



World Eye Reports North Rhine–Westphalia

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A bridge from the Rhine to the Sea of Japan

Today marks the celebration of “Düsseldorf Evening” in Tokyo. Held only every three years, it is a commemoration of the strong ties that continue to grow between Japan and the German city that holds the third largest Japanese expat community, falling behind only the famed cities of London and Paris in its number of Japanese inhabitants.

Düsseldorf is the capital of Germany’s most enterprising region of North Rhine–Westphalia (NRW), accounting for nearly 27 percent of the country’s total foreign direct investment (FDI).

Japanese expatriates find a very welcoming environment in Düsseldorf. Since Japanese investment started to come in, the city

has grown a substantial Japanese infrastructure in the form of banks, hotels, restaurants and a kindergarden.

“There is still much to learn with regard to cultural exchange,” said Katsuya Okano, president of the Japan Club Düsseldorf, “yet there is a lot of interest from both sides. This personal interest helps drive the continued business relationship between Japan and NRW.”

Düsseldorf’s Japan Day festivities, held annually in late spring and attended by up to 700,000 visitors, show the cultural importance of its Japanese community. In 2012, Japan Day welcomed more than ten times the visitors that had attended in 2002.

“There has been an upswing in

interest with regard to Japanese firms coming to NRW recently,” said Dai Ueda, general director of JETRO in Düsseldorf. “This is fantastic, as both economies have been hit with difficult challenges. There were 17 new Japanese branch offices in NRW in 2011, and 30 in 2012. The trend is unmistakable and exciting.”

“The Japanese seem to be re-discovering Europe, specifically Germany,” said Gerhard Wiesheu, chairman of the Japanese-German Business Association. “Investors also seem to be interested in diversifying the industries in which they are working, which is important because new, progressive avenues for growth will be the keys to success.”

Historically, Japan’s relations with NRW were in the iron and steel industries, following World War II. As the postwar economic boom slowed, Japanese investment into the medical, chemical, automotive, and microtechnology sectors rose.

Beyond these investments, there are a substantial number of local companies — dubbed “hidden champions” — that are world leaders in their respective sectors. “These champions have incredible potential for business collaboration,” said Shinichi Harada, president of the Japanese Chamber of Commerce and Industry. Harada, working with NRW’s Ministry of Economic Affairs, is looking closely into these companies in

order find potential partners and collaborators.

“Japan and Germany maintain some of the world’s highest standards in education,” said Petra Wassner, CEO of NRW.INVEST. “I believe that it is key to the future success of our relationship to improve existing partnerships by increasing cooperation between Japanese companies in the region and our R&D facilities and universities.”

“It is difficult to put a number on it, but our Japanese office and partners we have are among the most important of the relations we maintain,” Wassner added. NRW.INVEST also helps organize and promote Tokyo’s “Düsseldorf Evening.”

In 2011, Japan’s soccer team won the Women’s World Cup. “It is a rather funny thing,” said Günther Horzetzky, the state secretary of NRW’s ministry of economic affairs, “but that victory acted as a catalyst in renewing interest and attention between our countries, from a very personal level to the higher echelons of business.”

The two countries have cultivated over 150 years of diplomatic ties up until the present day, when Germany’s leadership of the EU’s road to recovery matches the resurgence of Japan’s domestic economy. By building and maintaining a strong bridge that connects the Rhine with the Sea of Japan, both nations continue their partnership for mutual success. ♦

Global leader takes a local view in NRW

Mitsubishi Electric, the multinational trailblazer in the research, manufacturing and marketing of electrical and electronic equipment used in communications, consumer electronics, industrial technology, energy and transportation, celebrated its 35th anniversary in Germany last year.

Led by Akihiko Furuse, the German branch based in Ratingen near Düsseldorf is focused not only on growing its business, but also in supporting North Rhine–Westphalia’s economy and people, to which it is strongly linked.

“From a market standpoint, Germany is one of the core countries for our company’s operations,” says Furuse, president of Mitsubishi Electric Europe (German branch). And while the company is constantly developing better products and strengthening its core competence in industries such as factory automation, automotive, semiconductor and air conditioning, it is also taking a leading role in the local community.

“Recently, we began working with the local fire department, providing smoke detectors to nurseries for newborn babies,” said Furuse. “Corporate social responsibility is one of our key objectives.”

Additionally, in 2011, Mitsubishi Electric took over the naming rights of a major concert hall in Düsseldorf, now known as the “Mitsubishi Electric Halle.” Since then, it has played host to numerous international business conferences, world-renowned musicians and artists and even sporting events. “In 2011 we renovated the concert hall, and now the venue has a larger capacity and can accommodate more events,” added Furuse.



Akihiko Furuse, president of Mitsubishi Electric Europe (German branch)

These activities in the community have become a hallmark of Mitsubishi Electric’s presence in NRW. “We have to carefully select our projects, because we want them to be a strong fit with our goal of achieving a greener, safer future,” he continued.

“We stress reliability and trustworthiness within our company, and we try to communicate this to our local community not only through our products, but also our philosophy,” Furuse said.

Mitsubishi Electric’s trademark slogan “Changes for the Better” best illustrates its role within its community. “One of the leading principles of Mitsubishi Electric is to always support society and the environment,” he said. “As Germany continues to lead the EU economy, our company will continue to collaborate, support, and grow alongside our local economy into an environmentally sound world.” ♦

www.mitsubishielectric.de

Promoting musical culture for everyone in Europe’s homes and on its stages

Many years ago, a piano in one’s home was a symbol of status and wealth, and it was a standard feature of any public musical event,” said Masahiro Okada, managing director of Kawai Europe. “Today, while the instrument remains an integral part of any concert stage for musicians of all genres, it has also become an affordable part of anyone’s home — in modern iterations we have developed — and continues to bring musical culture within everyone’s reach. Shigeru Kawai, the successor of our founder Koichi Kawai, found a way to make pianos more affordable by using automation in our manufacturing process without compromising quality.”

Okada heads the continental European operations of Kawai, the musical instrument company best known for its grand, upright digital pianos. A native of Hamamatsu, Japan’s “City of Music” and the site of a flourishing musical instrument industry that produces 99 percent of the country’s



Masahiro Okada, managing director of Kawai Europe

pianos today, Okada is perfectly suited to leading Kawai from its European headquarters in Krefeld.

In 1976, Kawai decided to position itself in the heart of North Rhine–Westphalia in Germany, a perfect location from which to reach the entire European market. Since Okada took over the leadership of Kawai Europe in 2004, sales have grown. The reason is no secret: answering the demands of

the market and, most importantly, investing in product quality.

“Today’s musical professionals prefer digital pianos, and we developed them to satisfy consumer demand,” he explained. “The volume of digital piano sales alone has increased by 260 percent in the last 10 years.”

“We have also been spending a lot of time and money investing in piano technicians,” Okada added. “Before we sell a product to a client, we open the box and ‘tune’ the piano, employing highly-skilled technicians in Düsseldorf especially for this.”

Kawai Europe continues to support local music festivals, showcasing its instruments at the forefront of today’s music scene. Constantly adapting to changing times while maintaining quality above all, Kawai’s name is as significant today as it was more than eight decades ago for beginners and professionals alike. ♦

www.kawai.de

25 Alive – Miltenyi Biotec celebrates with FDA approval and new product launch

Tucked away in the lush green countryside just outside the city of Bergisch Gladbach northeast of Cologne, the colorful compound of Miltenyi Biotec is home to some of the world’s leading biomedical scientists, physicians and engineers working on the latest technologies in the fields of cell separation, flow cytometry, cell sorting, cell culture, clinical application and cellular therapy.

The company was founded by Stefan Miltenyi a quarter of a century ago on a single idea — magnetic cell separation — that is still one of its pivotal principles today. Just recently the U.S. Food and Drug Administration (FDA) approved Miltenyi Biotec’s CliniMACS® CD34 Reagent System for decreasing the risk of developing graft-versus-host disease (GVHD) following allogeneic transplantation in the treatment of acute myeloid leukemia (AML). This demonstrates that Miltenyi Biotec is capable of providing innovative tools at every level, from basic research to translational research to clinical application.

In an interview, CEO Dr. Boris Stoffel said: “The greatest assets of our company are its people. They have, in the last 25 years of lab work, developed and innovated our proprietary technologies.”

At Miltenyi Biotec, staff are given no restrictions on their research. Miltenyi has made a substantial investment over the years in cellular therapy programs, which gives its engineers and R&D staff the leverage to keep innovating. “We have a very profitable research business — every cent earned is reinvested into R&D,” Dr. Stoffel said.

“The question now is how we are going to position ourselves moving forward,” he continues. “We have made tremendous progress in the last few years. In 2003 we started with a distribution center in Singapore for Asia-Pacific countries. Then we opened up offices in Japan, China and South Korea, as well as an office in Australia.”

Japan is the most important market for Miltenyi in the Asia-Pacific region, with about 12 percent of the company’s revenues coming from this country alone. In fact,



Dr. Boris Stoffel (CEO) and Yoshihito Otsuki (Country Manager Japan) have a lot to toast to this year: The 25th anniversary of Miltenyi Biotec coincides with the FDA approval and the launch of the MACSQuant® Tyto instrument.

biotech companies in Japan have been first in line to purchase Miltenyi’s newest technology last year.

“The year 2014 marks the 25th anniversary of Miltenyi Biotec,” said Dr. Stoffel. “Another milestone this year is a huge product launch. From a technological standpoint, no one has seen this kind of cell sorting technology before. The revolutionary MACSQuant® Tyto instrument introduces microchip-based cell sorting technology, enabling high-speed, high-purity cell sorting in a safe and closed cartridge system. The company will again set a new standard for this specialized knowledge. With this, there is no doubt that Miltenyi Biotec will be one of the top players in this global field.” ♦

www.miltenyibiotec.com

GERMANY
AT ITS
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www.nrwinvest.com

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mitutoyo.eu

From NRW, in charge of Europe

Mitutoyo, the world’s largest metrology and measurement instrument company, has built its reputation as a global market leader with its high quality products, precision technology and unparalleled customer service.

This year, Mitutoyo — founded in Kawasaki in 1934 — celebrates its 80th anniversary. While the metrology sector has changed immensely since the company began, Mitutoyo has never stopped innovating its products and focusing on its partners and customers.

The company’s core strategy is deeply rooted in Buddhist ideals such as the promotion of society’s well-being — translated into the harmony derived from the use of Mitutoyo’s products. Starting out with only a single product in 1934, a modest micrometer, the group today offers over 9,000 different products in 100 countries around the world.

Mitutoyo’s European operations, headed by its president — Harumi Aoki — aims to grow the company through its increased presence and competitiveness in the diverse market.

“Europe maintains some of the highest standards in technology, products, and competition for our industry,” said Aoki. “We know that — if our products do well in this demanding market — then we can succeed in other markets around the world.”

Mitutoyo has been in Germany since 1968, and just celebrated its 45th anniversary there in 2013. It was in 2010, after a corporate restructuring, that the company’s German operations took on the responsibility of heading the group’s entire European business.

“In 2010, Mitutoyo decided to take a more consolidated and unified approach to expanding our



Harumi Aoki, president of Mitutoyo Europe

European business,” Aoki added. “We are very excited with the new prospects and potential for more growth within Europe with our new corporate structure.”

Today, Mitutoyo Europe is charged with overseeing 85 different network facilities throughout 33 countries around Europe. “We have decades of history in some European countries, and now we are looking to establish a stronger brand image and sales networks in countries such as Russia, Romania and Austria,” explained Aoki. “There are no more borders, and we need a unified organization in order to provide top quality service and products to our customers.”

Mitutoyo’s measuring products have applications within all levels of the world’s manufacturing industries. Aoki believes new industries will be the

key to future success. “Currently, we are expanding our product line to the aerospace, medical and other new vertical markets,” he said. “Our new CMM (coordinate measuring machines) models also have great potential for our future.”

“In celebrating our 80th anniversary in Japan, we will now focus not only on making our technology and products amongst the strongest in the world,” said Aoki, “but also on our most important goal: to support the industries with which we work.”

From its base in North Rhine–Westphalia, Mitutoyo Europe will continue to support its customers and find new clients throughout Europe through innovation, client care and the promotion of a healthy society. ♦

www.mitutoyo.eu

LED technology: printing’s great leap forward

OKI, one of Japan’s leading ICT companies specializing in professional LED printing solutions and services, has taken another leap forward in the technological innovation arena with the recent global launching of its latest A3+ printer with an innovative 5-station color print system. Terry Kawashima, managing director of OKI Europe and managing director of OKI Systems Germany, is confident that no other product in the market today has the equivalent capabilities of this model.

“Thanks to the unique 5th color station, the new larger format printer has a potential to serve a much wider range of applications,” he explained. “For instance, you can print with a clear coating finish. Apart from vibrant print colors, you can also print white images on dark paper. These are only a few examples of unique applications; no competitive products in the class offer anything similar.”

In line with its commitment to constant innovation and product quality excellence, OKI continually works to be recognized as a reliable and trusted supplier in the industry. “To give our customers more peace of mind, we always back our products with a 3-year warranty,” adds Kawashima.

This has resulted in increased global recognition of OKI’s products, and stable growth in the European region. Currently, OKI Systems Germany acts as the central hub for Europe, covering the German, Dutch, Belgian, Austrian and Swiss markets.

“Germany is still our biggest market in Europe, still bigger than the fast growing Russian market,” Kawashima said. “It has an integral role to play in central Europe. We have increased our market penetration significantly over the past three years and I am excited because there are still more opportunities for growth ahead.”

With OKI Systems Germany celebrating its 30th anniversary this year, the company is well positioned for further growth in the region.

“Earlier this year, we launched our brand new workgroup multifunctional systems, which have proven to be a very popular alternative amongst our target customers to conventional and more expensive copier devices. People who know OKI trust our brand. We value our customers, and always strive to deliver high-quality, yet cost-effective products and solutions,” Kawashima concluded. ♦

www.oki.de



Terry Kawashima, managing director of OKI Europe and managing director of OKI Systems Germany

North Rhine-Westphalia

Air hub maintains close links with Japanese business

Germany is the strongest contributor to the European Union's current economic recovery. It's most populous federal state — North Rhine-Westphalia (NRW) — draws over a quarter of the country's total FDI (foreign direct investment). And in the region's epicenter, providing a stable location for foreign investment, Düsseldorf Airport is assuming an increasingly important role in the regional and national economy.

Serving 20.8 million passengers in 2012 and up to 70,000 passengers per day, the airport is responsible for over 19,700 jobs in 220 different companies and departments based at the airport. A public-private enterprise, the airport is currently led by its Managing Director, Thomas Schnalke.

NRW's high level of Japanese investment and significant Japanese population means Schnalke places great importance on services aimed at this group, especially as the airport continues to develop from an "OD" (Origin-Destination) airport to a hub concept. "We are looking forward to daily non-stop flights to and from Japan," he said, "and I am confident that we can achieve this goal within the next two years."

Düsseldorf Airport currently competes with larger airports such as those in Amsterdam and Frankfurt. "We have quite a high number of important industries in NRW, that is one of our advantages," Schnalke



Düsseldorf and NRW are the ideal location for Japanese investment in the region."

— THOMAS SCHNALKE
Managing Director
Düsseldorf Airport

added. "This provides business seats and business traffic in general, which is very important for any airport." In addition, Düsseldorf Airport's unique central location within Europe makes it an ideal hub for short- and medium-haul flights for destinations around the continent.

"Being a smarter airport than the large mega hubs also gives us advantages," he explained. "Whereas the larger airports usually work with only a single airline alliance, we work with three." Düsseldorf Airport provides infrastructure for Star Alliance, one-

world, and SkyTeam, and is one of the few airports in the world to maintain links with more than one dominant alliance.

"Düsseldorf and NRW are the ideal location for Japanese investment in the region," concluded Schnalke. "In this age of increasing business internationalization and interconnectivity, it is even more important to bring people together. We are looking forward to continuing to support Japanese individuals and companies within this region and around Europe." **dus.com**

Small yet global metropolis is a favorite of Japanese business

Düsseldorf, the capital city of the German state of North Rhine-Westphalia, has become a magnet for international business and investment opportunities. Its gravitational pull has drawn thousands of companies to set up base in this relatively small western German city: especially Japanese. Already, there are 320 companies from Japan based here, many of which are European headquarters. The appeal of Düsseldorf is simple: practically everything that any company would need is here.

"We are a small city: and I use the word "small" as a positive word," said Uwe Kerkmann, director general of the City of Düsseldorf's Office of Economic Development. "All sorts of investors are located in this successful and vibrant region of Germany, with the center of activity in this city."

Düsseldorf has established itself as one of the main target areas of Foreign Direct Investment Projects in Germany over the last years. This is due to its ideal central location within the European market, the strength of the local and regional economy, the outstanding market potential and its excellent infrastructure.

"Investors can rely on a city that really works for them," said Sabine Heber, Düsseldorf's senior Japan project manager. "We are a top location for FDI (foreign direct investment) projects. The city has no debt, and all tax income goes to investments (not interest rates)."

Because of the region's popu-



Uwe Kerkmann, director general of the City of Düsseldorf's Office of Economic Development; Sabine Heber, Düsseldorf's senior Japan project manager

larity with Japanese companies, Düsseldorf has continuously made efforts to offer specialized services catered to them. "The Japanese business community here is the biggest in continental Europe," said Kerkmann. "In fact, the city has been an important commercial and economic hub for Japanese companies for more than 50 years."

"We sit together with prospective investors to learn more about their specific plans and needs," he added. "We help them deal with challenges like networking, finding office space, administrative tasks and acquiring residential and work permits. Düsseldorf is the only city in Germany to offer this level of comprehensive service."

"We understand Japan," Kerkmann continued. "We have hired Japanese specialists to improve

our services to this segment. We believe that success is not about conducting rough-and-tough business. It's about maintaining a welcoming business culture."

The city's active Japanese business community can count on the assistance and guidance of the Japanese Consul General Kaoru Shimazaki, the Japanese Chamber of Commerce and the Japan Club as dependable support systems. Düsseldorf is also home to a Japanese school that is regarded as one of the best of its kind in Europe.

"Düsseldorf is a small yet global metropolis, and we want to make it a comfortable working and living location for the international business community," Kerkmann said. "We are here to provide a dense network of connections and opportunities that bring people and companies together." **www.duesseldorf.de**

A message from Garrelt Duin, the Minister for Economic Affairs, Energy and Industry of the state of North Rhine-Westphalia, Germany

"Ginza on the Rhine" – that's what people call Immermann Street in Düsseldorf. It's a major symbol of the biggest Japanese community in continental Europe. We're grateful that more than 500 Japanese enterprises and around 12,000 Japanese citizens have chosen North Rhine-Westphalia as their home away from home.

The outstanding relations between North Rhine-Westphalia and Japan have endured for more than 60 years. Beginning with heavy industry, economic cooperation has shifted to the high-tech fields such as renewable energy, electromobility, micro- and nanotechnology and medical technology.

Medical technology, in particular, will be the focus of my visit to Japan in February. Based on many cooperation-focused events we have had during the last few months — for example at the MEDICA fair in Düsseldorf — we will deepen contacts between Japanese and North Rhine-Westphalian enterprises in this important future market. I am convinced that cooperation will help to drive innovations for the benefit of our people.

Renewable energy and medical technology are also the main foci of our close cooperation with Fukushima Prefecture. I'm looking forward to visiting Fukushima, and contributing to the development of our partnership in these fields.

Last but not the least, I will be delighted to celebrate the traditional Düsseldorf Evening in Tokyo together with the mayor of Düsseldorf. Almost 1,000 former heads of branch offices in North Rhine-Westphalia will meet and recall their time in our state. We know that these important people are ambassadors of North Rhine-Westphalia in Japan.

I would like to thank you for your interest in North Rhine-Westphalia and hope you will enjoy these articles about our state.

— GARRELT DUIN



Capturing a market with an eye for quality

During more than a century of historic ties, Japan and Germany have maintained an incredible exchange of all things: from culture to cuisine and from spirits to steel. Today, some of the most vital of these involve cutting-edge technology and top-notch engineers.

Nikon's "FX Event," held last October at the Japanese Embassy in Berlin, fittingly commemorated the company's work with German engineers. At the event, speakers such as Japan's ambassador to Germany, Takeshi Nakane — as well as prominent German photography representatives — spoke about the current industrial climate and the importance of Japan-Germany relations. Also in attendance were prominent photojournalists, Nikon dealers and photo enthusiasts.

"Germany has always been a key market for us," said the president of Nikon Germany, Tad Nakayama. Pointing out the country's intelligent consumer market for Nikon's high-quality digital SLR cameras, Nakayama added: "Consumers here are interested in higher standards for photographic cameras and equipment."

Nakayama has worked in Germany since 2009. Here, he has led



Takeshi Nakane, Japanese Ambassador in Germany, with keynote speakers and Nikon management

Nikon to great success — increasing its market share even during a down market. "We want to show how much fun it is taking pictures with an FX (full frame) camera," he explains. "Nikon therefore is committed to unceasingly developing the imaging market. We consistently achieve this through more product innovations and closer cooperation with our partners in the photography sector."

Lately, the German subsidiary has experienced a tremendous increase in demand for its full-frame digital SLRs and plans to concentrate future activities on Nikon's strong portfolio of FX cameras.

These cameras' FX-format im-

age sensors are superior to smaller sensor formats in two essential ways: the ability to provide higher dynamic range — which means the finest detailed reproduction even in high-contrast scenes, plus an extraordinarily low image noise level even when shooting at high ISO settings.

Nikon's cameras have captured a loyal following in Germany — like the professional-quality images they are capable of producing. The revered photo equipment producer is focused on enabling users to keep taking the world's most stunning images in the years and decades to come. **www.nikon.de**

Lubricating Europe's engine

While rising economies around the world such as those of India, China, Thailand and Indonesia are among the fastest growing markets for manufacturers, it's the mature European market that still demands the finest quality as environmental and performance standards rise ever higher and more exacting. In EU countries — many famous for their prowess in high-end manufacturing — the demand for fuel efficiency is extremely high.

One Japanese company produces and distributes the highest-quality lubricants for manufacturing in the European market. Established in 2000, Idemitsu Lube Europe is a subsidiary of Tokyo-based Idemitsu Kosan Group.

"Our products help boost fuel economy and efficiency for manufacturers," says Idemitsu Lube Europe's managing director, Yoshifusa Hamada. "Our aim is always to make our clients more efficient and productive."

"The European economy is

very stable at the moment," adds Hamada. "We maintain our service to our customers in Europe, where our products are very well regarded and received."

With an emphasis on unique technology and environmentally friendly products, Idemitsu Lube Europe works tirelessly to continually meet the demands of its clients. "It is our job to always meet customers' expectations by delivering top-quality products and service," he explains.

Hamada came to head the European office after extensive overseas experience in Australia, Singapore, India and other locations. He aims to further expand Idemitsu in Europe while at the same time keeping each office around the continent highly localized and focused on local needs. "There are no more borders," he says. "You can find Japanese, European, and U.S. car manufacturers and products all over the world. We aim to provide Idemitsu products to everyone."

Idemitsu has followed Japa-



Yoshifusa Hamada, managing director of Idemitsu Lube Europe

nese manufacturers as they have continued the trend of moving their operations abroad. Under Hamada's leadership, Idemitsu Lube Europe has a clear vision of how the company will continue to grow and expand its reach around the continent — keeping up with the pace of innovation that characterizes this market. **www.idemitsu-ils.com.sg**

EYE ON NORTH RHINE-WESTPHALIA



NRW.INVEST — the one-stop agency for investors

The state-owned economic development agency NRW.INVEST conducts international marketing for Germany's No. 1 investment location, North Rhine-Westphalia (NRW). In doing so, it campaigns worldwide for foreign direct investments for NRW. Besides subsidiaries in Japan and the USA, NRW.INVEST operates branch offices in China, India, Korea, Russia and Turkey. **www.nrwinvest.com**

For 28 years now the DJW (Japanese-German Business Association) has been supporting and promoting Japanese and German economic and business exchange mostly in the form of seminars and symposia — especially directed to the level of small- and medium-sized companies. It is a non-profit organization with a network of more than 1,250 members allowing for a platform of comprehensive trade of knowledge and skills. **www.djw.de**

Yazaki's balanced way marks a path in Europe's economic rebound

The global automotive components specialist Yazaki is present in over 440 locations and 42 countries worldwide. It first entered the European market through the UK in 1980 and in 1988, the company set up an engineering and R&D facility in Cologne, Germany, so as to be close to one of its primary customers.

"With the increasing importance of R&D, engineering and business activities in central Europe, Yazaki's Cologne operations eventually evolved into the corporate headquarters for Yazaki in Europe," said Masaaki Yoshizawa, Chairman of Yazaki Europe.

Yazaki is a global leader in products such as automotive wiring harnesses, meters, electronics and related components. In Europe, it supplies to all major Japanese and European car manufacturers. "The rationale behind choosing Cologne as our engineering center is the desire to be close to our clients," said company President & CEO, Dr. Horst Rudolph.

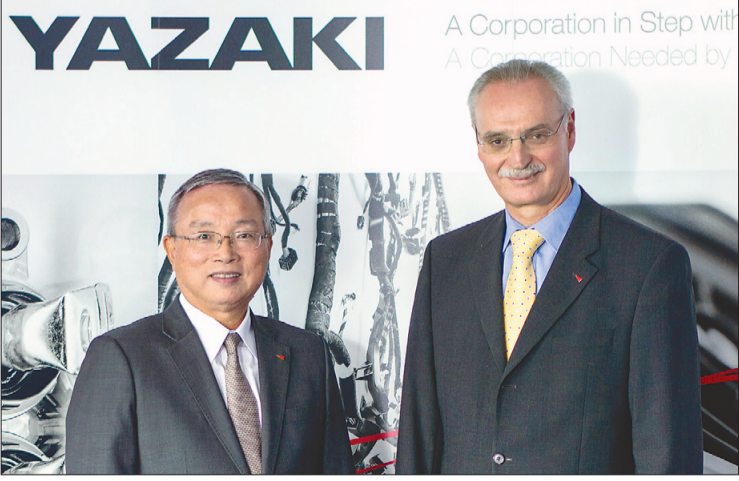
Today, Yazaki supplies its state-of-the-art products to companies all over Europe. "Yazaki Europe is mainly operated by European management, which is different from how many other Japanese corporations in Europe are managed," said Yoshizawa. This ability to

work with European engineers in communicating their customer demands has been a large part of its European success. "We are where you need us," Rudolph added.

"One of our most basic tenets in Yazaki is the importance of teamwork," Yoshizawa adds. "We pride ourselves on strong collaboration between Japanese and European innovation and technology, and our ability to react and comply with customer demands. In Yazaki we have a slogan, 'One for All, All for One'."

"Two facets set us apart from other automotive suppliers," said Rudolph, who began working for Yazaki after years with other top-level automotive components suppliers. "The first is profoundly Japanese: Yazaki always looks at business relationships long-term. This mindset is a huge difference in comparison to other companies," said Rudolph. "The second is: We always strive for step-by-step improvement. Yazaki has a culture of constant, incremental growth. As a global company, we must understand and accept our social role as a corporate citizen," he added.

"Yazaki is not an impersonal stock corporation," said Yoshizawa. "We care about people. Of course we need prof-



Masaaki Yoshizawa, chairman of the Board; Dr. Horst Rudolph, president and CEO of Yazaki Europe

its, but we also strive for a balance." For example, when Japan's automotive manufacturing sites began moving to other Asian countries, many of Yazaki's local employees had to find other work. In order to alleviate unemployment among its staff, Yazaki began exploring new business fields in the paper, glass, food recycling and nursing care sectors — industries with little relevance to Yazaki's main operations in the auto-

motive industry. Yazaki's steadfast dedication to its people has been at the crux of the company's success in Europe. As the Eurozone, and especially Germany, rebounds from the global financial crisis, it is companies such as Yazaki that will help lead the way through its concern for customers, employees and the community at large. **www.yazaki-europe.com**



Eishin Chihana, president of Yamaha Motors Deutschland

"Kando" powers innovation in an important market

Famous for its autobahns, Germany has become world-renowned for its exacting auto manufacturing quality. It is an environment in which global motorbikes leader Yamaha Motors is no stranger: it has a strong presence within Europe and Germany is one of its most important markets.

"Our business in Germany has been quite important as have other key European markets such as France and Italy. So we always listen very intently to our German customers in order to keep up with current trends and market research," said Eishin Chihana, president of Yamaha Motors Deutschland.

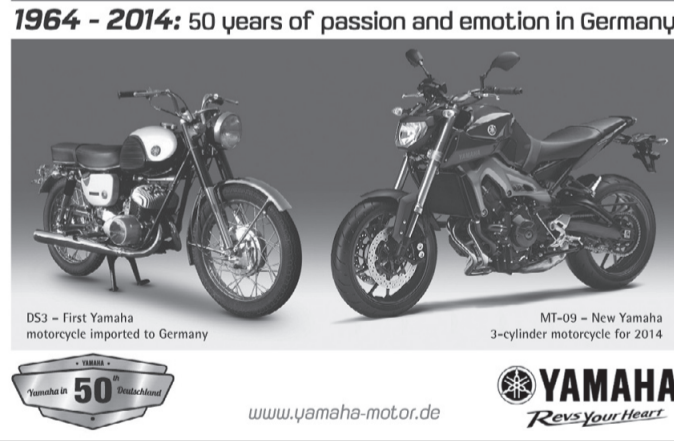
The year 2014 marks a historic year for Yamaha Motors in Germany as it celebrates its 50th anniversary. After half a century of business for Yamaha, Chihana believes there is still tremendous potential in the German market. "Customers here have very high expectations for quality," he said. "We believe that their preferences and tastes align very well with Yamaha motorbikes because our Japanese technology is among the finest in the world."

The motorbike industry is very

competitive, especially within Europe, but Yamaha Motors delivers a wide array of products that are able to capture different segments of the market. Yamaha Motors today offers customers the gamut of market-leading products: from large motorbikes meant for long distance touring with a passenger, to smaller motorcycles for individuals, as well as ATVs and outboard motors.

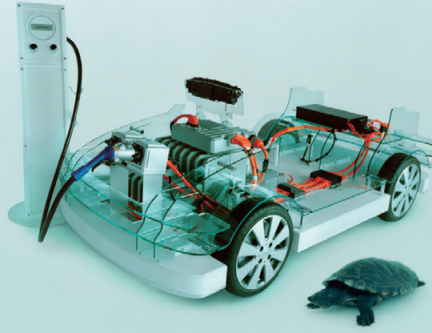
The Japanese term "kando" epitomizes what Chihana believes is the philosophy of Yamaha Motor's business. It refers to the simultaneous feelings of deep satisfaction and intense excitement experienced when one encounters something of exceptional value. Even their new corporate slogan, "Revs Your Heart," represents Yamaha's aim to deliver this moment of excitement as if revving up an engine's rpm.

"At Yamaha Motors, our mission has been to deliver the excitement and 'kando' from the beginning," he explained. "It has allowed us to grow and succeed here for the past 50 years, and as long as we continue to believe in the German market, we will continue our growth and prosperity for the next 50 years." **www.yamaha-motor.eu/de**



Orange Is Green.

Peek inside an electric-powered eco car and you'll find Yazaki's high-voltage power distribution wiring harness. Bundled and wrapped in orange sheathing, this cable harness supplies high-voltage electric power to the car's motor. In the quest for increased eco car performance, we are constantly innovating to reduce the weight of high-voltage wiring harnesses. More compact electrical power distribution components, as well as lighter and more durable aluminum cables are part of our journey to a greener future. Today eco cars are racing to squeeze more miles out of every volt, and so must every component. The goal is preserving our global environment, and Yazaki is doing its part.



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