



EU-Japan Centre for Industrial Cooperation
Seminar Report

**A global partnership between the EU & Japan:
*The future of economic partnership through
an Economic Integration Agreement (EIA).***

22 September 2011



Summary

On 22 September 2011, the EU-Japan Centre for Industrial Cooperation organised a seminar, entitled “A global partnership between the EU & Japan: The future of economic partnership through an Economic Integration Agreement (EIA)” bringing together senior representatives of the EU and Japanese Authorities, industrial organisations and industry. The event was supported by the Japanese Ministry of Economy, Trade & Industry (METI), the European Commission, JETRO and by the JBCE. The first session focused on the EU-Japan economic partnership and the likely impact of an EIA (also known as an “FTA/EPA”). The second session addressed business opportunities in Japan.

Following opening remarks by **Hiroshi TSUKAMOTO** (EU-Japan Centre), **Michitaka NAKATOMI** (METI) emphasised that an Economic Integration Agreement (EIA) would enjoy strong political, industry and popular support and introduced the Japanese Government’s strong will to open negotiations for an EU-Japan Agreement at the earliest opportunity by mentioning the latest speech made by new Prime Minister Noda. Mr Nakatomi presented the seven ‘pillars’ on which, he felt, an Agreement should be built to enable further business-oriented partnerships and called for intergovernmental discussions to be held in early November, on the margins of the G20 Summit. Having examined the current status of the EU-Japan relationship, **João AGUIAR MACHADO** (European Commission) emphasised that a reasonable timeframe should be taken to achieve finally an ambitious agreement and pointed out that it would be an important challenge for the global trade system. Welcoming Japan’s political commitment to begin negotiations he wanted clarification as to what Japan would be willing to discuss and how Japan would be ready to respond to European needs. The scoping exercise would assess this and would prepare the ground for effective negotiations that would lead to a broad and comprehensive agreement.

Marc VERMEIRE (Sumitomo Chemical Co., Ltd.) explained the role of the EU-Japan Business Round Table and summarised its submissions to the EU and Japanese Authorities, before introducing the philosophy, operations and activities of his company and concluded by emphasising the need for EU-Japan cooperation on environmental innovations. **Adrian van DEN HOVEN** (BUSINESSEUROPE) pointed out that any negotiation would invariably bring to the fore clashes of interest and that a prior dialogue between the sectors of European industry that are more and less enthusiastic would be needed. Priority issues identified by EU industry are tackling NTBs (including balancing reductions in tariffs), the importance of addressing automotive sector concerns, the need for further liberalisation on FDI and on procurement and service sectors which will be a huge potential area of cooperation. **Tetsuya YAMADA** (Toyota Motor Europe N.V./S.A.) described how sustainable mobility will address climate change concerns and outlined different technologies developed by Toyota sometimes in partnership with European organisations. **Andrea BORAGNO** (Alcantara S.p.A.) introduced his company, explained how it is tackling sustainability, its R&D philosophy, links to international designers and ties to Japan. The first session concluded with questions on the likely duration of the scoping phase, what Toyota would like to see in any agreement, the issue of high tariffs on particular products, whether any agreement would be based on the EU-Korean FTA model, possible commitments on NTBs and a question on automotive imports into Japan.

The second session began with **Hidehiro YOKOO** (JETRO) explaining JETRO’s promotion of investment between Europe and Japan – the existence of subsidies to encourage the creation of business activities in Japan, regional industry support programmes, the importance of supporting SMEs (including facilitating business tie-ups). He ended by outlining how JETRO is contributing to the realisation of an EIA. In the first case study **Jonathan PADDISON** (Knorr-Bremse Systems for Rail Vehicles GmbH) explained how “safety is our business”, outlined Knorr-Bremse’s activities with a particular focus on Japan – how as its activities and business developed it embraced Japanese requirements and now works with Japanese train suppliers to supply third countries. **Jean-Michel GEFFROY** (JCDecaux France) presented the second case study – having outlined JCDecaux’s role as the leading supplier of outdoor advertising, he described its Cyclocity® self-service bicycle hire scheme and how it had been introduced into Japan with the support of the national and regional authorities. **Alison MURRAY** (EBC) outlined the activities and structure of the EBC, described the positive experiences of 3 European retailers present in Japan, identified untapped opportunities and what has to happen for them to be realised, noted that despite

considerable interaction over many years the situation has not changed but felt that the last EU-Japan Summit marked a turning point. She felt Japan was ready to change and that the benefits to European industry that will be offered by negotiations for an Agreement would be considerable. The seminar concluded with a second panel discussion at which points raised included access to the Japanese rail industry and problems experienced by some European retailers in Japan.

Seminar Outline

- **Date:** Thursday, 22 September 2011, 14:00 – 17:00
- **Place:** “Arc Room”, Square, Brussels (Belgium)
- **Organised by:** EU-Japan Centre for Industrial Cooperation (EUJC)
- **Supported by:** Japanese Ministry of Economy, Trade & Industry (METI), European Commission, JETRO and by the JBCE
- **Programme:**

14:00 **Welcome** by Hiroshi TSUKAMOTO, Chairman of the event and (Japan-side) General Manager, EU-Japan Centre for Industrial Cooperation

Session 1: EU-Japan economic partnership and the impact of an EIA

- 14:05 **Global Partnership and Economic Integration between the EU and Japan**
by Michitaka NAKATOMI, Principal Trade Negotiator, METI
- 14:15 **The European Commission Perspective**
by João AGUIAR MACHADO, Deputy Director-General, Directorate-General for Trade, European Commission
- 14:25 **Japan-EU business cooperation in technology**
by Marc VERMEIRE, Executive Officer, Sumitomo Chemical Co., Ltd. and Managing Director, Sumitomo Chemical Europe S.A./N.V.
- 14:35 **European industry’s expectations for any agreement**
by Adrian van DEN HOVEN, Director, International Relations Department, BUSINESSEUROPE
- 14:45 **Towards Sustainable Mobility**
by Tetsuya YAMADA, Senior Coordinating Executive, Toyota Motor Europe N.V./S.A.
- 14:55 **Japanese technology and Italian heart**
by Andrea BORAGNO, Chairman & CEO, Alcantara S.p.A.
- 15:05 **Panel discussion 1**
- 15:40 Coffee break

Session 2: Business opportunities in Japan

- 16:00 **Tying Up with Japan: Today and Tomorrow**
by Hidehiro YOKOO, President, JETRO
- 16:10 **Knorr-Bremse’s success factors in the Japanese Railway Market**
by Jonathan PADDISON, Vice President, Sales & Systems Locomotive Hauled Trains, Knorr-Bremse Systems for Rail Vehicles GmbH
- 16:20 **JCDecaux’s first bike-sharing project outside Europe – Cyclocity Toyama, Japan**
by Jean-Michel GEFROY, Managing Director, JCDecaux France
- 16:30 **Seizing the Opportunity in Japan – Why the EU Needs a Trade Agreement with Japan**
by Alison MURRAY, Executive Director, European Business Council in Japan (EBC)
- 16:40 **Panel discussion 2**

□ Photographs:



Major issues discussed

The EU-Japan trading relationship is entering a new phase – the scoping exercise will determine the likely extent of any agreement. EU and Japanese businesses already have successful relationships, but the FTA/EPA will dramatically increase business levels.

Hiroshi Tsukamoto – Welcome

<http://www.eu-japan.eu/>

Although both Europe and Japan are facing serious difficulties (the financial crisis and the results of March's triple tragedy), we are confident that they can be overcome. A recent statement¹ by the EU-Japan Business Round Table (BRT) welcomed the decision by the EU and Japanese Authorities to undertake a scoping exercise with a view to starting formal negotiations as a step towards the balanced and mutually beneficial bilateral agreement the BRT has long advocated and pledged the support of the business community to the process.

Michitaka Nakatomi – Global Partnership and Economic Integration between the EU and Japan

<http://www.meti.go.jp/english/index.html>

A July METI survey of Japanese firms shows that 80% of firms in the area affected by the earthquake already felt that their production was back to normal. This is likely to rise to 94% by the end of the year. The Index of Industrial Production is also back to normal, Japan is enjoying a good recovery including a trade surplus. The 20th EU-Japan Summit pledged to deepen bilateral relations through an FTA/EPA based on shared values and challenges. The EIA will provide a legal foundation for the economic and strategic partnership. In the last 20 years although trade levels between the EU and Japan have decreased as they focus on Asia, they remain very important economic partners. In his inauguration speech², the new Japanese PM stated his intention to seek an EPA – a sentiment supported almost unanimously by the industry and people of Japan. A RIETI study predicts that the EU would benefit more from an FTA with Japan than from one with India, Canada, Korea, Malaysia or Singapore and that the EU would benefit even more if NTBs were addressed.

Following the implementation of Japan's EPA with Switzerland³ (for which Mr Nakatomi oversaw Japan's negotiations), trade and investment levels rose sharply. An EU-Japan EIA must be built, in his view, on 7 'pillars' that will consider both bilateral and multilateral

¹ See http://documents.eu-japan.eu/roundtable/press_releases/press_release_12092011_en.pdf

² See http://www.kantei.go.jp/foreign/noda/statement/201109/13syosin_e.html

³ See <http://www.mofa.go.jp/policy/economy/fta/switzerland.html>

aspects to strengthen global partnership and economic integration and the business sector should be involved in the elaboration process. Even before the EIA there are examples of EU-Japan collaboration (the European Airbus A380 uses carbon fibres manufactured by Toray of Japan). By EIA, European companies could enter the growing Asian market and benefit from a regional 'value-chain' recognised by an IDE-JETRO/WTO study⁴. Japan may pursue other FTA options and is seriously considering whether to join the TPP talks⁵. An EU-Japan EIA would enhance EU-Japan collaboration, encourage harmonisation, rule-making and bilateral collaboration in third countries and would set a precedent for the future WTO. Mr Nakatomi hoped the current scoping exercise could be concluded as soon as possible so full negotiations could begin and thought that November's G20 meeting would be a good opportunity for the EU and Japanese leaders to deepen their partnership.

João Aguiar Machado – The European Commission Perspective

<http://ec.europa.eu/trade/>

Although EU-Japan trade was worth c. €140 billion in 2010, there is still a huge untapped potential. EU-Japan relations may be in a good shape, but recent bilateral trade history has been coloured by a degree of disappointment and frustration arising from a lack of progress. Issues that Mr Machado encountered during his posting in Japan in the early 1990s still exist (government procurement, pharmaceutical market access, low EU investment in Japan, etc.). But to raise trade and investment levels, Japan has to open its market to EU investors and service providers – in a globalised market with significant trade in intermediate goods, if inward FDI is restricted then supply and sales chains will suffer. So the investment question needs addressing if the bilateral trade relationship is to be deepened. Whilst welcoming PM Noda's commitment to talks, Mr Machado stated the need for Japan to clarify what it would be willing to discuss if and when negotiations begin. The European Council and the EU-Japan Summit have both emphasised⁶ the importance of the EU-Japan relationship and that a comprehensive FTA (and a binding political agreement) would be in the interests of both sides. Previously the EU refused to negotiate with major GATT partners, so the willingness to seek a negotiating mandate from the EU Member-States represents a major shift. It is therefore important that negotiations should begin within a reasonable timeframe and once it is clear that an ambitious, broad, comprehensive agreement is likely to be the outcome – hence the scoping exercise. The EU side will aim for 100% duty and quota-free treatment for all goods, a credible roadmap for eliminating a 'critical mass' of NTBs, an open investment regime, high IPR protection including geographical indicators and an open public procurement market. If the results of the scoping exercise meet expectations then negotiations can follow quickly.

Marc Vermeire – Japan-EU business cooperation in technology

<http://www.sumitomo-chem.co.jp/english/>

The BRT brings together EU and Japanese business leaders for annual discussions of issues affecting the EU-Japan business environment and to help shape the policy making of the EU and Japanese Authorities by submitting a joint statement to them. In its April 2011 Joint Statement, the BRT emphasised the untapped growth potential, the importance of strengthening the EU-Japan relationship as the emerging economies undergo rapid growth, the existence of areas for cooperation (establishing international standards and regulatory harmonisation, developing renewable energies and smart grids, cooperating in third countries, etc.). Moreover, the BRT called on the Authorities to build on the current momentum and start negotiations at the highest levels for a mutually beneficial agreement. Now that the EU and Japanese Authorities have agreed to begin a scoping exercise, the BRT

⁴ See http://www.wto.org/english/res_e/publications_e/stat_tradepat_globvalchains_e.htm

⁵ See <http://www.ustr.gov/tpa>

⁶ See http://www.consilium.europa.eu/uedocs/cms_Data/docs/pressdata/en/ec/120296.pdf and <http://www.mofa.go.jp/region/europe/eu/joint1105.html>

issued a special statement recognising the importance that scoping can play and the need for it to be completed promptly and with strong support from business and noted that a sectoral dialogue may be necessary to resolve NTB issues.

Mr Vermeire then presented Sumitomo Chemicals' activities, business philosophy and operational overview including its several divisions such as the basic chemicals, petrochemicals and plastics sector, IT-related chemicals, health and crop science and the pharmaceutical divisions. SCC's long-term corporate view and strategy will establish a more balanced business portfolio: from 2010 to 2030, the company will focus its activities on environment and energy, life science and ICT applications. 'Creative hybrid chemistry'⁷ will be the driver of SCC's R&D activities and developments. In Europe SCC has 9 affiliates spread across Europe and in the last years has invested an average of 15 million euro (excluding investment in R&D) per year within the European territories. The EU and Japan should collaborate further to accelerate innovation related to eco-friendly solutions, to roll out such advanced technologies to third countries and to create the trend of international cooperation towards tackling climate change and environmental issues as well making all-out efforts to establish rules, to harmonise standards and expand them to the world as *de facto* standards, which will lead to a win-win situation for both the EU and Japan.

Adrian van Den Hoven – European industry's expectations for any agreement

<http://www.businesseurope.eu/>

Any agreement will transform EU-Japan business culture. In Europe, some sectors of business are less favourably-inclined towards such an agreement, whilst others believe it will create opportunities – in due course it will be necessary to bring them together to overcome the 'clash of interest'. The partnership involving BUSINESSEUROPE, Keidanren, the BRT, etc. must move to the next level. BUSINESSEUROPE and Keidanren should organise sector-to-sector dialogue to create better understanding and to help negotiators with their work. BUSINESSEUROPE's submission⁸ to the Scoping Consultation addressed four issues:

- Long-standing EU complaints on NTBs – the Japanese Government may be willing to discuss them but only at a general level. There should be efforts to remove specific NTBs or deal with regulatory challenges by involving different Japanese Government Ministries with responsibilities for sector regulation in the scoping exercise.
- Tariffs – the EU generally has higher tariffs than Japan (especially in the automotive and electronic sectors) so any reduction in EU tariffs should be compensated by a reduction in Japanese NTBs to make the deal reciprocal. The automotive sector, for example, would need to see NTBs removed to support any agreement.
- FDI rules – there may be cultural differences, but there are also still some restrictions on Mergers and Acquisition (M&A) activity in Japan. Under the Lisbon Treaty, the EU is empowered to negotiate on investment issues for Member-States. An issue to resolve is to what extent market access rules can cover competition issues.
- Procurement and services – Japan may have extensive undertakings under the WTO procurement agreement⁹, but there are still some exceptions (e.g. some prefectures are not covered by it). Although some EU companies are already active in retailing in Japan, other service providers (e.g. in legal, financial, transport or construction sectors) are keen to see an increase in opportunities in Japan.

⁷ See http://www.sumitomo-chem.co.jp/english/rd/hybrid_chemistry.html

⁸ See <http://www.businesseurope.eu/content/default.asp?PageID=568&DocID=29089>

⁹ Or "GPA", see http://www.wto.org/english/tratop_e/gproc_e/gp_gpa_e.htm

Tetsuya Yamada – Towards Sustainable Mobility<http://www.toyota.co.jp/en/index.html>

Mr Yamada presented Toyota's technology and its belief that sustainable mobility will address climate change concerns – hybrid technologies will ensure energy diversity, reduce CO₂ emissions and improve air quality. Toyota believes that 'full hybrid' should become the core technology with variants¹⁰ such as fuel-cell hybrid vehicles (FCHVs) or plug-in hybrid electric vehicles (PHEVs). Toyota is demonstrating its PHEV technology in 18 European countries together with many European partners and its FCHV technologies involved in the 13-Member Clean Energy Partnership¹¹ in Germany. Toyota believes sustainable mobility requires cross-sectoral and cross-border cooperation.

Andrea Boragno – Japanese technology and Italian heart<http://www.alcantara.com/>

Mr Boragno presented the activities of Alcantara S.p.A. – an Italian company owned by Toray and Mitsui & Co of Japan, producing covering materials for use in many different applications including in automotive, interior, fashion and accessories and consumer electronics sectors. Alcantara attaches importance to sustainability and was the first Italian industrial company to become 'carbon neutral' (in 2009). It cooperates with its customers and with Toray on its R&D activities and with top and new designers to showcase its technologies. It still sources a large proportion of its raw materials from Japan and believes that "free trade will create new value both for European and Japanese industry".

Panel discussion 1

The session concluded with questions on the *likely duration of the scoping phase* (unclear – it will be done properly, but as quickly as possible); *what Toyota would like to see in any agreement* (diminution of duties on automotive imports and closer communication between the EU and Japan on business issues), *the high tariffs on imports into Japan of ski boots* (tariffs are generally low, but those applied in sensitive sectors could be negotiated on; the investment climate needs improving); *whether any agreement would be based on the EU-Korean FTA model* (the EU would draw on it, whilst Japan would draw on its EPA with Switzerland); *possible commitments on NTBs* (there will have to be progress on NTBs and on public procurement but do not confuse the scoping exercise and the actual negotiation) and on *the ideal automotive import penetration rate into Japan* (no target level exists).

Hidehiro Yokoo – Tying Up with Japan: Today and Tomorrow<http://www.jetro.go.jp/>

JETRO promotes Japanese overseas investments and foreign inward investment: Its services include providing rent-free ISBC office space¹² (taken up by, *i.a.*, Umicore, H&M, Scottish and Southern Energy). Eurocopter is a beneficiary of the Subsidy Program for Promoting Site Location in Japan¹³ (a new call is underway for the next round of subsidies). With SMEs being essential to the EU and Japanese economies, JETRO's RIT programme¹⁴ has supported links between European and Japanese regions (e.g. Haute-Savoie and Nagano or Bayern and Saitama). JETRO uses its TPPP database¹⁵ to facilitate business matching tie-ups. Mr Yokoo ended by outlining how JETRO is contributing to the realisation of an EIA – the EIA could be one of the world's largest FTAs and could form the basis for a win-win relationship. JETRO is trying to expand access to public procurement opportunities (such as the one Knorr-Bremse won) through its database webpage¹⁶. The EIA will establish rules and standards that can be applied outside the EU and Japan – e.g. in emerging markets.

¹⁰ See http://www.toyota.com/about/environment/innovation/advanced_vehicle_technology/

¹¹ See <http://cleanenergypartnership.de/index.php?id=8&L=1>

¹² See <http://www.jetro.go.jp/en/invest/investmentservices/ibsc/>

¹³ See <http://www.jetro.go.jp/en/invest/newsroom/announcements/2011/20110816884.html>

¹⁴ See <http://www.jetro.go.jp/en/jetro/activities/high-tech/rit/>

¹⁵ See <http://www.jetro.go.jp/tppoas/index.html>

¹⁶ See <http://www.jetro.go.jp/en/database/procurement/>

Jonathan Paddison – Knorr-Bremse’s success factors in the Japanese Railway Market

<http://knorrbremse.com/en/global/>

In the first case study, Dr Paddison explained how Knorr-Bremse provides systems for use in trains, trucks and buses. A family-owned business, it is the global market leader and its two divisions (rail vehicles and commercial vehicles) have seen a 94% growth in Asia, including Japan. Although it is the *global* market leader, it has less than a 10% market share in Japan and wants to raise its market penetration. Its owner allowed a 10-year investment in Japan with low returns to establish Japanese expertise and after-sales services. Knorr-Bremse’s commitment to ‘thinking globally but acting locally’ means that it has to understand the rules and regulations in each country. Its rail division uses innovation to stay ahead of its rivals. A Toyota-inspired ‘Knorr-Bremse Production System’¹⁷, is used in all of its plants worldwide and its Japanese clients conduct factory audits.

Knorr-Bremse began its rail systems activities in Japan in 1992 (following an initiative from JR East to open up its procurement to foreign suppliers). For the latest Shinkansen it took 8 years from starting tests with the Railway Operator to receiving its first series order. It currently supplies braking systems for several rail companies in Japan and through its links with Japanese companies also supplies systems used by the Dubai and Beijing metros among other operators.

Jean-Michel Geffroy – JCDecaux’s first bike-sharing project outside Europe – Cyclocity Toyama, Japan

<http://www.jcdecaux.com/en/Innovation-Design/Cyclocity-R>

Presenting the second case study, Mr Geffroy explained that JCDecaux is the world leader in outdoor advertising and its street furniture, transport and billboard advertising is present in 56 countries. JCDecaux began its Japanese activities in a JETRO ISBC office in 1999 and, in 2000, it established a joint-venture with Mitsubishi Corp. It now operates in 163 Japanese shopping centres. With the deregulation of advertising on public land, in 2004 it began a 20-year contract to sell advertising space on the sides of Yokohama bus-stops and now has exclusive contracts in 38 Japanese cities. By working with local architects and by ensuring its street furniture is clean, the company has won various local and national awards.

JCDecaux began its Cyclocity project for self-service bicycle hire in Vienna in 2003. The 2007 large Paris scheme won it a lot of attention. The scheme in Japan’s 40th city, Toyoma (an ‘eco-model city’), began in 2010 with 150 bikes and 15 stations and within 18 months had achieved 60,000 rentals. Unlike its French counterparts, the Japanese scheme does not suffer from vandalism. It is supported by city and prefectural authorities, central government and by advertising, subscription and rental revenue and has created considerable interest.

Alison Murray – Seizing the Opportunity in Japan – Why the EU Needs a Trade Agreement with Japan

<http://www.ebc-jp.com/>

The EBC is a trade policy organisation working on behalf of national chambers of commerce and their members. Its 30 committees cover nearly all the business sectors in which EU companies operate in Japan. Whereas all bureaucrats are practitioners of “systematic caution”, Japanese bureaucrats have taken that caution “to a fine art”. Despite many friendly discussions, little has been achieved. However, IKEA, H&M and Zara are all examples of success stories (with long queues on their first days of trading). All three companies have invested a lot of money and although they have not encountered structural impediments issues such as labelling has been problematic¹⁸ – whilst individual METI

¹⁷ See http://www.knorr-bremse.com/en/group/knorrexcellence/knorrbremseproductionssystem/kps_group.jsp

¹⁸ In Europe, people are interested in knowing if a bed is ‘soft, medium or hard’. In Japan the level of hardness has to be measured and stated in newtons. Similarly whereas measurements in other countries are given in cm, in Japan they have to be given in mm meaning that labels need reorganising and not simply translating.

members of staff understand the problem they are unable to resolve it as to make changes in Japan involves a large number of people. EBC's greatest frustration is knowing that opportunities do exist, but because the market takes a lot of work many firms are put off.

The Health Ministry (MHLW) admits that there is a 'device gap' (with some life-saving European items unavailable in Japan – a Business Forum established by the then PM Kan was told that in some cases Japanese patients have to travel to Europe to get treatment), but despite being aware of the problem, things are changing too slowly. Standards should be harmonised (e.g. using CE kitemarks). Food is another issue – approved ingredients vary between Japan and the rest of the world, and many food items are subject to high import tariffs – for example, cheeses are subject to a 30% tax. Procurement is a problem – Japan has not offered many opportunities for supplying defence, aeronautical or rail equipment. EU firms want more advanced notice of procurement opportunities, for international not 'Galapagos standards'¹⁹ to be used and for reasons contracts were awarded to be clear, as otherwise foreign firms do not have a chance.

Japan accepts it has to open up: Mr Yonekura (Chairman of Keidanren) agrees. In addition to considering the concerns of EU companies regarding Japan, issues for Japanese firms in Europe must also be addressed. Hitherto attempts to change the situation have been unsuccessful because they have depended on dialogue not negotiation. The decision at the EU-Japan Summit to start the process towards an FTA/EPA has given a new momentum to the EBC. It will therefore task its Committees with identifying priority issues and providing summaries of the situation, technical information and possible solutions. The EBC will give this information to the European Commission so it can raise these issues with Japan when the FTA/EPA negotiations take place.

Japanese Governments may be unstable, but successive PMs have pledged to go ahead with FTAs. The Keidanren and Keizai Doyukai business lobbies both support negotiating an FTA/EPA. Once a commitment has been made, Ministries will be forced to act, so commitment must come from the top. European firms will benefit greatly from the entry into force of an FTA/EPA.

Panel discussion 2

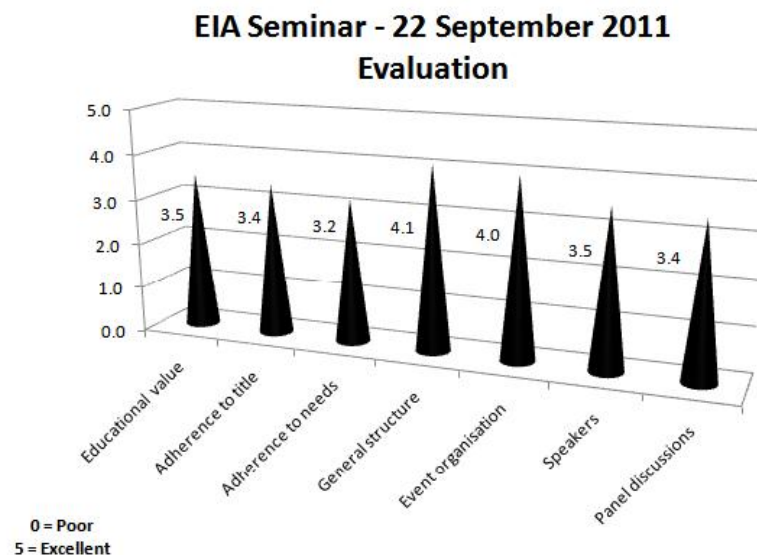
The Seminar concluded with a second panel discussion at which points raised included *a statement about access to the Japanese rail industry and problems experienced by some European retailers in Japan* (Carrefour's strategy in Japan accounted for its problems and Tesco's shareholders were insufficiently patient – they did not give it enough time).

Participants & Evaluation

Almost half (48%) of the 83 participants worked for European or Japanese companies / industrial organisations, a fifth (20%) worked for the EU Authorities, 5% worked for the Japanese Authorities, 5% were journalists and the remainder (22%) worked for a variety of other organisations.

In a questionnaire, participants were asked to score different aspects of the event. Based on questionnaires returned, the average score for each aspect was as follows:

¹⁹ See <http://accjournal.com/the-galapagos-effect/>



Presentations & Handouts

- **Presentation** – **Global Partnership and Economic Integration between the EU & Japan**
by Michitaka NAKATOMI, Principal Trade Negotiator, METI
- **Speaking notes** – **The European Commission Perspective**
by João AGUIAR MACHADO, Deputy Director-General, Directorate-General for Trade, European Commission
- **Presentation** – **Towards Sustainable Mobility**
by Tetsuya YAMADA, Senior Coordinating Executive, Toyota Motor Europe N.V./S.A.
- **Presentation** – **Japanese technology and Italian heart**
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by Alison MURRAY, Executive Director, European Business Council in Japan (EBC)

Global Partnership and Economic Integration between the EU and Japan

September, 2011

Michitaka Nakatomi

Principal Trade Negotiator

Ministry of Economy, Trade and Industry

Views shown in this paper include personal ones

1

Michitaka NAKATOMI, Principal Trade Negotiator, METI



- 2011 Principal Trade Negotiator of METI
- 2008 President, Japan External Trade Organization (JETRO)
- 2006 Director-General for International Trade Policy, METI
[2006-2008 Negotiator for Anti-Counterfeiting Trade Agreement (ACTA)]
- 2004 Deputy Director-General, Economic Affairs Bureau, MOFA
[2005 Chaired a Japan-EU Regulatory Reform Dialogue]
- 2003 Deputy Director-General, International Trade Policy Bureau, METI
- 2002 Director for Manufacturing Industries Policy,
Manufacturing Industries Bureau, METI
***[2002-2008 Negotiator for 5 Japanese FTAs
(Mexico, Philippines, Brunei, Indonesia, Switzerland)]***
- 2000 Co-chairman, APEC WTO Capacity Building Group
- 1995 Director, Tariff Division,
International Economic Affairs Department,
International Trade Policy Bureau, MITI
[1995-1997 Negotiator for Information Technologies Agreement (ITA)]

2

20th EU-Japan Summit, Joint Press Statement, 28 May 2011

"United by a shared commitment to fundamental values and principles, including democracy, the rule of law and human rights, as well as to the market-based economy and sustainable development, and faced with common global challenges, Summit leaders are resolved to deepen bilateral relations from a comprehensive and long-term perspective".



Global Partnership



Shared Value

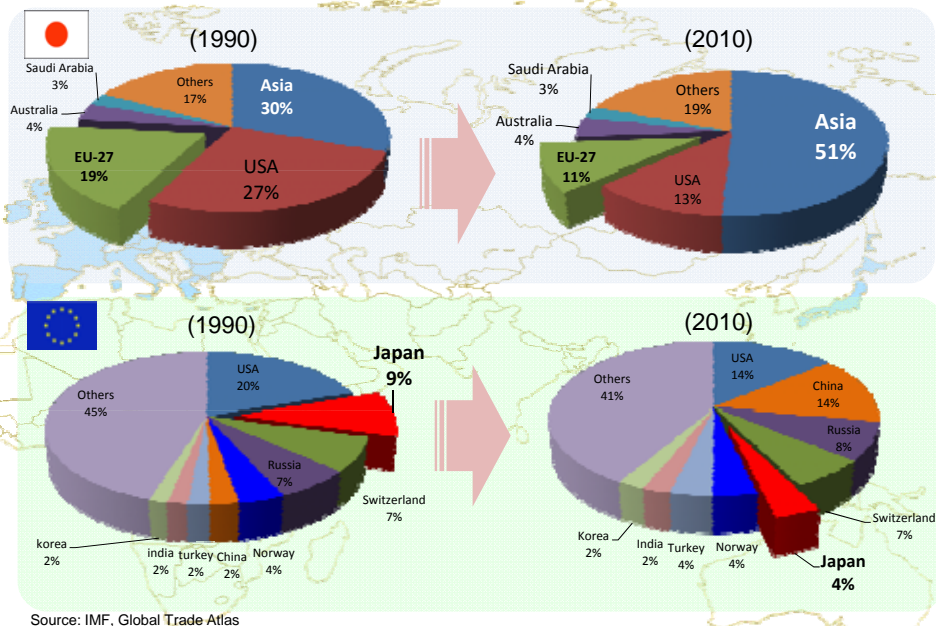
- Democracy
- Rule of law
- Human rights
- Market based economy
- Sustainable development

Common Challenges

- Growth deceleration
- Rise of emerging countries
- Strains on financial markets
- Fiscal constrains
- Global warming

3

Transition of trade share of the EU and Japan



4

Japan as a major investor to EU

Japan's FDI to the EU : 182 billion dollar
(outstanding amount as of 2010)

*According to the EUROSTAT, Japan is the **3rd** investor following USA (1st) and Switzerland (2nd) in 2009.

Japanese overseas affiliates in the EU

Number of employees: 400 thousand

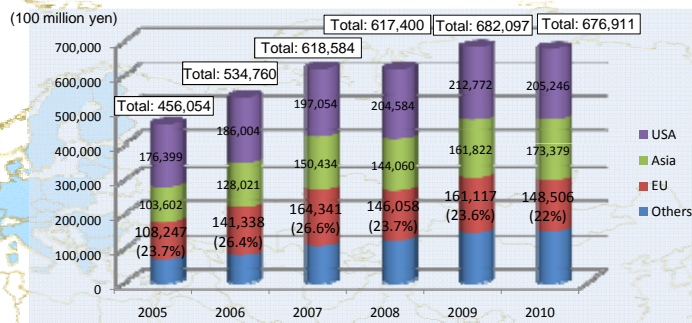
Sales: 251 bn EUR

Source: JETRO

5

Japan's direct investment shifts toward the Asia-Pacific

Japan's Outward FDI Stock



Japan's Outward FDI Flow top 3 (2009, 2010)

Rank	Country	2009	2010	(million dollar)
1	USA	10,660	9,193	≡ ASEAN
2	China	6,899	7,252	
3	Australia	7,136	6,371	
-	EU	17,039	8,359	Source: JETRO

6

**Policy Speech by Prime Minister Yoshihiko Noda to the 178th Session of the Diet
(13th SEP. 2011)**



“Based on the "Basic Policy on Comprehensive Economic Partnerships" we will make strategic moves seeking to conclude high-level economic partnership agreements (EPA). In specific terms we will advance the EPA negotiations with the ROK and Australia, and **we will aim to initiate negotiations in the near term for a Japan-EU EPA** and a Japan-China-ROK EPA. In addition, with regard to the participation in the negotiation of the Trans-Pacific Partnership (TPP) Agreement, we will conduct thorough discussions with a view to reaching a conclusion as soon as possible”.

7

BRT Joint Statement towards an EU-Japan FTA/EPA (12th SEP. 2011)

BRT: Japan-EU Business Round Table

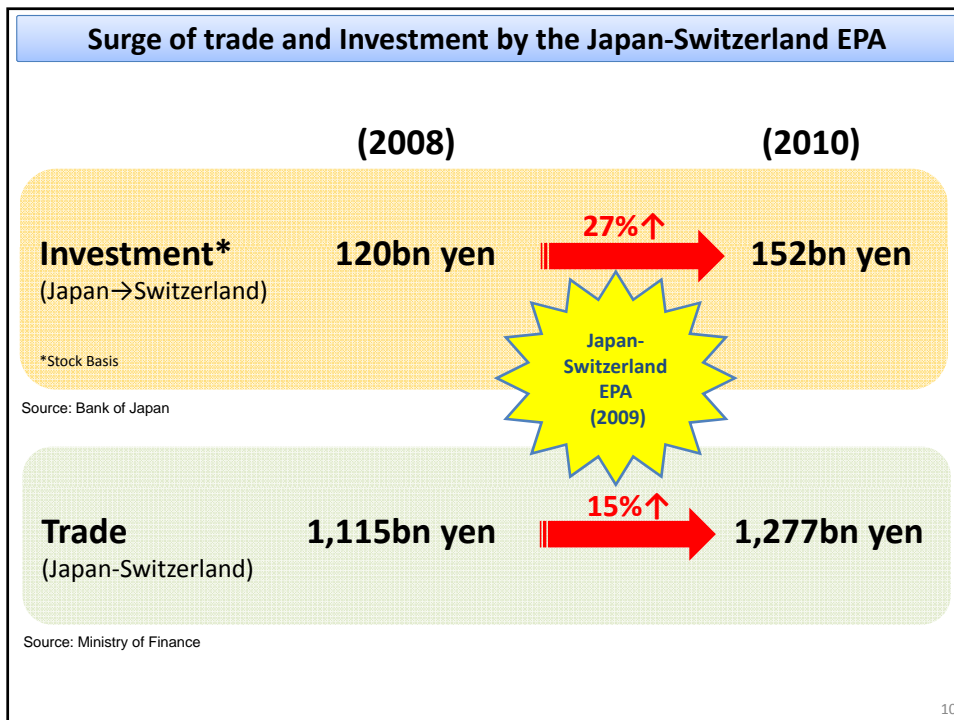
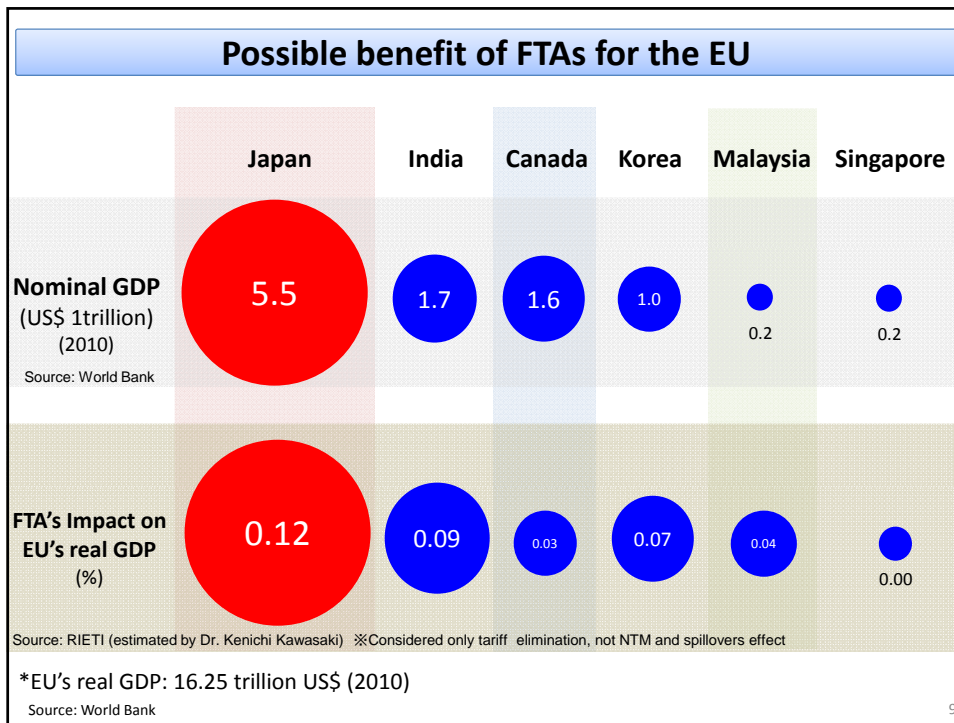


“The BRT supports the decision taken at the Summit that an EU-Japan FTA/EPA should address all issues of shared interest to both sides including tariffs, non-tariff measures, services, investment, intellectual property rights, competition and public procurement”.

“the BRT expects an EU-Japan FTA/EPA to enhance wide-ranging cooperation between European and Japanese business, for example in the development of new technologies and in relation to third countries”.

“the BRT recommends that the scoping itself should be successfully completed as early as possible”.

8



Necessary elements for Japan-EU EIA / EPA

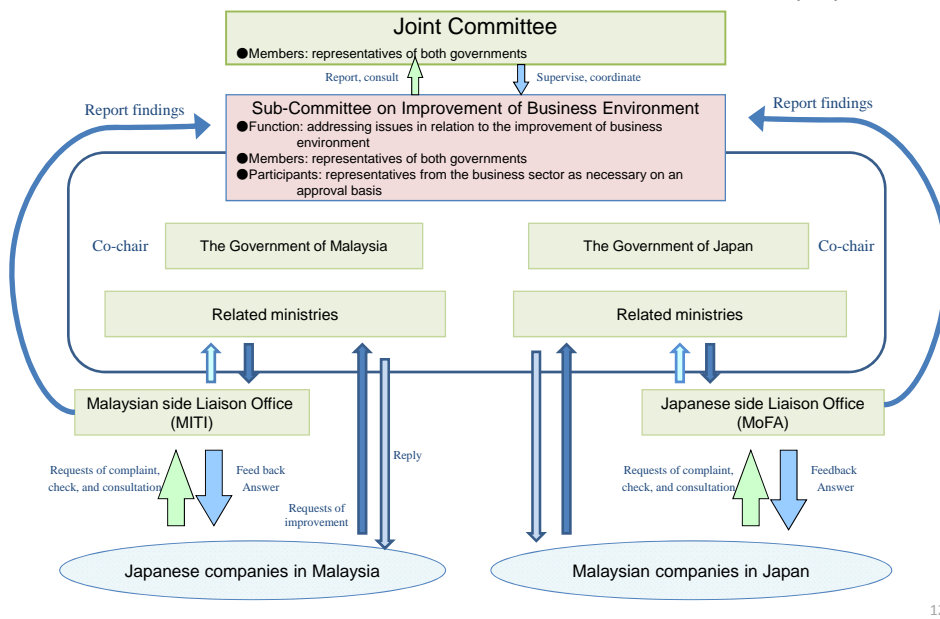
Seven pillars for strengthening global partnership and economic integration

1. Promoting free trade and complementing the WTO
2. Business-oriented integration
3. Enhancing business collaboration and networks
4. Contributing to the global supply chain
5. Cooperation aiming at third countries
6. Future oriented framework addressing new challenges
7. For an innovative society and sustainable development

11

Involvement of Business Sector (Japan-Malaysia EPA)

※Provisions and schemes may vary with EPAs.



12

Japan-EU Industrial Partnership










PSA – TOYOTA Motors *Daimler – TORAY* *Isagro – SUMITOMO Chemical*
PSA – Mitsubishi Motors *FIAT – Toshiba* *Areva – Mitsubishi Heavy Industry*
 & etc....

13

IDE-JETRO Study on global value chain

Development of value-chain in the east Asian region

↓

Opportunity for European companies to enter the growing Asian market





14

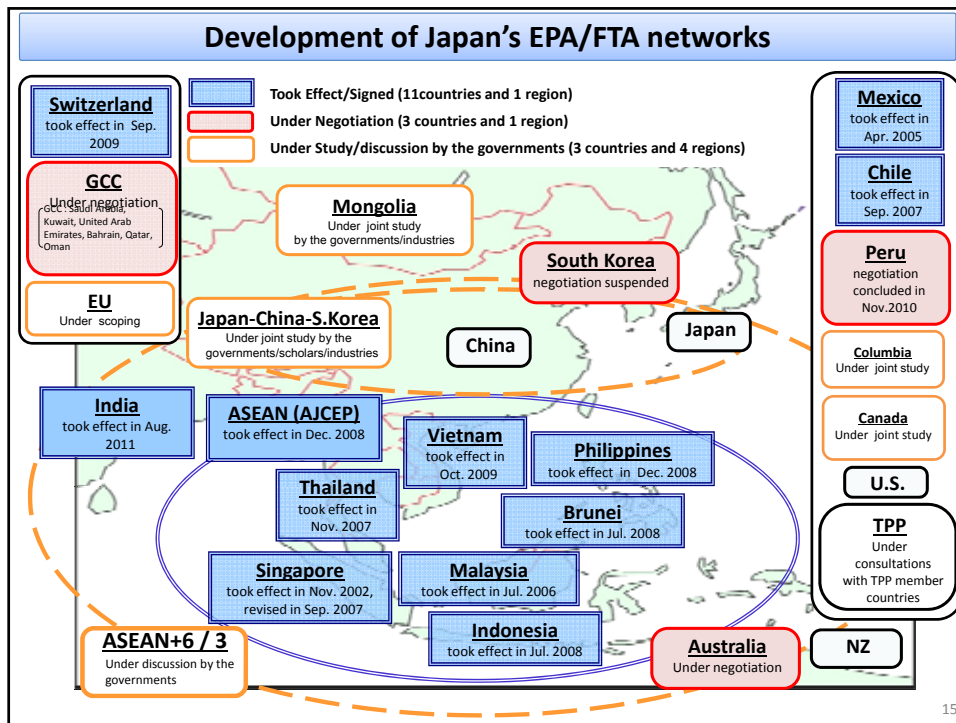


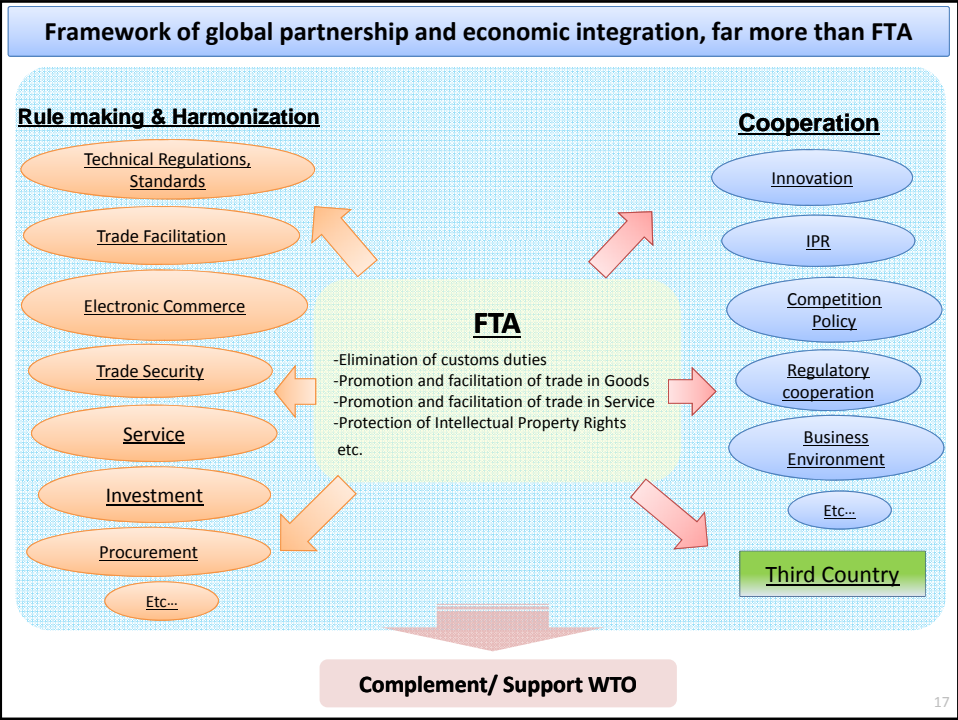
Image of Japan-EU cooperation in third countries

-Collaboration on barriers to trade, investment and business in third countries

- Countermeasures against counterfeit and pirated product, based on ACTA.
- Raw materials.
- Regulations on technology transfer agreement.
- (etc)

-Collaboration in projects in third countries.
Environmental technology, etc.

16



Leaders' agreement and next step

Japan-EU Summit in Brussels, 28 May 2011

- Summit leaders agreed to start the process for parallel negotiations for a deep and comprehensive Free Trade Agreement (FTA)/ Economic Partnership Agreement (EPA).
- Summit leaders decided that the two sides would start discussions with a view to defining the scope and level of ambition of both negotiations. Such scoping would be carried out as soon as possible.
- In parallel with this, the European Commission will seek the necessary authorization for the negotiation of these agreements on the basis of a successful scoping.



↓

G20 Summit, 3-4 November 2011

18

A Global Partnership between the EU and Japan -The future of economic partnership through an Economic Integration agreement (EIA)

Good afternoon. First of all, I would like to thank the EU-Japan Centre for Industrial Cooperation for the invitation. It is particularly timely to hold a discussion on EU-Japan trade relations and I am therefore very glad to be one of the guest speakers for this seminar on "The future of economic partnership through an Economic Integration agreement (EIA)."

Current status of our trade relations

The EU and Japan already have close relations in the area of trade: with the volume of trade in goods and services between the two blocs representing €140 billion in 2010. But our bilateral trading relationship still has a huge amount of potential. Between the two of us, we account for more than a third of global economic activity. We also hold similar views on the global trading system.

Both the EU and Japan are confronted by similar challenges. We are both developed economies facing global economic challenges, which require adjustments to our economies. The economic emergence of India and China means that EU and Japanese companies now face greater economic competition but also, if successful, provides them with new market opportunities.

Similarities between Japan and Europe continue with regard to their populations, with educated but ageing societies facing the same needs in terms of better health and insurance services and more generally efficient public services. European and the Japanese societies share common environmental and consumer protection concerns. Both Europe and Japan face challenges when it comes to supplies of energy and raw

materials. And talking about similar challenges, I cannot avoid referring to the current financial and economic crisis which is hitting hard both the EU and Japan. On the side of the EU, ongoing economic woes have strengthened our view that we need to advance the reciprocal opening of markets and not give in to protectionist tendencies. Protectionism is not something we can afford these days, in particular since trade has had nothing to do with current economic turbulences. On the contrary, if anything trade is part of the solution.

Our relations are in good shape overall. No major tensions trouble our trade cooperation. However, our recent history on bilateral trade relations is mainly coloured by a certain degree of disappointment, if not frustration, due to a lack of progress on the trade issues on our bilateral working agenda.

Some of you know that I have a long history with Japan, where in the early 90s I worked at the EC Delegation. It is for me striking that to see that the briefings I receive from my people working on EU-Japan relations still refer to the same trade irritants that I used to work on during my years in Tokyo. Government procurement, tariffs on leather products, lack of market access in the pharmaceutical sector, not to mention the lack of EU investment into Japan . . . the list is still pretty much the same

We need more trade and more investment with Japan. However, in order for this to be possible, Japan needs to open its market to EU investors and services providers. In a globalized economy, in which more than half of trade is in intermediate goods, trade usually increases as a result of more direct investment. If markets for foreign direct investment are closed, then so are supply and sales chains. Therefore the investment question has to be addressed, if we want to deepen our bilateral trading relationships.

Let me stress that on the Japanese side there is a lot of goodwill expressed at the political level, which is most reassuring. Newly appointed Prime Minister Noda recently confirmed the commitment made by his predecessor to initiate negotiations

with the EU in the near term. However, on our side, we need to get clarifications from Japan on what it is prepared to put on the table, if and when we start a negotiation.

On 25 March 2011, the European Council reiterated the strategic importance of the EU-Japan relationship, confirming that ‘the forthcoming summit must be used to strengthen this relationship and bring forward our common agenda’. In this regard, the conditions for a successful FTA should be explored on the basis that Japan is able to demonstrate its willingness to tackle, inter alia, non-tariff barriers and restrictions on public procurement.

The way forward

The current economic crisis we are experiencing is certainly a challenge but also an opportunity in this respect, which Japan could use to reform its own systems and open its market to make it more efficient.

The 28 May Summit conclusions

The EU-Japan Summit that took place in Brussels on 28 May was an important milestone in our bilateral relations as it recognised that the negotiation of a comprehensive FTA between the EU and Japan was in both sides' strategic interests.

Summit leaders agreed to start the process for parallel negotiations for a deep and comprehensive Free Trade Agreement (FTA) and another binding agreement, covering political, global and other sectoral cooperation.

They also decided that the two sides would start discussions with a view to defining the scope and level of ambition of both negotiations

The European Commission will seek the necessary mandates from the Member States based on the results of the scoping exercise – i.e. assuming it is successful. We should

however not underestimate the potential difficulties in the scoping exercise, which makes it difficult to foresee in advance how long it will take to get to a satisfactory outcome, in particular in areas like procurement and Non Tariff Measures.

Scoping and FTA negotiations

This negotiation would not be like any other FTA negotiations as it involves the first and the fourth largest global economies and is likely to be one of the most important trade negotiations for the years to come.

It is going to be important not just for our respective economies but also for the world trading system more generally.

So, we need to set an ambitious agenda and we need to show that we can deliver the results of that agenda within a reasonable timeframe. Once we have begun negotiations there would be no excuse if two highly developed partners then failed to produce a broad, comprehensive agreement that lives up to a very high level of ambition.

On the trade and economic side, the level of ambition should, at least, be aiming for the following:

- 100% duty and quota-free treatment for all goods;
- a robust and credible road map for eliminating a critical mass of non-tariff measures;
- an open investment regime to achieve levels of foreign direct investment into Japan comparable to those of other OECD countries;
- a high level of protection of intellectual property rights that should notably cover geographical indications;
- and a government procurement market with a level of openness matching those of the EU countries at all levels of government.

We attach a lot of importance to the conduct of the scoping exercise. Once it has been done, it will be a guarantee for both of the EU and Japan that we will succeed in achieving that ambitious outcome.

If the results are in line with our expectations, we will be able to move quickly towards the actual start of the negotiations.

Towards Sustainable Mobility

Tetsuya Yamada
Senior Coordinating Executive
Communication, External & Environmental Affairs
Toyota Motor Europe

1

TOYOTA

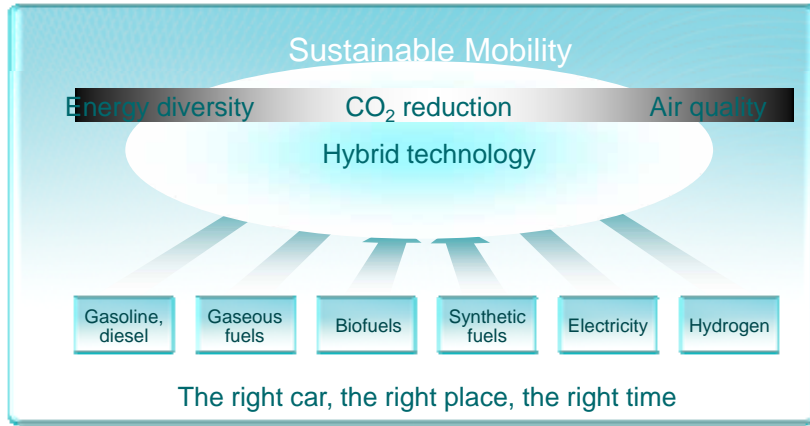
Climate Change is a major concern for society



2

TOYOTA

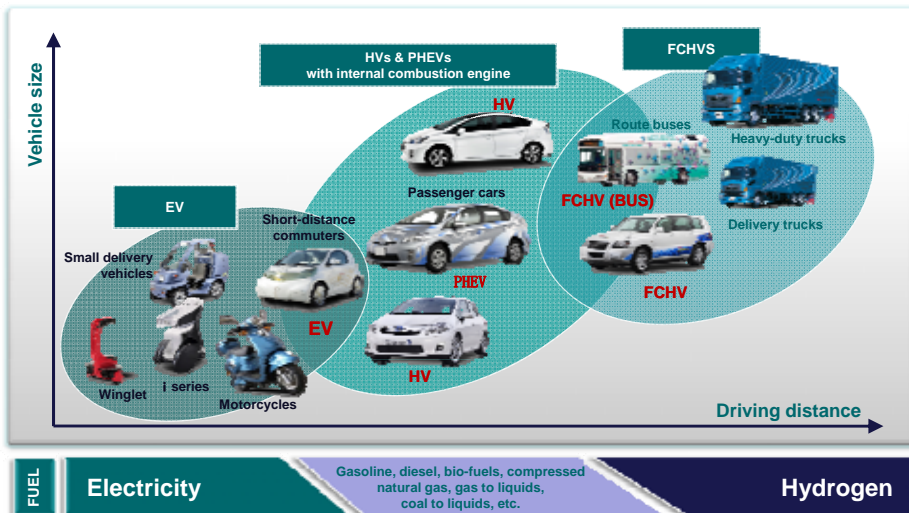
Towards sustainable mobility



3

TOYOTA

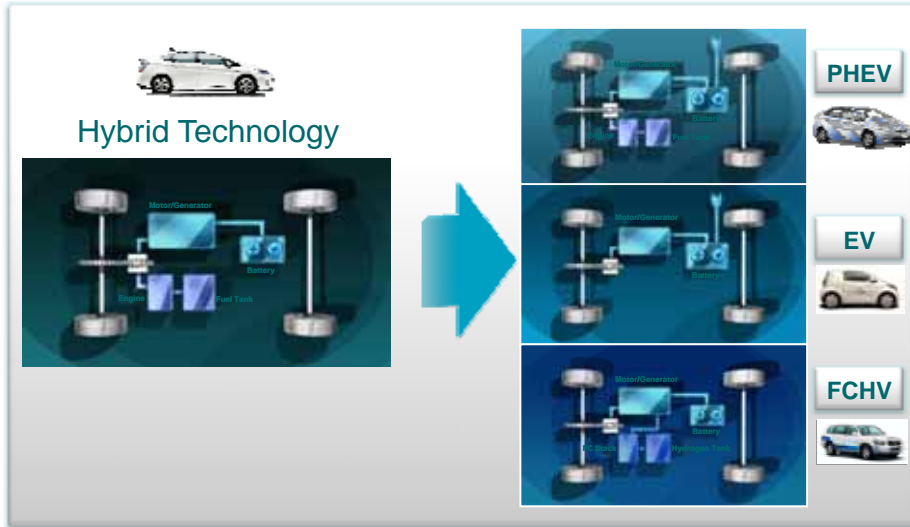
Powertrain map for future mobility



4

TOYOTA

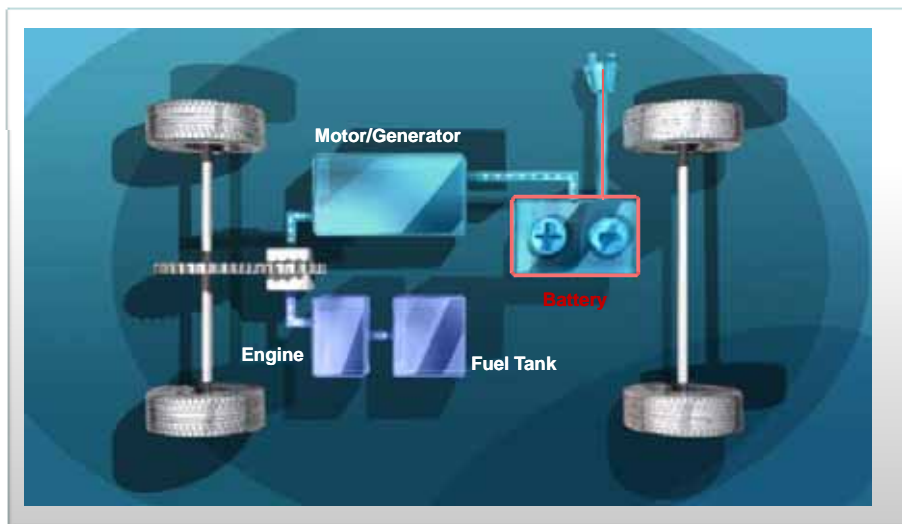
Toyota Hybrid System Modular Approach



5

TOYOTA

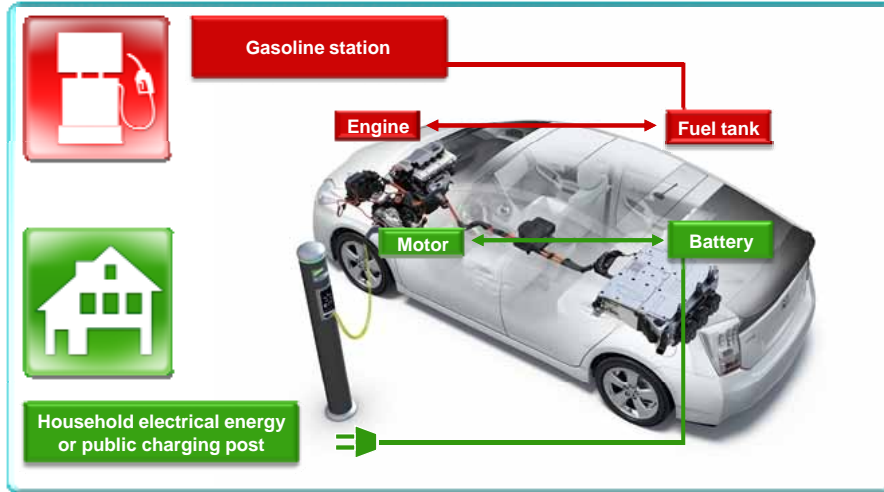
PHEV characteristics



6

TOYOTA

Plug-in Hybrid Electric Vehicle (PHEV)



PHEV: “the best of both worlds”

7

TOYOTA

Advantages of PHEV



Short distance: EV



Long distance: Hybrid

EV driving mode available but no range anxiety

8

TOYOTA

PHEV demonstration in Europe

- 200 PHEVs in 18 European countries

- Several partners: energy providers, private and public organisations



9

TOYOTA

PHEV demonstration in Strasbourg



10

TOYOTA

Joint effort in Strasbourg



11

TOYOTA

Collaboration Toyota/INES/CEA

a solar station for Plug-in Hybrid Electric Vehicles
close to Chambéry (France)



12

TOYOTA

Collaboration Toyota/INES/CEA

- 2 charging infrastructure were implemented in June 2010

- 12 places on the site of the INES Chambéry
- 6 places on the site of CEA Grenoble

- 10 Toyota plug-in hybrid electric vehicles are used daily by the researchers



INES Chambéry

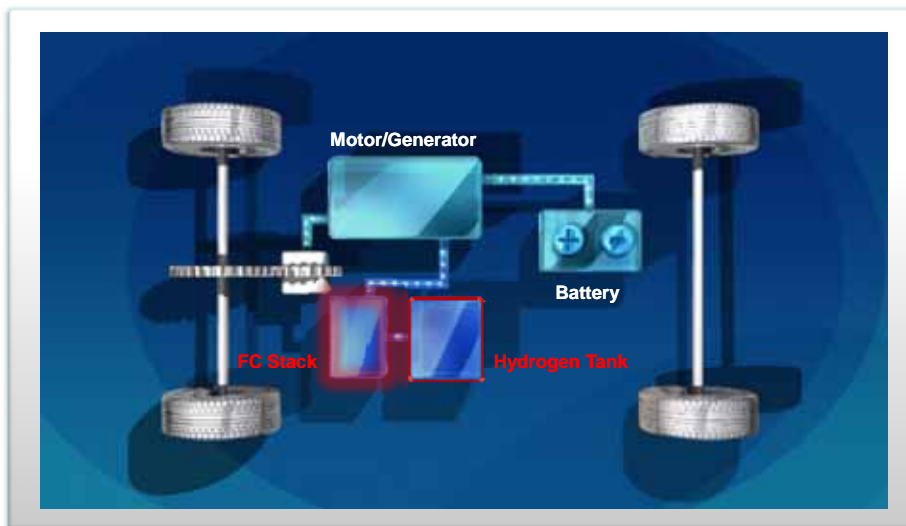


CEA Grenoble

13

TOYOTA

FCHV Characteristics



14

TOYOTA

Toyota FCV-adv



*1 in Japanese 10-15 test cycle, Toyota in-house test

Vehicle	Max. Speed (km/hr)	155	Fuel	Storage	High pressure hydrogen tank
	Cruising Range (km)	830*1		Max pressure (MPa)	70
	Fuel economy (km/kg H ₂)	139*1 (38 km/l gasoline eq.)		Tank capacity (kg)	6.0 (at 35°C)

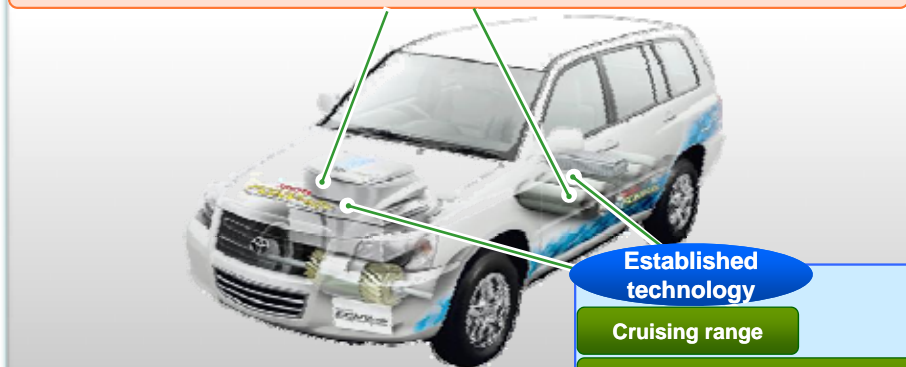
15

TOYOTA

Major Technical Challenges for FCHV

Issues to be solved

Balance in Cost / Compactness & high performance / Stack Durability



16

TOYOTA

CEP: Toyota as Partner



CEP (Clean Energy Partnership)

- Promote and develop H2 mobility
 - a) Fuel Cell Vehicles
 - b) Infrastructure
- International Consortium of 13 companies (OEM/infrastructure)

17

TOYOTA

Toyota's contribution to CEP



- Advanced FCHV provider (2 units 2010, 5 units 2011)
 - Dialogue with consortium members with technical and commercial aspects based on ongoing Toyota experience in Japan and US.
- ➡ Bring in diverse aspects of H2 society in CEP consortium

18

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Clean Energy Partnership - CEP

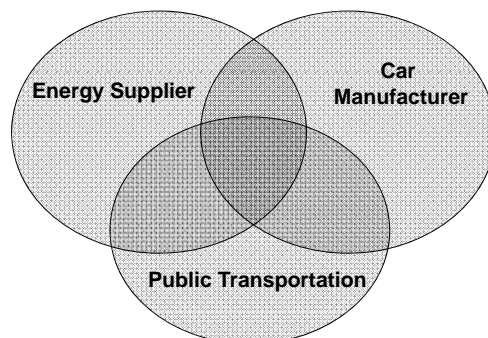


19

TOYOTA

Key Issues for Sustainable Mobility

Sustainable mobility is connected mobility



Cross sectoral and cross border cooperation are essential !

20

TOYOTA

Thank you !

*Japanese technology and Italian heart
Alcantara S.p.A.*

*A Global Partnership between the EU and Japan
Brussels - September 22nd, 2011*



Introduction

Introduction

Alcantara S.p.A. is the company that manufactures and markets covering material under the registered trademark Alcantara®, an innovative product that is the result of a unique technology.

The incredible appeal of Alcantara® stems from a major technological breakthrough, an invention made in 1970 by Japanese scientist Miyoshi Okamoto that remains unrivalled even today and enables the product to remain unique and avant-garde.

3

ALCANTARA®
extraordinary every day

Shareholding

Alcantara S.p.A. shareholders are the Japanese Companies Toray Industries Inc. (70% of shares) and Mitsui & Co (30%).

Toray Industries, Inc. is a Japanese company, whose major expertise is "Innovation by Chemistry". Consolidated net sales is 14 billion euro, number of subsidiaries is 227, number of employees is 38,740.

Toray operates globally in the Field of advanced materials, such as carbon fiber, IT related products, water treatment membranes, pharmaceutical and new energy materials.



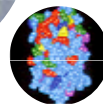
Color filters



Carbon Fiber



Flat Panel Display



Pharmaceutical



Water treatment

4

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Company's structure

Production plant and R&D facilities are located in Nera Montoro (Terni), on a surface of 450.000 sqm. Headquarters including administrative, marketing and sales activities is based in Milano.



Research & Development Centre
Nera Montoro - Terni



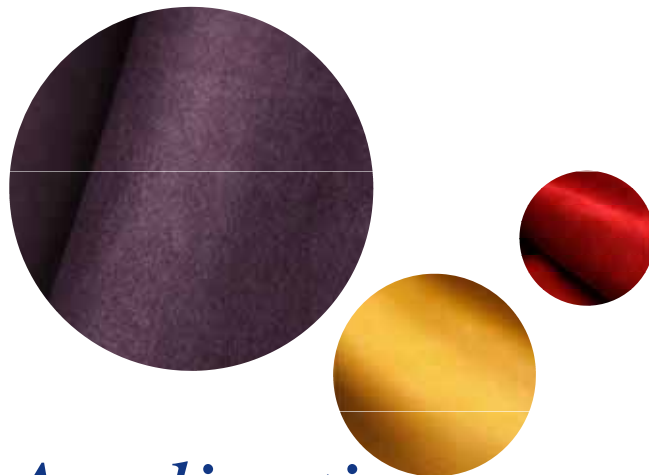
Headquarters
Milano



Manufacturing Plant
Nera Montoro - Terni

5

ALCANTARA®
extraordinary every day



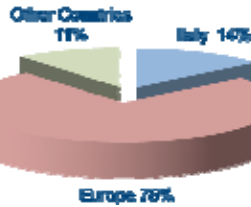
Applications

Applications

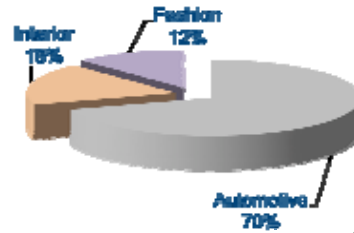
Alcantara® can cover any surface and shape, making it precious and resistant over time. Thanks to its versatility, the material is used by the leading international companies in many different application fields.

The most significant for the Company are Automotive, Interior (including Contract and Yachting), Fashion and Accessories.

2010
Sales by geographic area



2010
Sales by application field



7

ALCANTARA®
extraordinary every day

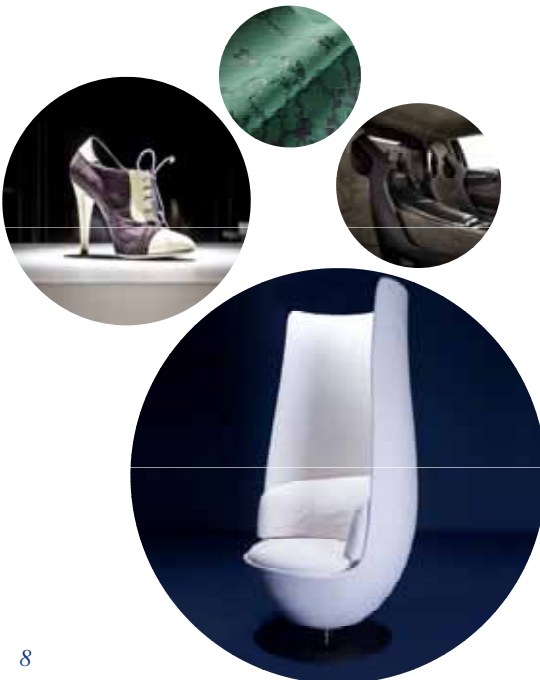
Tailor made solutions

Alcantara® has developed an highly appreciated expertise in providing tailor made solutions in order to satisfy the needs of the most demanding customers.

In the **Automotive** sector, maximum comfort for the driver is guaranteed by the characteristics of the material (grip, breath ability, strength, durability).

For **Interior, Contract and Marine**, Alcantara® offers a selection of materials designed for use in private and public spaces and yachting.

In **Fashion and Accessories** business Alcantara® means luxury, attention to details and stylistic proposals aligned with the latest fashion trends.



8

ALCANTARA®
extraordinary every day

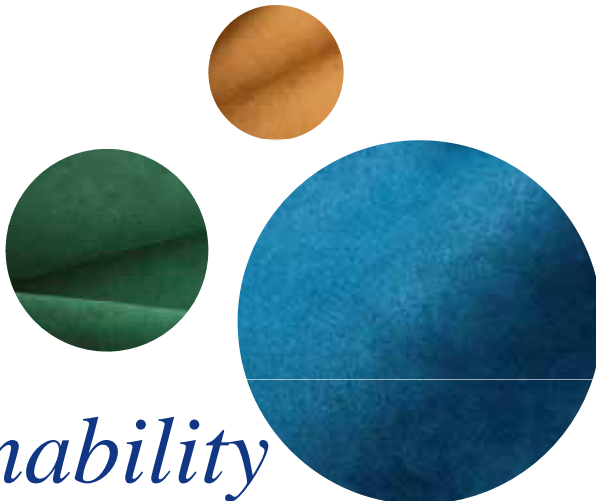
Consumer electronics seems to be the emerging sector. Thanks to its ability to provide design oriented solutions, Alcantara® is the perfect solution for covering consumer electronics with a luxurious touch and feel and long lasting performances.

*Applications
Consumer
electronics*



9

ALCANTARA®
extraordinary every day



Sustainability

Sustainability

Sustainability is a key value of Alcantara S.p.A. and a top priority for the Company. The aim is to maintain an economic development that is compatible with social justice and the ecosystems, operating therefore in a context of environmental equilibrium.

We believe in a new perception of luxury, which has to be associated to an ethical vision and respect for the environment.

11

ALCANTARA®
extraordinary every day

The graphic features a central Venn diagram with three overlapping circles: a pink circle labeled 'Social', a blue circle labeled 'Environment', and a green circle labeled 'Economic'. The intersection of 'Social' and 'Environment' is labeled 'Beatable', the intersection of 'Social' and 'Economic' is 'Equitable', and the intersection of 'Environment' and 'Economic' is 'Viable'. The central intersection of all three is labeled 'Sustainable'.

Carbon Neutrality

In 2009 Alcantara became "Carbon Neutral" by reducing and compensating for all CO₂ emissions deriving from the entire Alcantara process, "from the cradle to the gate".

Alcantara decided to use energy only from renewable sources.

Both Carbon Neutrality and Sustainability Reports are certified by TÜV Italia.

In order to offset its CO₂ emissions Alcantara® has supported green Energy projects patronized by the UN in India, Honduras, New Zealand, Turkey, Taiwan and Indonesia.

As of 2009, Alcantara publishes its annual Sustainability Report.

12

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The graphic includes a TÜV Italia logo in a small circle at the bottom left.



R&D Activities

Alcantara highly benefits from the continuous exchange of information with the R&D and Technological Dept. of Toray Industries in Japan.

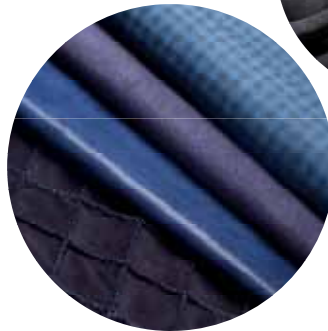
This mutual exchange is the key for developing the know-how to provide new products and technical stylistic solutions to our most important customers.

14

ALCANTARA[®]
extraordinary every day

R&D Activities and customized solution

The ability to offer customized solutions is highly appreciated by top clients of automotive and fashion industry in Europe.



15

Relationship with design world



Relationship with design world

Since many years Alcantara has developed an extremely rewarding relationship with the excellence of the design community, both top designers and emerging creative avant-gardes.

It seems that this community fully understand the endless potential of the material and its ability to renew itself constantly.


17

ALCANTARA®
extraordinary every day

Relationship with design community

**Can you Imagine?
Project Alcantara® - MAXXI**

FRANCOIS AZAMBOURG
GIULIO CAPPELLINI
LORENZO DAMIANI
MARCEL WANDERS
MASSIMILIANO ADAMI
NIKA ZUPANC
OKI SATO NENDO
PAOLA NAVONE
PATRICK NORGUET
RAW EDGE - YAEL MER E SHAY AKALAY
SATYENDRA PAKHALÉ

UDK – Universität der Künste


ALCANTARA®
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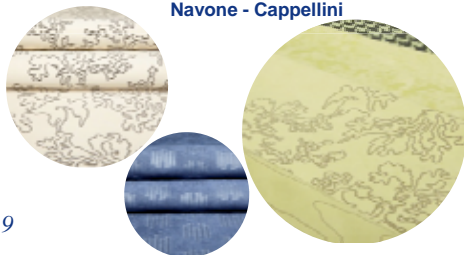
18

Relationship with design community

British Fashion Council
BRITISH FASHION COUNCIL



Interior Collection Navone - Cappellini

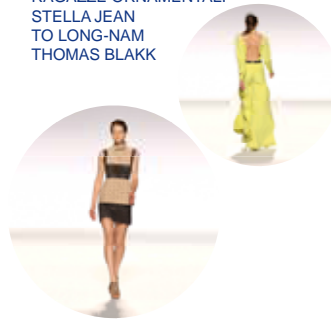


19

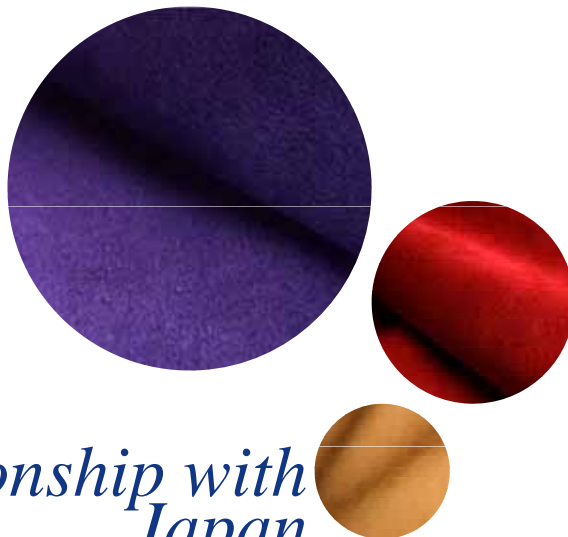
Who is on Next?

In collaboration with Vogue Italia and AltaRoma AltaModa

ALESSIO SPINELLI
ANGELOS BRATIS
AU JOUR LE JOUR
COJTE
CRISTINA MIRALDI
MARTA FERRI
PAULA CADEMARTORI
RAGAZZE ORNAMENTALI
STELLA JEAN
TO LONG-NAM
THOMAS BLAKK



Relationship with Japan



A significant part of our raw materials is imported from Japan. In addition, there is a constant flow of products and samples in both directions between Japan and Europe.

Relationship with Japan

Toray R&D Center

Alcantara R&D Center

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21

A global brand

A global brand

Alcantara® brand is under the process of globalization and its core values are getting recognized also outside Europe.

In particular, Alcantara has stimulated the Japanese market and is planning to approach it directly in the near future.



Brutus: December, 1st 2010
Car Graphic: December 2010

Brutus: December, 15th 2010
Car Graphic: January 2011

ALCANTARA®
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23

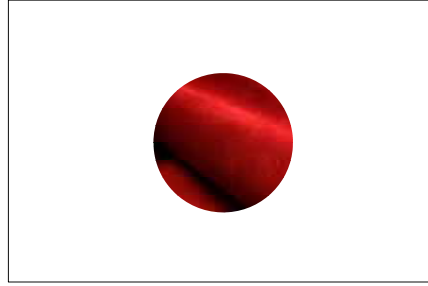
A global brand

Japanese market is very sensitive to "Made in Italy" and European products, especially luxury brands. Most of our key European customers act on a global basis and have an important presence in Japan

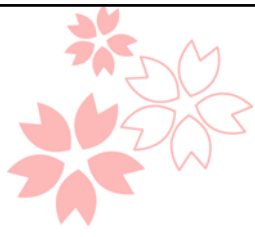
Free trade will create new value both for European and Japanese industry and will help Alcantara and its customers to better operate in a global market

ALCANTARA®
extraordinary every day

24



*Thank
you*

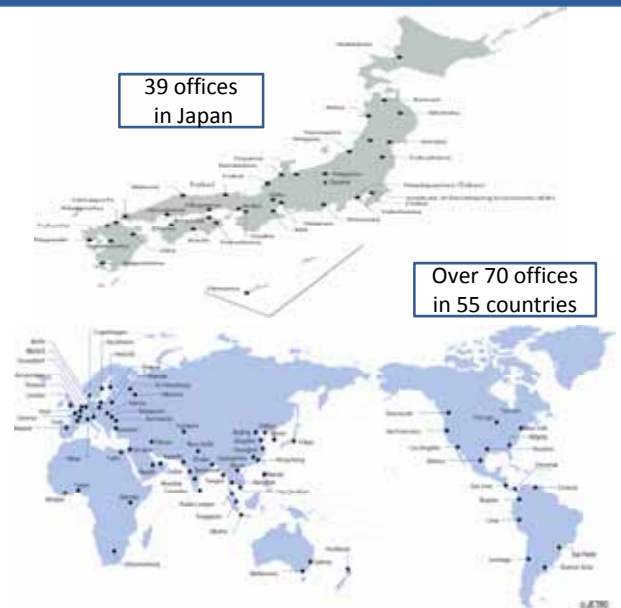


Tying Up with Japan: Today and Tomorrow

September 2011
The Japan External Trade Organisation
(JETRO)



JETRO Global Network



Promotion of investments between Europe and Japan

Invest Japan Business Support Centre (IBSC)

URL ⇒ <http://www.jetro.go.jp/en/invest/investmentservices/ibsc/>

Consulting: Free individual consultation

- Market and industry information
- Information on relevant legal systems
- Cost estimates
- Taxation, labour and legal issues
- Obtaining residence status and visas
- Information on incentives from national and local governments
- Establishing an office
- Networking with potential business partners
- Finding human resources
- Finding an office location etc.



Facilities: Temporary rent-free office space

- **Tenancy eligibility:** Foreign companies considering to start a business in Japan
- **Tenancy period:** Up to 50 business days in principle
(The period can be extended as required, but a tenancy fee will be charged)
- **Tenancy fee:** Free (Deposit and communication fee are required)
- **Equipment:** Desks, chairs, telephones, fax machines and broadband connections
- **Common-use facilities:** Conference rooms, multipurpose hall, business library

Information: Gather a wide range of information

- JETRO Business Library
- JETRO Website - Investing in Japan



Promotion of investments between Europe and Japan

Subsidy Programme for Projects Promoting Asian Site Location in Japan

Application for Japanese Fiscal Year 2011 & Inquiries:
URL ⇒ <http://www.jetro.go.jp/en/invest/newsroom/announcements/2011/20110816884.html>

Subsidized Projects

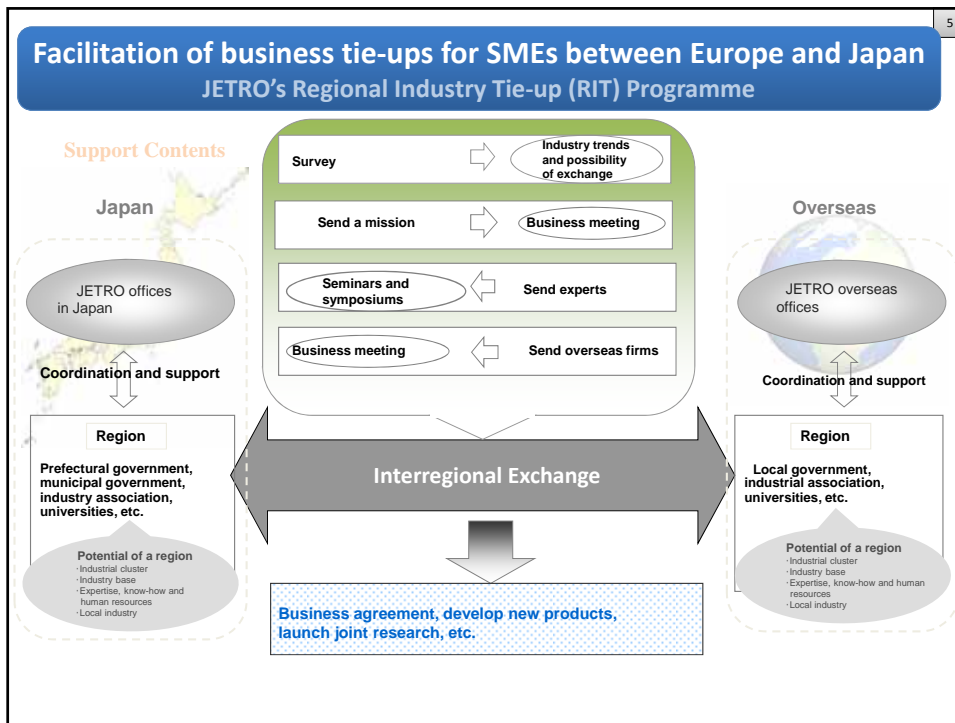
- Projects eligible for the subsidy shall be those for establishing a new headquarters or R&D site. However, the relocation and consolidation of existing sites in Japan are not eligible for the subsidy.
- The relevant headquarters' operations or R&D activities must continue for a minimum of 3 years after the end of project period
- The investment plan must not have been publicly announced prior to the cabinet approval of the budget bill of 2011 general account (December 24th 2010).

<<Projects Adopted for the Japanese Fiscal Year 2010>>

Released April 28, 2011

	Company Name	Nationality	Type of Site	Industrial Field
1	Salesforce.com Co., Ltd.	USA	R&D Site	IT Service
2	Zydus Pharma Japan Co., Ltd.	India	R&D Site	Pharmaceutical
3	Dyesol Japan Co., Ltd.	Australia	R&D Site	Next Generation Solar Cell
4	Eurocopter Japan T&E Co., Ltd	France	R&D Site	Specialized Helicopter
5	Dou Yee International Private Limited	Singapore	R&D Site	Liquid Crystal Display

Source: JETRO



6

2011 RIT Project Map

FY2010 FY2011

North America 3 projects	
Okayama Pref. - Tronto, Canada (Biomass Plastics)	
Hiroshima City Area - Montreal, Canada (Aerospace)	
Fukuoka Pref. - Silicon Valley, USA (IT Software)	

Europe (including Far East Russia) 5 projects	
Hokkaido - Far East Russia (Housing industry in Cold Regions)	Toyama Pref. - North-central Italy (Pharmaceutical Products)
Saitama Pref. - Bavaria, Germany (High-Precision Processing Technology & Advanced Material)	Mie Pref. - Rhone-Alps, France (Mechatronics)
Shonan Area - Oulu City and Helsinki City, Finland (Telecommunications and Electronic Machine Equipment)	

Asia 6 projects	
Koriyama, Fukushima - Wonju, Gangwon, South Korea (Medical Equipments Home care & Rehabilitation Equipment)	Kitakyushu City Area - Kyongsang-namdo, South Korea (Machinery Parts & Material Processing)
Tottori Pref. - Taiwan (Food Products)	Kitakyushu City Area - Hanoi and Hai-Phong Area, Vietnam (Metal Processing & Machinery Manufacturing)
Kyusyu - Shandong Province, China (Environment/Recycling-related Industry)	Oita Pref. - Chungcheongbuk-do, South Korea (Semiconductor)

Total: 14 projects as of FY2011
Projects continuing from FY2010: 10
Projects adopted in FY2011: 4

Facilitation of business tie-ups for SMEs between Europe and Japan Business Matching Database - Trade Tie-up Promotion Programme (TTPP)

URL ⇒ <http://www.jetro.go.jp/ttppoas/index.html>

Search for international business partners via the internet with the TTPP(Trade Tie-up Promotion Programme)

1. Free registration

Just provide some basic data about your company and the employee you designate to handle future contact.

2. Convenient Top Page

The TTPP website provides a convenient list of proposals posted within the last 30 days.

3. Effective Promotion for Japanese Market

The operator of the TTPP, translates your information into Japanese (at no charge) to help you promote your proposal in the Japanese market.

4. Types of Business

- Export and Import of Product/ Parts
- Technology Transfer
- Investment
- Business Tie-ups
- Space for Offices / Factories
- Business Support

5. Save Time with Automated Matchmaking

If a match is made, the TTPP sends emails to both parties.



Contribution towards realisation of the EU-Japan EIA

JETRO's Online Database of Government Procurement Notices and Invitations

URL ⇒ <http://www.jetro.go.jp/en/database/procurement/>

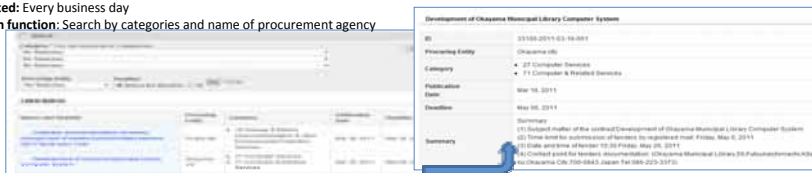
1. Central government procurement notices

- **Agencies covered:** Central government organizations (e.g., central ministries, incorporated administrative agencies, government-affiliated agencies, etc)
- **Notices covered:** procurement notices under the WTO agreement and the Japanese government's original guideline, costing 100,000 special drawing rights (SDRs) and more
- **Updated:** Every business day
- **Search function:** Search by date of announcement on official gazettes, categories, keywords, name of procurement agency and others.



2. Local government procurement notices

- **Agencies covered:** 66 local governments (all 47 Japanese prefectures and 19 designated cities)
- **Notices covered:** procurement notices under the WTO agreement, costing 200,000 SDRs or more
- **Updated:** Every business day
- **Search function:** Search by categories and name of procurement agency



3. Automatic translation function for linked local government procurement information website

- **Agencies covered:** 81 local governments (40 core cities and 41 "exceptional" cities)
- **Linked URLs:** local government procurement information websites
- **Automatic translation function:** Content on the website can be automatically translated into English.



Thank you.

- **Contact :**
- **JETRO BRUSSELS**
- Rue de la Loi 82, 1040 Brussels BELGIUM
- TEL : 32-2-282-05-00 FAX : 32-2-280-25-30

Knorr-Bremse Group (クノールブレムゼグループ)

22nd of September 2011
(2011年09月22日)

Dr. Jonathan Paddison
(ジョナサン・パディソン)



Knorr-Bremse Group

Every day, more than 1 billion people put their trust in systems
from Knorr-Bremse
(毎日、10億人以上の人々が、クノールブレムゼのシステムに信頼を寄せています)



Knorr-Bremse Group

Knorr-Bremse at a glance (一目でわかるクノールブレムゼ会社概要)

Founded (設立)	1905 (明治37年)
Experience (実績)	100 years of Innovation (革新の100年)
Independence (独立性)	Family owned (家族経営)
Employees (従業員数)	16.277* (1万6千277人)
Sales (売上高)	3,712 Mio. EUR* (約37億ユーロ)
R&D expenses (開発費用)	4.7 % of Sales* (売上高の4.7%)
Investments (資本金)	134 Mio. EUR* (1.34億ユーロ)
Locations (拠点)	More than 80 locations in 25 countries (25ヶ国, 65拠点以上)



Two Main Divisions
(主要2部門)

Systems for Rail Vehicles, Systems for Commercial Vehicles
(鉄道システムおよび商用車システム)

Product portfolio
(取扱製品)

Global market- and technological leader with two main pillars:
(2つのビジネスを柱にした、世界市場と技術の担い手)

- Brake systems for rail vehicles + On-Board System
(鉄道車両用ブレーキシステム/車両搭載機器)
- Brake systems for commercial vehicles + torsional vibration damper
(商用車用ブレーキシステム/ねじり振動ダンパー)



Knorr-Bremse Group

*Source: Provisional 2010 Results (出典: 2010年 アニュアルレポート)

| 3

Knorr-Bremse has more than 87 sites on 4 continents in 29 countries.
56 of them are manufacturing locations.
(クノールブレムゼは、4大陸29ヶ国に、87の拠点を展開しています。
うち56拠点が生産拠点です)



America (アメリカ)

Brazil (ブラジル)
Canada (カナダ)
Mexico (メキシコ)
USA (アメリカ合衆国)

Europe/Africa (ヨーロッパ/アフリカ)

Belgium (ベルギー)	Romania (ルーマニア)
Germany (ドイツ)	Sweden (スウェーデン)
France (フランス)	Switzerland (スイス)
UK (イギリス)	Spain (スペイン)
Italy (イタリア)	Czech Republic (チェコ)
Netherlands (オランダ)	Turkey (トルコ)
Austria (オーストリア)	Hungary (ハンガリー)
Poland	South Africa (南アフリカ)

Asia/Pacific (アジア大西洋地域)

Australia (オーストラリア)
China (中国)
India (インド)
Japan (日本)
Russia (ロシア)
South Korea (韓国)
Singapore (シンガポール)



Knorr-Bremse Group

| 4

What are the key success factors of Knorr-Bremse? (クノールブレムゼの成功の鍵とは?)

<p>Independence (独立性)</p> <ul style="list-style-type: none"> Independent industrial group (独立企業) Fast decisions and high flexibility (迅速な意思決定と高い柔軟性) Interests of company overrule shareholders' interests (株主の利益<会社の利益) 	<p>Powerful Organization (強力な組織)</p> <ul style="list-style-type: none"> Clear focus on two main businesses (主要な二つのビジネス分野に対する明確なビジョン) Decentralized organization: Local management and responsibility for products, services and customer policies (分権組織: 製品、サービス、顧客ポリシー等を現地の責任下で管理) Target agreements (目標の共有) International leadership team (国際的な指導チーム) Process orientation, "Business Excellence" (プロセス指向「ビジネスの卓越性」)
<p>Market, Cost and Technology Leadership (マーケット、コスト、技術リーダーシップ)</p> <ul style="list-style-type: none"> Worldwide market leader, present in all markets (グローバル・マーケットリーダー、全ての市場における存在感) Added value for customers regarding safety, functionality and LCC (system integration) (安全性、機能性およびLCC(システム統合)に関する付加価値を顧客に提供) High R&D expenses to develop innovative system solutions in brakes and on-board segment (ブレーキおよび車両搭載セグメント向けの革新的システムソリューションの開発のため、多額の研究開発費を投資) 	<p>Employees and HR Philosophy (従業員、HRに関する理念)</p> <ul style="list-style-type: none"> High demand from employees regarding performance and entrepreneurial skills (パフォーマンスと企業家能力に関する従業員の旺盛な向上意欲) Tailored HR development (management promotion groups, trainee programmers, tutorials, ...) (各従業員に合わせた人材育成(管理部門プロモーションチーム、研修プログラム、教育等)) "Knorr-Bremse Spirit": Strong identification of employees with the company (「クノールブレムゼ精神」: 会社に対する従業員の強い帰属意識)



Think global - act local. A global development, production and sales network guarantees optimal customer proximity

(グローバルな思考と地域に根付いた行動 -

グローバルレベルでの開発、生産、販売ネットワークが、お客様との密接した関係づくりをお約束します)

Local benefits in a global market:

- “local content“ (現地調達率)
- local sales offices (現地営業所)
- local market know-how (現地市場のノウハウ)
- local production (現地生産)
- local service (現地サービス)
- local rules and legislation (現地の法規制)



Further developing the global technological leadership is the key for the success strategy of Knorr-Bremse Rail Group

(世界的な技術指導力の一層の発展が、クノールブレムゼ鉄道グループの成功戦略の鍵となります)


- Global Mega trends asking for Innovations and Technical solutions, e.g
(世界的なメガトレンドが求める革新と技術ソリューション例)
 - Environmental protection (環境保護)
 - Life Cycle Costs (LCC) (低ライフサイクル費用:LCC)
 - Energy saving (省エネ)

- KB results for Innovation
(革新に向けたKBの取り組み結果)
 - 27 patent applications in 2008 (2008年:27特許申請)
 - 1640 valid patents actually (現在有効な特許数:1,640)
 - 40 countries with valid patents (40ヶ国にて特許が有効)

Environmental Protection Energy Saving
(環境保護)
(省エネ)

➔


Driver assistance systems
(運転手アシストシステム)



LCC

➔


Oil Free Compressor
オイルフリーコンプレッサ



LCC

➔

Eddy Current Brake
(渦電流ブレーキ)




Quality is highest premise for a manufacturer of safety-relevant systems (安全の係わるシステムのメーカーにとって、品質の確保は最も大切な事項です)



Quality First (品質第一)

- Bundle of measures (様々な対策)
 - Management and personnel (管理と人員)
 - Design (設計)
 - Supplier (サプライヤ)
 - Production (生産)
 - Customer (顧客)

- Quality-First Measurements within numerous KE-initiatives
(数々の「KEイニシアチブ」内に、品質第一の対策を設定)



Knorr-Bremse in Japan (日本におけるクノールブレムゼ)

Knorr-Bremse started rail systems operation in Japan in 1992.

Now, we receive orders for not only braking systems, but supplying a variety of products for different rail systems.

(1992年、クノールブレムゼが日本市場への参入を果たしました。)

現在は、主力製品であるブレーキシステムの受注を実現し、様々な車両形式に合わせた、多様な製品を納入しています)

In addition, "Service Center" was opened in Sakado City, Saitama Pref. to provide professional technical services by experienced and well-knowledged engineers for product maintenance, overhaul and repair, etc.

(また、2006年には、埼玉県坂戸市に「サービスセンター」を開設し、豊富な知識と経験を持ったエンジニアによる製品の点検や整備、修理など、きめ細やかなテクニカルサービスを実施しています)



Corporate History of KB Japan (日本の沿革)

1992

Establishes a joint venture "Koshin-Knorr Co., Ltd." with Mitsui & Co., Ltd. And Koshin Seikoshu Co., Ltd. And starts sales of compressors into Japanese railway industry.

(三井物産、工進精工所との合併で「コーシン・クノール株式会社」を設立。国内鉄道事業者向けにコンプレッサの販売を開始)

2000

Acquires 94% of the Koshin-Knorr shares and renames the subsidiary Knorr-Bremse Rail Systems Japan Ltd.

(クノールブレムゼが株式を94%取得し、「クノールブレムゼ鉄道システムジャパン株式会社」に社名変更)



2002

Receives its first order for a braking system in Japan which is to be designed for a foreign customer of a Japanese car builder.

Opens the "Saitama Parts Center" in Saitama City, Saitama Pref.

(国内車両メーカーより、海外向けブレーキシステムを初受注。埼玉県さいたま市にて、「さいたまパーツセンター」業務を開始)

2004

Starts joint research on JR East's "Fastech" high-speed Shinkansen test train.

(JR東日本新幹線高速試験電車「FASTECH」共同研究開始)

2006

Opens the "Service Center" in Sakado City, Saitama Pref. The oil-free compressor is installed in the first test vehicle. Introduction of the "EP2002" brake control system starts.

(埼玉県坂戸市にて「サービスセンター」業務開始。オイルフリーコンプレッサ試験搭載開始。ブレーキ制御システム「EP2002」導入開始)

2009

Receives orders for foundation brake systems for JR East's E5 Shinkansen.

(JR東日本新幹線E5向け基礎ブレーキシステム受注)



Knorr-Bremse Group

| 9

Domestic Business (国内事業)

Setting the world standards in their respective fields, our products are highly regarded in the Japanese market as well.

(世界標準を確立しているクノール製品は、日本市場においても高く評価して頂いております)

At present, we supplies braking systems not only for "Hayabusa" high-speed Shinkansen of JR East, but also for rail vehicles of JR companies, Keio Corporation, Tsukuba Express, and Seibu Railway.

(現在、JR東日本新幹線「はやぶさ」向けの基礎ブレーキをはじめ、JR各社線や京王電鉄線、つくばエクスプレス線、西武鉄道線などに幅広くブレーキシステム製品を供給しています)

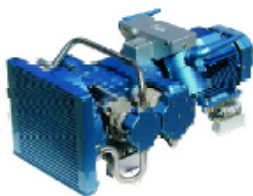
Foundation Brake

基礎ブレーキ装置



Oil Free Compressor

オイルフリーコンプレッサ



EP2002 Brake Control System

EP2002ブレーキ制御システム



Leveling Valve

高さ調整弁



Platform Sealed Gate

可動式ホーム柵



Knorr-Bremse Group

| 10

Overseas Business (海外事業)

Knorr-Bremse Rail Systems Japan is supplying complete brake and on-board systems for various overseas projects with Japanese car builders and traction suppliers. Our core competences in system engineering, sales and service management contribute to enhanced safety of railway transportation in Japan and worldwide countries.

(クノールブレムゼ鉄道システムジャパンは、日本の車両メーカーや電機メーカーと連携し、世界各国の鉄道プロジェクトを受注し、ブレーキシステムをはじめとする車両用機器を納入します。また、各プロジェクトに応じて、システムエンジニアリング、販売、保守マネジメントなどのサービスを提供し、海外でも輸送システムをサポートしています)

Dubai Metro/UAE

アラブ首長国連邦 ドバイ新交通



Manila LRT Authority/ Philippines

フィリピン マニラ都市圏LRT



Beijing Subway/China

中国 北京地下鉄



Kowloon-Canton Railway/HKG

香港 九広鉄路



Irish Rail/Ireland

アイルランド国鉄



Alishan Forest Railway

台湾 阿里山森林鉄道



Taoyuan International Airport Railway

台湾 桃園国際空港鉄道



Conclusion (まとめ)



Summary (要約)

- Knorr-Bremse look back on 20 years of successful work in Japan (日本におけるクノールの20年間)
 - First with Air Supply units and Leveling Valves (日本市場参入時の製品群: 空気供給装置および高さ調整弁)
 - More recently with bogie brake equipment for the Shinkansen (ここ最近の取り扱い商品: 新幹線向け台車ブレーキ装置)
- Knorr-Bremse learned a lot of things about the requirements of Japanese customers through the business experience with Japanese railways. (日本の鉄道市場でのビジネス経験を通じて、日本のお客様のニーズについて多くのことを学びました)
- Knorr-Bremse has recognized and understood the requirements of Japanese Railways and implemented them in our factories. (日本の鉄道市場のニーズを十分に認識・理解し、グループの生産現場においても徹底させるようになっています)

■ “Knorr-Bremse Rail Systems Japan Ltd.”, Head Quarter in Japan

(日本におけるフラッグシップ「クノールブレムゼ鉄道システムジャパン株式会社」)

In 1992, Knorr-Bremse Rail Systems Japan started its operation in Japan by supplying Knorr-Bremse compressors to JR East. Aiming to develop our business even further in this country, we are based in Shinjuku of Tokyo subcenter.

(1992年、JR東日本へのコンプレッサを皮切りに、日本市場への参入を果たした「クノールブレムゼ鉄道システムジャパン」は、日本の鉄道市場開拓を目指し、東京の副都心、新宿に日本における拠点を構えています)

■ “Service Center” – the Gateway to the service network

(サービスネットワークの最前線「サービスセンター」)

In 2006, we opened the Knorr-bremse Rail Systems Japan Ltd. Service Center in Sakado City, Saitama Pref. as a Japanese base for product storage, pre-delivery inspection, and overhauling and other maintenance work.

In addition to Knorr-Bremse braking systems, the Service Center also provides Japanese railway companies and rail vehicle manufacturers with a range of services including technical support.

(日本における製品の保管、納品前の点検やオーバーホールなど整備の拠点として、2006年5月、埼玉県坂戸市に「クノールブレムゼ鉄道システムジャパン サービスセンター」を開設しました。)

日本の事業者殿、車両メーカー殿に向け、ブレーキシステムなどの製品群はもとより、技術的サポートを含めたサービスを提供しています。今後も地域に根ざしたさらなるサービス体制の充実、ネットワーク強化を図ってまいります)



Knorr-Bremse Rail Systems Japan Ltd.

(クノールブレムゼ鉄道システムジャパン株式会社)

Established: 1992 (設立: 1992年)
Capital: JPY50M (資本金: 5,000万円)
President: Masahiko Horiuchi (代表取締役社長: 堀内 雅彦)
No. of Employees: 32 (従業員数: 32名)

7F, Nittochi Nishi-Shinjuku Bldg., 6-10-1,
Nishi-Shinjuku, Shinjuku-ku, Tokyo 160-0023
Phone: +81 3 3346 2620 / Fax: +81 3 3346 2623

(〒163-0023 東京都新宿区西新宿6-10-1 日土地西新宿ビル7F
TEL: (03) 5301 1013 / FAX: (03) 5301 1022)

Knorr-Bremse Rail Systems Japan Ltd. Service Center

(クノールブレムゼ鉄道システムジャパン株式会社 サービスセンター)

6-22-1, Nissa-iHanamizuki, Sakado City, Saitama 350-0269
Phone: +81 49 288 0200 / Fax: +81 49 282 6650

(〒350-0269 埼玉県坂戸市につさい花みず木6-22-1
TEL: (049) 288 0200 / FAX: (049) 282 6650)

<http://www.knorr-bremse.co.jp/>



Knorr-Bremse Group

| 13



Thank you very much for your attention

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Mobile: +49 173 3680855
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www.knorr-bremse.com



Knorr-Bremse Group

JCDecaux

showcasing the world

JCDECAUX'S FIRST BIKE-SHARING PROJECT OUTSIDE EUROPE **CYCLOCITY TOYAMA, JAPAN**

EU-Japan Seminar
22-sep-11



Corporate Communications

JCDecaux
showcasing the world

JCDECAUX YESTERDAY: A FAMILY COMPANY

- 1964, Jean-Claude Decaux founded the Street Furniture concept in 1964.



The underlying idea: to install and maintain high-quality street furniture in public areas and to operate part of these installations for advertising purposes.

Corporate Communications

2

JCDecaux
showcasing the world

**OUTDOOR ADVERTISING:
JCDECAUX A UNIQUE POSITION**

Street Furniture Airport advertising Transport advertising Billboard advertising Self-service bicycles

N°1 worldwide N°1 worldwide N°1 worldwide N°1 in Europe N°1 worldwide

N°1 WORLDWIDE IN OUTDOOR ADVERTISING

Corporate Communications 3

JCDecaux
showcasing the world

No.1 WORLDWIDE IN OUTDOOR ADVERTISING

LONDON PARIS SHANGHAI

CHICAGO TOYAMA

SANTIAGO HONG KONG

DUBAI TASHKENT SYDNEY

Corporate Communications 4

No.1 WORLDWIDE IN OUTDOOR ADVERTISING

LONDON



PARIS



SHANGHAI



CHICAGO



SANTIAGO



DUBAI



TASHKENT



SYDNEY



TOYAMA



HONG KONG



2010 revenue
2,350 million €
1,023,900 advertising panels
in 56 countries
Daily audience of 300 million people

STREET FURNITURE

- JCDecaux : N°1 worldwide
- Best locations in major cities
- 427,200 panels worldwide
- 45 countries
- 1,800 cities
- 33 of Europe's top 50 cities



Brussels

- N°1 worldwide in Transport and Airport advertising
- 184 airport concessions
- 7 of top 10 airports worldwide
- More than 450 Transport contracts (airports, bus, metros, tramway, railway...)



CYCLOCITY®: THE CONCEPT

N°1 WORLDWIDE FOR SELF-SERVICE BICYCLE HIRE

- 1999: 1st developments in self-service bicycle hire within JCDecaux
- 2003: 1st bicycles in Vienna (*Austria*), Cordoba and Gijon (*Spain*)
- 2005: Lyon
- 2006: Brussels
- 2007: Paris, Aix-en-Provence, Marseille, Mulhouse, Besançon, Seville, Toulouse and Rouen...
- 2008: Amiens, Luxembourg, Nantes, Nancy
- 2009: Dublin, Plaine Commune, Cergy-Pontoise and extension of Paris contract with 30 towns in the suburbs
- 2010: Toyama (*Japan*), Valencia (*Spain*), Göteborg (*Sweden*), Brisbane (*Australia*)
- 2011: Ljubljana (*Slovenia*)



2011:

- a fleet of 47,000 bicycles
- more than 3,800 cycle racks
- 8 years' experience of operating self-service bicycle hire
- more than 190 million rentals

CYCLOCITY®: A MOBILITY CONCEPT SUITABLE FOR EVERY CITY

- **Promote an intermodal transport strategy to complement existing public transport systems**
- **Improve the quality of city life**
- **“Boost” bicycle usage (Paris 2% versus Amsterdam 28%)**



A revolutionary public transport system accessible to all

- 23,900 self-service bicycles
(Paris + 30 cities around Paris)
- 1,751 cycle racks
(Paris + 30 cities around Paris)
- 60 to 140,000 rentals/day
- 200,000 yearly subscribers
- More than 200,000 kms per day



The world's largest self-service bicycle hire system completely financed by advertising and bicycle rental charges

June 6, 2011: Vélib' celebrates its 100 million trips !*

Unique expertise

- Design of sturdy urban bicycles
- Installation and density of the network of cycle racks
- Regulation of available bicycles
- Maintenance (workshop / on site)
- Statistical reporting system

Maximum adaptation capacity

- customisable bicycles
- Street furniture and modular cycle racks
- Multiple, secure means of payment

Associated with the fundamental values of JCDecaux

- Expertise of design applied to outdoor requirements
- Professional calibre of the company's personnel
- Respect for our commitments

JCDecaux

showcasing the world

CYCLOCITY TOYAMA BY MCDecaux



Corporate Communications

13

JCDecaux
showcasing the world

MCDecaux

- **1999** launched from Jetro ISBC office in Osaka
- **2000** JV with Mitsubishi Corporation (JCDecaux: 60%)
start of **Mallscape®** with Aeon (largest Japanese retailer)

2011: 163 shopping centers nationwide
with 2 largest retailers
(Aeon, Ito-Yokado)



Corporate Communications

14

- 1999 launched from Jetro ISBC office in Osaka
- 2000 JV with Mitsubishi Corporation (JCDecaux: 60%)
start of Mallscape® with Aeon (largest Japanese retailer)
- 2003 deregulation of advertising on public land on bus shelters (the B-Stop®)
- 2004 start of Cityscape® in Yokohama (2nd largest city)





JCDecaux
showcasing the world

2011: 38 CITIES NATIONWIDE

- **Sapporo**
- Asahikawa
- Hakodate

- **Sendai**

- **Tokyo**
- Chiba
- Saitama
- Yokohama
- Kawasaki
- Yokosuka
- Fujisawa
- Sagami-hara

- **Nagoya**
- Hamamatsu
- Shizuoka
- Toyohashi
- Gifu

- **Niigata**
- Nagano
- Toyama

- **Osaka**
- Kyoto
- Kobe
- Nishinomiya
- Suita
- Higashi-Osaka
- Nara
- Wakayama

- **Hiroshima**
- Okayama
- Fukuyama
- Kurashiki

- Takamatsu

- **Fukuoka**
- Kita-Kyushu
- Kumamoto
- Nagasaki
- Oita

Corporate Communications

18



Tokyo



Osaka






JCDecaux
showcasing the world


**JCDECAUX FUNDAMENTALS
DESIGN**

MCDcaux


GK







Good Design
GOOD DESIGN AWARD



GK Sekkei



Ando Tadao



Ito Toyo

2005

Corporate Communications

22



- 2010 Hiroshima city, planning design award
Okayama city, beautification award
- 2009 KitaKyushu city, urban beautification award
Gifu city, beautification encouragement award
Fukuoka city, beautification award
Saitama city, beautification award
- 2008 Sendai city, good design exhibition award
Toyama city, beautification advertising award
Nagoya city, beautification award



- Launched in 1999 from Jetro ISBC office in Osaka
- 2003 deregulation for advertising on public land
- Awarded in 2005 METI prize
- 2008 deregulation for allowing new shelter design on narrow pavement



- 1999 launched from Jetro ISBC office in Osaka
- 2000 JV with Mitsubishi Corporation (JCDecaux: 60%)
start of Mallscape® with Aeon (largest Japanese retailer)
- 2003 deregulation of advertising on public land on bus shelters (the B-Stop®)
- 2004 start of Cityscape® in Yokohama (2nd largest city)
- 2010 start of Cyclocity® in Toyama

CYCLOCITY THE FIRST BIKE-SHARING PROJECT IN JAPAN



THE PAIN TO SOLVE

high usage of
private bikes
across all cities



parking space,
abandoned
bikes, thefts



need to
organize space
on public land



- 150 bikes at 15 stations
- In Toyama (40th largest Japanese city)
 - “Eco-model city” label by Ministry of Environment
 - Public transportation renovation (tramway)
 - City center revitalization plan
 - Political leadership
- The 1st full-scale bike-sharing project in Japan



EASY & CONVENIENT REGISTRATION

- Registration
 - Online
 - Mail
 - At hotels
- Payment
 - Credit card
 - Bank account



AFFORDABLE SERVICE FOR CITIZENS

SUBSCRIPTION FEE	
1 day	2,70 EUR
2 days	4,50 EUR
7 days	9,00 EUR
1 year with public transport card	4,50 EUR/month
1 year	6,30 EUR/month

USAGE FEE	
First 30min	Free
Next 30min	1,80 EUR
Next 30min	4,50 EUR



Hardware design



Operational excellence



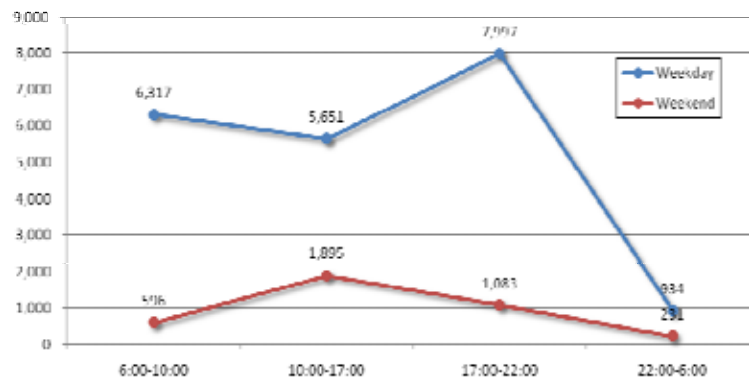


Quality of service

- Free hotline
- Online
- Mobile & smartphone App



Highest bike rotation: weekdays, peak hours



= a true public transport for daily commuters

GREAT CUSTOMER SATISFACTION

Satisfaction rating investigation in Dec. 2010

- Maintenance & Cleanness : **89%**
- Design : **80%**
- Easiness to use : **81%**
- Regulation : **80%**



NO vandalism



A DIVERSIFIED BUSINESS MODEL

Support

Toyama
City



Revenue

Outdoor
advertisement



Subscription
& Rental
Revenue



Road occupation
Ad permission

Cyclocity TOYAMA



TRIGGERED HIGH LEVEL OF INTEREST



exceptional PR coverage

TRIGGERED HIGH LEVEL OF INTEREST

- **A true showcase**
 - 94 delegations, 625 people
 - Vice minister, 9 Mayors, 5 vice mayors
 - 34 city assembly member groups
 - 15 cities
- **Multiple cities**
 - Study
 - Trial
 - Full-scale



Drivers to success:

- Long-term trust with our counterparts
- Track record worldwide & in Japan
- Unique value proposition



THANK YOU.





EUROPEAN BUSINESS COUNCIL IN JAPAN
THE EUROPEAN (EU) CHAMBER OF COMMERCE IN JAPAN

Seizing the Opportunity in Japan - Why the EU Needs a Trade Agreement with Japan

Alison Murray
Executive Director, EBC
22 September, 2011

Who we are and what we do

Promoting the interests of European businesses in Japan

- The European Business Council (EBC) is the trade policy arm of 17 European National Chambers of Commerce, Business Associations & other organisations in Japan
- EBC represents the interests of 3,000 European companies in Japan
- EBC works to improve the trade and investment environment for European companies in Japan and improve opportunities for EU companies to enter the Japanese market

Specific sector issues – NTBs, tariffs, business practices, etc.

Cross-cutting issues – Procurement, FDI issues, IPR, Competition, etc.



EUROPEAN BUSINESS COUNCIL IN JAPAN
THE EUROPEAN (EU) CHAMBER OF COMMERCE IN JAPAN

What sectors do we cover?

Current 30 Committees:

(More under development)

- Aeronautics, Space & Defence
- Airlines
- Animal Health
- Asset Management
- Automobile
- Automotive Components
- Banking
- Business Aviation
- Business Continuity Planning
- Construction
- Cosmetics
- Environmental Technology
- Food
- Human Resources
- Insurance
- ICT
- Freight & Logistics
- Legal Services
- Liquor
- Materials
- Medical Diagnostics
- Medical Equipment
- Patents, Trademarks & Licences
- Railway
- Retail
- Shipping
- Sustainable Development
- Tax
- Telecommunications Carriers
- Telecommunications Equipment
- (plus link to EFPIA Japan)



Why do we bother? - Opportunities

Some outstanding examples:

- IKEA**
6 stores in 6 years plus a small Sendai/Fukushima store
- H&M**
12 stores in 4 years and 15 planned for next year
- ZARA**
67 stores in Japan in 14 years



Opportunities



Opportunities



Untapped Opportunities

To cite just a few:

- Medical Devices**

Device gap; Harmonisation of standards and/or recognition of market approvals (alignment of GCP and QMS)

- Food**

Food gap and prices; Ingredients, tariffs, beef, etc.

- Procurement**

Defence, aeronautics, railways and others



What must change to access opportunities?

- Japan needs to “open up”

- The EU needs to address Japan’s needs



What has not achieved change?

- 40 years of EBC advocacy in Japan
- 11 years of the EBC White Paper
- 11 years of the EU-Japan Business Roundtable
- 16 years of the EU-Japan Regulatory Reform Dialogue
- 2001-2011 EU-Japan Action Plan
- Endless meetings between all levels of EU and Japanese players with no major change in the game-plan

Why? – all have depended on dialogue and not negotiation



Historic Moment in Time

- May 28 marked a turning point in the history of the European Business Council in Japan (EBC). At the 2011 EU-Japan EU-Japan Summit, European Commission President José Manuel Barroso announced that full-fledged efforts towards a free trade agreement would finally be getting under way.

“The EU feels that under the conditions, a free trade agreement – together with a comprehensive parallel agreement on political and sectorial issues – would be in the strategic interests of both the EU and Japan,” he said. “Today, Japan and the EU decided to launch the process towards such an FTA.”



EBC Response



Getting ready

Preparations for an EU-Japan FTA



Is Japan ready?

- Government (DPJ) position
(PM Noda's policy speech to the diet on 9/13)
- Japanese industry position
(Keidanren, Keizaidoyukai, PM Investment RT)
- Does the revolving door at the Prime Minister's office matter?
- What about the opposition party (LDP) position?

Commitment at the top



Is it worth it? -Adding a zero to sales

- 127 million homogeneous consumers
- a high standard of living
- many with disposable assets
- accessible to the media
- loyal customers
- high propensity to save
- change in buying behaviour – value for money
- well-developed business support services

All this combined with a borderless business environment !!!





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