market, creating jobs and contributing back to our domestic economy. Particularly bilateral trade with my home state of Florida has increased by hundreds of millions of dollars in recent years. We should build on our transatlantic relationship to create even more economic opportunities for both countries.”
North Rhine-Westphalia: Committed to transatlantic business and the digital future

Guest Article by Armin Laschet, Minister-President of North Rhine-Westphalia

Strong and reliable transatlantic relations continue to feature highly among high-ranking German as well as US business leaders. This interest, particularly in a robust and prosperous economic and political exchange, holds true especially for North Rhine-Westphalia. With over 18 million inhabitants and 750,000 companies, our state forms a huge market right in the heart of Europe. No fewer than 160 million people live within a radius of 500 kilometers from North Rhine-Westphalia. Hardly any other European region offers a similar level of purchasing power. We import goods and services worth €200 billion annually, while our worldwide exports amount to €180 billion.

At a recent meeting with top-level representatives of AmCham Germany in our capital city of Düsseldorf, all participants agreed that good bilateral relations are of vital interest for both countries’ security, well-being and for our joint future in a globalized world. US companies are among the biggest foreign investors and employers in North Rhine-Westphalia. Around 1,700 companies are based in our state, among them 3M, Ford, Mars, Amazon, UPS, FedEx, Hewlett-Packard, Cargill and Johnson & Johnson, to name but a few. The US is one of our most important non-European trading partners. The new North Rhine-Westphalian government is strongly committed to an economic policy that provides excellent conditions for business and commerce, at home and abroad. We understand that to do so, we have to accelerate our efforts in two closely linked spheres: globalization and digitization. For one thing is obvious: The economic future will largely be digital; it will be based on data. And both business and political leaders, must act quickly — international markets will not be waiting for us. To meet these challenges even better, North Rhine-Westphalia has formed a new joint Ministry of Economic Affairs, Innovation, Digitization and Energy, led by Prof. Andreas Pinkwart.

Good bilateral relations are of vital interest for both countries’ security, well-being and for our joint future in a globalized world

Swift action is also needed in another crucial sector: We are going to reduce bureaucratic obstacles to ensure that international companies find the first-class support and infrastructure they depend on to do business in North Rhine-Westphalia. A favorable regulatory framework as well as an entrepreneur-friendly culture will again become our trademark. We therefore intend to simplify and modernize public procurement law and are also working on legislation to ease and accelerate investment.
COMMERCE GERMANY: What factors led to the foundation of the Policy Coordination Committee?
WOLFGANG DIERKER/JULIAN WILLMS: The Policy Coordination Committee (PCC) was founded early this year by reorganizing the former Government Relations Committee. This realignment was undertaken due to certain developments in the way public affairs and advocacy work is conducted. These developments include 24/7 news reporting, social media, growing populist sentiment, faster reaction times required by companies, digitalization and its far-reaching impact, and the continued development of AmCham Germany as an organization.

What is the role of the committee?
The Policy Coordination Committee, comprised of all AmCham Germany policy committee chairs, promotes cooperation and integration among the AmCham Germany president, Executive Committee, Board of Directors and regional chapters. The PCC’s main task is to consult the Chamber on public affairs issues and initiate topics in the respective committees. The PCC does not issue its own position papers; rather, its goal is to enhance policy coordination and promote the issues AmCham Germany deals with—for instance, in press releases, statements and speeches.

What policy priorities should the next German government set?
Over the past four years, we have seen a need to readjust policy in certain areas. Specifically, we need to work toward solutions in the following areas:

1. Intra-European cooperation and stabilization of the eurozone: We need more integration, not less. We also need to have a greater sense of joint responsibility as well as more appreciation as to why it is important.
2. Climate and energy: While the energy transformation offers growth opportunities in renewable energies and digitalization, we are witnessing high energy costs without, unfortunately, seeing environmental targets getting met. For this reason we advocate for the German government to undertake sustainable reforms to the current energy policy.
3. Public investment and technology innovation: For Germany to remain an attractive business location, we need budgetary stability as well as further investment in areas such as public research funding, energy grids and broadband network expansion. Digitalization is a decisive factor in our future competitiveness and offers enormous opportunities.

What overarching issues will AmCham Germany focus on the most next year?
1. Advocating for free and fair trade as well as for the resumption of transatlantic free trade negotiations.
2. Promoting Germany as an investment location and maintaining its attractiveness by finding a healthy balance between regulation and competition.
3. Fostering innovation and sustainable growth, the keys to the transatlantic partners’ future success.

For more information
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AmCham Germany’s policy committees and expert groups provide for an intensive exchange of information between business representatives and political decisionmakers.

POLICY COMMITTEES
- Policy Coordination Committee
- Aerospace and Defense Committee
- Corporate Responsibility Committee
- Energy and Climate Committee
- Financial Services Committee
- Healthcare and Life Sciences Committee
- Innovation and Research Committee
- Social and Labor Affairs Committee
- Tax Committee
- Telecommunications, Internet and Media Committee
- Trade Committee

EXPERT GROUPS
- Corporate and Business Law Committee
- Entrepreneurship Committee
- International Business Committee
- Mittelstand Committee
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What makes Germany such an attractive investment location for US companies?

Germany has a constantly growing economy, which is the largest in the EU, and a stable political environment. Hence, it is one of—if not the—most important market for US companies in Europe. Workforce productivity is strong, and the educational system provides highly qualified staff to research-based companies. Moreover, health is an important topic for Germans. All these factors are definite locational advantages for pharmaceutical companies like Bristol-Myers Squibb.

What opportunities and challenges does the transatlantic relationship currently face?

Free markets, the free flow of workers and freedom of thought are what drive innovation and science, which in turn create wealth and prosperity. I am confident politicians and corporations alike are fully convinced that the achievements we have attained in past decades have been of mutual benefit. Germans and Americans continue to share many beliefs and values. These will also prevail in the future and support political interaction. Many answers can be found on the basis of strong German-American collaboration.

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

There are many places in both the US and Germany that stand out for me as favorites. El Tovar is a very nice restaurant near the Grand Canyon where my wife and I had dinner during our honeymoon. It was fantastic to return there a couple of years ago with our three sons. In Munich, I love to be in the Allianz Arena, at the Bavarian State Opera or in one of the beautiful Pinakotheken. I also enjoy beautiful hikes in the Voralpenland.

At Bristol-Myers Squibb since 1999, Han Steutel was appointed general manager in Germany in 2008. Prior to that, he was general manager in the Netherlands for five years. Steutel has actively worked on behalf of the pharmaceutical industry in such roles as chair of the Pharmaceutical Committee of AmCham Netherlands, where he also served as a board member. Steutel has been chairman of the board of vfa in Germany since June 2016, having previously been a board member. He is also the vfa state representative for Bavaria and a member of the AmCham Germany Board of Directors.
Welcome new members

FROM SEPTEMBER TO NOVEMBER 2017

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Government Affairs
Berlin

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FedEx Trade Networks Transport & Brokerage (Germany) GmbH
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Manager, Sales, Germany
Frankfurt/M

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the Bridge - Consulting & Training
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Carletta Heinz

Hewlett-Packard GmbH
Marc Fischer

Honeywell Deutschland Holding GmbH
Alexander Schmidt

In times of uncertainty and change, it is important to engage at all levels to foster US-German relations. This was one takeaway from the Transatlantic Business Conference in Frankfurt/M and is why we, as a representative of the German Mittelstand, have partnered with AmCham Germany.

Marcel Kiessling
Managing Director
Gerhard Schubert
Verpackungsmaschinen
www.gerhard-schubert.de

Imprint

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As a San Francisco–based company with strong roots in Europe, Salesforce joined AmCham Germany to contribute to the advancement of transatlantic relations on both sides of the Atlantic.

Nina Keim
Senior Manager
Government Affairs
Salesforce.com Germany GmbH
www.salesforce.com

INDIVIDUAL MEMBERS
Christopher Booth
Ashley Gillespie
Ina von Raven

The voice of transatlantic business

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Transatlantic business: A solid foundation

Over the past year, the US administration has made the news by withdrawing from TPP, renegotiating NAFTA and threatening to impose import taxes. Based on these headlines, it’d be easy to think that transatlantic business is in a sorry state. However, the reality is a different one.

In fact, trade in goods between the US and the EU rose by 2.7% in the first three quarters of 2017, and German-American trade also witnessed a similar increase. What’s more, nearly 60% of AmCham Germany’s member companies said in our “Transatlantic Update” this fall that they hadn’t changed their investment plans abroad based on the US administration’s economic policies.

While it’s true that a transatlantic trade agreement isn’t a top priority for Washington at the moment, business between Europe and the US is anything but dead. In fact, transatlantic economic relations are strong and stable. In other words: They serve as the foundation of our partnership.

Nevertheless, we — the business community — still have work to do. As John Boehner, former Speaker of the US House of Representatives, said at our Transatlantic Business Conference, we must “engage, engage, engage.” For us at AmCham Germany, that meant traveling to Washington, DC, in November and making sure the voice of transatlantic business is heard — something we will continue to do in 2018.

Looking ahead, our first issue of *commerce germany* in the new year will focus on trade and tax. We look forward to welcoming you back here in 2018 and wish you all the best for the upcoming holiday season.

Until then,

Eveline Y. Metzen
AmCham Germany General Manager

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**In our next issue:**

- Trade and taxes
- One year with the Trump administration
- Transatlantic Business Barometer 2018
- New Year’s receptions

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# Upcoming event highlights

## AmCham Germany

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<td>Prof. Andreas Pinkwart, North Rhine-Westphalia’s Minister for Economic Affairs, Digitalization, Innovation and Energy in Düsseldorf</td>
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<td>Sabine Bendiek, Chairwoman of the Management Board of Microsoft Germany in Nuremberg</td>
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<td>Expert Briefing</td>
<td>How to successfully minimize antitrust and penal-law risks in Frankfurt/M</td>
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<td>New Year’s Reception</td>
<td>Lieutenant General Ben Hodges, Retired Commanding General of the US Army in Europe in Hamburg</td>
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<td>Transatlantic Partnership Award</td>
<td>Wolfgang Ischinger, Ambassador to Germany, Berlin</td>
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