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YEARS

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▶ **Celebrating 110 Years:**
Reflecting on the last
two decades of Chamber
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Intelligent Living in the City: What It Takes to Harmonize Urban Systems

- ▶ **Business Barometer:** Time for Renewal
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Preparing for the Future of Urban Living

The future holds complex and exciting questions for our urban lifestyle. Today, half of the world population lives in a city or urban center – a proportion that will continue to grow. This is a trend that applies to both the US and Germany. At the same time, cities throughout the world are confronted with the challenges arising from economic and social transformation, climate change and new mobility needs.

Despite the financial crisis in the eurozone, German cities and regions remain highly competitive in international markets. One of Germany's advantages is its efficient infrastructure. Political leaders agreed early on to formulate a national urban-development policy. To this end, the federal government intensified work with its partners in the federal system many years ago, with government agencies at the national, state and local levels joining forces on this project.

Urban-development assistance constitutes an important instrument of our national urban-development policy and is one we use to support and strengthen German towns and cities. However, responsibility for sustainable urban development cannot be left solely to political institutions. Germany needs integrated urban-development strategies that involve residents, business leaders and property owners in addition to the support of public authorities and political initiatives. For this reason, we want to see individual businesses and industries as a whole show an even stronger commitment to local projects, making their regions and cities more attractive – and not just in an economic sense – through development and innovation. There are already exemplary businesses in numerous locations that are making active contributions to their neighborhoods, towns and cities.

The US and Germany are engaged in an intensive dialogue on urban-development policy

The US and German governments are engaged in an intensive dialogue on urban-development policy issues. The basis for this dialogue is the Joint Declaration of Intent in the Field of Housing and Sustainable Urban Development, which the countries agreed on two years ago. The main goal of the cooperation is to learn from one another, as the exchange of knowledge and experience is beneficial to both sides. Germany can contribute a wealth of experience, for instance in the areas of climate-sensitive urban restructuring and improved energy efficiency in buildings. In turn, Germany can learn from the US how to better involve businesses and citizens in improving towns and cities.

It is important that as many stakeholders as possible engage with urban-development planning. Our cities are places of multifaceted social and political life. They are where knowledge is created and multiplied and where art and creativity thrive. They are where innovative ideas emerge and where new products and services are developed. They are special places of integration and public participation, in Germany and in the US. The future of urban living is a political and social responsibility that has to be addressed in an active and sustainable manner, and Germany is certainly equal to the task.



Dr. Peter Ramsauer
Federal Minister of Transport,
Building and Urban Development



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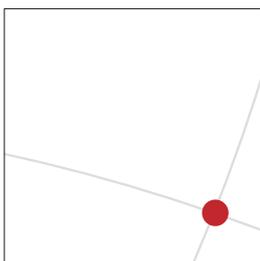
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Intelligent Living in the City

Urban planners may dream of building real-life utopias, but the reality is that they hardly ever get to start from scratch. Outdated power plants, stressed transit systems and dilapidated buildings are a given for most cities. Municipalities, along with their supporters in the private sector, must figure out how best to replace them. AmCham Germany member companies lend a hand.

Connected and Predictive Future Cities

Many of the problems cities face on a daily basis result from problems with processing information. Predictive analytics can do something about that.

A city's "system of systems" contributes enormously to smooth and efficient urban living, but each individual component of the system faces significant challenges to its sustainability. Inefficient transportation networks, for example, continue to drive up municipal costs. Current energy grids are often insecure and inefficient. Cities' regulatory requirements for businesses lead to costly administrative overhead. As the world continues its rapid urbanization, attitudes toward buildings must evolve to keep pace.

Smarter cities

To seize all available opportunities for growth while also laying the foundation for sustainable prosperity, cities need to become smarter. More efficient use of data, including predictive analytics, promises to help accomplish that goal. Cities have always had access to vast amounts of information and statistics related to their large populations and sprawling infrastructures. And now they have begun to use this data to shape models and predictive abilities for under-

Decentralized Energy: A Bridge into the Future

More people and more buildings mean greater challenges when it comes to securing an environmentally friendly, reliable option for energy generation. It's time for an integrated, decentralized approach.

Rapid urbanization combined with the exponential growth of the world's population places enormous strain on the planet's natural resources. Since buildings account for up to 40% of global energy use, this strain on energy resources hits urban areas especially hard. Add to that mix the complicating factors of climate change and a global economy reset by financial crisis and recession, and one can see the daunting scope of the challenges our cities face.

This is a defining moment. We have the responsibility and the opportunity to transform the world's urban infrastructure. Ensuring efficient electricity distribution from a range of different sources is a key place to begin this task.

Bridging the gap

Our cities need energy systems that use the various resources available to them in the most effective way possible. In this regard, decentralized networks serve as a key enabler of a clean, efficient energy supply. Regional power suppliers and grid operators, located in close proximity to the industrial, commercial and private consumers of urban markets, act as the driving forces of

the *Energiewende* (transformation of the German energy system), efficiently delivering reliable power to millions of buildings.

Their decentralized solutions for generating power from natural gas in closer proximity to urban areas provide for increased energy flexibility and efficiency. They also allow for an intelligent use of other gases, such as biogas and landfill gas. These factors represent a remarkable environmental advantage and compensate for weather-dependent supplies like wind and solar energy. They are the bridge that will carry us into the new era of renewable energies.

Smart grids for smarter sources

As more decentralized energy resources feed into the grid, the need to manage transmission and distribution networks increases. Smart grid solutions apply state-of-the-art information and telecommunication technologies to real-time problems of supply and demand in the energy market. They help control the network power quality based on load optimization in local net-



This is the bridge that will carry us into the era of renewable energies

Prof. Dr.-Ing. Stephan Reimelt
CEO
GE Energy Germany
www.ge.com/de

works, minimizing costly electrical network extensions and optimizing the lifespan of electrical network assets to keep operational costs down. On the strength of its many innovative engineers, Germany can successfully realize its planned *Energiewende*, but the country's energy paradigm must shift toward a more integrated approach. When it comes to the debate between renewable and conventional power generation, we should not look at things through a lens of "either/or," but rather "one as well as the other." Renewable energy must remain our final goal, but right now our biggest challenge, especially in supplying crucial urban markets, is the intelligent use of existing capacities, from power generation to energy management and distribution. ■



To seize opportunities for growth and sustainable prosperity, cities need to become smarter

Kay Hartkopf
Smarter Cities Leader
IBM Deutschland GmbH
www.ibm.de

30 minutes in advance in any given area. As a result, travelers can now more effectively plan their journeys. And when Mannheim wanted to create an intelligent grid-services platform that integrated various devices and energy sources, the company was able to offer a solution to do just this: It enabled customers to extract real-time information

maintenance that save money and other resources in the process.

Shaping with intelligence

For the first time in history, more people on the planet live in cities than in rural areas. This means cities have an increasingly large share of the world's highly skilled, educated population, making them the hubs of our global economy. Some 2 billion more people will move into cities over the next two decades, marking one of the most significant migrations in human history. Successfully overcoming the challenges of urban planning requires the ability to focus resources and the willingness to work together. In these efforts, information technology will lead the way. ■

standing key trends and changing the future for the better.

For almost a decade, IBM has used predictive analytics to help German cities improve their services and function more smoothly. This support included assisting Cologne on a pilot project that allowed the city to predict traffic flow and volume with more than 90% accuracy and up to

from the grid and optimize consumption patterns to minimize their power costs. With its Smarter Cities initiative, the company also assisted Hamburg BG Hospital's transformation into a smart building that integrates data to create a holistic view of all technical, medical and facility assets. This allows the hospital's management team to establish best practices for inspection and

The Soft Skills of Smart Urban Real Estate

Pressed for space and money, cities need to maximize the comfort and productivity of occupants while fully utilizing the positive potential of the buildings where they live and work.

For urban planners and the investors who support their efforts, green buildings offer an intelligent use of resources. Among the advantages of green buildings most often identified by investors, incidental cost savings are held in high regard. These savings are indisputable, but they only tell part of the story.

The primary purpose of a building, especially one located in an urban area short on available space, is functional. The building should efficiently meet the needs of the people who live and work there as well as provide them with a pleasant environment. The broader well-being of building users, and the increase in productivity that stems from that well-being, is the other huge part of the story, and it cannot be ignored.

Integrated approach to real estate

Thermal and visual comfort, indoor air quality, acoustics and barrier freedom are just a few of the important characteristics of a building that contribute to the well-being of its occupants. The usage concept of a structure as well as its integration into and impact on the surrounding environment also play major roles. Together, these elements

constitute the "sociocultural quality" of a building.

While investors may focus on the immediate costs and savings potential of green buildings, the positive effects of real estate's sociocultural qualities offer an integrated, holistic approach to evaluating a building's benefits that investors would be unwise to overlook.

Measuring well-being

Though difficult to measure, sociocultural factors have a clear economic dimension that can be evaluated. This is where internal analyses of buildings, a service provided by companies such as HOCHTIEF, come in.

One study carried out by HOCHTIEF compared the incidental cost savings in a particular building with the potential increase in its users' productivity as a result of an improved working environment. The result was that the positive effect on the occupants' productivity – at around €21 per square meter per month – was much more significant than the monthly incidental cost savings of €0.91 per square meter. This is a convincing ar-



A building's sociocultural qualities offer an integrated approach to evaluating real estate

Bernhard Hohmann, Dipl.-Ing.
Head of Department
Consult Real Estate Services
HOCHTIEF Solutions AG
www.hochtief-solutions.de

gument – for investors, owners and tenants alike.

In addition to evaluations made on the basis of tangible costs and savings, sociocultural qualities also play an important role in building certification. Weighted according to their ecological or economic effects, such as increased energy efficiency or reduced usage costs, the qualities are then used to score individual buildings and award prestigious quality seals for green real estate. Each certification system, whether DGNB, LEED or BREEAM, seeks to evaluate the interaction between the building and its occupants. In this important task of certification – one that makes millions of euros worth of difference for property values and utilities savings – certifying organizations are guided in large part by evaluations of sociocultural quality. ■

amcham germany asks



▽ *What aspect of transatlantic relations works best?*

▲ The best aspect of transatlantic relations is the set of common values Europeans and Americans share. These values make doing business together much easier. It allows transatlantic counterparts to build trust quickly and makes it unnecessary to rethink expectations from day to day.

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

▲ We have to take care that the short-term interests of the two regions don't drive us apart. We belong together in the long run; working together, we can shape the future. This is why an agreement on a free trade zone is so necessary.

▽ *What was the last book you read?*

▲ "How!," by Dov Seidman. It's great inspira-

tion for leadership and management in the modern world. It's also an exploration of the new values necessary to become or remain successful.

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

▲ My favorite American food is steak and salad. In Germany, it's herring with potato salad.

▽ *Who do you admire most?*

▲ My wife, of course.

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

▲ In the US, it's Nantucket Island because of its beautiful beaches, its sunsets and its nice people. In Germany, it's got to be Düsseldorf, because it's the best of both worlds: all the advantages of a great international city without the disadvantages.



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▶ ABOUT THE COMPANY

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How to compete in the era of “smart”.



Police in Memphis used Big Data and analytics to verify patterns of criminal activity, which helped them change their strategy.

For five years, IBMers have helped cities and companies build a Smarter Planet. Leaders have begun using Big Data and analytics to transform their enterprises with mobile technology, social business and the cloud.

Big Data has changed how enterprises and institutions serve their customers, and their ability to harness it helps them compete in today’s era of “smart”.

Using analytics, not instinct.

Executives long relied on intuition to formulate strategy and assess risk. Such thinking is rendered obsolete by Big Data.

Today, when each individual is connected with millions of others, the cost of a bad call can be devastating. Analytics helps leaders see beyond their own biases to find real patterns and anticipate events.

The social network goes to work.

The rise of social and mobile technology is shifting the competitive edge from having

workers who amass knowledge to having workers who impart it.

Cemex, a \$15 billion cement maker, created its first global brand by building a social network. Workers collaborating in 50 countries helped the brand launch in a third of the anticipated time.

From you as a “segment” to you as you.

In the age of mass media, marketers served broad population “segments”.

But the age of Big Data and analytics is revealing customers as individuals. And smarter enterprises deliver useful services to one individual at a time.

Finding success on a Smarter Planet.

An organization invested in Big Data and analytics, social, mobile, and the cloud is a smarter enterprise. On a Smarter Planet, the next challenge is culture: changing entrenched work practices to make the most of these advances. To learn more, visit us at ibm.com/smarterplanet



Effective marketing no longer aims publicity at broad demographic groups—it opens conversations with individuals.



Social networks shift the value in the workplace from knowledge that people possess to knowledge that they can communicate.

LET’S BUILD A SMARTER PLANET.





Pictured here holding copies of the Business Barometer are (from left): Sven Jansen, Ralf Brinkmann, Hans-Peter Teufers, Dr. Martin Wittig, Bernhard Mattes and Uwe Detering.

X AmCham Germany Business Barometer: Now Is the Time for Renewal

The results of the X AmCham Germany Business Barometer are in, and the upshot is optimism:

Three-fourths of US companies in Germany anticipate increased revenues in 2013, while one-third intend to increase their investments and hire new workers. Still, with its economic strength hanging in the balance, Germany can't afford to take it easy.

The survey explored the topic of Germany's attractiveness as an investment location and was completed by dozens of US companies with a combined economic foot-

print in Germany of €95 billion in annual revenue and 240,000 employees.

At a Parliamentary Breakfast held in Berlin, AmCham Germany Vice President Bernhard



Pictured here are Parliamentary State Secretary Hans-Joachim Otto (left) and Claudia Bögel, MdB.



Pictured in the foreground are Klaus Breil, MdB (left), and Harald Leibrecht, MdB.

HOW GERMANY CAN ENSURE A STRONGER BUSINESS CLIMATE

- Generate an inspirational mindset
- Aim for technical advances
- Strengthen industrial skills
- Secure entrepreneurial freedom
- Maintain flexible labor markets
- Organize a non-ideological energy transition
- Give power to education

Mattes presented the results of the survey to an audience that included more than 20 members of the German Parliament, interpreting the increased optimism as a call to action for German policymakers. "The economy remains strong, making this the perfect time for further economic renewal," he said. "Reform is much more difficult to carry out when times are tough."

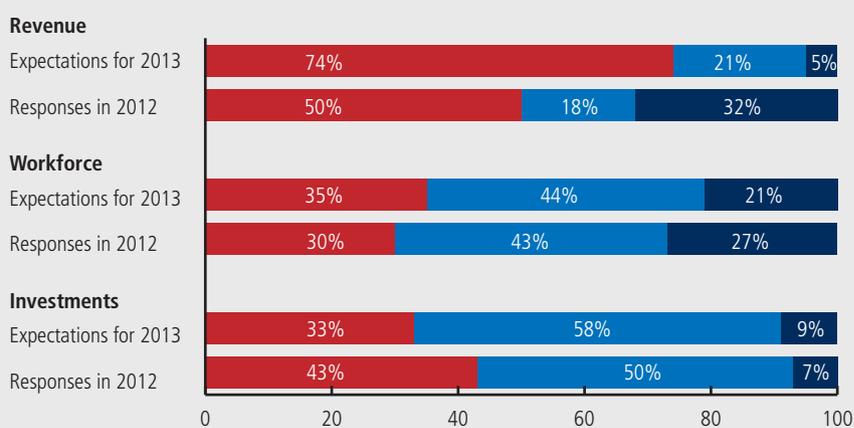
Among the survey results, the clearest markers of US companies' positive evaluation of Germany are the expectations for revenue increases in 2013: Almost three-fourths (74%) of companies foresee increases, while another 21% foresee revenues equaling last year's numbers. This leaves only a small fraction (5%) fearing decreases. Additionally, 33% expect to make more investments and 35% expect to increase the size of their workforce.

In the survey, US businesses noted the specific factors that make Germany such a strong investment location. Three-fifths of companies identified access to highly qualified personnel as a crucial advantage, and almost half of respondents noted political (47%) and economic (49%) stability as major factors. On the other hand, respondents noted overregulation as the biggest disadvantage of doing business in the country, with 35% citing it as a major concern.

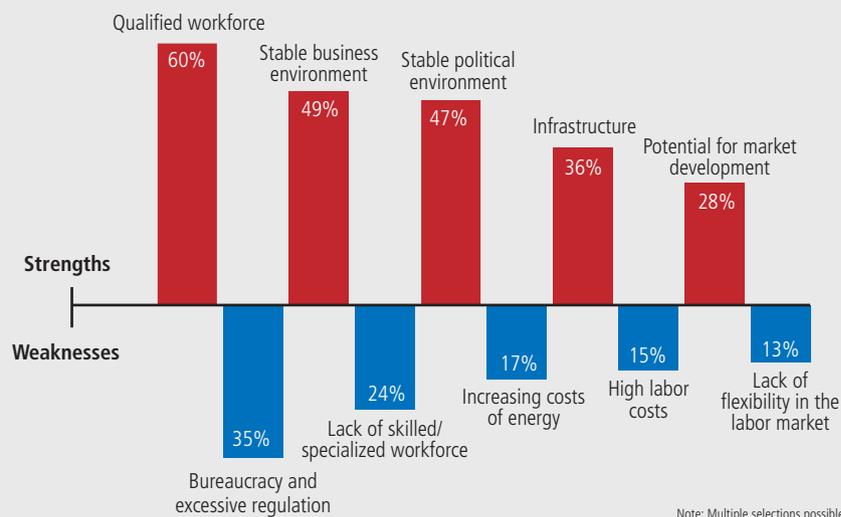
The study, created by AmCham Germany in cooperation with Roland Berger Strategy Consultants, also included a list of seven recommendations to keep Germany on its feet and ensure its future success as a business location.

► For more information or to download this year's Business Barometer, please visit www.amcham.de

US COMPANIES REPORT ON PERFORMANCE EXPECTATIONS



US COMPANIES NAME GERMANY'S STRENGTHS AND WEAKNESSES





Seizing a Historic Opportunity in Transatlantic Trade Relations

▶▶ TTIP is within our grasp ▶▶ Nontariff barriers should be scrapped ▶▶ Good execution is key

Prospects for a comprehensive transatlantic trade agreement have never been better than they are now.

By seizing this opportunity, we have the chance to successfully establish common rules and standards under transatlantic guidance and create new momentum for global trade liberalization.

The path to implementing the agreement will prove difficult and possibly long – but there is little doubt it is the right thing to do. There remains, however, a major difference between “well intentioned” and “well executed.” Realizing such a highly complex project like the Transatlantic Trade and Investment Partnership (TTIP) will take not only political leadership but participation by key stakeholders as well.

The political will is there: President Obama endorsed TTIP in his latest State of the Union address. EU Commission President Barroso also confirmed that “the world’s largest free-trade zone” could be created.

The European Commission estimates that an “ambitious and comprehensive” agreement could generate annual profits of €119 billion in the EU and €95 billion in the US. It could also spark more than 3% GDP growth on both sides of the Atlantic.

But what does “ambitious and comprehensive” mean? At Dow, the elimination of industrial tariffs would, for instance, lead to significant cost reductions on important transatlantic intracompany transactions. But tariff liberalization is only one issue to be considered. After all, it is mostly nontariff barriers that lead to inefficiencies and duplication of work processes. For this reason, these barriers should be reduced, especially for such highly regulated sectors as the chemicals industry.

The different approaches to chemicals management in the US and EU illustrates this issue: While regulations in the US are based predominantly on risk, in the EU they are increasingly based on hazard. On a practical level, this results in trade barriers and enormous inefficiencies. Closer regulatory cooperation between the partners and joint efforts to develop a common approach to risk and hazard management would help eliminate such barriers.

Many challenges lie hidden in the details. To move from “well intentioned” to “well executed,” policymakers and stakeholders must now demonstrate their willingness to examine these details and resolve each and every challenge. ■



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Lower Saxony: Germany's Crossroads, Breadbasket and Green Powerhouse

▶▶ Lower Saxony represents one of those most valuable of investment locations, one where raw materials, a skilled workforce and transportation infrastructure all come together in perfect harmony.

▶▶ **Dr. Stefan Franzke**, CEO, Innovationszentrum Niedersachsen Strategie und Ansiedlung GmbH, and **Prof. Ulrich von Jeinsen**, AmCham Germany Lower Saxony Regional Committee Chair, on a state that's a magnet for investors.

▽ *In which industries is Lower Saxony particularly strong, and how can companies tap into this infrastructure with their investments in the region?*

▲ **Jeinsen:** Most important for Lower Saxony is the automotive industry, with Volkswagen AG at the top. Numerous automotive suppliers also play a significant role, like Continental AG. Individual companies of worldwide renown like the cruise-ship builder Meyer Werft in Papenburg, the acoustics equipment company Sennheiser in Burgwedel and the fragrance manufacturer Symrise in Holzminden also ensure a strong preexisting infrastructure that lures investments.

▲ **Franzke:** Lower Saxony is also Germany's leading agricultural region. The state's production and processing plants for vegetables, meat and dairy products are cutting-edge. With innovative techniques and tools, like autonomous field robots, food isn't just produced, but processed and packaged as high-value food products as well.

The region is a green powerhouse and Germany's largest producer of wind energy, contributing more than 7,000 megawatts of renewable energy to the grid. In addition, Lower Saxony plays a large role in the life sciences and biotech-

nology sectors. Four-fifths of all hearing aids sold worldwide are built with technology originating from research conducted in Lower Saxony.

▽ *What makes Lower Saxony an attractive business location?*

▲ **Franzke:** Lower Saxony's greatest advantages include its central location within Europe's core market and its outstanding infrastructure. The state is situated at the intersection of major transport routes. With JadeWeserPort, the region's new deepwater container port in Wilhelmshaven, as well as additional seaports, international airports and excellent road and rail networks, Lower Saxony serves as a vital nerve center in the heart of Europe.

▲ **Jeinsen:** And not to be forgotten are the numerous trade fairs in Hannover, which make the state a major location for technological innovation.

▽ *What do Lower Saxony's thriving industries mean for investors?*

▲ **Jeinsen:** Investors choosing Lower Saxony benefit from the close proximity to large and

modern companies associated with the technology and automobile sectors. This proves very fruitful for R&D endeavors, ensuring close cooperation between the private sector and numerous outstanding universities and colleges, such as those in Hannover, Brunswick and Göttingen.

▲ **Franzke:** The numerous, effective interfaces between science and industry engender a great deal of practical cooperation, making Lower Saxony a perfect place to invest. A good example of this is the Automotive Research Centre Niedersachsen (NFF) in Wolfsburg and Brunswick, which offers a platform for common projects in the area of intelligent and sustainable technologies.

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

▲ **Jeinsen:** A somewhat less-known sector in Lower Saxony is steel. The state is home to modern steel enterprises such as Salzgitter and Georgsmarienhütte. Cutting-edge technologies are being developed throughout the region.



▶▶ AmCham Germany offers a range of services that bridge companies worldwide and identify opportunities in the international market. Through its current network of 115 AmChams in 102 countries, AmCham Germany serves as your optimal contact for solutions to your international trade and investment matters.

Business in Buenos Aires

▽ *Why is Argentina an interesting location for American investors?*

▲ Argentina has a highly diversified economy. The country's well-developed industrial base showcases key sectors such as agriculture, pharmaceuticals, chemicals and petrochemicals, biotechnology, design manufacturing and automotive. The service sector is well established and is gradually developing niche expertise in the more sophisticated segments of the value chain, with notable growth in software and IT services as well as a wide variety of professional services with high added-value. Argentina's talented workforce, abundant natural resources and modern infrastructure are a plus. Its prominence in the South American economic subregion, which enjoys a high level of overall investment due to its economic buoyancy and the persistent strength of commodity prices, is also impossible to overlook. According to the International Monetary Fund's growth index, the Argentine economy will grow at a very healthy rate of 3.1% in 2013.

▽ *Please describe the economic partnership between the US and Argentina.*

▲ Nearly 500 US companies are based in or operating out of Argentina, according to the US Embassy in Buenos Aires. AmCham Argentina has been promoting bilateral trade and investments between the US and Argentina for almost a century. It brings together nearly 700 companies – companies that directly employ over 368,000 people in more than 200 industrial facilities throughout the country. These companies cover all areas of economic activity and represent 19% of Argentina's GDP.

▽ *How has the Argentine economy fared during the global economic crisis?*

▲ According to the World Bank, Argentina's GDP grew 8.9% from 2008 to 2012. Exports of goods and services quickly recovered from the crisis, growing 22% during the same four-year period. The unemployment rate is currently the lowest it's been in 15 years. In addition, national tax revenue has been increasing at a 30% rate over the past four years.

▽ *How does AmCham Argentina support its members?*

▲ AmCham Argentina is front and center in the ongoing dialogue between the public and private sectors in the country. With innovative and creative proposals, we help various stakeholders articulate their positions and interests to government officials. We support these efforts by collecting data, preparing press releases, responding proactively to companies' needs and staying ahead of whatever problems they might encounter. ■



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▶ ABOUT AMCHAM ARGENTINA

The American Chamber of Commerce in Argentina (AmCham Argentina) is a non-governmental, independent and nonprofit organization that has been promoting bilateral trade and investment between the US and Argentina for 95 years.

▲ **Franzke:** Another exciting sector is general aviation. Premium Aerotec, the world's leading manufacturer of structures and manufacturing systems for aircraft production, has multiple locations in Lower Saxony. Also worth mentioning is the e-commerce sector, which has seen increasing investor demand due to an excellent logistics infrastructure, available and spacious facilities, and easy access to qualified human resources and customers.

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

▲ **Franzke:** Lower Saxony has an excellent relationship with AmCham Germany. Events such as the Chamber's New Year's Receptions and summer barbecues strengthen our region's overall business network, ensuring that the lines of communication remain open.

▲ **Jeinsen:** The Lower Saxony chapter fosters industry location by helping prospective companies figure out the region's particular balance of supply and demand. Moreover, we maintain strong contacts with all government agencies that support enterprises looking to settle in Lower Saxony. ■

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

People Who Made Our Story Successful

AmCham Germany celebrates its 110th anniversary in 2013. This year also marks leadership transitions for the offices of president and treasurer as well as for the position of general manager. We would like to take this opportunity to look back on the people who have contributed so much to the Chamber over the last 20 years. The following four pages also highlight all the individuals who have served 10 years and longer on the AmCham Germany Board of Directors throughout the last decade.



Fred B. Irwin

AmCham Germany President, 1992-2013

Vice Chairman, Citigroup Global Markets Deutschland AG, Frankfurt/M

Like no other, he has embodied and defined AmCham Germany's path over the last two decades.



Dierk Müller

AmCham Germany General Manager, 1993-2013

His steady hand and strategic vision has continuously expanded our membership base and has shaped AmCham Germany into the well-known, influential multinational organization it is today.



Ernst-Wilhelm Frings

AmCham Germany Treasurer, 1995-2013

Partner, WP, StB, PricewaterhouseCoopers AG

Wirtschaftsprüfungsgesellschaft, Frankfurt/M

With his keen financial sense and guidance, he has helped maintain AmCham Germany's financial stability, which enables the Chamber to realize its goals.



Nick Teller

Chief Executive Officer
E.R. Capital Holding
GmbH & Cie. KG, Hamburg
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Board Member since 2002
Vice President since 2008

Helga Haub

Co-owner, Unternehmensgruppe Tengemann, Wiesbaden
Ninth term as Director (since 1995)



Otmar Debald

Managing Director, Procter & Gamble
Germany GmbH & Co. Operations oHG, Schwalbach
Fifth term as Vice President
Board Member since 2001
Vice President since 2004

Rügen Leicht

Managing Director, IBM Deutschland GmbH, Ehningen
Fifth term as Director (since 2004)



Lutz Raettig

Chairman of the Supervisory Board, Morgan Stanley Bank AG, Frankfurt/M
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Third term as Vice President (since 2009)

Jürgen Gromer

Member of the Board
Marvell Switzerland Sàrl, Bensheim
Sixth term as Vice President
Board Member since 1993
Vice President since 2001

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Associates GmbH, Frankfurt/M
Chair, Nominations
Committee (1997-2012)

Heinz Pfannschmidt

Board Member
Inverto AG, Cologne
Sixth term as Director
(since 2002)



John Kornblum

Senior Counselor, Noerr LLP, Berlin
Sixth term as Director (since 2001)

Andreas Schmitz

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HSBC Trinkaus & Burkhardt AG, Düsseldorf
Fifth term as Director (since 2003)



Ulrich W. Reinholdt

Senior Advisor and Member of the Board of
Directors, AIG Europe
Frankfurt and Paris, France
Fourth term as Director (since 2006)

Norbert Quinkert

Chief Executive Officer, Motorola GmbH
Executive Vice President (1993-2011)



Financial Services Committee Hosts Thelen-Pischke

Frankfurt/M, Feb. 18. This Financial Services Committee meeting examined the topic of financial-market regulations in Germany and the EU, specifically the EU Capital Requirements Directive (CRD IV) and the German *Sanierungs- und Abwicklungsplanungsgesetz*. Members also discussed expected regulatory measures and asked **Hiltrud Thelen-Pischke**, Director of Regulatory Financial Services Assurance at PricewaterhouseCoopers (PwC), about specific aspects of pending and newly implemented regulations. Pictured

here are (from left): Volker Sach, Financial Services Committee Co-Chair; Eva Handrick, PwC; Meike Hansen, Fleishman-Hillard Germany GmbH; Thomas Ehrhardt and Alexander Hoffmann, Genworth Financial; Thelen-Pischke; Rolf Maihöfer, Financial Services Committee Co-Chair; Bradford Elder, AmCham Germany; Andreas Fillmann, Squire Sanders (US) LLP; and Steffen Wurm, Credit Suisse Securities (Europe) Limited.



Social and Labor Affairs Committee Agenda for 2013

Frankfurt/M, Feb. 28. The Social and Labor Affairs Committee met at the new offices of JUSTEM Rechtsanwälte to discuss its agenda for the year. The meeting featured impulse statements on the topics of women in leadership and data protection and concluded with the finalization of the committee's position paper on the German labor market. Pictured here are the meeting's participants.



Business of Healthcare Committee Hosts Lauterbach, MdB

Berlin, March 1. The Business of Healthcare Committee met with **Prof. Karl Lauterbach**, MdB (SPD) and health policy spokesperson for his party's parliamentary group, for a discussion titled "Patient Care of the Future." The talk opened with an outlook on future healthcare reforms targeting pharmaceutical policy, the insurance system and the hospital sector. Attendees also addressed the issues of telemedicine and personalized therapy. Pictured here is Business of Healthcare Committee Chair Matthias Borst (left) with Lauterbach.



TIM Breakfast on Innovation and Growth

Berlin, Feb. 19. The Telecommunications, Internet and Media (TIM) Committee gathered in Berlin in late February for another breakfast meeting. Committee members discussed the important topics of innovation and growth with **Dr. Michael Mandel**, Chief Economic Strategist at the Progressive Policy Institute in Washington, DC, and **Thomas Jarzombek**, MdB (CDU) and member of the German Parliament's subcommittee on new media. Members of the German Startups Association also attended the event and added to the lively discussion, marking the first time the organization participated in a TIM Committee meeting. Pictured here are (from left): Dr. Gunnar Bender, TIM Committee Chair; Mandel; Jarzombek; and Mike Cosse, TIM Committee Co-Chair.



Sustainability Breakfast and Committee Meeting

Berlin, Feb. 21. Continuing its series of breakfast meetings, the Sustainability Committee met with **Dr. Georg Nüßlein**, MdB (CSU) and energy and economic spokesperson for his party's parliamentary group, to discuss current developments in the field. The breakfast discussion was followed by a closed-door meeting for Sustainability Committee members to discuss the committee's agenda for 2013.



Business of Healthcare Committee Presents New Paper

Berlin, April 18. At a recent Parliamentary Breakfast, the Business of Healthcare Committee presented its new position paper, titled "Challenges of Healthcare – Positions of the Healthcare Industry." The five major topics of the paper, which is part of the new series "AmCham Germany Positions in the Election Year 2013," were introduced by Business of Healthcare Committee Chair **Matthias Borst**. They included healthcare in times of demographic change; the need for a holistic, integrated approach to healthcare; the need to reform governance to provide for more pluralism and participation; the importance of prevention; and the significance of process innovations. The presentation was followed by a panel discussion that included Members of German Parliament **Birgitt Bender** (Alliance '90/The Greens), **Lars F. Lindemann** (FDP) and **Dr. Joachim Pfeiffer** (CDU) as well as other parliamentarians and committee members present. Pictured here are (from left): Pfeiffer, Bender, Lindemann and Borst.

- ▶ For more information about the Business of Healthcare Committee, please contact:

Julia Pollok
T +49 30 288789-24
E jpollok@amcham.de

- ▶ To read the German-language position paper, scan this code



Tax Committee Meeting

Berlin, March 20. Members of the Tax Committee addressed a wide range of issues at this meeting, including the recent OECD report on base erosion and profit shifting. Committee members also discussed suggested changes to the tax structure for encouraging economic growth in Germany, a topic that will be contained in a soon-to-be-published position paper. Additionally, **Klaus-Peter Flosbach**, MdB (CDU), was on hand to discuss the topic of tax fairness and the phasing out of undesirable tax bodies.



A VISIT FROM GERMAN AMBASSADOR AMMON

Stuttgart, Feb. 4. Returning from the Munich Security Conference, **Dr. Peter Ammon**, German Ambassador to the US, visited the Baden-Württemberg regional chapter to discuss the transatlantic relationship with an audience

of around 100 people. Pictured here are (from left): Marcel Fuchs, United Airlines Inc.; Bernd Schaefer-Suren, Le Méridien Stuttgart; Ammon; and Prof. Gerhard Wegen, Baden-Württemberg Regional Committee Chair.



BUSINESS IN A MOBILE WORLD

Berlin, Feb. 20. The digital landscape has created its own set of challenges and opportunities. At this AmCham Germany Forum **René Schuster**, CEO of Telefónica Deutschland Holding AG, spoke on business prospects opened up by the mobile revolution. Pictured here is Schuster.



LUNCHEON LECTURE ON LEADERSHIP

Düsseldorf, Feb. 21. **Dr. Klaus Engel**, Chairman of the Executive Board of Evonik Industries AG, gave a talk titled "Leadership in a Global Village – What Today's Businesses Need to Know." The local business and political leaders in attendance also took part in an open discussion and Q&A

session with Engel. Pictured above are (from left): Dr. Sieghardt Rometsch, HSBC Trinkaus & Burkhardt AG; Dr. Alexander Schröder-Frerkes, North Rhine-Westphalia Regional Committee Chair; Engel; Dr. Thomas A. Lange, National-Bank AG; and Dr. Hermann Hollmann, Ford-Werke GmbH.



BERLIN: OPEN FOR BUSINESS

Berlin, Feb. 28. **Cornelia Yzer**, Senator for Economics, Technology and Research for the city of Berlin, joined US Ambassador to Germany **Philip D. Murphy** at this reception to discuss the economic strength of Germany's capital. Attendees, including AmCham Germany members and representatives from various international firms, learned about the long-standing ties between Berlin and the US as well as the uptick in US investment in the city. Pictured here are (from left): Murphy; Yzer; and Frank Riemensperger, AmCham Germany Executive Vice President.

NETWORKING EVENT EXAMINES ARAB SPRING

Munich, Feb. 27. **Ruprecht Polenz**, MdB (CDU) and chairperson of the German Parliament's Committee on Foreign Affairs, presented attendees at this AmCham Germany Forum with

an expert analysis of the ongoing upheavals in the Arab world. After discussing the geopolitical and economic consequences of the Arab Spring, Polenz answered questions from the audience.

SERVICE CULTURE IN ERFURT

Erfurt, March 20. Reinhard Enders, Managing Director of Brooks Automation (Germany) GmbH, a German subsidiary of the US firm Brooks, explained the differences between US and German service cultures at this Business After Hours event.



WHAT IT TAKES TO GET AIRBORNE

Berlin, March 14. Attendees at this AmCham Germany Forum heard from **Klaus-Peter Siegloch**, President of the Bundesverband der Deutschen Luftverkehrswirtschaft e.V. (BDL), about the

challenges facing the aviation industry. Pictured here are (from left) Dr. Serkan Tavasli, proXcel GmbH; Siegloch; and Carl Graf von Hohenthal, Berlin-Brandenburg Regional Committee Chair.



PROMOTING SCIENCE IN GERMANY

Düsseldorf, March 20. At this Business Luncheon, dozens of business and political leaders turned out to hear **Prof. Andreas Schlüter**, General Secretary of the Stifterverband für die Deutsche Wissenschaft, give a comparative analysis of scientific innovation in Germany. Pictured here is Schlüter.

TRANSFORMATION THROUGH INNOVATION

Frankfurt/M, April 16. The atmosphere at this Business Luncheon was imbued with the spirit of innovation. Speaking to an engaged audience, **Oliver Bussmann**, Global Chief Information Officer and Corporate Officer of SAP AG, outlined his company's unique and innovative path to success and its ability to transform cutting-edge ideas into a corporate bottom line. Pictured here are Bussmann (left) and Otmar Debald, AmCham Germany Vice President.



SOCIAL + TECHNOLOGY + MEDIA

Munich, March 20. **Jane Gilson**, Chief Operating Officer at Microsoft Deutschland GmbH, gave a speech titled "Social @ Microsoft – It's a Culture Thing" at this Business After Hours event. Following her talk, guests asked Gilson a range of questions about the role social media plays at the company, creating a lively atmosphere of discussion. Pictured here are (from left): Shelley McKinley, Microsoft Deutschland GmbH; Gilson; and Annabelle Atchison, Microsoft Deutschland GmbH.



FREEH'S RISK MANAGEMENT WISDOM

Stuttgart, April 11. At this Business Luncheon, **Louis J. Freeh**, Chairman of Pepper Hamilton, LLP, and a former FBI director and federal judge, championed the idea of corporate self-regulation and risk management as the smartest way to

address compliance. Pictured here are (from left): Prof. Gerhard Wegen, Baden-Württemberg Regional Committee Chair; Freeh; Eugene Sullivan, Pepper Hamilton, LLP; and Marius Möller, PricewaterhouseCoopers AG.



PREPARING FOR TAX CHANGES

Leipzig, March 5. The German Parliament could make a number of proposed changes to the country's corporate tax code in 2013. During this iteration of the AmCham Germany-PricewaterhouseCoopers (PwC) lecture series on international tax highlights, **Dr. Dorit Seiler**, a PwC tax consultant, and her PwC colleague and Saxony Regional Committee Co-Chair **Brigit Thalhammer** explored various aspects of the proposals, including changes to the German real estate transfer tax and the specific aspects of the German income tax law. Pictured here are Thalhammer (left) and Seiler.



IMPROVING HUMAN CAPITAL

Frankfurt/M, March 8. Attendees at this event learned how to best develop talent at their companies to improve operational performance and create competitive advantage. **Prof. Bart van Ark**, Executive Vice President and Chief Economist of The Conference Board, a cohost of the event, presented the results of his company's CEO Challenge 2013; **Dr. Harald F.**

Stock, CEO of the Grünenthal Group, spoke about the process of transforming his company; and **Prof. C. B. Bhattacharya** (pictured here), E.ON chair professor in corporate responsibility at the European School of Management and Technology (ESMT), also a cohost of the event, addressed the role of strategic corporate responsibility in the human capital challenge.

AMCHAM GERMANY BUSINESS DEVELOPMENT THROUGH JUNE 2013

BUSINESS AS USUAL ...

... is not easy these days. New laws, new regulations, new structures: The business world is always shifting. So you can keep pace with relevant changes, we offer events that are always up to date, featuring experts from AmCham Germany's corporate members – from the business world, for the business world.

UPCOMING EXPERT BRIEFINGS AND CONFERENCES

Expert Briefing on Big Data

Hosts: SAS Institute GmbH and EMC Deutschland GmbH
Date: June 6; location: Frankfurt/M

International Tax Highlights

Host: PricewaterhouseCoopers AG
Date: June 24; location: Düsseldorf

- ▶ To register for one of these events or to book your own Expert Briefing or Forum, please contact:
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FUTURE OF REAL ESTATE TAX

Düsseldorf, March 21. Legislators are currently considering adjusting Germany's real estate transfer tax – a perennial stumbling block for companies undergoing restructuring both in Germany and abroad. At an expert briefing cohosted

by PricewaterhouseCoopers (PwC), four experts discussed what effects proposed changes to the tax might have on businesses. Pictured here (standing) are event speakers **Marcel Mies** (left) and **Friederike Mostler**, both of PwC.



US INVESTMENTS IN GERMANY

Frankfurt/M, March 14. In KPMG's two-part briefing on tax-code changes in the US and Germany, **Christian Athanasoulas**, Principal in Charge of Tax at KPMG in New England and upstate New York, outlined the effects of alterations to American tax law on multinationals' investments in Germany. KPMG Partner **Marko Gründig** also spoke on the moral dimension of tax laws in various industrialized countries, and KPMG Partner **Dr. Oliver Heinsen** (pictured here), detailed changes to the German tax code relevant to US companies with investments in Germany.



EADS CEO Tom Enders speaks at the groundbreaking ceremony of the Airbus Final Assembly Line in Mobile.

▶▶ Manufacturing epicenter ▶▶ Job creation ▶▶ Bolsters US aerospace industry

A giant leap forward in the history of EADS and Airbus took place on April 8, 2013.

On this day, our largest division officially broke ground on American soil with construction of the Airbus Final Assembly Line in Mobile, Alabama, which will be our company's epicenter of US manufacturing operations. Only a few years from now, the world's best-selling single-aisle aircraft family – the A320 – will be "Made in America." April 8 was a very proud day for Airbus and EADS and a further step in our transatlantic ties with the US.

Behind all the fanfare surrounding the ground-breaking ceremony stands a true business case and a win-win for both the US aerospace industry and for Airbus.

An American aerospace hub

Airbus will invest \$600 million to build its new American manufacturing center in Mobile. This state-of-the-art production facility will create thousands of new jobs along the Gulf Coast, including more than 3,000 initial construction jobs, approximately 1,000 highly skilled direct manufacturing and program-management positions and an additional 3,700 indirect jobs.

Demonstrating commitment

Airbus's decision to establish its Final Assembly Line in Mobile reflects the company's long-term commitment to the US market and to its highly skilled American workforce. The Mobile production center will be the latest in a series of Airbus investments in the US, including engineering centers in Wichita, Kansas, and Mobile; a world-class training facility in Miami; and a regional support and spares center in Ashburn, Virginia. These investments have allowed Airbus to both benefit from and foster entrepreneurial dynamism and innovation in the US aerospace industry. ■



The Airbus Final Assembly Line in Mobile (depicted here in a 3-D visualization) will create thousands of jobs.



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▶ ABOUT THE COMPANY

EADS is a global leader in aerospace, defense and related services. In 2012, the Group – comprising Airbus, Astrium, Cassidian and Eurocopter – generated revenues of €56.5 billion and employed a workforce of over 140,000.



Mentoring Program for Women in Leadership

Hamburg, Feb. 6. PRAESTA Deutschland's Anne Sutthoff introduced the Top Management Cross-Company Mentoring Program to a small group of senior executives at this event co-hosted by Dr. Peter Blauwhoff, Chairman of the Management Board at Deutsche Shell Holding GmbH, and Nicholas R. Teller, AmCham Germany Vice President. The program, which is being launched in Germany this spring, seeks to provide talented businesswomen with high-ranking mentors in order to prepare them for senior leadership positions. Pictured above are participants at the event.

► For more information on the mentoring program, please contact Anne Sutthoff at anne.sutthoff@praesta.com

THANK YOU

AmCham Germany would like to thank the following departing members of the Board of Directors:

Hans-Jürgen Huber
Joachim Kellner
Hannes Schwaderer

We are grateful for your years of service.



US Ambassador Murphy Hosted at Working Group Meeting

Berlin, April 25. The AmCham Germany Transatlantic Aerospace and Defense Working Group kicked off its new series of cooperative events by holding a parliamentary breakfast in collaboration with the German Maritime Academy. US Ambassador to Germany Philip D. Murphy spoke on the topic of transatlantic cooperation after the re-election of President Obama. Committee Chair James Monroe provided remarks from an industry perspective, highlighting the success story of transatlantic cooperation in aerospace and defense.

amcham germany in the press



US firms warn of skilled-labor shortage in Germany

[...] An overwhelming majority (85%) of US firms therefore see a large or very large need for reforms in Germany if the country wants to keep up with international competition. According to Bernhard Mattes, it's high time to revive "Agenda 2010," a reform project started in 2003. "Germany needs another jump start," he said. [...] The companies' list of desired reforms reflects their concern about this issue [of qualified workers]. Around 96% of surveyed companies call for a more centralized school

system, while a majority (93%) also want to see the impending skilled-labor shortage fought with increased immigration of qualified workers.

(Translated from the original German article in the Handelsblatt on March 13, 2013)

US companies promote reform in Germany

[...] "The really great thing about this study is that US investors don't just expect Germany to develop in a positive direction, but want to expand their business plans and strategies as well," said Bernhard Mattes, Vice President of AmCham Germany. "This expresses

confidence that commerce in Germany can be further expanded." [...]

(Translated from the original German article in the Deutsche Welle on March 13, 2013)

Americans favor Germany as investment location

[...] American companies with German branches or subsidiaries are largely satisfied with the country as an investment location. A total of 81% of these investors evaluate it positively, according to a survey of 58 American firms employing a total of 240,000 workers in Germany that was conducted by AmCham



European AmChams Convene in EU Capital

Brussels, March 20-22. Representatives from 22 individual chambers throughout Europe convened for the 10th annual AmChams in Europe Brussels Briefing hosted by AmCham EU. The event kicked off with a networking cocktail at the European Parliament building, followed by AmCham EU's Transatlantic Conference, which focused on the Transatlantic Trade and Investment Partnership (TTIP). A speech from US Ambassador to the EU William E. Kennard (pictured above), who highlighted the importance of the negotiations over TTIP, concluded the conference. AmCham representatives used the event's policy briefing to discuss a wide range of important topics, including data protection, transportation and environmental legislation, healthcare and taxation.

► For more information on American Chambers of Commerce in Europe, please visit www.amchamsineurope.com

Germany. In particular, the country's highly qualified workforce and economic stability make the difference for the surveyed companies. [...]

(Translated from the original German article in the *Frankfurter Allgemeine Zeitung* on March 14, 2013)

US firms bemoan bureaucracy

[...] Bernhard Mattes identified a number of places where Germany could stand some improvement. [...] For example, e-mobility: For years the problem has been discussed – to no avail – that electric automobiles make unattractive options for

company cars since their higher purchasing price leads to higher taxes. "Our request is to eliminate this disadvantage. We're not looking for purchasing incentives," Mattes said. He also pressed for a more proportional implementation of the *Energiewende*, asserting that potential increases in energy costs were discouraging energy-intensive industries from further investments or encouraging them to invest elsewhere. [...]

(Translated from the original German article in the *Tagesspiegel* on March 14, 2013)

New Co-Chairs for Government Relations Committee

AmCham Germany's Government Relations Committee is now under the new leadership of Co-Chairs Dr. Wolfgang Dierker (left) and Gerrit Riemer (right). Dierker is the Director of Government Affairs and Policy at General Electric Corporate, while Riemer is Chief Representative at ThyssenKrupp AG in Berlin.



THANK YOU

AmCham Germany thanks **Hans-Peter Teufers** for his outstanding achievements as Government Relations Committee Chair.

New Staffer

Daniel Hawk joins AmCham Germany's Frankfurt/M office as Assistant, Government and Press Relations. Hawk previously served as a Fulbright English Teaching Assistant in Stuttgart. He holds bachelor's degrees in global politics and German from Miami University of Ohio.



VDGH chair represents diagnostics industry at AmCham Germany

[...] VDBG [Verband der Diagnostica-Industrie] Chair Matthias Borst presented the position paper "Challenges of Healthcare – Positions of the Healthcare Industry" in his role as [AmCham Germany Business of Healthcare] Committee Chair at the opening of a parliamentary breakfast in Berlin [...]. The point of the paper, according to Borst, is to contribute to the development and the future preparedness of the German healthcare system. [...] He also spoke as the leader of VDBG and expressed the

viewpoint of the diagnostics industry, stating "medicine is getting more costly and diagnostics more important," and named as examples prevention and early detection, personalized medicine and gene sequencing. [...] In a later press conference, Borst said innovation shouldn't be further impeded. For that reason it was important the healthcare industry be able to plan. [...] He called for politicians to ensure more structure: "We don't always expect a positive decision, but we need a decision to be able to plan." [...]

(Translated from the original German article on the VDBG website on April 19, 2013)

Sustainable Energy-Distribution Solutions

The safe and efficient distribution of energy is a key issue facing modern society. In recent years, the EU has instituted regulations that require the elimination of hazardous substances from many products in the energy-distribution sector. These regulations continue to tighten, as can be seen in the EU's recasting of its directive restricting the use of hazardous substances in electrical and electronic equipment. The market has responded, and green and sustainable technologies have gained an undeniable edge.

One of the most hazardous greenhouse gases identified by the Kyoto Protocol is sulfur hexafluoride (SF₆). Recent studies have shown that the annual

percentage increase of atmospheric SF₆ is the highest of all greenhouse gases. A full 80% of SF₆ emissions can be traced to electrical switchgear used for insulation and circuit interruption. Accidents involving switchgear that use SF₆ can have a significant impact on the environment. Although such accidents are unlikely to occur, occasional leaks of the gas remain practically unavoidable. This poses a constant risk when a switching system is used in a public location.

Unfortunately, high-voltage energy-distribution systems do not yet have an alternative to switchgear that incorpo-

rate SF₆. Medium-voltage distribution systems, on the other hand, do. SF₆-free vacuum-interruption and cast-resin technologies were introduced 40 years ago and are now as compact and efficient as their SF₆ alternatives, but with a longer life span and without any environmental risks.

Eaton's SF₆-free medium-voltage switchgear Xiria has proved successful on the market because utility companies took not only initial investment costs into account but potential savings during the switchgear's life cycle as well. After all, a sustainable solution can also be a profitable one. ■

Green and sustainable technologies have gained an undeniable competitive edge in energy distribution



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Employee Health as a Competitive Factor

Employee absences due to illness cost companies from €200 to €500 per employee per day; refilling a position with a new employee can cost up to €23,000. This means that next to financial figures, employee health constitutes the most important performance indicator for company management.

While companies can certainly measure the health of their individual employees, these employees need measurement tools to use independently during both leisure time and working hours to ensure accuracy. Such tools should collect and evaluate health data over longer periods of time while remaining enjoyable for participants to

use. In other words, the time is ripe for smartphone apps to play a larger role as a tool in corporate health management (CHM).

The digitalization and internationalization of working life present major challenges for successful CHM. Companies with global reach and mobile workplaces rely on the latest generation of innovative CHM tools to keep employees healthy and avoid the costs of employee illness. Integrating apps and Internet portals into CHM programs creates completely new ways of reaching and motivating employees. With a web-based solution, employees gain access to health programs and information on health topics no matter their location.

These tools also enable medical and dietary experts to take advantage of online networking opportunities to quickly provide individual help on health issues.

Most health analyses conducted through apps and Internet portals start with a health check. This check yields tailor-made steps for the CHM program participants to take that draw from the individual's personal objectives and preferences. Measurement data such as stress level, amount of exercise and weight are easily factored in, allowing health professionals to round out a company's overall CHM program with individual, holistic coaching sessions, health days and in-depth seminars. For companies intent on pursuing the competitive advantages offered by employee health, these measures make a huge difference. ■

Employee health is a key performance indicator



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What brought APCOA PARKING Group to AmCham Germany?

APCOA PARKING Group is the top parking manager in Europe and has subsidiaries in 12 countries. We appreciate AmCham Germany's highly interesting and professional events. The organization helps us improve our business network.

Ralf Bender, CEO of APCOA Parking Holdings GmbH

German-American Business Forum 2013

The German American Chambers of Commerce (GACC), in cooperation with Germany Trade and Invest (GTAI) and the Northern Germany Regional Committee, invite you to take part in the German-American Business Forum to be held in Hamburg on June 4, 2013. The event is aimed at German companies that would like to expand their economic relations with the US.

▶ **For more information or to register, please visit www.da-wt.com**

New Online Magazine Launched

The F.A.Z.-Institut has launched a new online magazine, "Immobilienfaktor." This publication targets all those interested in current developments in property markets, the real estate industry and business locations.

▶ **To subscribe free of charge, please visit www.immobilienfaktor.de**



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New Frontiers Forum Honors JFK Visit

In cooperation with the John F. Kennedy Atlantic Forum and in honor of the 50th anniversary of President Kennedy's visit to Germany, AmCham Germany is holding the New Frontiers Forum and a gala dinner on June 26 in Berlin.

▶ **For more information, please contact John Fogarasi at the John F. Kennedy Atlantic Forum: june26jfkvents@gmail.com**

The 2013 Corporate Responsibility Issue

To acknowledge the unique combination of corporate value and social responsibility, AmCham Germany and the F.A.Z.-Institut again joined together to copublish their 8th report on corporate responsibility. Published in April 2013, this issue of the annual German-language publication features contributions from multinational companies and expert commentary that explore such topics as the support and development of young professionals, work-time models and targeted collaboration with schools and universities as opportunities for growth and innovation.



▶ **For more information or to order a copy of the book, please visit www.amcham.de/publications/corporate-responsibility.html**

NEXT ISSUE OF COMMERCE GERMANY: July 18, 2013

ADVERTISING CLOSING DATE: June 20, 2013

Our topics will include:

- ▶▶ Social media: What does it mean for businesses?
- ▶▶ Special report: Annual Membership Meeting 2013
- ▶▶ Interns' arrival: AmCham Germany's successful initiative continues



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<p>AmCham Germany 2013 event highlights</p> <p>Please see www.amcham.de for the latest updates</p> <p>Light blue = events wholly or partially in English</p>	<p>June 7</p> <p>Board of Directors Meeting (Board, Patron and Executive Members only)</p> <p>Munich</p>	<p>June 7-8</p> <p>110th Annual Membership Meeting</p> <p>All members invited to attend </p> <p>Munich</p>		<p>June 10</p> <p>Business Dinner</p> <p>Rüdiger A. Günther CFO JENOPTIK AG</p> <p>Dresden</p>	
<p>June 14</p> <p>AmCham Germany Forum</p> <p>Dr. Peter Ramsauer Bundesminister für Verkehr, Bau und Stadtentwicklung</p> <p>Munich</p>	<p>June 18</p> <p>AmCham Germany Forum</p> <p>Jan Christoph Wiedemann CEO, enviacon international</p> <p>Topic: Allgemeine Fragen zum US-Geschäft, Erfahrungsberichte</p> <p>Nuremberg</p>		<p>June 20</p> <p>Business Luncheon</p> <p>Malu Dreyer Ministerpräsidentin Rheinland-Pfalz</p> <p>Frankfurt/M</p>	<p>June 26</p> <p>Expert Briefing</p> <p>EMC Deutschland GmbH and SAS Institute GmbH</p> <p>Topic: Big Data</p> <p>Frankfurt/M</p>	
	<p>June 28</p> <p>Summer Barbecue</p> <p>Düsseldorf</p>	<p>July 4</p> <p>Fourth of July Summer Barbecue</p> <p>Frankfurt/M</p>		<p>July 23</p> <p>Business After Hours</p> <p>Latham & Watkins LLP</p> <p>Topic: Ablauf einer M&A-Auktion unter Berücksichtigung aktueller M&A-Trends</p> <p>Munich</p>	<p>Aug. 29</p> <p>International Summer Business Barbecue</p> <p>Dresden</p>
<p>Sept. 18</p> <p>Business Luncheon</p> <p>Frank Riemensperger Vorsitzender der Geschäftsführung Accenture Deutschland</p> <p>Düsseldorf</p>	<p>Sept. 19</p> <p>Board of Directors Meeting (Board, Patron and Executive Members only)</p> <p>Stuttgart</p>		<p>Oct. 1</p> <p>Business Luncheon</p> <p>Frank Sportolari President UPS Germany</p> <p>Frankfurt/M</p>		<p>Oct. 9</p> <p>AmCham Germany Forum</p> <p>Carlos H. Galaniuk</p> <p>Topic: Rechtliche Aspekte des US-Geschäfts</p> <p>Nuremberg</p>
<p>Oct. 30</p> <p>Business Luncheon</p> <p>Roland Koch Chairman of the Executive Board Bilfinger SE</p> <p>Frankfurt/M</p>	 <p>© Bilfinger</p>	<p>Nov. 13-14</p> <p>Seventh Annual Transatlantic Business Conference</p>  <p>Frankfurt/M</p>	 <p>Nov. 28</p> <p>Thanksgiving Dinner</p> <p>Düsseldorf</p>	 <p>Nov. 28</p> <p>Thanksgiving Dinner</p> <p>Hannover</p>	<p>Dec. 5</p> <p>Board of Directors Meeting (Board, Patron and Executive Members only)</p> <p>Berlin</p>



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