Industry 4.0: The Future of Cooperation

- Top 50: US Firms Take the Lead
- Investment Region: Baden-Württemberg
- Special Feature: US Interns Visit Berlin
- Access Your Global Network: Swedish Strength
Typisch Ford:

*International Engine of the Year – wieder und wieder und wieder*

Der 1,0-l-EcoBoost-Motor von Ford


*Quelle: ukipme.com/engineoftheyear, 06/2014.*
Ushering in the Fourth Industrial Revolution

Germany has been a strong industrial and manufacturing country and successful export nation for many decades. The factors contributing to this success include flexibility and customer orientation, extensive work in the fields of research, development and innovation, a strong manufacturing sector and a skilled workforce.

The federal government has introduced the forward-looking Industry 4.0 approach within the framework of its high-tech strategy to advance Germany’s innovation policy. Drawing from cyberphysical systems involving the interaction between engineering and informatics, Industry 4.0 marks the beginning of the fourth industrial revolution. Smart networks of cyberphysical systems create entirely new opportunities for production and cross-company value-added chains. Cyberphysical systems can interact autonomously with their environment, and they can be modified and flexibly extended.

This has decisive advantages: It enables made-to-measure production for the same price as mass production and increases resource efficiency by monitoring production processes – in particular, it reduces energy consumption and the number of unusable products. What we have is the factory of the future – the smart factory.

The smart factory of the future not only calls for technological innovation, but diverse skills on the part of the workforce as well. New processes and forms of work organization are also important aspects of Industry 4.0 as are the creativeness and acumen of workers, who will continue to bring a decisive competitive edge in the future. We therefore need to ensure that creative individuals continue to receive initial and further training. I see this as an important basis for cooperation between Germany and the US.

Our nations have profited from the mutual exchange of ideas, concepts and trailblazing innovations since far-reaching exchanges between our scientific and educational communities first began in the early 19th century. I am confident that our good relations will continue to benefit both sides under Industry 4.0.
commerce germany – 2014 topics

5/2014 Eighth Transatlantic Business Conference · Corporate Responsibility: Doing Well by Doing Good · Invest in: Thuringia

Yearbook 2015

Our membership directory and American-German business guide serves as a perfect platform for you to present your company. The AmCham Germany Yearbook 2015 will be published on December 2014. Topics include TTIP, Corporate Social Responsibility, Energy and “Standort Deutschland”. You will find all information regarding function and activities of AmCham Germany, listing of the Board of Directors, Policy and Regional committees and staff of AmCham Germany and ACC Verlag & Services GmbH and much more.

AmCham Germany Newsletter

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Call Sabine Karbowy at +49 6127 9993150, send an email to info@acc-verlag.de or visit www.acc-verlag.de or ww.amcham.de
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As the real and virtual worlds grow together, cyberphysical systems are emerging and transforming today’s manufacturing landscape. German industry is at the forefront and actively programming its future with Industry 4.0. AmCham Germany member companies hit the highlights.
Industry 4.0 combines the Internet of Things with software-intensive embedded systems and German engineering innovation. It utilizes big data, facts and figures generated by billions of online devices, sensors and people, to drive real-time business analyses and real-time operational decisions.

Leveraging big data

Operational big data is fast becoming the most important raw material for all industrial sectors and is driving Industry 4.0 adoption. The Airbus A380 is a good example of this: There are 1 billion lines of embedded software in each engine, generating more data on a Frankfurt-to-Sydney flight than the entire contents of the Library of Congress in Washington, DC. These data are used to aid diagnostics and enable proactive engine maintenance.

Exploiting German strengths

At the other end of the Industry 4.0 spectrum lies mass customization, a method that integrates production systems with individual customer choices. This approach allows customers to help design personalized products online and fosters customer loyalty. Dynamically controlled robotic systems then produce these individual products with little loss of efficiency.

Increasing productivity boosts competitiveness

Opportunities will, of course, abound for those companies that step in to provide technologies and products for a connected industry and develop clever business models for it. A connected industry does, in fact, put every manufacturing company in a position to increase productivity and quality. And by making industrial production more efficient, Industry 4.0 will boost the competitiveness of high-wage production locations. Particularly in mature and wealthy markets, demand will grow for customized products that cost the same as – or a lot less than – mass-produced goods.

The Future of 21st Century Engineering

Industry 4.0 will propel the engineering brand of excellence Made in Germany into the digital world and the 21st century.

The Connected Industry of the Future

As the Internet of Things makes its way into the world of production, it is expected to trigger nothing less than a fourth industrial revolution. For industry, there are big changes ahead – but big opportunities, too.

Profitable new ideas needed

Right now companies need to focus on two areas. One is the need to (further) develop the technologies vital to enabling connected industry — including data collection and data transmission technologies as well as smart real-time data analysis. The second area of focus must be on developing beneficial and, ultimately, profitable use cases along with new business models or ideas. This will be what brings about the real revolution.

The term Industry 4.0 may be a German invention, but connected industry is certainly not. Indeed, the topic is on agendas worldwide. In the US, a number of well-known companies have teamed up to launch the Industrial Internet Consortium, with Bosch as Germany’s sole representative.

The company already uses or is in the process of implementing elements of smart production in 50 of its production facilities worldwide, including in Anderson, South Carolina. As a solutions provider, the company develops hardware and software for its customers to use in connected industry.

Only time will tell if Industry 4.0 really is the fourth industrial revolution. But the opportunities that connected industry presents are opportunities that companies must seize – right here, right now.
A New Industrial Revolution

The future of manufacturing has just begun. Digitization will affect manufacturing at least as significantly as the invention of the steam engine or the introduction of assembly lines.

Western civilization has already witnessed three industrial revolutions – disruptive leaps in industrial processes that have resulted in significantly higher productivity. The first improved efficiency through the use of hydropower, the increasing use of steam power and the development of machine tools. The second brought electricity and mass production (assembly lines). The third, and most recent, further accelerated automation with the help of electronics and IT.

Revolution and evolution

The fourth industrial revolution has already begun to take shape: Since the beginning of the 21st century, we have been experiencing a digital transformation – changes associated with innovation in the field of digital technology that are impacting all aspects of society and the economy. This transformation is also affecting the way goods are manufactured and services are offered. But while some areas will see rapid, disruptive changes, others will change slowly and steadily – at a more “evolutionary” pace.

In either case, there is no going back. This digital transformation – Industry 4.0 – has become an issue for nearly every manufacturing company in Europe now, although it isn’t always referred to by the name Industry 4.0. Still, many companies have not yet grasped the importance of this concept nor the risks to or opportunities for their businesses.

Comprehensive interconnection

With Industry 4.0, physical objects are being seamlessly integrated into the information network, and the Internet is being linked with intelligent machines, systems production and processes to form a sophisticated network. As a result, the real world is turning into a huge information system. Industry 4.0 means the comprehensive interconnection of production, logistics and service processes. By linking all objects and systems, it accelerates production processes. Companies have been talking about total flexibility in production – working lean while also manufacturing tailored products on demand.

Industry 4.0 is a major driver of innovation! It will both demand and free up additional creativity. Because companies are realizing that a new era is dawning, they are willing to change their old, familiar procedures and try out new things, partly as a result of pressure from customers and suppliers. As strategy consultants, we have sensed the positive influence this is having on management at companies that want to remain among the best. The demand for business-model innovation is rising.
Taking Stock of Swedish Strength

Why is Sweden an interesting investment location for American investors?

According to the World Economic Forum, Sweden ranks first in the world for leveraging information technologies. The country is also No. 2 on the 2013 Global Innovation Index. With few barriers to entry and a diversified economy, strong SMEs and fiscal discipline, Sweden also ranks fourth in the International Institute for Management Development’s 2013 competitiveness rankings.

What are some key aspects of the economic partnership between the US and Sweden?

More than 1,300 US companies are now present in Sweden, generating about 138,000 jobs. Annual trade in goods and services between Sweden and the US averages $25 billion, and cumulative bilateral investments total an average of more than $62 billion.

How is the Swedish economy faring in the face of the global economic crisis?

The Swedish economy grew by 6.6% in 2010 and 3.7% in 2011. As Sweden started to feel the impact of the eurozone crisis, however, economic growth slowed to 1.3% in 2012 and 1.5% in 2013. As the economy began to recover in 2013, services accounted for 67% of GDP, the manufacturing sector 31% and agriculture 2%.

How does AmCham Sweden support its members?

AmCham Sweden actively supports international trade and investment and is championing TTIP by pursuing a dialogue with policymakers to create a larger, stronger and more sustainable free trade zone between the US and EU.

ABOUT AMCHAM SWEDEN

AmCham Sweden is a growing and influential voice that promotes policies and programs that contribute to the Swedish business community. From small startups to global corporations that represent a wide range of industries, our more than 200 members comprise a dynamic community bound together by a shared commitment to fostering best practices and innovative ideas for businesses. The Chamber brings a unique value proposition to all its members by facilitating connections, influencing policy and delivering critical business information.

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

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

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

Brussels, Sept. 3. AmCham Germany welcomed newly elected German members of the European Parliament to a Parliamentary Breakfast held under the patronage of David James McAllister, MEP (PPP).

In his speech at the event, AmCham Germany General Manager Andreas Povel emphasized the importance of the EU economy, which is the largest in the world. He also called on EU institutions to set the right course to secure Europe’s strength as an attractive business location by finalizing TTIP, an agreement that would enhance transatlantic cooperation. In addition, he said it would be of great importance to make TTIP negotiations as transparent as possible in order to create open dialogue and eliminate reservations about the agreement.

Other important European Parliament responsibilities discussed at the meeting include developing a competitive common energy and climate policy, strengthening Europe’s potential to innovate and modernizing the European labor market by improving immigration laws for foreign professionals. Pictured above are (from left): Dr. Wolfgang Dierker, Co-Chair of the Government Relations Committee; Susan Danger, Managing Director of AmCham in the EU; McAllister; Povel; and Gerrit Riemer, Co-Chair of the Government Relations Committee.

Environment & Energy Committee Talks with Lenz

Berlin, June 26. Members of this committee met with Dr. Andreas Lenz, MdB (CSU) and member of the Parliamentary Committee on Economic Affairs and Energy. Among the topics discussed were the country’s energy policy, renewal of the Renewable Energies Act, grid extension and market design. Lenz expressed his thanks to the committee for the detailed input and assured members he would relay their feedback to the party faction.

TTIP Committee Meets with Pfeiffer and Trick

Berlin, July 4. In a lively discussion with Dr. Joachim Pfeiffer, MdB (CDU), Transatlantic Trade and Investment Partnership Committee members explored various strategies and actions for improving the communications of the advantages of TTIP to the general public.

Berlin, July 22. Bryant Trick, Deputy Assistant US Trade Representative, was guest speaker at this TTIP Breakfast Briefing. Outlining the position of the US administration, Trick also urged participants to further the dialogue between the business community and the general public.
Over the last few decades, German companies have begun to take advantage of corporate financing opportunities to gain liquidity, raise capital or acquire companies to grow. Harris Williams & Co., a market leader with more than two decades of experience advising companies on corporate finance issues, opened its Frankfurt/M office in June 2013. Managing Director Jeffery Perkins, who heads Harris Williams & Co.’s Frankfurt/M office, provides insight into trends in mergers and acquisitions (M&As) and how businesses use them to drive success.

Fledgling M&A market

“The German M&A market is young compared with many other countries. While family-owned businesses are an important part of the economic environment, they are only now beginning to take advantage of these opportunities,” Perkins says. “In our experience advising family-owned Mittelstand companies on a sale, they’re most interested in ensuring that a new owner understands the company’s culture, retains a majority of the employees and commits to investing in growing the business. Understanding these criteria is important, as it influences the type of sale process and potential buyers to contact,” he adds.

Premium prices for premium companies

Germany is one of the world’s top exporting countries, and its products and companies are internationally known. High-quality German engineering and technology companies are in demand and attracting great interest from buyers in North America, Europe and Asia. Buyers are attracted to the quality products and services German companies offer and are often willing to pay a premium price. Harris Williams & Co. recently advised Germany-based TRUMPF Medical Systems GmbH on its sale to US-based Hill-Rom Holdings, Inc. (NYSE: HRC).

Many German companies are also growing their businesses through acquisition. Harris Williams & Co. has sold several businesses to German acquirers including J. Rettenmaier & Söhne Group and Wanzl Metallwarenfabrik GmbH. Perkins sums up his observations on the German M&A scene with this: “We anticipate a busy finish to 2014 and continued strengthening of M&A activity in 2015.”

Harris Williams & Co. helps businesses grow through corporate finance.

Mittelstand Companies Are in Demand

ABOUT THE COMPANY

Harris Williams & Co. is a preeminent middle market investment bank. The firm has deep industry knowledge, global transaction expertise and a commitment to excellence. Harris Williams & Co. works with buyers and sellers on M&A involving both strategic buyers and private equity groups around the world.
Taking the Lead

After setting the benchmark high in 2012, US companies in Germany achieved sustainable growth in 2013.

According to AmCham Germany’s annual top 50 survey, economic and industrial policy is also on the right track: Germany’s attractiveness as a place to conduct business is increasing, but TTIP could unleash even more potential.

For the seventh year in a row, automaker Ford-Werke GmbH tops the ranking of the top 50 US companies in Germany with the most sales revenue. The car manufacturer generated sales of €17.4 billion in 2013, with ExxonMobil Central Holding GmbH taking second place (€13.3 billion). Moving up one rung to third place, Adam Opel was able to increase its revenue to €11.8 billion in 2013, thereby surpassing Phillips 66 Continental Holding GmbH with an estimated €11.3 billion in sales.

Maintaining Germany’s top-notch reputation

In addition to publishing the ranking, AmCham Germany asked US member companies for their views on Germany as an investment location. In comparison with last year, Germany was given a better overall grade of 2.2 (2012: 2.6) on a scale of 1 (excellent) to 6 (unsatisfactory). Despite this boost, US companies gave the country a clear mandate: Sixty-one percent of respondents feel Germany needs to invest more in research and development to foster innovation. Furthermore, 57% of US companies believe securing Germany’s highly qualified workforce is a prerequisite for future growth. The third most important factor is energy. Roughly half of all respondents desire a more affordable, reliable energy supply.

Securing free trade across the Atlantic

Concerning TTIP, 80% of respondents believe a comprehensive free-trade agreement will have a positive impact on Germany. In particular, over three-fourths of US companies expect an economic boost from the dismantling of customs duties and nontariff barriers to trade. Moreover, 55% see TTIP as an opportunity to set global standards in goods and services, and 60% are confident the negotiations will reach a successful conclusion. Nevertheless, slightly more than half of the surveyed companies do not feel adequately informed about the negotiations, given the lack of an official document.

The top US employers in Germany

In addition to ranking the top 50 US companies in Germany based on revenue, AmCham Germany also compiles a list of the top 30 US employers in Germany. In 2013, these companies accounted for roughly 350,000 jobs, with McDonald’s Deutschland taking the lead.

For more information about the AmCham Germany ranking, please visit www.amcham.de or contact Daniel Hawk at dhawk@amcham.de

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Compliance, Back Office Services

Legal Issues: Incorporation, Immigration
& Collection Services.

TOP US EMPLOYERS IN GERMANY

<table>
<thead>
<tr>
<th>Company</th>
<th>Employees</th>
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<tbody>
<tr>
<td>1. McDonald’s Deutschland Inc.</td>
<td>60,000</td>
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<tr>
<td>2. Ford-Werke GmbH</td>
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<tr>
<td>3. Adam Opel</td>
<td></td>
</tr>
<tr>
<td>4. Johnson Controls</td>
<td>19,000</td>
</tr>
<tr>
<td>5. ManpowerGroup Deutschland GmbH</td>
<td>17,000</td>
</tr>
<tr>
<td>6. IBM Gruppe</td>
<td>17,000</td>
</tr>
<tr>
<td>7. United Parcel Service Deutschland Inc. &amp; Co. OHG</td>
<td>17,000</td>
</tr>
<tr>
<td>8. Procter &amp; Gamble Germany</td>
<td>13,000</td>
</tr>
<tr>
<td>9. Coca-Cola AG</td>
<td>11,600</td>
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<tr>
<td>10. TRW Automotive Deutsche Gruppe</td>
<td>10,565</td>
</tr>
<tr>
<td>11. Aramark Holdings GmbH &amp; Co. KG</td>
<td>9,000</td>
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<tr>
<td>12. Hewlett-Packard GmbH</td>
<td>8,900</td>
</tr>
<tr>
<td>13. GE Deutschland</td>
<td>7,500</td>
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<td>14. Goodyear Dunlop Tires Germany GmbH</td>
<td>7,400</td>
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<td>15. Deere &amp; Company – European Office</td>
<td>7,250</td>
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<td>16. Federal-Mogul Holding Deutschland GmbH</td>
<td>6,700</td>
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<td>17. Lear Corporation Beteiligungs GmbH</td>
<td>6,500</td>
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<tr>
<td>18. Yum Restaurants International Ltd. &amp; Co. KG</td>
<td>6,400</td>
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<td>19. Amazon.de GmbH</td>
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<td>20. Eaton Gruppe</td>
<td>5,800</td>
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<td>21. Dows Gruppe Deutschland</td>
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<td>23. Honeywell Deutschland</td>
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<td>24. Johnson Controls</td>
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<td>25. AGCO GmbH</td>
<td>4,532</td>
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<td>26. Parker Hannifin GmbH</td>
<td>4,205</td>
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<td>27. Caterpillar Gruppe</td>
<td>4,163</td>
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<tr>
<td>28. ExxonMobil Central Europe Holding GmbH</td>
<td>3,200</td>
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</tbody>
</table>

1) Including franchises.
2) Estimate.
3) Data including Johnson Controls Automotive Experience, Power Solutions and Building Efficiency.
4) Significant US employer but not in Top 50 ranking due to smaller revenue.
5) Data taken from company website and/or annual report.
6) Employee data through end of June 2014.
7) Including temporary workers.

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road trips made with IBM Cloud

IBM Cloud is being used to create a European grid of recharging stations for electric vehicles. Now they will be able to drive further than ever. ibm.com/madewithcloud

Made with IBM
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<th>Rank</th>
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<th>Sales in 2013 (€)</th>
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<td>Martina Koedertz</td>
<td>IBM-Allee 10 71139 Ehningen</td>
<td>8,790,000,000</td>
<td>estimate</td>
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<td>Ralf Kleber</td>
<td>Moosacher Str. 51 80809 Munich</td>
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<td>estimate</td>
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<td>John-Deere-Str. 70 68163 Mannheim</td>
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<td>Deere &amp; Company Moline, IL</td>
<td>Farm equipment</td>
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<td>Dr. Christian P. Illek</td>
<td>Konrad-Zuse-Str. 1 85716 Unterschleißheim</td>
<td>3,100,000,000</td>
<td>2,700</td>
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<td>Marcus Almeling &amp; Holger Becker &amp; Wolfgang Goebel &amp; Michael T. Werner</td>
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<td>Mengershalerallee 45-47 65760 Eschborn</td>
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<td>18</td>
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<td>Reza Vaziri</td>
<td>Carl-Schurz-Str. 1 41453 Neuss</td>
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<td>Ottstr. 33 13507 Berlin</td>
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<td>Kabeler Str. 4 58866 Recklinghausen</td>
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<td>Stahlwerk Allee 4 10117 Berlin</td>
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<td>Gene Daniel Levoff &amp; Elisabeth Tafur</td>
<td>Arndtstr. 19 80335 Munich</td>
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<td>Mondelez Deutschland GmbH</td>
<td>Jürgen Leibe</td>
<td>Langenmarckstr. 4-20 28799 Bremen</td>
<td>2,150,000,000</td>
<td>3,400</td>
<td>Mondelez International, Inc. Northfield, IL</td>
<td>Food manufacturing</td>
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Note: If more than one top executive is given, names are listed alphabetically.

1) In cases where no corporate identity is given (e.g., Daimler, AG or IG), sales are generally combined from multiple sources; that is, from various associated companies.
2) Sales data converted from US Dollars and rounded based on average annual exchange rate for 2013.
3) Data taken from company website and/or annual report.
4) Data including Johnson Controls Automotive Experience, Power Systems and Building Efficiency.
5) Top executive and German address data for OTIS & Co. OHG.
6) Employees data including Donauwörth and Munich locations.
Run to Fail or Predict and Prevent

The rapidly developing Internet of Things, where everything communicates with everything else, is not just a vision for the future. It is here today. The share of microchips and sensors in all technical products is growing dramatically, and the products and services using them are increasingly penetrating our daily lives. Connecting microelectronics and software, cyberphysical systems are creating the basis for Industry 4.0.

These developments have prompted an ongoing change to the technical servicing of machines and other equipment. Increasingly, machines must be available nearly 100% of the time and unscheduled downtimes need to be almost zero. Precise planning possible

Our customers no longer tolerate high servicing and repair costs. Previously, customers’ expectations typically focused on reactive technical support, including short response times, the technical skills of the service personnel and availability of spare parts. Today, the aim is to proactively prevent potential unscheduled machine and production downtimes and optimize these self-adjusting machine parameters using built-in sensor equipment. With the help of modern diagnostic programs and the remote monitoring of machine parameters as well as by obtaining data during the production process and analyzing it intelligently, it is possible to make reliable predictions to precisely plan service interventions, prevent serious disruptions and minimize expenditures.

Support from the service cloud

In addition, today’s service technicians employ modern communications technology. They use smartphones, tablets and the like to obtain information about the machine’s history as well as specs and other relevant support data in the service cloud and, when necessary, they carry out a remote or onsite intervention as well.

Industry 4.0: More than Just Hype

The individualization of products for customers in a highly flexible mass-production environment presents various challenges to manufacturers. Industry 4.0 offers a number of solutions to this paradox of “mass customization.”

The introduction of self-configuring, self-diagnosing and self-improving automation technologies supports production personnel to carry out their increasingly complex tasks. These cyberphysical systems seem to be on the brink of pushing human-machine collaboration to a new level by creating interlinked intelligent production networks.

New technology calls for new skills

To reduce lead times, specially trained personnel with comprehensive knowledge of production processes need to configure IT-based logistics and production systems while also constantly focusing on the customer and the customer’s products. This approach not only calls for technological change, but also for a new generation of production engineers who have the skills to link technology, production processes and IT.

Global companies with production facilities around the world should aim to develop integrated systems. Costs for RFID systems, robots, additive manufacturing and the like have plummeted. Companies can now leverage the fundamental knowledge of a flow-oriented production system to extensively integrate these relatively new technologies into global operations that are driven by centralized databases. Industry 4.0 and standard production systems are not competitors, rather they are the complementary function of one another.

Each path to Industry 4.0 is unique

There is no conclusive definition for Industry 4.0, so each company must find its own applications and solutions. But one point is clear: Industry 4.0 is relevant to companies, especially to innovative market leaders. To create an efficient production environment, companies need to understand and realize the opportunities presented by new interlinked technologies.
Industry 4.0 Will Only Succeed with Standards

- Advanced manufacturing reshaping industrial production
- Standardization critical to implementing Industry 4.0
- International standardization organizations focusing on relevant areas

The merging of virtual reality with real-life production has given rise to a new production environment with shorter production cycles, greater product variety with increased individualization, and the ability to quickly and flexibly respond to customer requirements. But a number of issues related to Industry 4.0 have emerged that need to be addressed. These include robustness, information security, failure safety and real-time capability as well as the need to more efficiently use energy and resources.

Roadmap provides direction

In December 2013, DIN and DKE (German Commission for Electrical, Electronic & Information Technologies) published the standardization roadmap on Industry 4.0 (http://bit.ly/1xnO60S). The roadmap not only summarizes the status of standardization, it provides an overview of all relevant standards. In addition, it also makes initial recommendations for taking action and outlines the need to standardize in the various areas of Industry 4.0.

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Standardization proves a challenge

According to a survey of German business associations, standardization poses the greatest challenge related to implementing Industry 4.0. This new form of networking requires the smooth, intelligent interworking of different subdisciplines in an integration process that has never been seen before. Integration on such a scale can only be achieved on the basis of standards created by consensus. These standards establish a firm basis for the procurement of technology, support communications through specified terminology and concepts, and ensure interoperability, fitness for use and market relevance. DIN, Germany’s national standards organization, supports current activities in the industrial, R&D and public sectors in its focus on Industry 4.0.

Fields pertinent to Industry 4.0 include mechanical engineering, automation technology, information and communication technologies, ergonomics, safety engineering, services, maintenance and logistics. Work on relevant standards often takes place at the international level. Several committees of the international standards organizations ISO and IEC are active in this area. They include: Automation Systems and Integration, Industrial Process Measurement and Control, and the Joint Technical Committee for Information Technology.
Building on the strength of its industrial and high-tech sectors, Baden-Württemberg is offering new investment opportunities thanks to growing interest in sustainability.

Dr. Nils Schmid, Baden-Württemberg Deputy Minister President and Minister of Finance and Economics; Jürgen Oswald, Managing Director of Baden-Württemberg International; and Dr. Gerhard Wegen, AmCham Germany Baden-Württemberg Regional Committee Chair, share what makes this Muster-Ländle so attractive to investors.

What industries are particularly strong in Baden-Württemberg?

Schmid: Baden-Württemberg’s extraordinary economic strength lies in the automotive industry, mechanical engineering and electrical engineering. The state is also home to a number of emerging sectors, including clean technology, renewable energies, healthcare, and information and communications technology. Cross-sector technologies, such as those found in Industry 4.0 and lightweight construction, also play a key role here.

Oswald: In addition to our traditional strengths in automotive, sustainable mobility concepts such as e-mobility are giving rise to increasingly important growth sectors. Energy efficiency in the building and industrial sectors are also of growing importance. To put the strength of our mechanical engineering sector into perspective, every third machine made in Germany originates from Baden-Württemberg. And a number of global healthcare players, including Aesculap, Paul Hartmann and Karl Storz, have their headquarters here.

Wegen: The region is home to large multinational corporations such as Daimler and Robert Bosch as well as hundreds of SMEs. Many of these firms are family owned and privately held and have an ongoing need for financing in order to fund their expansion and internationalization plans. As a result, numerous investment opportunities for companies abound, and we have a number of local and regional investment advisory firms that can help investors find the right SME.

Oswald: Foreign investors also profit from our state’s outstanding research infrastructure and the close cooperation that exists among universities, research institutions and companies. The many cluster organizations and networks in Baden-Württemberg also make it easy to establish a close cooperation with potential partners.

Schmid: Baden-Württemberg offers a unique range of high-tech sectors and services in which companies closely cooperate and increasingly merge their technology by creating clusters – across both borders and continents.

What emerging sectors in Baden-Württemberg should investors know about?

Schmid: As previously mentioned, cross-sector technologies foster the evolution of many different industries. Sustainable urban devel-
Development is a good example of a future-looking market that deals with the intelligent linking of a wide variety of sectors, starting with urban planning and sustainable mobility concepts and extending to state-of-the-art technologies in building construction, the energy sector and air-pollution monitoring – fields that will be more and more in demand in the future.

**Wegen:** The region’s developing sectors also include IT and digital technologies that support such areas as digital animation for international film projects, architecture, construction and engineering.

**How does the AmCham Germany network in Baden-Württemberg assist companies to take full advantage of the region?**

**Osvald:** AmCham Germany is a great first point of contact for potential investors and provides companies with initial information on market-entry issues. Baden-Württemberg International cooperates closely with the AmCham Germany chapter in Stuttgart.

**Wegen:** AmCham Germany hosts an array of events that connect member companies with business and political leaders. These events provide the ideal platform for networking among specialists outside trade organizations. In addition, AmCham Germany can provide support to approach specific companies.
TTIP TALK FOR MIDSIZED FIRMS

Hannover, June 6. At this well-attended AmCham Germany Forum hosted by Deutsche Börse AG, Prof. Mechthild Schrooten, an economics professor at Bremen University of Applied Sciences, spoke on the opportunities and challenges TTIP presents for German midsized companies. Pictured here are (from left): Kirsten Redelfs, Lower Saxony Ministry for Economics, Labor and Transportation; Marco Siebert, Director of International Relations for Deutsche Messe AG; Gabriele Rühl, Lower Saxony Regional Committee member; Schrooten; Prof. Ulrich von Jeinsen, Lower Saxony Regional Committee Chair; and Rosita Zäsar, Lower Saxony Regional Committee member.

AMCHAM GERMANY VISITS EUCOM

Stuttgart, June 24. The US European Command extended a special invitation to members and guests of AmCham Germany to tour its headquarters in Stuttgart-Vaihingen. Following a presentation by Vice Admiral Charles Martoglio, participants enjoyed a reception. Prof. Gerhard Wegen, Baden-Württemberg Regional Committee Chair, highlighted the excursion’s intent to achieve “an important step toward understanding.” Pictured here are group participants following the tour.

FUTURE OF ECONOMIC DEVELOPMENT

Düsseldorf, June 26. Roughly 50 business and political leaders at this AmCham Germany Business Luncheon heard Prof. Thomas A. Lange, Chairman of the NATIONAL-BANK AG Management Board, illuminate the topic of economic development in light of geostrategic and security-related uncertainty. The lecture was followed by a stimulating round of questions and a discussion. Pictured here are (from left): engaging Dr. Alexander Schröder-Frerkes, North Rhine-Westphalia Regional Committee Chair; Lange; and US Consul General Stephen A. Hubler.

PROSPECTS IN EUROPE

Munich, July 17. Business leaders at this AmCham Germany Forum heard Prof. Klaus Mangold, Chairman of the Supervisory Board of Rothschild GmbH, discuss the European economy. Pictured here are (from left): Andreas Württenger; Mangold; Claudia Oeking, Philip Morris GmbH; and Burkhard Linke.

EXPERT BRIEFING: TAX TOPICS

Leipzig, June 19. This joint AmCham Germany-PricewaterhouseCoopers (PwC) Expert Briefing on global taxes with Dr. Dorit Seiler and Bernd Mahr, both lawyers and tax consultants at PwC, explored potential legal and tax challenges for global companies. Pictured here are (from left): Birgit Thalhammer, Saxony (Leipzig) Regional Committee Co-Chair; Seiler; Doris Benner, Saxony (Leipzig) Regional Committee Co-Chair; and Mahr.

HIDDEN CHAMPION IN BAVARIA

Munich, July 2. As part of this Drawing Room Talk, AmCham Germany invited Philipp Roesch-Schlanderer, CEO of egym, to share his start-up story. Participants listened closely to the dialogue between the egym co-founder and Marko Maschek, a member of the Bavaria Regional Committee and host of the event, as they spoke about the connected treadmill as a disruption to the fitness industry.
MANAGING PREMIUM BRANDS

Dresden, June 11. To share how Leica Camera AG maintains a premium brand, the company’s CEO, Alfred Schopf, offered his insights at this AmCham Germany Business Dinner. Pictured here are (from left): Timm Zörgiebel, Biotype Diagnostic GmbH; Schopf; and Jörg Potreck, General Manager of Hilton Dresden.

SPURING MOBILITY

Hamburg, July 3. Participants at this AmCham Germany Forum were able to hear Michael Eggenschwiler, CEO of Flughafen Hamburg GmbH, talk about how the Hamburg Airport is spurring mobility in the metropolitan area and opening up new opportunities for investors. Pictured here is Eggenschwiler addressing the audience.

EXPLORING THE ADVANTAGES OF TTIP

Berlin, June 26. Free trade opens lots of doors and this AmCham Germany Forum delved deeper into the significance of TTIP and its specific advantages. After an opening statement from Philippe Maze-Sencier, Executive Director at APCO Worldwide, participants enjoyed a stimulating panel discussion with Dr. Berend Diekmann, who heads the division of External Economic Policy at the Federal Ministry for Economic Affairs and Energy; Benjamin Brake, Director of Governmental Programs at IBM in Germany; and Dr. Gerd Kräh, Director of Governmental Affairs at Lilly Deutschland GmbH. Pictured here are (from left): Brake; Maze-Sencier; Carl Graf von Hohenthal, Berlin-Brandenburg Regional Committee Chair; Diekmann; and Kräh.

TRANSATLANTIC TRADE

Hannover, July 22. This joint event held with the Hannover Chamber of Industry and Commerce featured a podium discussion and speeches that explored transatlantic trade topics, focusing on questions and concerns surrounding TTIP. Key participants included EU Trade Commissioner Karel De Gucht’s Deputy Head of Cabinet Frank Hoffmeister as well as James A. Boughner, Minister-Counselor for Economic Affairs at the US Embassy, and Dr. Edelgard Bulmahn, MdB (SPD) and Vice President of the German Bundestag. Pictured here is AmCham Germany General Manager Andreas Povel (left) making a point during the panel discussion.

ENERGY INSIGHTS

Hannover, July 17. This AmCham Germany Forum from the Energy Series featured Johnson Controls Power Solutions. At the event, Dr. Christian Rosenkranz, Vice President of Advanced Products & Materials at Johnson Controls Hannover (pictured here standing), presented information on battery production in the automotive industry. Guests also enjoyed a guided tour of the company’s facility.

IMPORTANCE OF DRESDEN AIRPORT

Dresden, July 10. Attendees at this AmCham Germany Business Luncheon got to hear Markus Kopp, a member of the Executive Board of Mitteldeutsche Flughafen AG, speak about how Dresden Airport is both a transportation hub and decisive economic factor for the region. Pictured here is Kopp (left) with Prof. Heribert Heckschen, Saxony (Dresden) Regional Committee Chair. Not pictured is Dr. Matthias Aldejohann from KPMG Rechtsanwaltsgesellschaft mbH.
amcham germany asks

What aspect of transatlantic relations works best?

In our business, we offer content and great storytelling that our colleagues in the US create and we then can sell to our customers locally.

What changes to the transatlantic relationship are necessary?

It used to be a “one-way street” in the past: US content was sold in Europe. Over the last couple of years, many European formats have been successfully exported to the US.

What was the last book you read?

Irvin D. Yalom’s “The Spinoza Problem”

What is your favorite German or American food or dish?

I really like Apfelstrudel and French toast.

Who, living or dead, do you admire most?

Golda Meir

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

My favorite place is Munich because it is a small city and culturally very diverse.

ABOUT THE COMPANY

Founded in 1989, Warner Bros. International Television Distribution is one of the world’s largest distributors of feature films, television programs and animation to the international television marketplace (including broadcast, pay cable, basic cable, satellite, pay-per-view, subscription video-on-demand and digital platforms). It licenses some 51,000 hours of programming (including more than 6,500 features and 3,000 television programs), dubbed or subtitled in more than 40 languages, to telecasters and cablecasters in more than 175 countries.
Berlin, June 26-27. The 29 interns who arrived in Germany in mid-May to take part in the US-German Internship Program are now more than halfway through their three-month stay. To mark this milestone, the students, who have internships at companies across Germany, gathered in June for the program’s annual get-together in Berlin and exchanged their experiences. As part of the two-day event, the interns met with state and national representatives from the US and German governments to discuss economic and trade issues that affect transatlantic relations.

The interns also got to set foot back on American soil: Diplomats Jim McCracken and John D. Spykerman welcomed the group to the US Embassy where they discussed current political and economic topics, including the ongoing TTIP negotiations. During the Q&A session that followed, the two diplomats shared interesting insights into their foreign-service work.

The program also included a visit to the Paul-Löbe-Haus and an open discussion at the office of Peter Beyer, MdB (CDU). Afterward, Sieglinde von Wasielewski greeted the group at the North-Rhine Westphalia Office of Federal Affairs, providing an overview on the state and its ties to the US. The interns also reflected on the cultural differences between the US and Germany with journalist Dr. Christoph von Marschall from the Tagesspiegel. Rounding out the official program, the group enjoyed a guided tour of the Reichstag building, including a visit to the roof terrace and dome.

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

Katrin Utzinger  
Program Coordinator  
T  +49 69 929104-50  
E  kutzinger@amcham.de

US-GERMAN INTERNSHIP PROGRAM

Established in 2010, the US-German Internship Program’s purpose is to provide educational internships to US-based university students abroad. The program is organized by AmCham Germany and BridgehouseLaw.
commerce germany Turns 60

Originally published under the name “Transatlantic Trade,” commerce germany is now turning 60 this year. This makes it one of Germany’s oldest business publications still in existence. In line with AmCham Germany’s motto of Access Your Global Network, the Chamber’s official magazine informs its readers about key developments in German-US business and fosters global business relations. The publication, which receives editorial support from the F.A.Z.-Institut, presents articles, case studies and features on companies and topics that influence the future of German-US trade and commerce. It also serves as a platform for sharing information about the diverse activities and initiatives of AmCham Germany and its members.

Intelligence gathering among friends is a no-go

[…] Of course, I’m frequently confronted with questions regarding the NSA affair, and I get involved when I have something to contribute. What happened at the political level is regrettable, and we hope that trust and respect can be reestablished with time. […]

Both sides should reach a political agreement that resolves these issues. […]

Additionally, all companies must respect the privacy of personal data. But we just have to be careful not to hamper the development of emerging online trends in the process. […]

I can only encourage my colleagues to voice their support for [TTIP]. As members of the business community, we could do more to promote [TTIP].

(Translated from the original German interview conducted by Till Hoppe and Thomas Tuma with AmCham Germany President Bernhard Mattes as it appeared in the Handelsblatt on July 24, 2014)

How Germany and the US benefit from research collaboration

[…] The innovative strength of companies located in Germany and the US in particular plays a key role in the economic strength of both countries. In order for Germany, Europe and the US to remain globally competitive, strong focus needs to be placed on science and technology on both sides of the Atlantic. Against this backdrop, AmCham Germany is committed to continuing to expand and improve transatlantic research.
Discussion Platform for and on Mittelstand

AmCham Germany has teamed up with the Stuttgart office of Deloitte & Touche GmbH to launch a seminar series for and about small and mediumsized enterprises. Diskussionsforum Mittelstand provides a unique opportunity for participating executives to network with peers, explore challenging issues and share best practices in the fields of governance, risk management and compliance. Participants drive the agenda so they can address the actual challenges they face. Deloitte facilitates the meetings and provides neutral resources to support the agendas.

▸ For more information, please contact:
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  Deloitte & Touche GmbH
  T +49 711 16554-7030
  E grc@deloitte.de

New Staffers

Christoph Neumann joins AmCham Germany as Specialist, Development & Conferences, in the Chamber’s Frankfurt/M office. He holds a post-graduate degree in social science from the University of Göttingen and previously worked for a Hamburg-based public relations agency.

Anne Marie Baier joins AmCham Germany as Assistant, Membership & Business Services, in the Chamber’s Frankfurt/M office. Having graduated from Goethe University Frankfurt in January 2014 with a master’s degree in economics, she has experience in the areas of marketing and business development.

Consumers are in the driver’s seat

[…] AmCham Germany has around 3,000 members from various sectors. We compile the reasons they cite for supporting TTIP and provide this information to the public on our website and in brochures. We also take part in discussions across Germany in cooperation with the chambers of commerce and industry and trade associations in order to communicate the concrete advantages of TTIP. […] TTIP does not change any national laws, standards for hygiene or consumer protection regulations. […] But if consumers in Germany or elsewhere simply do not want a good anymore, then it won’t be sold or will very quickly be taken off the shelves. Consumers are in the driver’s seat, and they ultimately decide what’s sold and what’s not. […] In terms of the TTIP negotiation process, we have to convince the public and voters. Otherwise, the agreement won’t be ratified. It’s a mammoth communications effort. […]

The economy isn’t run behind closed doors, despite repeated claims to the contrary. Just like any other stakeholder, we seek dialogue with negotiation partners. (Translated from the original German interview conducted by Dr. Christoph von Marschall with AmCham Germany President Bernhard Mattes as it appeared in the Tagesspiegel on June 16, 2014)

We mourn the loss of Dr. Christoph Rittweger, a delegate of our member company Baker & McKenzie. He is in our thoughts.

We mourn the loss of AmCham Germany member Gerald Hug-Römischer. He will be missed.

(Translated from the original German article by Dr. Wolfgang Dierker as it appeared in issue 3/2014 of Verantwortung Zukunft)
What brought PUMA SE to AmCham Germany?
PUMA SE is proud to be joining AmCham Germany, the oldest bilateral trade association in Germany. We are looking forward to being an active member of this long-established network and contributing to the fostering of German-American economic and trade relations.

Michael Laemmermann, CFO of PUMA SE
### AmCham Germany 2014 event highlights

Please see [www.amcham.de](http://www.amcham.de) for the latest updates.

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<th>Event Description</th>
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<td>Expert Briefing</td>
<td>Frankfurt/M</td>
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<tr>
<td>Oct. 1</td>
<td>Business Luncheon</td>
<td>Düsseldorf</td>
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<td>Oct. 6</td>
<td>AmCham Germany Forum</td>
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<td>Expert Briefing</td>
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<td>Oct. 16</td>
<td>Berlin Growth Company Forum</td>
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<td>Thanksgiving Dinner</td>
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<td>Nov. 11-12</td>
<td>Eighth Annual Transatlantic Business Conference</td>
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<td>Nov. 18</td>
<td>Business After Hours</td>
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<td>Dec. 10</td>
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**Light blue = events wholly or partially in English**
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