

GERMAN AMERICAN TRADE

MAY/JUNE 2014

NEW: Top 50 Ranking of German Firms



**John Legere,
President & CEO of T-Mobile:
"4.4 Million net new customers in 2013
and we're not done yet"**

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Designing the Future of Manufacturing

President Obama has declared 2014 a year of action, especially for the manufacturing sector. Through the initiation of two new Department of Defense-led hubs in Chicago and Detroit, the Midwest is on its way to becoming an even stronger driving force for the American economy. The new innovation centers are modeled after the German Fraunhofer system, which even made the front page of the Chicago Tribune recently: "Germany's research institutes provide lessons for Chicago as it plans \$320 million digital manufacturing lab." "America Makes", the Ohio-based pilot institute of the U.S. administration's National Network for Manufacturing Innovation (NNMI), serves as another model for the new hubs in the Midwest.

The new hubs combine the production capabilities, innovative environment, and R&D expertise to revolutionize American manufacturing. This development should especially benefit small and medium enterprises (SMEs), who rely on cost- and resource-efficient production.

Under the framework of the University of Illinois (UI Labs), the Digital Manufacturing and Design Innovation Institute (DMDI) in downtown Chicago will focus on smart data flows in different processes within the production cycle.

The Detroit-based project focuses on Lightweight and Modern Metals Manufacturing Innovation (LM3I). Its installment in Detroit does not come as a surprise: Michigan is further on the upswing and has recently been recognized as a leader in attracting international investment by the Organization for International Investment (OFII).



*Simone Pohl
President & CEO, German American
Chamber of Commerce of the Midwest*

These are exciting times for the U.S.! Investments in future-oriented innovation hubs can be instrumental in transforming the American manufacturing sector – generating revenue, jobs, and growth. The fact that these U.S. labs took inspiration from the highly successful German Fraunhofer model shows how mutually beneficial a transatlantic exchange of innovative ideas can be. The German American Chambers of Commerce look forward to continuing this dialogue throughout the U.S. on this and many other important initiatives, including securing the skilled workforce necessary to support these dynamic innovations in manufacturing.

Sincerely,

Simone Pohl

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*John Legere, President & CEO of T-Mobile:
"4.4 Million net new customers in 2013
and we're not done yet"*

Mergers and Acquisitions

BASF Sold PolyAd Services Subsidiary to Edgewater Capital Partners

In a deal the financial details of which were not disclosed, BASF has sold its PolyAd Services subsidiary to private equity group Edgewater Capital Partners (Cleveland, Ohio). The transaction is expected to close in Q2 2014.

>> www.plasteurope.com

SIMONA Acquires U.S.-Based Boltaron and Laminations

German sheet and profile manufacturer Simona is strengthening its activities in the U.S. After having acquired plastics manufacturer Laminations (Archbald, Pennsylvania) in January, the company now

announced that it has signed an agreement to purchase Boltaron Performance Products (Newscomerstown, Ohio), a manufacturer of thermoplastic sheet products.

>> www.plasteurope.com

Xtreme Power Assets Acquired by German Company Yunicos Inc.

Kyle, Texas-based energy storage and management startup Xtreme Power's assets have been acquired by a German Company, Yunicos Inc. According to Yunicos, which is a subsidiary of German company Yunicos AG, it acquired Xtreme Power in the Chapter 11 auction in the U.S. District Bankruptcy Court of West Texas. Financial details of the buy were not announced. Xtreme Power had filed for Chapter 11

bankruptcy in January. Yunicos said the buy would help bolster its large scale storage solutions.

>> www.texastechpulse.com

Hendersonville's InnLink Acquired by IHS GmbH

A German hospitality technology company has acquired Hendersonville-based computerized reservation system provider InnLink. InnLink – which began life as a subsidiary of ShoLodge – is one of the world's leading provider of computerized reservations to mid-level independent hotels. Its sale to IHS GmbH is part of a growing trend of consolidation in the reservation industry; when Battery acquired IHS last year, the latter held a basket of companies including Worldhotels, Europe's largest provider of the service.

>> www.nashvillepost.com



Spazieren gehen

Exclusive cartoon for German American Trade by Heiko Sakurai www.sakurai-cartoons.de

Market Entries and Relocations

Felix Schoeller Expands, Adds Jobs at Pulaski Plant, Cuomo Announces

Felix Schoeller, a German-based global producer of specialty paper, has negotiated a new contract with a major manufacturing firm, which will relocate a paper-conversion operation from outside New York to the Felix Schoeller factory in Pulaski, New York Governor Andrew Cuomo announced today.

>> www.cnybj.com

Sonnenbatterie Enters U.S. Market with First Distribution Deal

Sonnenbatterie, the leading European manufacturer of next generation smart residential and commercial

energy storage solutions, announced its arrival in the U.S. energy market with a new distribution partner to serve the Southern California market. Since 2011, Sonnenbatterie has sold more than 2,500 energy storage units in Germany, Austria, Switzerland, Italy and Spain.

>> www.fortmilltimes.com

Deal: Gerresheimer Peachtree City, LP to Create 120 Jobs in Fayette, Georgia

Gov. Nathan Deal announced that Gerresheimer Peachtree City, LP, a manufacturer of complex drug delivery systems, will expand in Fayette County, creating 120 jobs and investing double-digit millions into the expansion. "Georgia's healthcare industry is uniquely poised to help Gerresheimer grow," said Deal. "This

leading global company is taking advantage of an eager, skilled workforce and an advanced life science and healthcare ecosystem. Our state is the ideal location to support Gerresheimer's newest expansion."

>> www.times-herald.com

Germany-Based Ottobock Healthcare Relocates North American Hub to Louisville, Kentucky

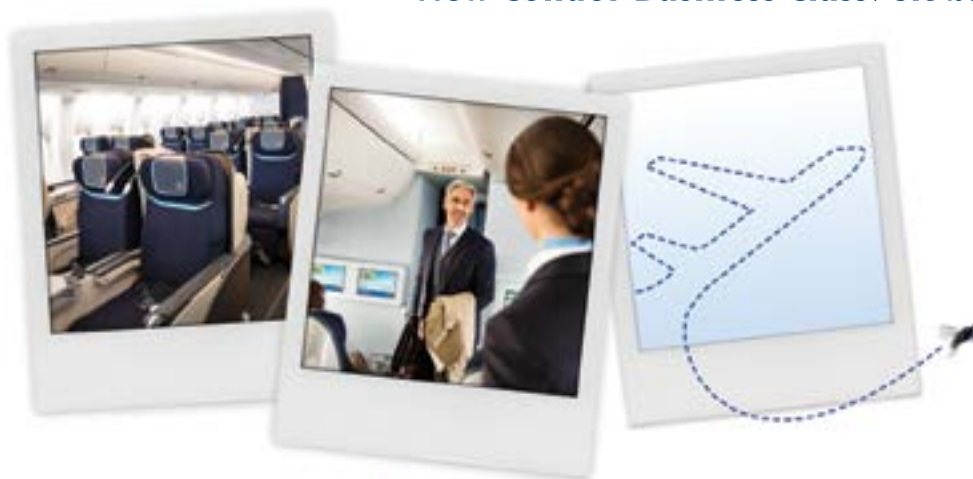
Germany-based medical device manufacturer Ottobock Healthcare is moving its North America logistics and distribution operations to a 38,000-square-foot facility on Industry Road in Louisville, Kentucky. The company plans to create 25 new jobs and invest more than \$3 million into the project.

>> www.areadevelopment.com

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Supermarket Chain Aldi Buys Moreno Valley Site for a Headquarters

Supermarket chain Aldi, which plans to open 650 new stores in the U.S. in the next five years, has acquired a 55-acre site in Moreno Valley where it will build its Southern California regional headquarters. Aldi, which is based in Batavia, Ill., will construct an 850,000-square-foot distribution center east of the 215 Freeway at Redlands Boulevard that is intended to serve about 200 stores in the region, real estate brokerage the Klabin Co. said.

>> www.latimes.com

Schwalbe Starts North American Subsidiary

Schwalbe has strengthened its position in North America considerably with the acquisition of its long term distribution partner Moser Enterprises. For 15 years the Victoria, Canada based company has been Schwalbe's exclusive distributor for the North American market. Managing Directors Celeste Steindl-Moser and Klaus Moser will continue to manage the brand alongside their team.

>> www.bike-eu.com

Lufthansa Technik to Open New Aircraft Overhaul Facility in Puerto Rico

Lufthansa Technik and the Commonwealth of Puerto Rico announced an agreement to create a new aviation maintenance, repair and overhaul ("MRO") facility in Puerto Rico, which will service short-haul and medium-haul aircraft. Agreements to this effect have now been signed with the government of Puerto Rico and the responsible port authority and the company plans to start work in the next three months on the construction of the new facility.

>> www.eturbonews.com

EWC Weather Consult GmbH Enters U.S. Market

EWC Weather Consult GmbH, a German weather service provider, plans to enter the U.S. market and present its wind and weather data management solutions to wind power developers in the country. The company plans to launch its "measure correlate predict" process for wind measurements along with a simulation tool for virtual expansion scenarios using renewable energies. The company says the wind potential analysis, which is already established on the German market, will now be complemented with comprehensive wind and yield time series in the U.S. as well.

>> www.nawindpower.com

Investments and Expansions

Polarion Software Inc Nabs \$10M in Series A Funding from Siemens

Polarion Software Inc has secured \$10 million in its first funding round from German investment firm Siemens Venture Capital. The capital infusion will fund the startup's global expansion, according to Silicon Valley Business Journal. Polarion chief Frank Schroeder said: "Siemens' investment in Polarion underscores the need for enterprises in industries like automotive, medical devices, electronic engineering, telecoms, manufacturing and aerospace, to gain a 360-degree view of a project's history, current trends and potential challenges. Marking Siemens' first foray into application lifecycle management (ALM), this milestone investment will help Polarion bring its highly sought-after platform to an even greater share of the market."

>> www.vcpost.com

BMW to Invest \$1 Billion to Expand U.S. Production by 50 Percent

BMW will expand production capacity in the United States by 50 percent and introduce another new offroad model, the German luxury carmaker said on Friday, in what amounts to a \$1 billion bet on sport utility vehicles (SUVs). BMW said that as well as the new X4 SUV, its U.S. factory would make a new X7 SUV. Ramping up production capacity at Spartanburg, South Carolina to 450,000 cars by 2016 will make it BMW's largest factory, the company said.

>> www.chicagotribune.com

KOSTER American Breaks Ground on \$4.6M Virginia Expansion

Located in Oceana South Industrial Park, German-based KOSTER purchased their original 14,000-square-foot facility in 2004. In 2013, the company purchased an existing 8,000-square-foot building to serve as the first phase of their expansion. Now KOSTER is entering the next expansion phase with the construction of a 14,000-square-foot production facility. The company will invest more than \$4.6 million in improvements to the site and will also hire six additional full-time personnel.

>> www.manufacturing.net

BMW Expands U.S., Chinese Output, Plans to Sell 2-Million Vehicles in 2014

BMW, the world's largest premium carmaker is looking to expand production capacity at its plants in the United States and China, as the German automaker reaffirmed the company's target to sell more than two million vehicles this year.

>> www.inautonews.com

Watch Out for Rising Wage Pressure!

It is not a secret that the U.S. economy is heavily geared towards services. Service industries (including the government) account for 80% of U.S. GDP and even 86% of jobs. Moreover, private households spend the majority of their income on services. If we leave out food and energy, service products have a weight of 75% in the consumption basket. It is, therefore, not surprising that labor costs are the single-most important driver of consumer price inflation in the U.S.

Until now, wage pressure has remained very subdued. The Employment Cost Index, our preferred labor cost gauge, has been rising at a mere 2% over the past four quarters. While that is slightly faster than it was in mid-2009 (+1½%), it is still a far cry from the 3½% increase seen during the previous boom. The main reason for the slow wage increases is the sizeable slack in the labor market. There are currently 10.5 million officially unemployed Americans, while another 6 million are out of the labor force but currently want a job, and 7.2 million people are working part-time for economic reasons. This huge excess supply of labor should keep wage pressure low

for the foreseeable future – so the theory goes.

I think, however, that in the current environment the total number of unemployed is less useful for forecasting inflation than it normally is. The reason lies in the large number of long-term unemployed. As they are gradually losing their skills (or possess skills that the labor market did not need in the first place), they exert less downward pressure on wages than the short-term unemployed. And the rate of short-term unemployed has declined significantly over the past several months. It is now only marginally higher than it was at its cyclical troughs reached during previous boom periods. In line with that, the Federal Reserve's Beige Book has repeatedly highlighted shortages of specialized skilled labor, while the National Federation of Independent Business' small business survey shows that companies are facing a lack of qualified applicants. As a result, businesses have started to raise worker compensation. Given the tight historical correlation between these surveys and the Employment Cost Index, I expect wage pressure to rise before long.



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Does that imply soaring inflation rates? No! What it does do, however, is dispel the last remaining concerns over any deflationary threats. As the core inflation rate approaches the Federal Reserve's target rate of 2%, one important reason for the ultra-accommodative monetary policy will cease to exist. Consequently, rate hikes might come faster than financial markets currently anticipate. ■

Adidas Names Mark King President of Adidas America

Adidas named Mark King, CEO of TaylorMade-adidas Golf since 2003, president of Adidas America, the German sports footwear and apparel company's North American headquarters in Portland. He replaces Patrik Nilsson, who will move to his native Sweden to become chief executive of fashion brand GANT. King, 54, will be in charge of all Adidas and Reebok operations in the

North American market and report directly to Roland Auschel, member of the Executive Board of adidas AG, responsible for Global Sales, the company said in a news release.

>> www.oregonlive.com

DOT GmbH Investing \$4.5 million in Columbia City Facility

DOT GmbH, a medical coating technology provider, is investing \$4.5 million to lease, renovate and

equip a building in Columbia City's Blue River Industrial Park. DOT America Inc., which opened in October, is creating up to 20 new high-wage jobs in the next two years as it ramps up operations.

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Top 50 Ranking of German Firms in the U.S.

Revenue for German Companies in the U.S. Continues to Grow

By Jan Vater & Nicola Michels, GACC

Auto manufacturers such as Volkswagen and Daimler continue to profit from the recovering U.S. market. Their figures, together with T-Mobile, show the strongest growth.

German subsidiaries in the U.S. continue to drive revenue as the annual Top 50 Ranking of German Firms conducted by the German American Chambers of Commerce indicates. Overall, the sales performance increased to over \$364 billion, compared to \$348 billion in the previous year which translates to an overall revenue growth of 4%. Auto manufacturers such as Volkswagen and Daimler continue to profit from the recovering U.S. market. Their figures, together with T-Mobile, show the strongest growth.

However, not all companies were able to increase their revenue on the U.S. market. The stagnant renewable energy sector in the U.S. affected companies such as Siemens which experienced an order gap in its wind farms segment, resulting in an overall sales decrease of \$1.7 billion. E.ON Climate and Renewables North America dropped out of this year's top 50 ranking.

Although natural gas prices in the U.S. increased slightly over the past couple of months, they are still significantly below the European average. Companies such as BASF

profit from the low energy prices and continued to invest in North America. In 2013 BASF doubled its capital expenditure from \$500 million to \$1 billion. BASF's strategy paid off in form of revenue gain of over \$1 billion for the fiscal year 2013.

BASF says "YES" to TTIP

In regards to securing BASF's strong position in the U.S. market, Hans Engel, Chairman and Chief Executive Officer of BASF Corporation and Chief Financial Officer of BASF SE., sees much potential in the Transatlantic Trade and Investment Partnership between the European Union and the U.S.:

"BASF strongly supports the launch of negotiations to pursue the Transatlantic Trade and Investment Partnership (TTIP), a free trade agreement with the European Union. The U.S., the second largest chemical market in the world, is an important market for BASF. It accounts for about 20% of BASF Group Sales. An agreement would give a powerful signal for further global trade liberalization, in addition to gains from tariff reductions and increased regulatory cooperation. This does not mean a

“BASF strongly supports the launch of negotiations to pursue the Transatlantic Trade and Investment Partnership (TTIP), a free trade agreement with the European Union.”

Hans Engel, Chairman and CEO of BASF



Hans Engel, Chairman and CEO of BASF

watering down of existing legislation (e.g. REACH, EU GMO legislation). It means avoiding duplication (short run) and a close cooperation between regulators in the long-term approximation of rules and legislation.”

Successful negotiations will hopefully overcome hurdles on both sides of the Atlantic and improve perceptions in favor of the Transatlantic Trade and Investment Partnership and therefore positively impact the business climate for German Firms in the U.S.

T-Mobile Takes Off with 4.4 M New Customers

In May 2013, T-Mobile USA, Inc. and MetroPCS Communications, Inc. joined forces and combined the two companies under the T-Mobile brand. Since the merger, some 4.4 million new subscribers signed with T-Mobile. CEO John Legere’s “un-carrier” strategy proved to be highly successful, which the GACCs’ Top 50 Ranking confirms.

T-Mobile revealed that it has earned total revenue of \$26.1 billion in 2013 as a whole, a 5.3% increase in comparison to 2012. In addition, the combined T-Mobile and MetroPCS revenue of 2013 is about \$6.3 billion higher than T-Mobile’s standalone revenue of 2012, which puts the company on position 3 of the ranking, replacing Siemens USA Holdings.

T-Mobile continues to make bold moves. Before the merger, MetroPCS was a cell phone provider offering affordable plans without the burden of a contract. And recently, T-Mobile

announced that it would be the first major provider to be eliminating contracts altogether.

The “un-carrier” campaign currently offers customers who are with a different provider to pay their early termination fees up to \$300, upon migrating to T-Mobile. Last year, about 2.4 million new customers took that offer and made the switch, which contributed to the company’s success.

The trend continues to look positive for the company. T-Mobile sold 6.2 million smartphones in the last quarter of 2013 alone, 91% of all smartphones it sold last year.

It was also revealed that T-Mobile will purchase 700MHz A-Block spectrum licenses from Verizon for \$2.4 billion. As a result of this, more than 158 million people would benefit from improved low-band spectrum, the carrier states. The acquisition is expected to conclude by the end of Q2 2014. ■

■ ■ T ■ ■ Mobile ■

Rank	Company	Location	Website	German Parent Company
1	Daimler Group	Montvale, NJ MBUSA Portland, OR DTNA	www.daimler.com	Daimler AG, Stuttgart
2	Volkswagen Group of America	Herndon, VA	www.vw.com	Volkswagen AG, Wolfsburg
3	T-Mobile USA	Bellevue, WA	www.t-mobile.com	Deutsche Telekom AG, Bonn
4	BMW Group	Woodcliff Lake, NJ	www.bmwusa.com	BMW AG, Munich
5	BASF Corp.	New York, NY	www.basf.us	BASF SE, Ludwigshafen
6	Siemens USA Holdings	New York, NY	www.usa.siemens.com	Siemens AG, Munich
7	Robert Bosch, LLC	Farmington Hills, MI	www.boschusa.com	Robert Bosch GmbH, Stuttgart
8	Bayer Corporation	Pittsburgh, PA	www.bayerus.com	Bayer AG, Leverkusen
9	DHL Holdings (USA), Inc.	Plantation, FL	www.dhl.com	Deutsche Post AG, Bonn
10	Allianz Life Insurance NA Allianz of America, Inc.	New York, NY	www.allianzusa.com	Allianz SE, Munich
11	Munich Reinsurance America, Inc.	Princeton, NJ	www.munichreamerica.com	Münchener Rückversicherungsgesellschaft, Munich
12	Trader Joe's Co.	Monrovia, CA	www.traderjoes.com	Aldi Einkauf GmbH & Co.oHG, Essen
13	ThyssenKrupp USA, Inc.	Troy, MI	www.thyssenkrupp.com	ThyssenKrupp AG, Düsseldorf
14	Hochtief Americas	New York, NY	www.hochtief.com	Hochtief AG, Essen
15	Continental Automotive Systems	Auburn Hills, MI	www.conti-online.com	Continental AG, Hannover
16	Fresenius Medical Care Holdings, Inc.	Waltham, MA	www.fmcna.com	Fresenius Medical Care AG +KGaA, Hof a.d. Saale
17	Boehringer Ingelheim Corp.	Ridgefield, CT	us.boehringer-ingelheim.com	Boehringer Ingelheim GmbH, Ingelheim am Rhein
18	SAP Americas	Newtown Square, PA	www.sap.com	SAP AG, Walldorf
19	Aldi, Inc.	Batavia, IL	www.aldi.us	Aldi Einkauf GmbH & Co.oHG, Essen
20	Lufthansa Group	East Meadow, NY	www.lufthansa.com	Deutsche Lufthansa AG, Köln
21	Linde North America	Murray Hill, NJ	www.lindeus.com	Linde Group, Munich
22	LEHIGH Hanson Inc.	Allentown, PA	www.lehighhanson.com	HeidelbergCement AG, Heidelberg
23	adidas America, Inc.	Portland, OR	www.adidas.com	adidas AG, Herzogenaurach
24	Henkel of America, Inc.	Rocky Hill, CT	www.henkel.us	Henkel KGaA, Düsseldorf
25	Random House (Bertelsmann Group)	New York, NY	www.bertelsmann.de	Bertelsmann AG, Gütersloh
26	Heraeus Incorporated	New York, NY	www.heraeus.com	Heraeus Holding GmbH, Hanau
27	Evonik Corporation	Parsippany, NJ	www.north-america.evonik.com	Evonik Industries AG, Essen
28	Hannover Life Re America	Orlando, FL	www.hlrAmerica.com	Hannover Rückversicherungs AG, Hannover
29	EMD Group (Merck)	Billerica, MA	www.emdgroup.com	Merck KGaA, Darmstadt
30	ZF Group North American Operations Inc.	Northville, MI	www.zf.com/na	ZF Friedrichshafen AG, Friedrichshafen
31	Schenker Inc (DB US Holding Corp.)	Tarrytown, NY	www.dbschenkerusa.com	Deutsche Bahn AG, Berlin
32	lanxess	Pittsburgh, PA	www.lanxess.us	lanxess AG, Leverkusen
33	Otto Group/Crate & Barrel	Northbrook, IL	www.crateandbarrel.com	Otto GmbH & Co KG, Hamburg
34	Freudenberg-NOK General Partnership	Plymouth, MI	www.freudenberg.us	Freudenberg Dichtungs-und Schwingungstechnik, Weinheim
35	Brose North America, Inc.	Auburn Hills, MI	www.brose.com	Brose Gruppe, Coburg
36	Beiersdorf, Inc.	Wilton, CT	www.beiersdorfusa.com	Beiersdorf AG, Hamburg
37	Knorr Brake Holding Corp.	Watertown, NY	www.knorrbrakecorp.com	Knorr Bremse AG, Munich
38	B. Braun Medical, Inc.	Bethlehem, PA	www.bbraunusa.com	B.Braun, Melsungen AG
39	Puma North America, Inc.	Westford, MA	www.puma.com	Puma SE, Herzogenaurach
40	K+S North America	New York, NY	www.k-plus-s.com	K+S AG, Kassel
41	Würth Group of North America Inc.	Ramsey, NJ	www.wuerth.com	Adolf Würth GmbH & Co. KG, Künzelsau-Gaisbach
42	STIHL Incorporated	Virginia Beach, VA	www.stihlusa.com	STIHL International GmbH
43	Wacker Chemical Corporation	Adrian, MI	www.wacker.com	Wacker Chemie AG, Munich
44	GEA	York, PA	www.geagroup.com	GEA Group AG, Düsseldorf
45	Behr America, Inc.	Troy, MI	www.behrgroup.com	Behr GmbH & Co. KG, Stuttgart
46	Leoni Wiring Systems, Inc.	Tucson, AZ	www.leoni.com	Leoni AG
47	American Rheinmetall Munitions, Inc	Camden, AR	www.rheinmetall-defence.com	Rheinmetall AG
48	Infineon Technologies North America Corp.	Milpitas, CA	www.infineon.com	Infineon Technologies AG, Munich
49	Schott North America, Inc.	Elmsford, NY	www.us.schott.com	Schott AG, Mainz
50	Krones Inc	Franclin, WI	www.krones.com	Krones AG

(1) North America (exclusive U.S. figures not available)

(2) Gross Written Premium

(3) Americas

(4) Est. supermarketnews.com

(5) Results 2012

(6) GACC Estimate

(7) Consolidated revenues Audi, Porsche & VW

(8) T-Mobile and MetroPCS Combined Pro Forma 2013 figures

(9) Consolidated revenues Flatiron and Turner Construction Co.

(10) North and South America (exclusive U.S. figures not available)

U.S. Top Executive	Sales (\$M)		Employees		Business activity	Note
	2013	2012	2013	2012		
Stephen Cannon, MBUSA Martin Daum, DTNA	37,748	↑ 34,858	21,022	↓ 21,720	Automotive	
Scott Keogh (Audi), Detlef von Platen (Porsche), Michael Horn (VW)	36,213	↑ 32,058	61,796	↓ 63,193	Automotive	(3,7)
John J. Legere	26,100	↑ 19,751	38,000	↑ 30,288	Communications	(8)
Ludwig Willisch	20,782	↓ 20,827	10,000	– 10,000	Automotive	(3,6)
Hans Engel	19,760	↑ 18,500	17,680	↑ 16,665	Chemicals	(1)
Eric Spiegel	18,716	↓ 20,410	60,000	– 60,000	IT/Communications, Transportation	
Mike Mansuetti	12,786	– 12,786	22,500	– 22,500	Automotive, Consumer Goods, Industrial Technology	(3,5)
Philip Blake	12,778	↑ 12,265	15,200	↓ 15,500	Pharmaceutical/Medical Products	(1)
Stephen Fenwick	12,623	↑ 12,568	77,162	↑ 72,503	Courier Services	(3)
Gary C. Bhajwani, Walter White	12,375	↓ 13,874	15,006	↑ 14,736	Insurance / Asset Management	(2)
Anthony J. Kuczinski	12,288	↑ 11,212	5,315	↓ 6,316	Insurance	(2)
Dan Bane	11,300	↑ 10,500	9,000	– 9,000	Grocery Stores	(1,4)
Torsten Gessner	11,017	↓ 12,861	20,564	↓ 22,116	Steel, Stainless Steel, Capital Goods, Services	(3)
Marcelino Fernández Verdes	10,486	↑ 9,440	8,397	↓ 9,295	Construction	(1,9)
Samir Salman	9,679	↑ 9,218	28,442	↑ 27,142	Automotive components, Tires	(1)
Rice Powell	9,606	↑ 9,031	54,314	↑ 51,261	Medical Products & Services	(1)
Paul R. Fonteyne	8,463	↓ 8,838	15,038	↓ 15,208	Pharma	(3)
Rodolpho Cardenuto	8,403	↑ 7,808	19,123	↓ 19,568	Software	(3)
Charles E. Youngstrom / Jason Hart	8,000	↑ 7,900	12,000	– 12,000	Grocery Stores	(1,4)
Jürgen Siebenrock	5,663	↑ 5,438	12,828	↓ 13,567	Air Transportation/Logistic/Catering	(3)
Patrick Murphy	4,503	↑ 3,352	5,100	– 5,100	Industrial Gases	(1)
Daniel M. Harrington	4,497	↑ 4,404	10,781	↓ 11,001	Cement	(1)
Mark King	4,437	↑ 4,365	12,682	↑ 11,577	Sports Wear	(1)
Jeffrey C. Piccolomini	3,865	↓ 3,869	5,150	↓ 5,187	Industrial Organic Chemicals	(1)
Markus Dohle	3,730	↑ 3,350	8,795	↑ 5,488	Media, Publishing	
Yuri Rozenfeld	3,418	↓ 4,637	1,960	↑ 1,829	Non-Ferrous Metals	
John Rolando	3,102	↑ 3,101	3,763	↓ 3,790	Specialty Chemicals	(1)
Peter R. Schaefer	2,748	↑ 2,612	285	↑ 250	Reinsurance	(2)
Robert Yates	2,743	↑ 2,724	4,911	↑ 4,848	Chemicals	
Julio Caspari	2,741	↑ 2,424	4,023	↑ 3,664	Automotive	
Dr. Josef Blank	1,765	↓ 1,952	6,036	↓ 7,592	Freight Transportation	(1)
Randall S. Dearth	1,758	↓ 2,062	1,526	↓ 1,553	Specialty Chemicals	(1)
Sascha Bopp	1,737	↑ 1,500	7,000	– 7,000	Retail	(10)
Michael Heuberger	1,672	↑ 1,652	7,200	↑ 6,872	Automotive	(1)
Jan Kowal	1,640	↑ 1,496	5,100	– 5,100	Automotive Supplier	(3)
Bill Graham	1,441	↓ 1,470	2,224	↑ 2,090	Branded Consumer Goods	(3)
Heinz Hermann Thiele	1,440	↓ 1,460	4,496	↑ 4,185	Railroad Equipment	(3)
Caroll H. Neubauer	1,381	↑ 1,361	5,548	↑ 5,515	Medical/ Surgical Devices	(1)
Jay Piccola	1,257	↓ 1,323	2,847	↓ 2,970	Sports Wear	(3)
Gerhard Horn	1,203	↑ 971	1,751	– 1,751	Chemicals	(3)
Robert Stolz	1,070	↑ 1,026	2,825	↑ 2,773	Maintenance Supplies	(1)
Fred J. Whyte	1,060	↑ 1,000	4,343	↑ 4,040	Handheld outdoor power equipment	(5)
Ingomar Kovar	1,005	↓ 1,067	1,499	↓ 1,531	Chemicals	(3)
Lutz Wolf	951	↓ 1,098	1,964	↓ 2,353	Engineering Services	(1)
Wilm Uhlenbecker	851	↓ 900	1,877	↓ 2,600	Automotive Thermal Management	
Martin Gloesslein	681	↑ 668	5,746	↑ 4,527	Cable Harnesses for the Automotive Industry	(1)
Armin Papperger	659	↑ 625	1,363	↓ 1,469	Defence and Automotive	
Jean-Baptiste Loire	645	↑ 576	499	↑ 485	Semiconductors	(3)
Linda S. Mayer	500	↓ 599	2,300	↓ 2,500	Glass & glass-ceramic products	(1)
Holger Beckmann	437	↑ 419	499	– 499	Packaging Manufacturer	(11)
	363,723	348,206	647,480	632,717		

(11) Employee figures hoover.com
Conversion rate of 1.32 (2013 annual average
applied when sales given in EUR)

Quotes from Annual Reports 2013

HOCHTIEF

Given the challenging market environment, our North American subsidiaries still delivered good results for the year. Capitalizing on their reputation and market position, they secured attractive new orders. **Turner continued to hold its own as number one U.S. general builder,** as reflected in the latest ranking from Engineering News-Record. **The company is also ranked first in the green building,** healthcare, education, offices, industrial, cultural facilities, sports facilities, and hotels categories.

Daimler Group

During the year under review, **we expanded our research and development network** in a targeted manner, expanding it to 22 locations in ten countries. Our biggest facilities are in Sindelfingen and Stuttgart-Untertürkheim in Germany. In **Sunnyvale, California, the new headquarters of our research facilities in North America,** approximately 100 people are employed at present and this number is scheduled to be doubled.

Munich Re

In the USA, we have created a cross-cutting product development platform which draws particularly **on the know-how of Hartford Steam Boiler, American Modern and Munich Re America to develop new, innovative products** for the North American market. Naturally, we also make use of all the other synergies which can be achieved via our business units in the U.S. market. Here too, **it is apparent that we are stronger and more innovative as a group than individual companies could be.**

Top 10 Employers

Rank	Company	'13 Employees		'12 Employees
1	DHL Holdings (USA), Inc.	77,162	↑	72,503
2	Volkswagen Group of America	61,796	↓	63,193
3	Siemens USA Holdings	60,000	–	60,000
4	Fresenius Medical Care Holdings, Inc.	54,314	↑	51,261
5	T-Mobile USA	38,000	↑	30,288
6	Continental Automotive Systems	28,442	↑	27,142
7	Robert Bosch, LLC	22,500	–	22,500
8	Daimler Group	21,022	↓	21,720
9	ThyssenKrupp USA, Inc.	20,564	↓	22,116
10	SAP Americas	19,123	↓	19,568

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Lars Franck works at Bilfinger. He has brought things to a halt at the TOTAL asphalt plant in Brunsbüttel, and for good reason: the plant is undergoing an extensive upgrade in connection with turnaround activities. Bilfinger is performing maintenance and repairs, but also optimising and recommissioning the plant to run more efficiently and better than ever! www.bilfinger.com

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German Mittelstand – Southern SME Forum 2014

By Elisabeth Doehe, GACC

This year's German Mittelstand – Southern SME Forum took place on Monday, April 7, in Greenville, SC. Alongside the conference, the 2014 GACC South Board of Directors was elected as part of the Annual General Meeting. More than 220 German and American attendees, members and partners, as well as 23 speakers and moderators gathered at the elegant Hyatt Regency Hotel to exchange ideas while building relationships with new business partners. Twelve exhibitors and ten sponsors helped to make the conference a great success.

The business forum connected the best minds in the field and sought to provide information and resources. Leaders and business executives, as well as official representatives,

discussed the essential role transatlantic relationships play in many industries. The day was packed with informative workshops, a keynote luncheon, panel discussions, and many networking opportunities.

Cultivating a culture of knowledge sharing

The consensus among attendees was that the German Mittelstand success in the U.S. marks a new paradigm for foreign investment; one that is built on a sustainable, strategic approach to capitalize on the current conditions of the U.S. market. In fact, many of the German-American companies that were present in Greenville have, in recent years, made a profound impact on communities throughout the South by creating jobs and stimulating regional growth.



South Carolina Governor Nikki R. Haley delivering an engaging keynote.

A breakfast keynote by Craig Baartman, Sumter Plant Manager at Continental Tire the Americas, LLC, was followed by workshops on intercultural competences, PR strategies, human resources and recruitment. These sessions were well received and triggered discussions. They emphasized the importance of sound and coherent communication, and proved that you can never know enough about how cultural differences (and similarities) can boost business productivity.

Two panel discussions focusing on challenges and chances of the Transatlantic Trade and Investment Partnership, as well as the future of energy and resources in the U.S., raised awareness within the German-American business community about the prevalent issues many businesses face.



Martina Stellmaszek (President & CEO, GACC South) and Martin Richenhagen (Chairman, President & CEO, AGCO Corporation and Chairman of the Board of Directors, GACC South) talking to local broadcasters.



GERMAN
MITTELSTAND

Southern SME Forum



Panelists discussing the energy mix of the future: Larry Frazier (Vice President of Sales, Dieffenbacher USA, Inc.), Berend Bracht (President & CEO, Bosch Rexroth Americas), Andreas Pfleger (Head of Facility Management, Energy USA, Canada, BMW Group), and Rob Caldwell (Vice President, Wholesale Power & Renewable Generation, Duke Energy Corporation)

SC Governor Haley optimistic about German investment in the South

Engaging keynote speakers featured South Carolina Governor Nikki R. Haley, who in her speech thanked the GACC South for being a viable partner for expanding German businesses. South Carolina, she said, was a powerhouse of German engineering and sustainable economic investment.

Martina Stellmaszek, President & CEO of the GACC South, welcomed the GACC South's Chairman Martin Richenhagen and the German Consul General Christoph Sander.

Following the business forum, members of the GACC South had the opportunity to vote for candidates

for open seats on the Board of Directors. The 2014 Board of Directors was announced during a dinner reception at Genevieve's Restaurant, which marked the conclusion of the day's program.

The great degree of interest participants showed during the forum reflected the continuing interest in the South as a thriving business location. From the coasts of the Carolinas to the plains of Texas, the German Mittelstand is prospering and sending impulses throughout the nation.

Thank you to all sponsors for their generous support, partners, board members and GACC South staff for this insightful and inspiring day. ■

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Lufthansa HelpAlliance and Wallstreet Rotary Support Haiti Entrepreneurs

by Jan Holz, Lufthansa

A group of Lufthansa employees and Rotary Wallstreet members are coordinating an entrepreneurship camp in Haiti this summer to help local entrepreneurs get off the ground. This will provide significant employment and development opportunities for Haiti from within the country, reducing dependency on foreign aid.

Haiti has long suffered from external and internal disasters. The massive earthquake on January 10, 2010 killed more than 200.000 people. Haiti has long been a struggling nation. Today, after the support of countless NGOs in the immediate aftermath of this particular disaster the country is still far from being an economic success story. The lack of basic business skills and a deeply engrained cultural belief linking entrepreneurial success with family background are two core factors holding back the new creation of jobs throughout the local economy.

In July 2013, Jude V.P. Tranquille, founder of Devoted Servants Haiti, shared this insight at the Rotary Youth Leadership Awards North America Conference in Washington D.C., Jan Holz, working for Lufthansa in NYC and a member of Rotary Wall Street, immediately felt inspired and was determined to help tackle these structural issues. Quickly, the idea of an entrepreneurship summer camp emerged.

Over the next few months the team grew through a number of volunteers from all around the world including Germany, Haiti, the United States, the United Kingdom and Singapore. All were united by the goal of helping Haiti find a new economic development path by enabling the Haitian young entrepreneurs to reach their full potential.

Today, the project team has designed the overall curriculum. A range of

international speakers have already volunteered to fly to Haiti and hold intense sessions to help these businesses get off the ground. The entire camp will be conducted as a 2-week intensive workshop program. During this period, each of the 25 participants will be requested to create his/her own business plan. The participant then can convince the committee of the feasibility of his/her business and will have the opportunity to receive an investment



From left: Jude V.P., founder Devoted Servants, Jan Holz, Lufthansa IT Project Manager, Dominique Bazin, President of Rotary Club Delmas Aeroporte and T. Getho, member of Devoted Servants.



www.help-alliance.com
HelpAlliance
Lufthansa engagieren sich



in his/her business provided by the Lufthansa Help Alliance, an organization set up by Lufthansa employees globally to help with social projects. The best participants will furthermore receive regular follow-up mentoring to maximize the camp's impact.

Simone Menne, member of the Lufthansa Management Board, compliments the initiators of the project, reporting, "I am very impressed with how young Lufthansa employees pull such a great project together with the support of the Help Alliance Network. This not only helps the suffering people in Haiti but also shows how greatly engaged our colleagues at Lufthansa are."

Susanne Gellert, Director Legal and Consulting at the German American Chamber of Commerce New York, will also support the program by serving as a volunteer speaker in Haiti.

At the moment a cooperation with the local Quisqueya University is

under discussion. A partnering would strengthen the roots to the local community and ensure a sustainable base for the future.

Even though all speakers volunteer and pay for their own flights and accommodation, certain costs have to be covered externally. This step will be tackled by the project now. A proper car and driver to be able to go around Haiti is necessary as proper facilities for the workshop to take place. Therefore, the team setup a crowdfunding campaign with the goal of raising \$5,000 here:

>> www.fundly.com/entrepreneurship-camp-2014-in-haiti

Furthermore, sponsoring also exists for companies which promises quite a lot of publicity through the global press interest gained by the project. In addition local entrepreneurship has been found to be the most cost efficient way to help struggling economies. Therefore, a comparably small sponsoring sum can already have a huge social impact! ■



Contact info:

Contact Jan Holz at Lufthansa to learn more about these opportunities.

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Adidas vs. Nike

How the 2014 World Cup Represents the Battle of the Brands Across the Atlantic

By Jan Vater, GACC



Photo: Adidas

Adidas Group Headquarters,
World of Sports Herzogenaurach, Germany



Photo: Adidas

Adidas' new "Boost Cushioning" is the
latest technology on the running market

Traditionally, Germany's common view on sports has been rather simple: Team sport equals soccer, or football to the rest of the world outside the U.S., and sports equipment equals Adidas. On the other side of the Atlantic, baseball, basketball, football, and hockey are the most popular American pastimes and there is one preferred company that has catered to the athletes' needs: Nike.

In recent years, however, there has been a shift in this division of sports and brands between the U.S. and Germany. It became as common for a high school in the U.S. to have a popular soccer team, as it became for a German school to own a basketball court. Other American sports are on the rise in Germany as well. Many cities have professional or semiprofessional teams, such as FC Bayern Munich Basketball, Allgäu Comets (football), Untouchables Paderborn (baseball), and Hamburg Freezers (ice hockey). And who would have thought that the Major Soccer League would become a business with multi-million dollar contracts for television rights alone?

With the globalization of sports came the globalization of brands. In the 1980s, Adidas became known as a fashion icon in the upcoming hip hop culture. In the aftermath of Run DMC's hit song "My Adidas", track suits with the iconic three-stripe design and Adidas Superstar 80s shoes were widely seen in U.S. metropolitan cities. At the same time, German teens were sporting Nike's Dunk basketball sneakers.

The core business of companies like Adidas and Nike, however, is not fashion, but high technology sports equipment. Both started out producing homemade running shoes, catering to professional athletes. In pre-WWII Germany, Adi Dassler and his later estranged brother and founder of Puma, Rudi Dassler developed the first spiked running shoes, worn by Jesse Owens in the 1936 Olympics. In the 1960s, Bill Bowerman produced running shoes for Phillip Knight, employing rubber pressed in his kitchen's waffle iron. Later, the two founded Blue Ribbon Sports, which became Nike Inc.

At first, Nike's core competency stayed with running equipment, whereas Adidas' main focus turned



© mhrstov / Fotolia

to soccer. The company has been an innovator in this field for decades and is the official partner and sponsor of the FIFA World Cup until the year 2030. A growing demand for sports equipment globally and athletes' signature products boosting sales made the companies expand in order to meet every athlete's needs. From soccer to basketball, from running to golf, both companies offer a variety of professional sports equipment in all areas and price categories.

In the U.S., the running equipment market is a \$3-billion business. So far, Adidas has not been the top choice for runners in the U.S. Only a fraction of runners trust the established German brand when it comes to their preference of running gear, which ranks Adidas not even in the top five for this market segment. In order to gain a stronger position in this race, Adidas puts technology forward. "Boost cushioning" foam came out of the company's innovation lab in Portland, Oregon, and was created to change the market for running shoes. Released late last year, it is too early to tell if the new technology will gain market shares for Adidas.

This summer, the rivalry between Adidas and Nike seems to be in favor of the German company – at the FIFA World Cup in Brazil. Adidas is the main sponsor of the global event and produces the official game ball "Brazuca", which also has its own Twitter account with over 100,000 followers. Germany and reigning world champion Spain are playing in jerseys made by the company in Herzogenaurach, Germany. In contrast, Nike was able to sponsor 10 out of the 32 teams in the tournament, which puts the company ahead of its rival. When it comes to the latest technology, both companies have introduced an ultra-light knitted upper material for their soccer footgear, which was well received by many athletes.

On Thursday, June 26, 2014, Germany wearing Adidas is going to play the U.S. sporting Nike in the first round of the World Cup. The outcome of the game might be a good forecast as to whether the 2014 world champion is going to be in a jersey displaying three stripes or the "Swoosh" logo. ■



Photo: Nike

*Nike World Headquarters,
Beaverton, Oregon, USA*



Photo: Nike

Leather is a thing of the past – Nike uses its woven upper material "Flyknit" for the first time on a soccer cleat for the world cup.

21st Century Manufacturing

Aerzen USA

Training the Next Generation of Workers for the Next Generation of Products

By Lindi von Mutius, GACC

Aerzen USA, a subsidiary of Aerzener Maschinenfabrik GmbH located in Coatesville, Pennsylvania, just celebrated their 30th Anniversary in the United States. Over those thirty years, their products and manufacturing processes have changed. As Aerzen, and their machines, move into 21st Century manufacturing, they face new challenges in technology and workforce development.

Aerzen manufactures blowers, compressors, and high vacuum boosters; and is one of the leading application and design specialists in rotary lobe compressors, positive displacement blowers, screw compressors and turbo blowers. Their products are critical to a number of industries including waste-water treatment, cement, plastics, petro-

leum, and food processing. Jim Welch, Import/Export Administrator at Aerzen USA says, "Our products are known for their energy efficiency and customizability. For example, we have a customer in Beacon, NY who is currently saving \$400 a day in electricity using our machines. We can build a machine specifically for a customer, so that customer can maximize the machine's use."

The machines are assembled in the Coatesville warehouse from components shipped from Aerzen in Germany. Welch notes that efficiency is in every element of the production chain: "After a brief trial, we switched to using the Port of Philadelphia because we found the rates and transit times to be better. Now we can get products to customers more quickly."

Upon arrival, each machine is assembled by a specially trained team, operating within a "lean manufacturing cell." A "lean cell" is efficient because it groups process flow, technical competencies, tools, and workers by function. For example, in the cell that manufactures high speed turbo blowers, each type of component is separated on a large rolling tray that workers move from blower to blower and motor to motor. When the motor and blower package is complete, the motor moves to the testing cell. The assembly area is spotless and the entire facility is surprisingly quiet—minus the rock n' roll playing on a small stereo. "This type of lean cell process also ensures higher levels of safety for workers," says John Buchner, Materials Manager for Aerzen USA. It is no surprise that Aerzen USA recently won the "Best Places to Work in PA" award.

Once a week, all available employees gather for a meeting to discuss current projects, successes, and learning experiences. Buchner says, "Our philosophy is to learn from our mistakes, and to innovate by utilizing one of our best resources – our employees." The interior of both the warehouse and the corporate offices lend themselves to collaboration and transparency and CEO Pierre Noack and the management team have an open door policy. Aerzen USA is also committed to two concepts: sustainability and social responsibility. The company's main building is a LEED



Aerzen USA's headquarters in Coatesville, Pennsylvania



AERZEN

BEST PLACES to work in PA 2013



Pierre Noack, CEO of Aerzen USA

Gold certified green building, and just behind Mr. Noack's office is a garden that company employees tend to grow produce for a local food bank.

As Aerzen moves into 21st Century manufacturing, it continues to plan its growth with these two concepts in mind. Recently, the Coatesville facility became a competency center for a new line of Turbo products. The Aerzen Turbo blower relies on advanced electronic components, and offers greater energy efficiency to its users. For example, instead of a standard electric motor, the turbo line uses a much higher-speed permanent magnet design on air bearings.

The sophistication of the "Turbo" line requires workers who are trained not only in machine assembly, but who are also knowledgeable about electro-mechanical assemblies. Buchner adds, "One glance at the components in the assembly area, and one can see that these machines are

more intricate; and require specialized skills in order to build, test, and maintain." Ralf Weiser, Manager Inside Sales and Project Management, says, "The manufacturing industry is realizing that we need to bridge the gap between electrical and mechanical manufacturing. This gap needs to be filled by educators and manufacturers, and we are trying to bridge that gap here. We are working with our local manufacturing alliance to create a 'Learn and Earn' program that allows students to work but also earn a degree without incurring a lot of student debt."

Employing both the concepts of sustainability and social responsibility, Aerzen plans to grow a workforce that can handle the demands of future innovations in its products, and also positively impact its community. ■

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>> www.aerzenusa.com



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Interview with Peter David

Chief Financial Officer, SAP Americas

By Lindi von Mutius, GACC



Peter David,
Chief Financial Officer, SAP Americas

GAT: How has your own career path influenced your work at SAP?

Peter David (PD): I believe that you have to leave your comfort zone to grow, and you have to be flexible in reinventing yourself. If you ask me, that is the really cool thing about SAP – SAP is constantly reinventing itself. After graduating from Berufsakademie Mannheim, I worked as a controller and financial analyst for an established company of 26,000 employees. After three years, I took a risk and placed an ad in the newspaper stating that I was looking for a new career path. I got a couple of offers, and one caught my attention: a few weeks later, Dr. Claus Wellenreuther, founder of DCW Software offered me a job in his dining room over Saturday morning coffee. At first, it was difficult to adapt from a large well-established company to a mid-sized Software company but I jumped in with both feet. Dr. Wellenreuther was one of the five founders of SAP, and that's how I came in contact with SAP. In 1995, I transitioned to SAP.

At SAP, I've changed roles a few times, working as CFO for SAP Germany and also as CFO for EMEA Emerging Markets. Recently, we aggregated our operations to form one mega region – the Americas – that serves our clients from Canada to Chile. Just like me, SAP has transformed itself by relying on its core competencies and its ability to

deliver our customers end-to-end solutions, either on-premise or in the Cloud. I feel like I have grown with the company. When I started, I was employee number 4,000 in Germany. Now, we have over 65,000 employees across the world.

GAT: How has your role as CFO been transformed during the past years?

PD: The world around us is constantly changing with increasing speed. I see new challenges like volatility in markets, commodity prices and stocks, an increased focus on risk, and increased globalization with the need for better corporate management across diverse cultures and new technologies. These challenges are here to stay.

In 2004, SAP started a long-term finance transformation that helped to address these new challenges and allow the CFO to drive business results via business partnering, operational excellence and business stewardship. The transformation focused on adapting to globalization with shared financial services across the company. This transformation has changed my role as CFO, giving me more time to focus on Financial Planning, Analytics, Strategy and Business Support.

Ten years ago, most of our finance functions were handled from generalized local teams. Today, SAP Finance

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German-American Business Community



has highly specialized local teams supported by a Global Functions team and a Shared Service Center. Finance teams work more and more in virtual teams, and the CFO is conducting this virtual environment. SAP Finance is running 100% on SAP Software. We are always our first client. We have many customers visiting our shared services center to understand how we transformed the finance function.

GAT: Cloud Computing is becoming more and more relevant. Can you explain a bit more how cloud computing helps small and mid-sized companies?

PD: Cloud computing brings state of the art software applications and data analysis. For small and mid-sized companies, Cloud computing also has significant cost and liquidity benefits, allowing these companies to develop sophisticated data processing and computing without a large overhead. Instead of paying a fortune upfront for software, hardware, infrastructure, and investing in IT staff to operate complex IT environments, these companies can use SAP Cloud solutions based on subscription pricing. The Cloud can run all software products – from sales to HR to social media – as one business solution, and Cloud software runs with state of the art data security and industry best practices.

For example, using SAP Cloud for Sales, one of our mid-sized clients

was able to coordinate regional sales teams who were each talking to a customer independently. The sales reps could use an app on their iPad to coordinate proposals and discuss customer needs. Now a sales rep can meet with a customer about one product, and bring along a spare part for another product that the customer needs. The customers were very impressed, and this company saw an increase in sales and increased market penetration. Our goal is to tailor Cloud software to the individual client, so that any sized company can get that competitive advantage. ■

Contact info:

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Stormwater Management Gaining Importance in the U.S.

Major Cities Launch Comprehensive Programs

By Christian Janetzke, Germany Trade & Invest

Translation from German by Sandy Jones, GACC

Many major cities in the Midwest as well as on the East Coast of the United States are under great pressure to act due to an outdated and overburdened combined sewer system. Residential and commercial wastewaters along with rainwater are discharged together in one pipe to the sewage treatment plant. During times of torrential rain, the systems are often completely overburdened. Thus, excess water amounts containing various contaminants are often discharged either directly into a water body or reach said water body after only a mechanical pre-purification.

Since 1987, in line with the Clean Water Act, the Environmental Protection Agency (EPA) has been regulating the discharge of contaminants absorbed through rainwater into water bodies. Since enacting the law, regulations have been expanded to more and more cities and have become increasingly stricter. They vary between U.S. states, since the EPA regulations give state authorities room for flexible handling and application.

In order to avoid penalties, several cities are committed to make substantial investments into the water infrastructure, says Jim Taft, Executive Director of the Association of State Drinking Water Administrators (ASDWA). According to the market expert, some 70 cities across the nation have to make such investments due to federal or state regula-

tions. Since the end of the last decade, a change in the focus of many programs has been noticeable. After it has largely been the act of investing into the modernization of sewer systems and treatment plants up until now, the current trend goes towards a »green« and proactive approach.

A Multitude of Major "Green" Projects

According to the market research expert BlueTech Research, the demand for rainwater infrastructure and corresponding technologies in the municipal sector will amount to a grand total of \$ 105 billion in the next 20 years. However, the financial situation of many large cities and municipalities is precarious. Several cities have asked the EPA for additional time in regard to fulfilling the authority's investment regulations due to difficulties in financing. Thus, according to Seth Brown, Stormwater Program and Policy Manager at the Water Environment Federation, Public Private Partnership (PPP) models are increasingly likely to be implemented in the future.

New Legislative Initiatives are in the Loop

Market experts expect a burst of growth due to stricter state regulations in the medium term. Since 2010, the EPA has been working on a new and expansive bill in regard to rainwater management. This anticipated package of measures would

bring about the biggest change in the corresponding EPA regulations since their enactment, says Seth Brown.

For the first time, the EPA plans for nationwide uniform standards. It is planned to expand regulations to all real estate that is to be developed and modernized. Aiming at regulations to reduce the volume of rainwater on site that is discharged into the sewer system is likely to create an upswing for the market for »green« project according to Brown. In addition, cities will probably have to produce detailed reports in regard to the drainage of rainwater on the respective real estate and buildings. ■



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INVENT Stirs up New York's Wastewater Treatment Plants

German Water and Waste Water Specialist Helps New York DEP to Save Energy

Every New Yorker produces approximately 100 gallons of wastewater per day by using tap water, running washing machines or flushing toilets. Together with commercial and industrial wastewater this adds up to about 1.3 billion gallons of wastewater per day, which has to be treated by the New York DEP's 14 wastewater treatment plants.

The main challenge in municipal wastewater treatment nowadays is not the treatment process itself, but the energy-efficient operation of the treatment plants. The mid-term goal is to run large wastewater treatment plants without additional energy from the net. There are two key-factors to success:

- 1) The optimum conversion from energy contained in the wastewater and waste sludge to electrical energy
- 2) The consequent reduction of the energy demand of the key machinery equipment.

The German water and wastewater specialist Invent Umwelt- und Verfahrenstechnik AG has specialized on the second point, and develops highly efficient machinery components for water and wastewater treatment plants. Since the city's DEP ran a test of the Invent equipment, in this case an energy efficient hyperbolid mixer for the anaerobic and

anoxic removal of phosphorus and nitrogen, in 2004, Invent has been approved as supplier to the New York DEP. The comprehensive test was executed by the experts from City College of New York and it showed that the innovative Invent technology could help the city to save millions of dollars in energy and maintenance costs. The Invent HYPERCLASSIC®-Mixer only used 50% of the energy, the existing technology consumed, is much more reliable and needs less maintenance. Meanwhile the City has converted three major wastewater treatment plants to Invent equipment:

- Bowery Bay,
- Wards Island, and
- Jamaica

and cleans its wastewater with much less energy.



*Dr.-Ing. Marcus Höfken
President & CEO of INVENT UV AG*



*3 out of 90 Invent Hyperclassic Mixers at
the Bowery Bay Wastewater Treatment Plant*

A comprehensive test showed that the innovative Invent technology could help the city to save millions of dollars in energy and maintenance costs.

At the moment Invent is working with the New York DEP on a new radical approach to save energy. The advanced oxygen control system ALPHAMETER®, one of the most recent highlights in the Invent product portfolio, can help to save up to 30% of the total energy consumed by the blowers for the huge aeration

systems each plant is operating. More than 70% of the total energy consumption of a wastewater treatment plant is consumed for mixing and aeration. This is why the Invent contribution to energy savings is so significant. ■

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WASHINGTON
★ UPDATE ★

NEWS FROM INSIDE THE BELTWAY

Heads of German Business in Washington

By Kevin Heidenreich, RGIT

For the first time, the two senior most German business representatives visited Washington, D.C., together. Ulrich Grillo is the chairman of the Federation of German Industries (BDI) and Eric Schweitzer serves as the chairman of the Association of German Chambers of Commerce and Industry (DIHK). Their visit to the capital of the United States included numerous talks with congressmen, members of the U.S. Administration, and heads of business organizations.

Both Mr. Grillo and Dr. Schweitzer used the conversations in Washington to express the importance of strong transatlantic relations for the German economy. They advocated for an ambitious conclusion to negotiations on the Transatlantic Trade and Investment Partnership (TTIP). At a meeting with U.S. Trade Representative Michael Froman, the chairmen pointed out that the agreement is not just about dismantling of existing trade barriers, but also aims to strengthen the transat-

lantic partnership in many business-related areas in the future. They reiterated that TTIP can foster trade between the United States and the European Union, especially for small and medium enterprises.

A recurring question was how TTIP is being depicted and discussed on both sides of the Atlantic. The consensus was that the current discussion about TTIP in Germany is one-sided and fails to recognize the great potential of a stronger transatlantic partnership. The talks with several trade experts made clear that concerns have to be taken seriously and that negotiations are not about lowering standards or regulations. Instead, both sides need to refocus the perception of TTIP as a project with tremendous economic and strategic potential.

During their 3-day visit, Mr. Grillo and Dr. Schweitzer also talked about other aspects of transatlantic relations. The situation in Ukraine was offered as an example of the particular importance of a transatlantic partnership in times of crises. Vocational education was also discussed. The German American Chambers of Commerce are already very active in this field, and the delegation announced they



Left to right: Dr. Thomas Zielke (President and CEO, Representative of German Industry and Trade), Caroll H. Neubauer (Chairman GACC New York), Dr. Eric Schweitzer (Chairman of the Association of German Chambers of Commerce and Industry (DIHK)), Ulrich Grillo (Chairman of the Federation of German Industries (BDI)), Martin Richenhagen (Chairman GACC South)



Dr. Eric Schweitzer speaking at the RGIT Conference in the U.S. Capitol

will continue to support companies in the United States with skills based education.

The chairmen of BDI and DIHK also provided the keynote speeches at the Conference “Different Paths to a Shared Goal: Fostering Transatlantic Trade and Manufacturing in the 21st Century,” organized by the Representative of German Industry and Trade (RGIT) at the U.S. Capitol. The speeches were followed by two discussion panels on trade and energy, respectively.

The first panel focused on transatlantic trade and TTIP. On the heels of the recent fourth round of TTIP negotiations, the speakers discussed the implications of the negotiations and underlined the importance of such an agreement for small and medium enterprises. The second panel discussed whether renewables or shale gas will power the transatlantic economy. All speakers agreed that in



an increasingly globalized and ever more technology-based economy, the need for abundant, cost-effective, and available-on-demand energy production must be balanced with concerns for the environment and costs to the consumer. However, it is still unclear whether government and industry possess the necessary foresight to plan for a new energy future.

The visit of Ulrich Grillo and Dr. Eric Schweitzer was an important step in underlining the importance of a transatlantic business relationship. It is also a strong signal for the next rounds of negotiations for a trade and investment agreement. ■



Ulrich Grillo at the press conference in the RGIT office



Breakfast at the U.S. Congress with Congressmen Charles Dent (fourth from left), Gene Green and Tim Murphy (not pictured)

Wisconsin – Moving Forward

by Jasmin Welter, GACC

Despite its rich cultural diversity, one thing is clearly noticeable when traveling to Wisconsin: The state has an exceptionally strong German heritage (42.6%, followed by 10.9% Irish, and 9.3% Polish), which is vibrant to this day. Apart from many German cultural institutions, the state maintains a sister-state relationship with the German State of Hesse. The capital Madison, has been the sister city of Freiburg im Breisgau since 1986, while the state's largest city, Milwaukee, is a sister city of Schwerin.

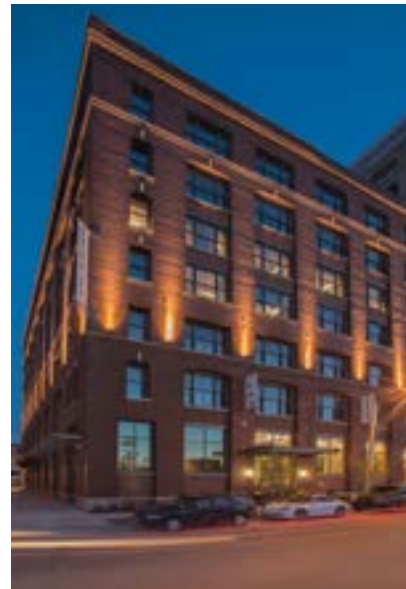
German business flourishes in this Midwestern state, with approximately 10,700 Wisconsinites employed by 81 German companies, actively supported by GACC Midwest's Wisconsin Chapter. Wisconsin's major industries include advanced manufacturing and machinery, agriculture, and health

care, with the area of industrial activity centered around the Milwaukee metropolitan area. The state's manufacturing sector accounts for roughly 20% of the state's gross domestic product, a proportion that is third among all U.S. states.

Investing in the Future – R & D and Education

Wisconsin also encourages entrepreneurship and development in technology. The state invests in public-private partnerships (PPPs) so as to support start ups and to enable Wisconsin businesses to bridge the gap between technological innovation and industry applications. One of these PPPs is the cooperation between Glendale-based Johnson Controls and the German Fraunhofer's Institute for Environmental, Safety and Energy Technology and with its Institute for Manufacturing Technology and Advanced Materials to develop more energy efficient and cost effective cooling systems for vehicle batteries.¹

Furthermore, the University of Wisconsin-Madison (UW-Madison) is categorized as an RU/VH Research University (very high research activity) in the Carnegie Classification of Institutions of Higher Education.² In 2010, it had research expenditures of more than 1 billion dollars.³ In 2008, the University's R&D expenditures were ranked the third highest in the nation.⁴ The UW-Madison is an internationally recognized leader in stem cell research. In 1998, the first isolation

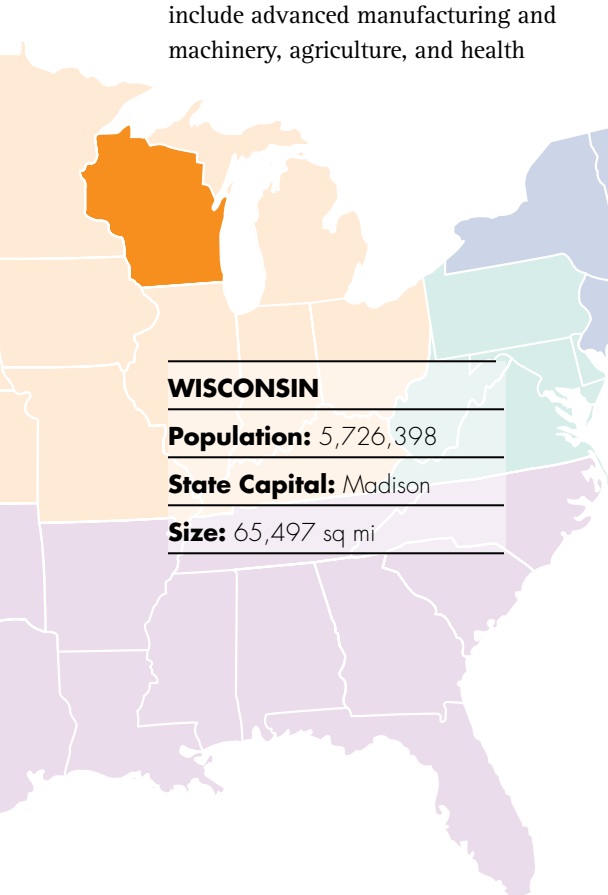


Global Water Center, Milwaukee

and culture of human embryonic stem cells was reported. UW-Madison has remained on the forefront of stem cell research ever since and in order to strengthen and sustain its leadership, in 2007 established the renowned Stem Cell and Regenerative Medicine Center (SCRMC).

Putting such a strong emphasis on a highly-skilled, productive workforce is another explanation for the strength and attractiveness of Wisconsin. The state's commitment to quality education is visible in its strong educational system, ranging from public schools over the nation's first Technical College System to a statewide university system. This strength in training and innovation allowed the state's unemployment rate to drop to 6.1 percent, its lowest point since November 2008.⁵

Wisconsin does an excellent job in paring their plentiful natural resources with a dynamic climate for innovation. Based on the state's



profile and its focus on agriculture and dairy production, bio energy is of central importance. The conversion of dairy farm manure into useful product streams and better manure management to the benefit of soil, environment, and human health are key areas for Wisconsin. Using excess biomass to generate renewable energy has the potential to increase the region's reliable energy production, and an innovative and sustainable bio energy economy. GACC Midwest will be leading a delegation of German innovators in this sector to Madison in June 2014. Focusing on organic waste management, the delegation will discuss technology solutions, recent and future market developments, and new business opportunities at a Bio Energy Business conference with their Wisconsin and Midwestern counterparts. The goal of the program is to establish synergies that create new jobs and facilitate rural development by providing additional income streams for local communities, farms, and businesses.

Tightly related to the bio energy sector is another famous component of Wisconsin's economic strength. Also known as America's Dairyland, the State of Wisconsin is one of America's leaders in dairy production, particularly for cheese. This profile originates from the immigrants that brought their cheese-making traditions over to the new world and utilized Wisconsin's suitable geography for dairy farming.

Essential for the state's economy is its location between the Great Lakes and the Mississippi River. Milwaukee is certainly the state's business center; the stunning natural beauty extends

to all of Wisconsin's 72 counties. Abundant lakes, forest-covered rolling hills, and a beautiful landscape transforming through four distinct seasons attract a high volume of tourists each year. One of the phenomena of the state's geography is also its namesake: Wisconsin is most likely derived from the Algonquian word for the red sandstone that lines the state's rivers.

This is the official name but the state is often referred to as "Badger State". This nickname originally referred to lead miners from Wisconsin who lived in temporary caves cut into the hillsides. When they returned to Wisconsin, they brought along the nickname, which, eventually, was applied to all of the people of Wisconsin and, finally, to the state itself. The badger even has been adopted as Wisconsin's state animal.

The state's location in the heart of the American Midwest puts it into a 500 mile radius of 31% of all U.S. manufacturing operations, 30% of all U.S. business operations, 36% of all U.S. capital investment by industry and 33% of all U.S. population – all key factors in making the Badger State an attractive investment location for German businesses across all industries.⁶ ■

GACC Midwest Wisconsin Chapter:

>> www.gaccwi.com

1. www.bizjournals.com
2. www.carnegiefoundation.com
3. www.news.wisc.edu
4. www.nsf.gov
5. www.inwisconsin.com
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Selection of German Subsidiaries Headquartered in Wisconsin

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Bosch Packaging Technology	New Richmond
Hainbuch America, Corp.	Germantown
Hermle Machine Company	Franklin
Huf North America	Milwaukee
Krones, Inc	Franklin
MTI North America, Inc.	Madison
Optima Machinery Corp.	Green Bay
Schunk Of North America	Menomonee Falls



Bio digester facility



Milwaukee Skyline at night

ThyssenKrupp Materials NA, Inc. Opens New Facility in Alabama

Donates Two Educational Scholarships to the AlabamaGermany Partnership

ThyssenKrupp continues to build its presence in Alabama, a region which has shown impressive manufacturing growth in recent years.

As part of its strategic growth plan, ThyssenKrupp Materials NA, Inc. (TKMNA) has invested more than \$15 million in a 100,000 square-foot carbon, stainless and aluminum coil processing and distribution service center in Woodstock, Alabama. Just outside of the Birmingham-metropolitan area, the facility currently employs 20 full-time positions and at full capacity will create nearly 45 full-time jobs.

“ThyssenKrupp companies have been in Alabama for more than 14 years. The opening of the Woodstock coil processing facility is a continuation of the great partnership between ThyssenKrupp and the State of Alabama,” said Torsten Gessner, President and Chief Executive Officer of ThyssenKrupp North America, Inc.

The new facility processes and distributes carbon steel, stainless steel and aluminum coil for



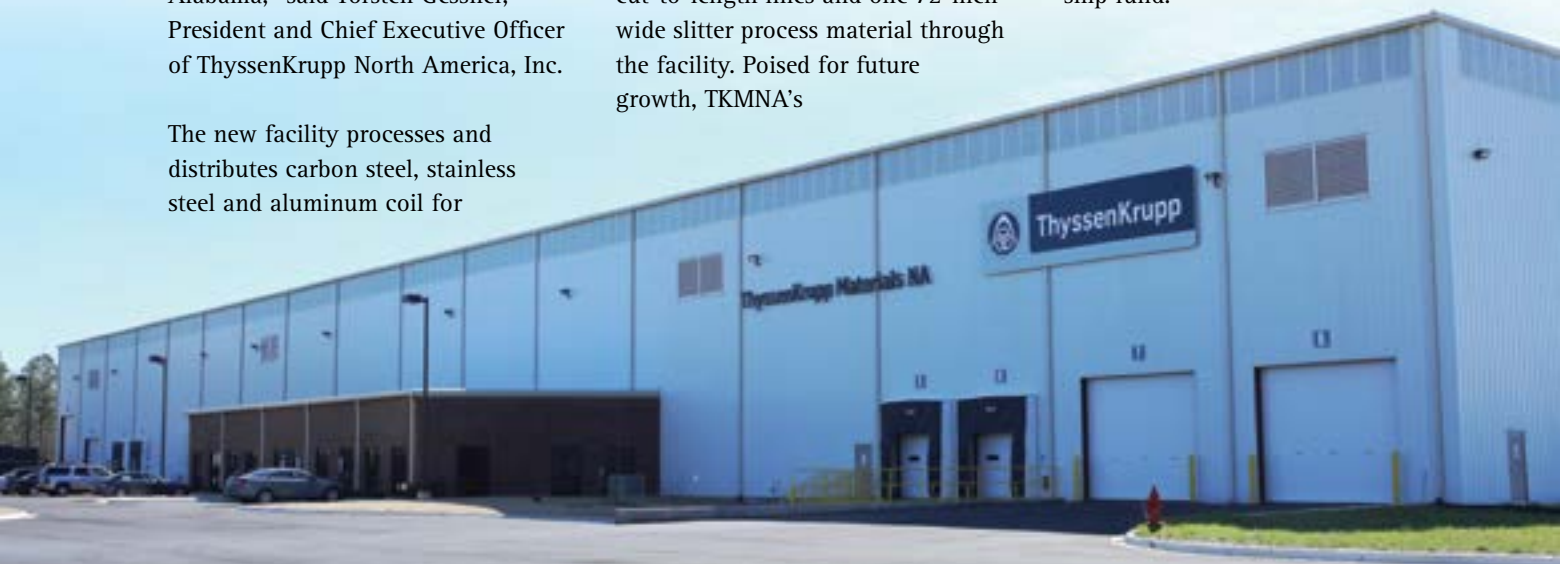
*Torsten Gessner, President & CEO
ThyssenKrupp North America, Inc.*

TKMNA's customers across the southern United States. ThyssenKrupp Steel Services and Ken-Mac Metals, both units of TKMNA, occupy the facility. Currently, two cut-to-length lines and one 72-inch wide slitter process material through the facility. Poised for future growth, TKMNA's

investment includes a surrounding property which will allow the facility to expand up to 250,000 square feet.

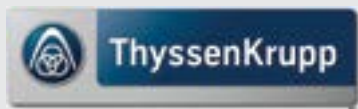
“The America's region is the second-largest region in our international materials business and is a key area for investment and opportunity with the recent resurgence of manufacturing throughout the country,” said Joachim Limberg, Chief Executive Officer, Business Area Material Services of ThyssenKrupp AG. “This new facility is key to our global strategy and establishes a great, customer-focused location in the heart of America's manufacturing region.”

To mark the opening of the facility and its commitment to the Woodstock community, TKMNA donated two scholarships to the Alabama-Germany Partnership scholarship fund.





*Hans-Josef Hoss, President & CEO
ThyssenKrupp Materials, NA, Inc.*



ThyssenKrupp AG is a diversified technology and materials group based in Essen, Germany. It has 157,000 employees in over 80 countries working with passion and expertise to develop solutions for sustainable progress. In fiscal year 2012/2013 ThyssenKrupp generated global sales of 39 billion Euro. In North America, ThyssenKrupp subsidiaries employed more than 20,000 people and generated sales of more than 8.3 billion Euro.

ThyssenKrupp Materials NA, Inc., a company of the Material Services business area, is a leading North American provider of production materials and integrated service solutions. The company is staffed by over 2,900 employees and operates in more than 90 North American locations. For additional information about ThyssenKrupp Materials NA, visit >> www.tkmna.com.

Local students pursuing careers in manufacturing are eligible to receive the scholarships for the 2014 school year at a partnering college.

"Our primary business focus is to provide the best service to our customers. A cornerstone of this philosophy is to develop strong relationships with our customers, suppliers, employees and the communities where we operate," said Hans-Josef Hoss, President and Chief Executive Officer of ThyssenKrupp Materials, NA, Inc. "Encouraging local students to pursue careers in manufacturing is an investment for our company, our community and our customers."

The two scholarships will be presented to two local students by the AlabamaGermany Partnership, an organization that facilitates collaboration between businesses and individuals with ties to Alabama and Germany and to increase and improve business opportunities and foster cultural exchange. ■



"The two scholarships will give local students a great opportunity for support in their further education at a CARCAM college that offers manufacturing programs."

**Tine Hoffmeister,
Executive Director,
AlabamaGermany
Partnership**

Application for the Alabama-Germany Partnership Scholarships can be downloaded at:
>> www.carcam.org

AlabamaGermany Partnership
>> www.alabamagermany.org



Feld+Team North America Corp. – Large-Scale Worldwide Event Organization

In recent years, Feld+Team has conceptualized, organized, and brought to fruition a wide range of successful projects. In 2011, VW opened its factory in Chattanooga, TN. The CEOs of VW of America and VW AG Germany celebrated with 650 guests on a 18.000 sq. ft. area. The highlight of the event was a 115 ft. long wall that lifted automatically by the push of a button and opened up the view on the production line. That same year, the VW world opening night of the XL1 demonstrated how to create emotions through a spectacular event, attracting interested parties at the Qatar Science & Technology Park in Doha.

In November 2012, Porsche launched the new Porsche Carrera 911 in Santa Barbara, CA. Porsche invited international journalists to get a perfect impression of the car, by listening to lectures and taking a closer look at the car's features. Earlier that year, Feld+Team had organized a concert with world-famous pianist LangLang from China in Wolfsburg, Germany.

The spectrum of Feld+Team also includes gala dinners and evening

events such as the glamorous party at the Museum of Modern Art in New York, which took place in 2011 & 2013. It was an event in celebration of the relationship between VW and the MoMA, featuring a gala dinner and a cocktail party in the sculpture garden. Among the 350 international guests were actors, celebrities and journalists.

The company's portfolio also includes showrooms and the creation of brand experiences at trade fairs like the Techno Classica, the biggest classic car trade fair in the world, held annually in Essen, Germany. Feld+Team built the booth for VW and VW commercial vehicles.



Christoph Pester, Managing Director of Feld+Team North America Corp.



construction | communication | emotion | fascination

From inception to completion – Feld+Team focuses on design and organization of events, such as sales presentations and press conferences for leading companies worldwide. Services include the development of a strategy and concept, approval from governmental authorities and locations, budgetary control, light design, audio and video presentations, all-round event support, show elements, shuttle service and many more.

Feld+Team was founded in 1991 by Josefine Feld and Uwe Tillack and is headquartered in Wolnzach close to Ingolstadt, Germany, with additional offices in Wolfsburg and Munich. For more than 20 years, Feld+Team has liaised with renowned customers from the industrial sector. In particular, automotive manufacturers trust the abilities of the dynamic team, which consists of highly motivated designers, architects, graphic artists and project managers. With full commitment and creative sensibility for every project, Feld+Team always gives its best to fulfill and exceed all customer expectations. The ability to make a brand come alive, to tell stories, to share emotional moments, and to

create fascinating experiences is what sets Feld+Team apart and makes the company stand out among its competitors.

Last year, Feld+Team branched out across the Atlantic and established Feld+Team North America Corp. in New York City. Christopher Pester is heading the American location as Managing Director and made it his goal to expand clientele in the United States. ■

Feld+Team always
gives its best to fulfill
and exceed all
customer expectations.

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Meridian Global Services offers international VAT compliance and consulting solutions to companies of all sizes. VAT poses some of the most complex tax challenges faced by multinational businesses. The expertise Meridian Global Services has gained over years of VAT outsourcing is used on a proactive basis to resolve clients' problems and help manage their VAT risks.

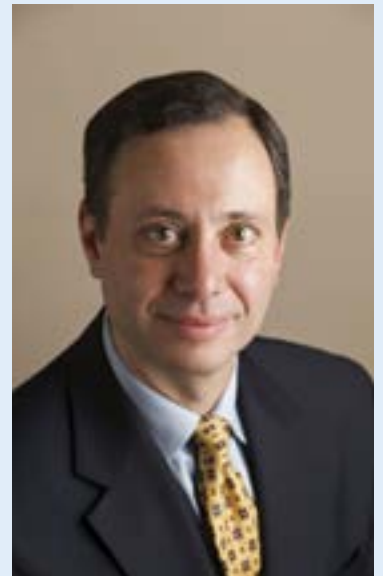
Meridian leverages its expertise in international VAT to identify the VAT issues that affect a client's business. These issues are then managed in a successful, practical manner. Company services are delivered by a world-class team of international VAT experts, and Meridian helps companies ensure they fulfill their international VAT responsibilities on time and in accordance with local laws.

Meridian's VAT compliance offering is a one-stop-shop solution for the management, control and visibility of VAT registrations across multiple jurisdictions. The company has close relationships with local tax authorities and ensure all tax formalities are

followed accurately. For clients, this means peace of mind – they know they are meeting the deadlines of different VAT authorities where they have an obligation. As Meridian manages the compliance on an outsourced basis, companies save time and avoid the stumbling blocks associated with managing these complex VAT processes internally.

Meridian Global Services also offers Sales and Use Tax (SUT) services and has a wealth of knowledge and expertise with multiple industries and jurisdictions. When it comes to SUT compliance, they offer an end-to-end solution that manages calculation, return filing and remittance to state and local jurisdictions.

Finally, they also offer VAT recovery services, which ensure foreign VAT maximization and compliance in an efficient and transparent manner. With over \$2.5 billion in VAT successfully recovered for clients, they are the world's leading VAT recovery provider and partner for choice to multinational blue chip companies worldwide. ■



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Steigenberger Hotel Am Kanzleramt

In the Heart of the City – Berlin's New High-Class Hotel Opens in May 2014

Berlin, the capital of Germany and the seat of government, is a hot spot for politics, culture, media and sciences in the European Union. The newly built Steigenberger Hotel Am Kanzleramt is located in immediate proximity to Berlin's most famous landmarks, such as the Federal Chancellery, the Reichstag building, and the main station, which makes it the most central and convenient accommodation in Berlin.

Tourists from all over the world travel to this fascinating metropolitan city in order to see the vigorous art and cultural life and sights like the Brandenburger Tor, the German Bundestag, Checkpoint Charlie or Castle Charlottenburg. Berlin offers a broad variety of shopping, browsing, enjoying life and reinventing yourself. Also in view of events, Berlin has a lot to offer, for example high-class events like international film festivals, the Fashion Week, the Audi Classic Open Air or Die Lange Nacht der Museen, to name just a few. Due to Berlin's diversity, the mixture of modern art and tradition make the city a great vacation destination.

The Steigenberger Hotel Am Kanzleramt includes 339 rooms, as well as a restaurant seating 350, a bistro bar seating 80, several break rooms and lounges. Among the rooms available are 245 superior rooms, 70 deluxe rooms, 12 junior suites, 11 suites, and 1 spa room. Guests in the spa room will enjoy a private rooftop terrace. Complimen-

tary Internet access can be enjoyed in all areas of the hotel.

The hotel is not only a great tourist haven, but also a perfect choice for conducting business in Berlin. The hotel offers a 2,000 square meter (21,500 sq ft) conference area, which may hold 480 event participants. In addition, the hotel has 10 other event rooms. Being in close proximity to the main station, guests will have an easy time accessing the hotel. The banks of the nearby Spree river are ideal for sports enthusiasts who prefer the outdoors over the hotel's gym.

Commitment to Sustainability

Upon opening in May 2014, the Hotel will receive Silver certification from the German Sustainable Building council. The Hotel Am Kanzleramt has shown great initiation in offering environmentally low-impact options. The "green meeting" concept has been introduced, allowing meetings, events, and conferences to be held on site without having a negative impact on the environment. This includes the use of organic and regional food, recycled and fair trade products, and certified waste and recyclables management.

Steigenberger Hotels AG is based in Frankfurt am Main and is one of Europe's leading hotel groups. Its portfolio currently contains 97 hotels in Germany, Austria, Belgium, Switzerland, the Netherlands, Egypt and China, including 12 establishments that are under construction or in the planning phase. ■

Contact info:

Steigenberger Hotel Am Kanzleramt

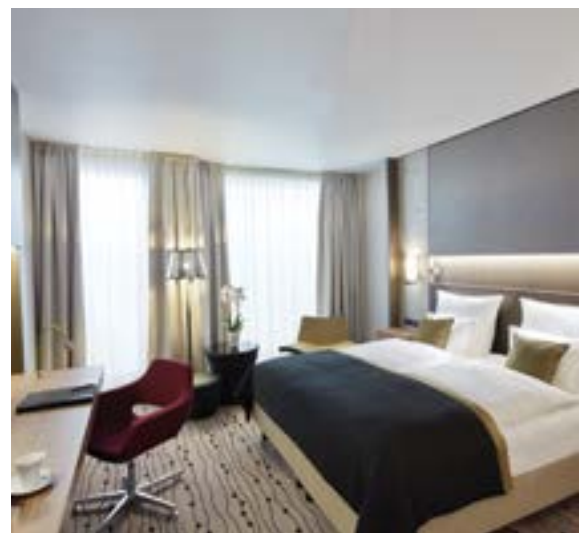
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>> www.steigenberger.com



Justin Flaxbart

GACC Midwest,
Manager, Career Services



From: St. Louis, MO

Education: Master of Arts in European Studies, University of British Columbia

Bachelor of Science in Business Administration, St. Louis University

Career at GACC Midwest:

Trainee from 2006-2008, helped to establish CS program. In current role since June 2011

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<http://www.gaccmidwest.org/en/career-services/>

What do you like best about your job?

My role as the Manager of the Career Services (CS) program affords me the opportunity to support a diverse range of companies in recruitment projects. As someone who is rather gregarious by nature, I enjoy the constant interaction with both my clients as well as jobseekers from different industries, functions and seniority levels. I am constantly learning about new industries through my recruitment work and it is a great feeling to bring together companies and talented professionals at the end of the search process. The unique opportunity to work in a truly bilingual and bicultural environment and the ability to work with and learn from colleagues with varied backgrounds is also something I really enjoy.

Which was the most fun project you've worked on?

I frequently have the chance to speak to students at Midwestern universities about the work of GACC Midwest in supporting transat-

lantic business and about career opportunities in this area. It is exciting to see the students' high level of enthusiasm for 'all things German' and also the strong interest in working for German companies from these young professionals who represent the future leaders in German-American business.

What's the most exciting upcoming project for you?

Beyond providing recruitment support, the Career Services program also organizes quarterly HR Executive Circles, which bring together HR Managers and Directors from our Member companies for peer-to-peer networking and feature guest speakers on a range of 'hot topics' in Human Resources. We are currently organizing the next event on the topic of Talent Acquisition Trends & Strategies. I am looking forward to learning about new developments in recruiting from our expert speaker and exchanging experiences and best practices with our Members! ■



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Event Calendar May 1 – June 30	May 1 10th Gateway Award Luncheon Held by GACC South Charlotte, NC www.gaccsouth.com	May 2 Annual MERLIN Awards Gala Held by GACC Midwest Chicago, IL www.gaccmidwest.org	May 8 "After Hours" Networking with... PROPLANT, Inc. Held by GACC South Atlanta, GA www.gaccsouth.com	May 12 Business Delegation Rhineland-Palatinate Held by GACC West San Francisco, CA www.gaccwest.com	May 12 European Social Mixer Held by GACC South Atlanta, GA www.gaccsouth.com
	May 13 Energy Efficient Transportation Systems Business Conference Held by GACC Midwest Chicago, IL www.gaccmidwest.org	May 13 Doing Better Business in Germany Held by GACC NY New York, NY www.gaccny.com	May 13 German Business Roundtable Held by GACC South Houston, TX www.gaccsouth.com	May 13 Annual Spargel Fest, Brauhaus Schmitz Held by GACC Philadelphia Philadelphia, PA www.gaccphiladelphia.com	May 14 Knowledge Exchange on Tax Issues Held by GACC Midwest Chicago Suburbs, IL www.gaccmidwest.org
	May 16 MN Chapter: Annual Gala Held by GACC Midwest Bloomington, MN www.gaccmidwest.org	May 20 Business Delegation Program Sweets & Snacks 2014 Reception Held by GACC Midwest Chicago, IL www.gaccmidwest.org	 May 20 8th White Asparagus Feast Held by GACC South Charlotte, NC www.gaccsouth.com	May 20 Economics & Implications of the World Cup Held by GACC Philadelphia Philadelphia, PA www.gaccphiladelphia.com	May 21 International Business Networking Held by GACC Midwest Chicago, IL www.gaccmidwest.org
	May 21 German White Asparagus Dinner Held by GACC South Houston, TX www.gaccsouth.com	May 22 German White Asparagus Dinner Held by GACC South Dallas, TX www.gaccsouth.com	May 22 White Asparagus Dinner Held by GACC South Atlanta, GA www.gaccsouth.com	May 22 HR Circle Held by GACC Midwest Chicago, IL www.gaccmidwest.org	May 22 White Asparagus Feast Held by GACC South SC Chapter Greenville SC www.gaccsouth.com
	May 29 Business Seminar with Schuh Complexity Management, Inc. Held by GACC South Atlanta, GA www.gaccsouth.com	May 30 60 Years – Germany in Texas Held by GACC South Houston, TX www.gaccsouth.com	June 1 – 4 Biogas Business Delegation Held by GACC Midwest WI and CA www.gaccmidwest.org	June 2 Bavarian-American Aerospace Symposium Held by GACC South Atlanta, GA www.gaccsouth.com	 June 2 Annual Golf Outing, LuLu Country Club Held by GACC Philadelphia Glenside, PA www.gaccphiladelphia.com
	June 3 Factory Tour at TOTO USA, Inc. Held by GACC South Atlanta, GA www.gaccsouth.com	June 3 Biogas Business Conference Held by GACC Midwest WI and CA www.gaccmidwest.org	June 1 – 9 Transatlantic Program – Young Technology Leaders: Aerospace Held by GACC Midwest Germany www.gaccmidwest.org	June 2 CEO Roundtable Held by GACC Midwest Chicago, IL www.gaccmidwest.org	June 5 – 6 Biogas and Waste-to-Energy-Technologies Business Delegation Held by GACC West San Francisco, CA www.gaccwest.com
June 11 German Business Roundtable Held by GACC South Dallas, TX www.gaccsouth.com	June 12 Knowledge Exchange Held by GACC Midwest Chicago, IL www.gaccmidwest.org	June 17 Sustainable Water Technologies Business Conference Held by GACC Midwest Chicago, IL www.gaccmidwest.org		June 18 WI Chapter: Summer Social Held by GACC Midwest WI www.gaccmidwest.org	June 18 International Business Networking Held by GACC Midwest Chicago, IL www.gaccmidwest.org
June 19 Conference on "The Future of EU-US Relations" Held by GACC South Miami, FL www.gaccsouth.com	June 26 German American Business Stammtisch Held by GACC South Houston, TX www.gaccsouth.com	June 26 Stammtisch on the Road Held by GACC Midwest Rosemont, IL www.gaccmidwest.org	June 26 USA : Germany – Soccer World Cup 2014 Held by GACC NY New York, NY www.gaccny.com	June 26 Germany vs U.S. World Cup BBQ Held by GACC Philadelphia location TBD www.gaccphiladelphia.com	June 26 Soccer World Cup Luncheon & New Member Reception, Held by GACC South Charlotte NC www.gaccsouth.com

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Volkswagen Group of America with its five brands Audi, Bentley, Bugatti, Lamborghini and Volkswagen is a strong partner of the German American Chamber of Commerce.

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