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2nd EU-Japan EPA Forum

May 16-17, 2019
Milan, Italy
Principe Di Savoia

EU-Japan EPA the superhighway for trade,
investments, R&D, JVs, M&A and Mega-Projects

Artificial Intelligence, Agri-Business, Automotive, Aviation, Banking, Chemicals,
Commodities, Electronics, FMCG, Financial Services, Machinery, Pharmaceutical
and Life Sciences, Robotics, Supply Chain, Technology and Transportation.

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Welcome Note

Dear Colleagues:

We are delighted to welcome you to the 2nd EU-Japan EPA Forum at the glorious Principe Di Savoia in Milan.

Over the past year, we have watched closely as the European Union and Japan concluded a historic Economic Partnership Agreement, committing to a vision of a global economy built on high standards, shared values, and an embrace of free trade. Meanwhile, we have seen Japanese multinational companies deepen their investments in Europe, with several major merger and acquisition deals announced.

These achievements would not have been possible without the unique capacities for “business diplomacy” that are exemplified by our remarkable line-up of speakers. Agreements such as the EPA help make clear the interconnections between measures that promote economic growth and corporate profits and those, which strengthen commitments to democracy, rule of law, and human rights. The achievements are all the more commendable because of the uncertainty now facing the global economy and the tide of unilateralism and protectionism that seems to be rising.

Against this backdrop, the leadership of the business community is more important than ever to ensure that European and Japanese economic actors—whether manufacturers, retailers, farmers, or tech entrepreneurs—can access the largest market possible with the most favorable and sustainable conditions.

It has been a privilege to speak to so many executives in the course of organizing this conference and to hear that—despite obvious challenges facing the EU and Japan alike—there is a fundamental optimism about the prospects for the companies gathered today in this conference. We hope that the discussions that take place over the next two days and the new relationships made help strengthen ties not only between the Europe and Japan, but also between many of the world’s most impressive companies.

We are delighted to be organizing this event in Italy, one of Europe’s most dynamic exporters and a country and the location of some of the most successful European-Japanese joint ventures. A special thanks is also owed to our generous sponsors and speakers, whose insights helped shape the event program.

Our very special thanks also to the management of the Principe Di Savoia who have been exceptional hosts, going over and above to welcome each of you as their special guests.

We hope you have a productive conference and look forward to further engagements in the near future. Thank you for your participation, your vote of support and above all, your trust in our efforts of “Business Diplomacy.”

With our very best wishes for your continued success,

Sofie Nordstrom
Co Founder
EU-Japan Forum

Bobby Batmanghelidj
Co Founder
EU-Japan Forum



Event Details

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46 - 47	Freshfields - Artificial Intelligence - managing the risks
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EVENT PROGRAMME DETAILS

MAY 16, 2019 (DAY 1)

08:00 - 09:00 **REGISTRATION AND BREAKFAST**

09:00 - **WELCOME**



SOFIE NORDSTROM
Co-Founder, Event Chair
EU-Japan EPA Forum

09:00 - 09:15 **KEYNOTE: Japan Host**



H.E. MR. KEIICHI KATAKAMI
Ambassador of Japan to Italy
Ministry of Foreign Affairs of Japan

09:15 - 09:45 **KEYNOTE: Host Country**



CARLO MARIA FERRO
President
Italian Trade Agency (ICE)

09:45 - 10:00 **KEYNOTE**



YUMIKO MURAKAMI
Head of Tokyo Centre
OECD

10:00 - 10:15 **KEYNOTE**



DR. GEORGE OLCOTT
Board Member
Dai-ichi Life Holdings,
Denso Corporation,
Hitachi Chemical,
J.P. Morgan Japanese Investment Trust

10:15 - 11:00 **PANEL: Europe-Japan Trade: Tangible Prospects Under The EPA**

Moderated Panel
Location: Main Conference Hall



MARCO CHIRULLO
EU Deputy Chief Negotiator of The EPA
European Commission
**Panel Keynote*



BURCU SENEL
Global Head of Propositions,
Global Trade and Receivables Finance
HSBC Bank plc



LUISA SANTOS
Director International Affairs
Business Europe



PASCAL KERNEIS
Managing Director
European Service Forum (ESF)



MARCO FELISATI
Deputy Director Internationalisation
and Trade Policy
Confindustria

11:00 - 11:45 **PANEL: The Attainable value of Europe-bound M&A, Joint-Ventures and Project Investments**

Moderated Panel
Location: Main Conference Hall



SARAH CARROLL
Managing Director,
Head of Global Multinationals,
Corporate Banking Division, EMEA
MUFG
** Panel Keynote*



GABRIELE DI NATALE
Head of Advisory Italy
Managing Director
**BNP Paribas - Corporate and
institutional Banking**



STEFANO DONZELLI
Managing Director,
Head of Corporate Finance
Mizuho Bank



TAKAHIRO KITTE
Partner
Leader of Japan
Business Services
EY S.p.A



TAKESHI NAKAO
Managing Partner Tokyo,
Corporate and M&A
Freshfields

11:45 - 12:45

BREAKOUT SESSION: FMCG

Moderated Session
Location: Main Conference Hall



DANIELE FERRERO
Chairman & CEO
Venchi SpA



PRYCE GREENOW
President, International
Beam Suntory
** Panel Keynote*



MONIKA AGOCS
Group Corporate Affairs Director
Asahi Europe Ltd



MASSIMO TRABUCCO
Group Customs Manager
Nestlé

13:45 - 14:45

BREAKOUT SESSION: Automotive and Aftermarket Accessories

Moderated Session
Location: Cristili Conference Hall



CHRISTIAN SEIDER
Vice President,
Automotive
NTT Data



ANGELA MANS
Head of Foreign Trade
German Association of the
Automotive Industry (VDA)



SIGRID DE VRIES
Secretary General
European Association
Automotive Suppliers (CLEPA)



DR. REZA ARABNIA
Cavaliere del Lavoro
Group Chairman, President & CEO
Geico Taikisha

11:45 - 12:45

BREAKOUT SESSION: Machinery, Technology, Robotics

Moderated Session
Location: Cristili Conference Hall



MARCO PROTTI
Research and Safety Management
Vice President Advanced Research
Leonardo S.p.A.



SAM STRIJCKMANS
Senior Vice President,
President & CEO, EMEA
Nitto Denko Corporation



MANFRED STERN
Corporate Vice President,
President & CEO, EMEA
Yaskawa



PIROUZAN PARVINE
Partner - Corporate,
Manufacturing Sector Leader Europe
Dentons

14:45-15:05

KEYNOTE



HERNAN CRISTERNA
Global Co-Head M&A
Managing Director
J.P. Morgan

15:05-15:20

KEYNOTE

Thought-leadership on the commercialization on the EPA: A perspective from Europe



PROF. GABRIEL FELBERMAYR
President
Kiel Institute For The World Economy

12:45 - 13:45

LUNCH AND NETWORKING

13:45 - 14:45

BREAKOUT SESSION: Aviation

Moderated Session
Location: Main Conference Hall



SHINICHI HAYASHIDA
Chairman
SMBC Aviation Capital



JEAN-PIERRE STINNACK
Senior Vice President
AIRBUS



HIROYUKI UEHARA
Senior Vice President Europe,
Middle East & Africa and Regional General
Manager UK & Ireland
Japan Airlines



STEFANO BORTOLI
CEO
ATR Aircraft



MICHEL DEMBINSKI
Managing Director
Head of Aviation
Structured Finance
Office for EMEA
MUFG

15:20 - 15:30

KEYNOTE



TORU MORITA
President,
Japan Business Council in Europe (JBCE)
President & CEO,
Mitsui Chemicals Europe

15:30-16:30

PANEL: Bilateral Portfolio Optimization

Moderated Session

Location: Main Conference Hall



TOSHIYA TSUKAHARA
Partner
Advantage Partners



JUNKO OGUSHI
Senior Partner
Atsumi & Sakai



MASAYUKI TANIMOTO
Resident Executive Officer,
Regional Head for Europe,
the Middle East and Africa
Japan Bank for International
Cooperation (JBIC)



SAMUEL ZAYAT
Partner
Alexander Partners

16:30-16:40

CLOSING KEYNOTE



MAURO MORETTI
Co-Chairman
Italy-Japan Business Group

16:30-17:30

NETWORKING RECEPTION



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a big deal?

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EVENT PROGRAMME DETAILS

MAY 17, 2019 (DAY 2)

08:00 - 08:45 **NETWORKING AND BREAKFAST**

08:45 - 09:00 **KEYNOTE**



H.E. MR. KAZUO KODAMA
Ambassador Extraordinary and
Plenipotentiary of Japan To
The European Union

09:00 - 09:15 **KEYNOTE**



MICHELE GERACI
Secretary of State for Trade
Italian Ministry of Economic Development

09:15 - 09:30 **KEYNOTE**



ANDREA GUERZONI
EMEIA Transaction Advisory Services Leader
EY

09:30 - 09:50 **KEYNOTE**



MASAKI SAKUYAMA
Chairman
Mitsubishi Electric Corporation

09:50 - 10:50 **PANEL: EPA In The Geopolitical Context**

Moderated Panel

Location: Main Conference Hall



FUKUNARI KIMURA PHD
Chief Economist
**Economic Research
Institute For Asean And
East Asia (ERIA)**
** Panel Keynote*



TAKESHI HAJIRO
Executive Vice President
Mitsui & Co Europe plc



DR. STEFAN MAIR
Executive Board Member,
Head of International Affairs
Federation Of German Industries (BDI)



STEFANO GIUDICI
Managing Director, Italy
Head of Investment Banking
Nomura

10:50 - 11:30 **PANEL: Digital Innovation and Artificial Intelligence**

Moderated Panel

Location: Main Conference Hall



ADRIAAN SCHEIRIS
EU Public Affairs Manager
UPS Europe



LORENA DELLAGIOVANNA
Country Manager, Italy
Hitachi Group



LOANA SURPATEANU
Co-Head of Government Affairs EMEA,
Innovation Strategy
CITI

11:30 - 12:30 BREAKOUT SESSION: Pharmaceuticals

The GPS for M&A, JVs and Ethical R&D
Moderated Session
Location: Main Conference Hall



DR. OLE MØLSKOV BECH
Chairman, EFPIA Japan
Senior Vice President,
Japan And Korea
Novo Nordisk



JOCHEN BOHNER
Senior Vice President
Global Commercial Finance
Astellas Pharma Europe



PATRIK GRANDITS
Vice President & General Manager,
Nordic Region
Daiichi-Sankyo Europe



DR. KOEN BERDEN
Executive Director International Affairs
European Federation of Pharmaceutical
Industries And Associations (EFPIA)

11:30 - 12:30 BREAKOUT SESSION: Agri-Business

The Road to Increased Sales, Improved Margins and Profitability
Moderated Session
Location: Cristili Conference Hall



THOMAS MAGNUSSON
President
European Agri-Cooperatives



NAOKI KANEHISA
Partner
Head of London Office
Atsumi & Sakai



GIUSEPPE PERRONE
Blockchain HUB Mediterranean Leader
EY



DR. TERESA BABUSCIO
Director Agricultural and
Cross Divisional Affairs
Bayer Crop Science



CLAUDIO ROTTI
President
Italian Association of
Foreign Trade



ANNIBALE PANCRAZIO
CEO
Pancrazio S.p.A

12:30 - 13:30 LUNCH AND NETWORKING

13:30 - 14:00 KEYNOTE



CECILIA MALMSTRÖM
EU Commissioner for Trade
European Commission

14:00 - 14:30 KEYNOTE



KATHY MATSUI
Vice Chair
Goldman Sachs Japan

14:30 - 15:15 BREAKOUT SESSION: Brexit - An Opportunity for Many

Moderated Session
Location: Main Conference Hall



JEROEN NIJLAND
Commissioner
Netherlands Foreign Investment
Agency



ALEXANDRE EBTEDAEI
Partner
FTPA Law (France)



FRANK BELFRAGE
Former Deputy Foreign Minister,
Partner
Consilio International AB



DR. MINAKO MORITA-JAEGER
Associate Fellow
UK Policy Observatory



PATRYCJA NIEMCZYK-FAVARÒ
Head of Polish Foreign Trade,
Milan Office
Polish Investment and
Trade Agency (PAIH)

15:15 - 15:30 CLOSING KEYNOTE:



YASUKAZU IRINO
Executive Vice President
Japan External Trade Organisation (JETRO)

15:30 - FINAL REMARKS

Bobby Batmanghelidj
Co-Founder
EU-Japan EPA Forum



CECILIA MALMSTRÖM
EU Commissioner for Trade
European Commission

Cecilia Malmström has served as European Commissioner for Trade since 2014, having previously served as European Commissioner for Home Affairs from 2010 to 2014. In her current position, she represents the EU in the World Trade Organisation (WTO) and other international trade fora.

Cecilia Malmström is responsible for negotiating bilateral trade agreements with key countries, including the recently concluded agreements with Japan, Canada and Singapore, and for ongoing negotiations with for example, Chile and the Mercosur countries.

Prior to her appointment as a Commissioner, she served as a Member of the European Parliament from 1999 to 2006, and as Swedish Minister for European Union Affairs 2006–2010. She is a member of the Liberal People's Party, which is represented by the A.L.D.E. in the European Parliament.

Cecilia Malmström holds a Ph.D. in Political Science, Department of Political Science from Göteborg University.



MICHELE GERACI
Secretary of State for Trade
Italian Ministry of Economic Development

Michele Geraci is Secretary of State at the Italian Ministry of Economic Development, where he is responsible since last June for international trade and foreign investment. He is a former Investment Banker and Electronic Engineer, as well as an Assistant Professor of Finance at the Chinese campuses of Nottingham University Business School in Ningbo and New York University in Shanghai. He also taught Finance at Zhejiang University and was Head of China at the Global Policy Institute.

Secretary Geraci is an expert on China, where he lived from 2008 to 2018. His academic work was aimed at governments, corporations and investors, offering practicable and concrete policy recommendations and investment advice. Topics of interest included monetary policy, inequality, migration, urbanisation, international trade and M&A.

He was a regular contributor to China Daily op-ed and a columnist for both Caixin Magazine and Il Sole 24 Ore / Radiocor. Professor Geraci has been voted for four consecutive years as one of the top 50 Italian experts on Chinese matters by MilanoFinanza; and has been voted as one of the top 5 University of Nottingham media experts. He has recently been awarded the title of Knight of the Order of the Star of Italy by the President of the Italian Republic Sergio Mattarella.

Secretary Geraci also taught courses on China's economy both at LUISS University in Rome and at Copenhagen's Business School. He also run for several years a popular blog aimed at enhancing the knowledge about China among European and Italian policymakers, corporations and the general public.

Prior to moving to China, Secretary Geraci worked for more than a decade as an investment banker based between London and New York in investment banks such as Merrill Lynch, Bank of America, DLJ and Schrodgers - among other roles as co-head of European Telecom Research and Head of Latin America Telecom Research.



H.E. MR. KAZUO KODAMA
Ambassador Extraordinary and
Plenipotentiary of Japan to The European
Union

H.E. Mr. Kazuo Kodama has been Ambassador of the Mission of Japan to the European Union in Brussels since September 2016. Before that, he was based in Paris for three years serving as the Japanese Ambassador to the OECD.

H.E. Mr Kodama first joined the Japanese Foreign Service over 40 years ago in 1976 and since then has spent over half his career abroad, serving in various high-level governmental positions, including as Consul-General in Los Angeles, Deputy Permanent Representative to the U.N. in New York, and most recently in Paris and Brussels. He has also held a number of high-level positions in Tokyo, including Deputy Director-General of the Economic Cooperation Bureau, and Press Secretary / Director-General for Press and Public Relations in the Minister's Secretariat.



CARLO MARIA FERRO
President
Italian Trade Agency (ITA/ICE)

Carlo Ferro is President of the ITA – ICE Agency Board of Directors on the 7th of January 2019 after his resignation as Chairman of the Board at STMicoelectronics (Italia) S.r.l. At STMicoelectronics NV from 1999, he held various top management positions rising to President Finance Legal Infrastructure and Services. He was also the Group's Chief Financial Officer for over 15 years where he contributed to the development of one of the Italy's and Europe's technology champions worldwide, with growth results and in the same period, an increase in employment and value creation.

Carlo Ferro was Deputy Chairman at Assolombarda, as well as the designated representative for Industrial Policies and Revenue, and member of the Board of Directors of Digital Innovation Hub Lombardia, posts he resigned from to assure his total independence in the role of President of ITA – ICE Agency. He is presently an advisor of the European Commission as member of the IPCEIC (the Strategic Forum for Important Projects of Common European Interest), as well as adjunct professor of the LUISS Business School, and co-scientific director of its Master's programme in Corporate Finance. A former manager at IRI of Finmeccanica and Vice-President of Elsag Bailey Process Automation, Carlo Ferro started his career as a junior controller at the steel mill in Taranto and then dedicated his career to the development on international markets of large scale technology firms, listed on capital markets with the participation of the Italian State. In over 20 years of experience working abroad, he managed international alliances and joint ventures in the USA, Sweden, Holland, China, Singapore and Japan and has served on the governance bodies of 25 companies in different industries, and in 7 countries within Europe, Asia and USA.



H.E MR. KEIICHI KATAKAMI
Ambassador of Japan to Italy
Ministry of Foreign Affairs of Japan

- September 2017: Ambassador of Japan to Italy, San Marino and Malta
Permanent Representative FAO-WFP-IFAD
(Present position)
- June 2016 Deputy Minister for Foreign Affairs
- July 2014 Ambassador of Japan to the European Union
- September 2012 Director-General, Economic Affairs Bureau
- March 2011 Ambassador in charge of Economic Diplomacy
- October 2008 Ambassador of Japan to Ghana, concurrently to Sierra Leone and Liberia
- July 2008 Ambassador of Japan to Ghana
- February 2007 Deputy Director-General, European Affairs Bureau
- September 2004 Director, Personnel Division
- August 2001 Minister, Embassy of Japan in the United States of America
- October 2000 Minister of State, Yasuo FUKUDA
- July 2000 Private Secretary to Chief Cabinet Secretary, Minister of State, Hidenao NAKAGAWA
- October 1999 Private Secretary to Chief Cabinet Secretary, Minister of State, Mikio AOKI
- July 1999 Private Secretary to Chief Cabinet Secretary, Minister of State, Hiromu NONAKA
- April 1980 Entered Ministry of Foreign Affairs



YASUKAZU IRINO
Executive Vice President
Japan External Trade Organisation
(JETRO)

Mr. Yasukazu Irino has been Executive Vice President, Japan External Trade Organization (JETRO) since October 2017. Prior to this, he served as Deputy Director-General for Trade Policy, Trade Policy Bureau, Ministry of Economy, Trade and Industry (METI). Mr. Irino graduated with a Law degree from Tokyo University and upon graduation he joined METI in 1987. After then, he has held various positions including experience working overseas as visiting fellow at Stanford University in the US and Commercial Counsellor at Embassy of Japan in UK, Head of Singapore Office, Chief Representative for Asia and Oceania at NEXI Singapore, assigned by Ministry of Economy, Trade and Industry (METI). In Japan, he worked as Senior Fellow at Research Institute of Economy, Trade and Industry, Director of Small and Medium-sizes Enterprise Agency, and Natural Resources and Energy Agency in METI. He also worked as Executive Assistant to the Secretary of State of METI and Chief Representative for Parliament affairs at Minister's Secretariat of METI, Director General of Planning Department at JETRO to assist Japanese local governments and small and medium enterprises to expand their exports of agricultural, industrial and other products to overseas' market.



MAURO MORETTI
Co-Chairman
Italy-Japan Business Group

Mauro Moretti is currently Chairman of the Italian Railways' Foundation, Vice Chairman of the Previdai Pension Fund, Member of Confindustria's Advisory Board (General Confederation of Italian Industry) Co-Chairman of the Italy-Japan Business Group (JBG), Visiting Professor at Milan Polytechnic, Rome's 2nd University Tor Vergata and at the LUISS University in Rome. He is also co-founder of SACERTIS (Safe Certified Structure) a company which monitors and diagnoses infrastructure safety risks (since 2019).

Mauro Moretti was Chief Executive Office and General Manager at Leonardo Spa (formerly Finmeccanica Spa) between May 2014 and May 2017.

During his time at Leonardo he launched a restructuring plan to raise the company's competitiveness to meet a global market and transformed the Group into a "One Company" with seven operational divisions. In 2016 Moretti also put forward the idea of rebranding the old company name Finmeccanica in Leonardo Spa. By May 2017 the company's share value had risen by over 250% compared to that of May 2014.

Moretti held a number of positions during his time at Leonardo: President of ASD (the European Aeronautics, Space, Defence and Security industries' Association), Honorary Chairman of AIAD, (the Italian Aerospace, Defence and Security Industries' Federation), President of Fondazione R & I (Research and Entrepreneurial Foundation) and member of Comitato Leonardo's Executive Board (Italian Quality Committee). Other roles include Member of the Board of Confindustria (Italian Confederation of Industry) component of its Expert Panel on European Matters and a Member of the Board of Unindustria (Association of Manufacturers and enterprises for Rome, Frosinone, Latina, Rieti, Viterbo).

Mauro Moretti was born in Rimini, Italy, in 1953 and was awarded an honours degree in Electrotechnical Engineering by the University of Bologna in 1977. He was decorated with the Order of Merit for Labour by the President of the Republic in 2010 and received an honorary degree in mechanical engineering from the University of Cassino in 2005.



JEROEN NIJLAND
Commissioner
Netherlands Foreign Investment Agency

1965: Born in Doetinchem, The Netherlands
1984-1989: Studied Political Science, Catholic University Nijmegen
1985-1989: Studied Public Administration and Policy Sciences, Catholic University Nijmegen
1990-2010: Various positions at the Dutch Ministry of Economic Affairs and the Dutch Ministry of Finance
2009: Chairman of the Regulatory Policy Committee, OECD
2011: Public Sector Reform Management, OECD in Paris
2012: Task force Greece at the European Commission (in Brussels & Athens)
2014 - today: Commissioner of the Netherlands Foreign Investment Agency (NFIA) for the Dutch Government



CLAUDIO ROTTI
President
Italian Association of Foreign Trade (AICE)

Born in Turin on November 15th, 1938
Living in Turin – Corso Re Umberto 29/bis
Graduated in Economic Sciences; fluent in English, French and Russian
1970/1978 Industrial Manager.

1978 Founder of UNIMAC SpA, UNIRAM SYSTEM SpA and UNIMAC ENGINEERING srl.

Actual President of ELVIM INT SRL.

These Companies have always been active in Foreign Trade, especially in Eastern Europe and in the former USSR Countries. At present, they are fully trading with China and India exporting turn key plants in different industrial sectors.

During the years he became an Expert of the International Markets.

President of Aice (Italian Association of Foreign Trade) since December 11th, 1997

Member of EESC European Economic and Social Committee

Member of the Board of Directors of the Italian Chinese Foundation

Member of the Board of Directors of Confcommercio

Member of the Board of Directors and of Confcommercio Milan

Knight of Italian Republic



FRANK BELFRAGE
Former Deputy Foreign Minister,
Partner
Consilio International AB

Frank Belfrage is one of Sweden's longest serving diplomats with nearly 50 years in the Swedish Foreign Service. His career includes ambassadorial posts in Paris, Riyadh and EU-Brussels.

As State Secretary in the Ministry for Foreign Affairs, he negotiated Sweden's accession to the European Union in 1995. He served as Deputy Foreign Minister in 2006-2014 under then Foreign Minister Carl Bildt. In 2018 Sweden and Japan celebrated 150 years of diplomatic relations. Frank Belfrage organized the participation of the Swedish business community in the celebration events.



MARCO CHIRULLO
EU's Deputy Chief Negotiator of the EPA
European Commission

Marco Chirullo is the Deputy Chief Negotiator of the EU-Japan EPA. He is also Deputy Head of the Unit responsible for trade relations with Far East Asia, including China, Korea and Japan. He was previously posted at the EU mission to the World Trade Organization (WTO) in Geneva, where he was in charge of the negotiations of the coverage expansion of the Information Technology Agreement ("ITA2"), which he finalised in December 2015. Before that, he served in Brasilia at the EU delegation, where he followed EU-Brazil and EU-Mercosur trade relations. Marco Chirullo holds a Master degree on European integration at the College of Europe in Bruges and a Post-graduate degree on International Trade from the Université Libre De Bruxelles (ULB) and the Ecole de Commerce de Solvay. Italian and French national, he also speaks English, Spanish and Portuguese.



KATHY MATSUI
Vice Chair
Goldman Sachs Japan

Kathy is Vice Chair of Goldman Sachs Japan, Co-head of Macro Research in Asia and Chief Japan equity strategist. She is a member of the Asia Pacific Management Committee and Goldman Sachs Japan Co., Ltd. Executive Committee. Kathy joined Goldman Sachs in 1994 and was named managing director in 1998 and partner in 2000. Kathy has been ranked No. 1 in Japan Equity Strategy by Institutional Investor multiple times. She was chosen by The Wall Street Journal as one of the "10 Women to Watch in Asia" for her work on the "Womenomics" theme and was also named to Bloomberg Markets magazine's "50 Most Influential" list in 2014.

Prior to joining the firm, Kathy was chief Japan strategist for Barclays de ZoeteWedd Securities for four years and worked at the Export-Import Bank of Japan's Washington, DC office for two years. She is a policy commentator for Japan's Cabinet Office and has served on numerous Japanese government committees aimed at promoting gender diversity. Kathy is a board member of the Asian University for Women (AUW) Support Foundation, Chair of the Board of Councilors (Japan) of the US-Japan Council, director of the Fast Retailing Foundation, member of the Council on Foreign Relations, member of Keizai Doyukai and a trustee of The Nature Conservancy Asia Pacific Council. She also serves on the Advisory Council for the Japan Society Fund Against Breast Cancer.

Kathy earned an BA, magna cum laude, in Social Studies from Harvard University and an MA from Johns Hopkins University, School of Advanced International Studies. She has conducted research on Japanese foreign policy at Kobe University Graduate School on a Rotary Scholarship.



MASAKI SAKUYAMA
Chairman
Mitsubishi Electric Corporation

Masaki Sakuyama was born in Hyogo Prefecture in 1952. Joining Mitsubishi Electric Corporation in 1977, he first served as an engineer in the company's Kobe Works. He became Mitsubishi Electric's Executive Officer and Group President of Energy & Industrial Systems Group in 2008, and Senior Vice President and General Manager of Corporate Strategic Planning Division in 2010. In 2012, Sakuyama was promoted to Executive Vice President and Group President of Semiconductor & Device Group. In 2014, Sakuyama was appointed President & CEO. Masaki Sakuyama assumed the position as Chairman of Mitsubishi Electric Corporation on April 1, 2018.



HERNAN CRISTERNA
Global Co-Head Mergers & Acquisitions,
Managing Director
J.P. Morgan

Hernan Cristerna is the Global Co-Head of J.P. Morgan's M&A business. He is a member of the Global Investment Banking Management Committee and the Global Strategic Advisory Council. He has been at the Firm for over 20 years running different sector and regional businesses.

Hernan advises corporations in different sectors and regions on strategic matters, including mergers, acquisitions, activism, defence and related financings. Hernan received a B.A. with honours from Claremont McKenna College and holds a Master's degree in Business Administration from the Harvard Business School.



DR. GEORGE OLCOTT
Board Member,
Bai-Ichi Life Holding
Denso Corporation
Hitachi Chemical
J.P. Morgan Japanese Investment Trust

Dr. OLCOTT is Guest Professor at the Faculty of Commerce, Keio University. He completed his Ph.D. dissertation on the impact of foreign ownership and control on Japanese organizations at the Judge Business School, University of Cambridge in 2005. He was Senior Fellow at the Judge Business School until 2013 and Project Professor at the Research Center for Advanced Science and Technology at the University of Tokyo between 2010 and 2013.

After graduating from the University of Oxford with a degree in Politics, Philosophy and Economics, he spent five years in Hong Kong and Japan working for Cathay Pacific Airways. After completing an MBA at INSEAD in France, he joined the UK merchant bank SG Warburg (now UBS Investment Bank). He spent fifteen years at Warburg, ten of which were in Tokyo. He also spent three years as CEO of UBS's institutional asset management division in Japan. He left the bank in 2001 to commence his studies at Cambridge.

He joined the board of Nippon Sheet Glass in 2008 and the board of NKSJ Holdings in 2010. He retired from both boards in 2014 and is currently a board member of Denso Corporation, Hitachi Chemical and the Dai-ichi Life Insurance Company. He has also served as an advisor to a number of leading Japanese companies. In the UK, he is a member of the boards of JP Morgan Japanese Investment Trust plc and BlueOptima Limited.



YUMIKO MURAKAMI
Head of Tokyo Centre
The Organisation for Economic Co-operation and Development (OECD)

Since Yumiko joined OECD in 2013 as the head of OECD Tokyo Centre, she has been at the forefront of policy discussions between OECD and governments, businesses and academia in Japan and Asia, covering a wide range of economic policy issues. She has been leading discussions with various stakeholders in Japan and Asia, particularly in the areas of Corporate Governance, tax guidelines, gender diversity, education, international trade and innovation.

Prior to joining the OECD, Yumiko held a number of leadership positions as a Managing Director at Goldman Sachs and Credit Suisse. Yumiko has diverse professional experiences, ranging from banking in New York and London to UN Peacekeeping Operations in Cambodia. Yumiko has an MBA from Harvard University, MA from Stanford University and BA from Sophia University. She sits on the Japan Advisory Board of Harvard Business School as well as several advisory committees of the Japanese Government. She is the author of a bestseller book, "Turning Demographic Challenges into Economic Opportunities". (Japanese only) Ranked #1 at Amazon Japan, economics category.



PROF. GABRIEL FELBERMAYR
President
Kiel Institute for The World Economy

Professor Gabriel Felbermayr has been appointed Professor of Economics at the Kiel University (CAU) and has become the new President of the Kiel Institute for the World Economy as of March 2019. Prior, Prof. Dr. Gabriel Felbermayr has been Director of the Ifo Center for International Economics at the Ifo Institute for Economic Research in Munich, Germany. Simultaneously, he holds a chair in Economics at the Ludwig Maximilians University Munich.

Felbermayr was awarded several prizes for his research which deals with international trade agreements, trade and labor market outcomes, trade and environment.

Since 2011, he holds both a position as Director International Economics at the Ifo Institute and as Professor of Economics, esp. International Economics, at the Department of Economics of Ludwig-Maximilians-University in Munich. Before that, he was Professor at the University of Hohenheim (near Stuttgart, Germany (2009-2011)), Assistant Professor at the University of Tübingen, Germany (2005-2009), worked as an Associate Consultant for McKinsey & Co. in Vienna, Austria (2004-2005), and was an Assistant Professor at the Institute for Economics at Johannes Kepler University of Linz, Austria.

Gabriel Felbermayr has various roles and positions. The most important are: Member of the Scientific Advisory Board of the German Federal Ministry of Economics and Energy, Associate Editor European Economic Review; Associate Editor, International Review of Economics and Finance; Scientific Advisory Board, Institute for Applied Economic Research, Tübingen; External Research Fellow, Leverhulme Centre for Research on Globalization and Economic Policy (GEP), University of Nottingham.



MARCO FELISATI
Deputy Director Internationalisation and Trade Policy
Confindustria

Born in 1965. Married with two daughters. He is Deputy Director Internationalization and trade policy at Confindustria. He has dealt with trade related-issues for 25 years, including as manager at the Confindustria permanent representation in Brussels and at the DG External Relations of the EU Commission. He is B7 and B20 Sherpa, member of the International Relation Committee of BusinessEurope, of the Consultative Commission for Industrial Mutation – CCMI at the European Economic and Social Committee – EESC.

He graduated in Political Sciences at the Bologna University. He was visiting Student at the MA in Banking & Finance at the Bangor University, New Wales, UK. He obtained post-graduate Diploma in Banking Disciplines at the Siena University, Italy, Certificate in European Affairs at ISTUD, Rome, Italy, Certificate in International Careers at SIOI, Rome, Italy.



BURCU SENEL
Global Trade and Receivables Finance,
HSBC Bank plc

Burcu is the Global Head of Propositions within Global Trade and Receivables Finance [GTRF] serving both Global & Commercial Banking clients across all segments. She has recently taken her current role to set-up the focus on Client Propositions within GTRF to deliver bespoke and innovative solutions to clients with a holistic approach to create incremental value. She is passionate about delivering seamless client experience and is convinced that is a true competitive differentiator in the financial industry.

Before moving to GTRF, her last role was heading business development for Corporate, Financials and Multinationals Banking within GB where she had the opportunity to take an active role in driving the innovation & digital agenda and improved client experience journey and represent GB in various strategic initiatives across the Group around Ways of Working, Brexit and Sustainability.

With more than 15 years of corporate banking experience, Burcu has held a number of positions over the years, predominantly at HSBC, ranging from covering Global & Corporate Banking clients to Multinational subsidiaries in Technology, Telecom & IT, and Consumer & Industrials space in addition to focusing on business development and strategy for GB clients within the GB Management Office.



PASCAL KERNEIS
Managing Director
European Service Forum

Mr Kerneis achieved his Ph.D. in European Law in 1990 in France. He was Legal Expert in the European Commission in Brussels from 1988 to 1990, and then worked for the European Banking Federation. He was appointed Managing Director of ESF (European Services Forum) in 1999. ESF is the voice of the European services industry in the international trade and investment negotiations.

ESF has been a strong proponent of the EU-Japan EPA from the start of the negotiations to the ratification process. ESF works closely with various business organisations to that effect, including with the European Business Council and the Japan Services Network in Tokyo.

Mr. Kerneis is a long-standing member of the DG Trade Civil Society Contact Group. Mr Kerneis is member of many European Domestic Advisory Groups set up in EU FTAs. In 2014, he has been appointed member of Commission's Advisory Group for the Transatlantic Trade and Investment Partnership (TTIP) between the EU and the United States, and in December 2017, he was appointed member of DG Trade's Expert Group on Trade Agreements. He has participated to all WTO Ministerial Conferences as Commission's advisor.

He is a regular speaker on trade in services and investment conferences and author of articles on trade in services and investment related issues in various publications.



LUISA SANTOS
International Relations Director
Business Europe

Ms Santos is Director for International Relations at BusinessEurope and Chair of BusinessEurope's Brexit Task Force. She was a member of the TTIP Advisory Group and is now a member of the Expert Group on EU trade agreements. Her principal experience is in the textiles sector, having acted first as the chief representative for the Portuguese textile industry in Brussels, later as Trade and Industry Manager for Euratex- European Apparel and Textile Confederation. She was also the manager responsible for international partnerships – including a joint venture in India – for a leading Portuguese textiles company. Her academic background is in law and management.



SARAH CARROLL
Managing Director,
Head of Global Multinationals,
Corporate Banking Division, EMEA
Mitsubishi UFJ Financial Group, Inc. (MUFG)

Sarah joined MUFG in November 2015 following an extensive career as a corporate banker in the finance sector. She currently heads MUFG's Industrials, Infrastructure and Transportation within corporate banking and covers clients in the UK, Eire and Switzerland. As a global relationship manager for large-cap multinational corporations positions Sarah as a key intermediary between MUFG and the finance function of her clients and is responsible for the origination of a wide range of transactions in conjunction with product partners.

Prior to joining, Sarah worked at Deutsche Bank, following five years at Bank of America Merrill Lynch where she led the Industrials business for corporate banking within Western Europe. Sarah also spent many years at JP Morgan Chase & Co, where she helped establish the corporate banking function following the merger of JP Morgan with Chase Manhattan in 2001. Sarah has also worked for UBS in the Credit Products team

A dedicated promoter of gender diversity in the workplace, Sarah was involved in the creation of, and co-chair of the MUFG employee network, Balance, which focuses on driving gender balance across MUFG in EMEA. As well as being a mentor for other women in financial services, Sarah is a regular speaker at and participant in gender diversity events. For this, and her work in Finance, Sarah was ranked in the FT's HERoes awards in September 2017 and 2018.



GABRIELE DI NATALE
Head of Advisory Italy
Managing Director
BNP Paribas – Corporate and Institutional
Banking

Gabriele Di Natale is Head of Advisory Italy at BNP Paribas Corporate and Institutional Banking.

He has been with the firm for over 10 years, advising corporate and financial clients on mergers and acquisitions in several sectors including infrastructure, energy, consumer and luxury.

Before joining BNP Paribas, Gabriele worked in the investment banking division of Lehman Brothers (subsequently Nomura) and in the structure finance department of MedioCredito Centrale.

Gabriele serves as board member of Servizio Italia and is part of the Italian Business Board of BNP Paribas.

He graduated with honors in business administration from Luiss University.



Freshfields Bruckhaus Deringer

TAKESHI NAKAO
Managing Partner Tokyo
Corporate and M&A
Freshfields Bruckhaus Deringer

Takeshi is the managing partner of our Tokyo office and the head of our Japan practice. He specialises in cross-border M&A, private equity, joint ventures and general corporate matters.

Takeshi advises corporates on both outbound and inbound transactions. He has advised companies wanting to move into Europe, US, Asia and into countries as far flung as Africa.

He also has extensive experience advising on various antitrust law issues in relation to M&A activities, including merger-control filings and analysis, and various commercial arrangements.

His knowledge of Japanese law, whether or not it is used on a transaction, is a great comfort to his Japanese clients.

He is a lecturer at Hitotsubashi University School of Law, where he teaches on world business law.

Takeshi speaks Japanese and English.



STEFANO DONZELLI
Managing Director,
Head of Corporate Finance
Mizuho Bank

Stefano joined Mizuho in 2015 and is currently the Head of Corporate Finance with coverage responsibility for Italian clients. Prior to joining Mizuho, Stefano was a Senior Banker and Managing Director at Bank of America Merrill Lynch where he had been leading the Corporate Banking effort and was instrumental in the development of the bank's overall corporate portfolio. On top of working almost 15 years at Bank of America Merrill Lynch, Stefano has been working in leadership corporate finance positions at SG and at The Fuji Bank. Stefano holds a degree in Business Administration from Bocconi University with a major in Finance.



TAKAHIRO KITTE
Partner
Leader of Japan Business Services
EY S.p.A

Takahiro Kitte is a partner of EY S.p.A. with over 25-year business experience in Europe. He leads the Japan Business Services and provided 100+ transaction supports and post-merger/acquisition integration projects in Europe for Japanese clients as well as European clients in Japan. Takahiro contributed to the "Guide to Business in Italy" published by Japanese Chamber of Commerce and Industry in Italy. Takahiro has a BA in Sociology at Osaka University and a Master in Business Administration at Universitas Nebrissensis, Madrid.



DANIELE FERRERO
Chairman & CEO
Venchi SpA

After graduating with an honours degree in Economics from Trinity College at Cambridge University, Daniele Ferrero began his career as a consultant for McKinsey in London. In 1994 he received an MBA from INSEAD Business School in Fontainebleau, France, moving forward with his international career in McKinsey in Zurich and Geneva.

In 1998 Daniele became the principal shareholder of Venchi S.p.A, the superior premium chocolate and gelato maker, before becoming the CEO and Chairman. Daniele led the growth of the business from 1.5 million Euros to 80 million Euros in 19 years by managing the transition of the firm from artisanal purposes to industrial before becoming a small global retailer. In 2018 Venchi celebrated its 140th anniversary targeting over 100 million sales and reaching more than 100 stores globally.



MONIKA AGOCS
Group Corporate Affairs Director
Asahi Europe Ltd

Monika joined Asahi Europe in September 2017 and is responsible for corporate relations, communications, social and environmental responsibility.

Prior to joining Asahi Europe Ltd., Monika was at SABMiller PLC where she was Global Head of Commercial Governance. Monika first joined SABMiller in 2006 as Director of Corporate Affairs at Dreher Breweries in Hungary and held a number of corporate affairs roles at SABMiller PLC after moving to the UK in 2010. Monika led diverse corporate communications schemes at financial services and management consultancies before joining the brewing industry.

Monika holds an MBA and has a postgraduate degree in business law.



MASSIMO TRABUCCO
Group Customs Manager
Nestlé

Massimo Trabucco is Group Customs Manager at Nestlé since 2016. In his current position, he leads customs and trade compliance strategy at global level, representing Nestlé as technical expert on trade agreements negotiations.

Prior to his current role, he worked as Group Customs Policy Manager at Ferrero Confectionery from 2007 to 2016, and as official of the European Parliament Secretariat from 2004 to 2007 dealing with communication and external relations.

Massimo Trabucco holds a Master Degree in International and Diplomatic Studies from Turin University.



PRYCE GREENOW
President, International
Beam Suntory

Pryce Greenow is an experienced, global sales and marketing leader within the Wine & Spirits industry. Based in Madrid, this former British Army officer and management consultant is currently responsible for Beam Suntory's International region that spans Europe, Africa, Asia and Oceania.

A graduate of Harvard Business School, Pryce gained his start in the industry with Allied Domecq's wine division in California before assuming roles of increasing responsibility with Beam, Inc. that took him from Chicago to Rio de Janeiro prior to the acquisition by Suntory in 2014.



RICHARD BRAVO
Trade Editor
Bloomberg

Richard Bravo is an editor at Bloomberg News, focusing on government and politics. He coordinates trade coverage in Europe, including breaking news out of the Brussels's institutions and the World Trade Organization. Mr. Bravo has been with the news organization for 10 years and moved to Brussels in 2015, having previously covered corporate finance in New York. Before going to Bloomberg, Mr. Bravo worked at Reuters and Dow Jones.



JOHANNES BARTSCH
Senior Manager
Shimadzu

Johannes Bartsch, *1961 in Cologne, started his HR and Business Career after his degree in 1986 within the Public Sector. After eight (8) years in a hospital and a promotion to become the Head of HR and Administration he supported to build up the Organization for an US based Biotechnology Company in Central and eastern Europe. Since 2010 he is Head of Human Resources and General Affairs in Shimadzu, one of the founder companies of the JBCE. Within this role he is supporting the significant growth of Shimadzu within Europe, incl. M&A activities.


YASKAWA

MANFRED STERN
Corporate Vice President,
President & CEO, EMEA
Yaskawa

Joined YASKAWA in 2008 to lead the European YASKAWA Electric GmbH, based in Germany.

In 2010 he was appointed as COO of the YASKAWA Europe GmbH, responsible for EMEA and the whole YASKAWA product portfolio.

In 2015 he took the position of 'President and CEO' of the YASKAWA Europe GmbH. At the same time he was appointed to the board of the Japanese YASKAWA Electric Corporation, where he serves as Corporate Vice President and Head of Europe.

Before he joined YASKAWA, he worked as global Vice President 'Innovation & Technology' for a US based global corporation.

Stern is a Member of the Board of the 'Japanese German Business Association' (DJW).


ATR

STEFANO BORTOLI
CEO
ATR Aircraft

Stefano Bortoli (58) was appointed by ATR's shareholders, Airbus and Leonardo, as Chief Executive Officer of ATR in September 2018.

Prior to this position, Stefano Bortoli was President of the ATR Board and Senior Vice-President (SVP) Strategy and Sales of Leonardo's Aircraft Division from March 2017. Previously, he served as SVP Sales and Marketing of Leonardo Helicopter division from 2015 to 2017, and as SVP Staff Functions & Governance of Augusta Westland, from 2013 to 2015.

Between 2011 and 2013, he was Chief Executive Officer of Snai Group, an Italian firm specialised in the gaming market. From 2006 to 2011, he served as Group Chief Finance Officer (CFO) of Lottomatica/GTECH in the United States, also in the gaming industry.

From 1989 to 2006, Stefano Bortoli was Co-Director and CFO at Alenia Aeronautica.

Stefano Bortoli started his professional career in 1985 in Italy as Internal Auditor at the pharmaceutical firm Johnson and Johnson and later spent three years at Ispettorato IRI, an Italian state-owned holding company.

He holds a degree cum laude in Economics from the University of Rome. He served as Officer at Guardia di Finanza, the Italian Financial Police, in 1984 and 1985. He is married and has one child.


Nitto
Innovation for Customers

SAM STRIJCKMANS
Senior Corporate Vice President
President & CEO EMEA
Nitto Denko Corporation

Sam Strijckmans is currently President & CEO of Nitto EMEA and Senior Corporate Vice President of Nitto Denko Corporation (www.nitto.com). Nitto is a Tokyo listed multinational commercializing a wide range of technology solutions including adhesive tapes, optical films for LCD screens and mobile devices, acoustic & sealing materials, hygiene materials, medical products and reverse osmosis membranes for water treatment. The company offers about 13'500 products in 70 industries. In the EMEA region the company vision is: "Nitto the preferred technology partner for mobility & comfortable life" concentrating on the markets Care, Living, Processing and Next Generation Mobility.

Based in Leuven, Belgium, Sam takes the responsibility for the EMEA regional management. The EMEA region consists of 14 companies with a total turnover of approximately 400 M € and 1.850 employees. From 2014 to 2016 he was Corporate Vice President Finance & Accounting based in Osaka and responsible for global finance projects such as global cash management. From 2012 to 2014 he was Executive Director & Vice Chairman of the Board of Nitto Bento, the N° 1 Hygienic & Industrial Tape company in Turkey, acquired by Nitto in June 2012. He was leading the acquisition process and was subsequently responsible for the post merger integration and execution of the emerging markets growth strategy for Middle East and North Africa. From 2004 until 2012 he was stationed in Genk, Belgium, as Chief Financial Officer of Nitto Belgium. Prior to his 12 years within the Nitto Group he spent 7 years with Solutia Inc., the chemical spin off of Monsanto Corporation which was acquired by Eastman Chemicals in July 2012, where he held various finance assignments of increasing responsibility in Belgium, Canada and Switzerland.

His first professional assignment was in audit with KPMG Belgium. Sam Strijckmans holds a Masters degree in Commercial & Consular Sciences and a Masters degree in Commercial & Financial Sciences, both from the University of Leuven, Belgium. He also holds a Master in Business Administration from the William E. Simon Graduate School of Business Administration, University of Rochester - New York, USA.


JAPAN AIRLINES

HIROYUKI UEHARA
Senior Vice President Europe, Middle East & Africa
and Regional General Manager UK & Ireland
Japan Airlines

Uehara-san started his career in Japan Airlines in 1986 in the Cargo Department. He held a number of roles within Flight Crew Training, before taking over as Director of Cargo Admin in 2002.

He moved to Europe the same year as Director of Sales Planning for Cargo and after further roles in Corporate Strategy he then took on senior roles in Japan Airlines subsidiaries, JAL Express and Hokkaido Air Systems.

Before moving to Europe to take on his current role Uehara-san was the Board Director of Zipair – the new low cost carrier for Japan Airlines.


SMBC AVIATION CAPITAL

SHINICHI HAYASHIDA
Chairman
SMBC Aviation Capital

Shinichi Hayashida is Chairman of SMBC Aviation Capital and is based in the Headquarters in Dublin. Mr Hayashida began his career in 1979 when he joined the Sumitomo Bank Limited where he held various positions. In 1994, he became Deputy General Manager of the International Credit Department. In 1996 Mr Hayashida moved to New York as the Deputy General Manager of the North American Audit Department. In 1998, he moved to London as Joint General Manager of the International Credit Department. When SMBC was formed in 2001 he assumed the role of General Manager of the Credit Department Europe Division, SMBC.

In 2006, he returned to Tokyo and became General Manager of the International Banking Unit, Credit Department and held various positions until his appointment as Managing Director and Deputy Head of the International Banking Unit. In May 2012, he assumed the role of Advisor in Sumitomo Mitsui Finance and Leasing Company (SMFL) a sister company of SMBC, before moving to Dublin to assume his current role as Chairman of SMBC Aviation Capital. Mr Hayashida holds a Bachelor of Law from Tokyo University and a Masters of Law from the University of Pennsylvania.


AIRBUS

JEAN-PIERRE STAINNACK
Senior Vice President
AIRBUS

Jean-Pierre Stainnack joined Airbus in 1987 as a financial analyst. He moved to Airbus North America in 1992 as a Contracts Director covering major US customers of Airbus. He returned to Airbus HQ in late 1996 to head the Contracts team for China, Hong Kong and Australasia.

In 2001, he joined the Leasing Markets group as Senior Director – Commercial, running the contracts team and coordinating the activities of leasing companies with Airbus in major campaigns.

In 2007 he was promoted to Vice-President Pricing. In 2009, he became Vice President Sales Operations for Africa, Japan, India and South Asia.

In 2011, he was promoted to Senior Vice President Commercial Japan where, leading the Airbus Japan sales team, he engineered a major push in the Japanese market, with wins with the LCCs (Peach, Vanilla, Jetstar Japan), Japan Airlines (A350XWB) and ANA (A320/A321NEO and A380).

Jean-Pierre holds a MBA from Nicholls State University, a Masters of Economics from the Université des Sciences Sociales in Toulouse and is a graduate of the Toulouse Business School.


MUFG

MICHEL DEMBINSKI
Managing Director
Head of Aviation
Structured Finance Office, EMEA
MUFG Bank, Ltd

Michel Dembinski is a Managing Director at MUFG Bank, and the Head of Aviation in its Structured Finance Office EMEA. He has held this position since 2014. Michel's experience in Aviation finance spans a career of over 30 years.

He started in Tokyo, with Banque Indosuez, as the Japanese financial powerhouses were starting to show interest in the Aviation industry. He developed Japan-based financial solutions for airlines, before moving with the bank to Paris and eventually New York where he led the Aerospace Finance team. After leaving Credit Agricole Indosuez in 2003, he joined New Boston Partners, a subsidiary of Bank of Tokyo Mitsubishi, to arrange infrastructure financings in Europe.

In 2005, he joined DVB Bank SE, as Head of the Aviation Financial Consultancy business, developing solutions for aircraft financing to customers worldwide, advisory on aircraft procurement projects, negotiations on joint ventures and M&A projects.

Michel holds a MSc in Technology and Policy from the Massachusetts Institute of Technology (Boston, USA) and an Engineering Degree from the Ecole Nationale des Ponts et Chaussées (Paris, France)


NTT DATA

CHRISTIAN SEIDER
Vice President, Automotive
NTT Data

Christian Seider is Vice President and Executive Client Partner for NTT DATA's Automotive and Manufacturing business. He has more than 18 years of experience in the consulting and IT services market. His focus is on the digital transformation of the automotive and manufacturing industry and how this change affects companies in regards to their business model, process excellence and IT application implementation and support. He is a certified consultant and has published numerous articles and white papers on disruptive market trends and product innovations.

He graduated in the field of Business Engineering from university of Karlsruhe and has enjoyed executive education at Stanford Center for Professional Development. Professionally and privately, he is a car enthusiast and he finds his personal inspiration and motivation in the unprecedented level of change in the automotive and manufacturing industry. Belonging to a Tokyo headquartered global player, he often deals with companies that have a Japan-based heritage.



GEICO TAIKISHA

DR. REZA ARABNIA
Cavaliere del Lavoro
Group Chairman,
President & CEO
Geico Taikisha

The oldest of five children, Ali Reza Arabnia was born in Tehran, Iran, in 1955, from a family with over 100 years of business tradition and culture in the construction industry.

His work experience at Geico, company of the Gecofin Group, of which he is today the Chairman, began in the '80s when he became first financial officer at a branch in Nigeria and, soon afterwards, Managing Director. Until the beginning of the '90s, Dr. Arabnia was at the head of several companies; in 1994, through a management buy-out, he bought the company Gecofin together with his wife Laura Neri.

In 2005, he bought Geico from Comau-Fiat and, in only five years, managed to turn around the company, which was then undergoing a period of crisis, and bring it to be one of the world leaders in plant engineering for the auto sector.

In 2011, he signed an alliance with Taikisha, asserting Geico's leadership in car coating systems in all national markets, with the exception of Japan and Korea. The Geico-Taikisha Group, with a 1.8 billion dollar turnover, has a global presence with over 50 production locations in 23 countries and over 5.000 employees,

Always strongly focused on innovation and integration of new technologies, in 2009 Geico opened the R&D Pardis Innovation Centre, expanded later in 2013, today considered the most avant-garde technology pole of the car coating system sector.

He is a member of the board of directors of several manufacturing, academic, and non-profit organisations, and in 2014 was bestowed the title of Knight of Labour.



Japan Business Council in Europe

TORU MORITA
President & CEO,
Mitsui Chemicals Europe
President
Japan Business Council in Europe

Toru Morita is the Senior Director/General Representative of Europe of Mitsui Chemicals Inc. and President & CEO of Mitsui Chemicals Europe GmbH.

From 2018, he serves as the President of the Japan Business Council in Europe (JBCE).

In 1980, he joined Mitsui Chemicals Inc. (formerly Mitsui Petrochemical Industries Ltd.). Since then, he has worked for HR and Marketing in the Mitsui Chemicals Inc., and for Management in its group companies such as Advanced Composites Inc.



CLEPA
European Association of Automotive Suppliers

SIGRID DE VRIES
Secretary General
European Association of Automotive Suppliers (CLEPA)

Sigrid de Vries, a Dutch national, has held various positions in public affairs, industry and media over the past 25 years. Sigrid started her career as a financial journalist for the Amsterdam Stock Exchange and Het Financieel Dagblad (FD), the Dutch financial daily, and served as the paper's EU correspondent in Brussels and foreign correspondent in Berlin.

In 2006, she joined ACEA, the European automobile manufacturers association as director of communications. She then led the communications and institutional relations efforts of commercial and industrial vehicle manufacturer CNH Industrial in Turin as member of the EMEA management board, before taking the helm at CECE, the European association of construction equipment manufacturers. She became Secretary General of CLEPA, the European association of automotive suppliers in 2017.



VDA | Verband der Automobilindustrie

ANGELA MANS
Head of Foreign Trade
German Association of the Automotive Industry (VDA)

Angela represents the German Automotive Industry in questions of international trade and investment, political lobbying in all trade and investment related issues.

Angela supports the more than 600 VDA members in market access issues, political analysis and support in foreign trade issues as Free Trade Agreements, Trade conflicts, WTO issues and Brexit;

Angela represents the interests of VDA member in national and international organisations, organizes industry conferences and supports foreign trade participations all over the world. She is supporting international guests and exhibitors at Frankfurt Motor Show and Hannover Commercial Vehicle Show (IAA) which VDA organizes under its own auspices.

She organizes of foreign business delegations and B-2-B Meetings. Worked for University of Frankfurt, European Parliament, trade journals. Awarded with "Ludwig Erhard Prize" for Business Journalism.



ADVANTAGE PARTNERS

TOSHIYA TSUKAHARA
Partner
Advantage Partners

Mr. Tsukahara received his BA degree in Law from Waseda University and holds an MBA degree from The Wharton School of the University of Pennsylvania. He began his career at Fuji Bank (Current Mizuho Bank), where he worked as an account manager, loan officer and M&A advisor. He left Fuji Bank to join McKinsey & Company, where he spent 10 years in projects for strategy development, organizational design, marketing, sales force productivity enhancement in industry sectors such as retail, consumer goods, finance, pharmaceutical, and medical devices. While serving as co-head of the Healthcare Practice and Sales and Marketing Practice at McKinsey, he also led internal training initiatives for consultants.

He joined Advantage Partners in June 2007 as one of the starting members of Portfolio Team to lead PAM (Post Acquisition Management) activities mainly in B2C sectors such as retail, e-commerce, and banking. After managing one of the portfolio companies as a CSO/COO from 2012, he changed his role to investment professional from 2016. He currently assumes deal team leader role for portfolio companies such as specialty retailer, educational service provider, and funeral service provider.



JAPAN BANK FOR INTERNATIONAL COOPERATION

MASAYUKI TANIMOTO
Resident Executive Officer,
Regional Head for Europe,
the Middle East and Africa,
Japan Bank for International Cooperation (JBIC)

Masayuki Tanimoto holds the position of Resident Executive Officer, Regional Head for Europe, the Middle East and Africa, Japan Bank for International Cooperation (JBIC) based in London since September 2018.

Prior to his current posting to London, he was Executive Officer, Director General, Policy and Strategy Office for Financial Operations, Corporate Planning Department. He has led various departments of the bank during his career which have included; Director General of the Oil and Gas Finance Department, seconded to the Center for Strategy and International Studies (CSIS).

He graduated from the University of Tokyo in March 1990 with a BA in Economics and an MA in Economics from Columbia University in 1995.



Atsumi & Sakai

JUNKO OGUSHI
Senior Partner
Atsumi & Sakai

Ms. Ogushi is the Senior Partner of Atsumi & Sakai. She advises major Japan and overseas companies, including technology companies, renewable energy operators, and financial institutions on various aspects of project development and transactional issues. She has extensive experience in securitization transactions and assisting clients with M&A activity and regulatory issues. She is the editor and the co-author of a major REIT commentary in Japan.

Ms. Ogushi has a degree of Liberal Arts in International Relations from the University of Tokyo and an LL.M. from the University of Michigan Law School. She is qualified to practice laws in Japan and in California. She studied Italian history in the Università degli Studi di Milano and she speaks fluent Italian.



ALEXANDER PARTNERS

SAMUEL ZAYAT
Partner
Alexander Partners

With over 25 years' experience in M&A, financial planning, financing and strategic advisory, Samuel Zayat conducted more than 40 M&A, privatization, private equity, project financing, fundraising or strategy assignments, with a large exposure to technology sectors as well as to emerging markets:

- With a strong focus on telecoms services and infrastructure, IT, technology and support services
- Other client sectors have included real estate, industry/manufacturing, hotels & tourism, mining, utilities, air transport, financial services, highway concessions, agriculture, building materials, steel and alloys, consumer goods and retail, wine, tobacco, ...
- In Europe + emerging markets (of which SE Asia, CEE, North Africa, Sub-Saharan Africa)
- Advising both trade players, financial investors and governments

Co-founded Alexander Partners (partnership) in 2015 and has since developed this investments & advisory business. Alexander Partners is the sole French partner of Infinita, the international M&A alliance focussing on the midcap segment.

Samuel held previous directorships at Rothschild ((London-Paris), HSBC (Paris) and Linkstone Capital (London-Paris) and Opera Capital Partners (Stockholm-Paris). He started his career as a management consultant with Mercer Management Consulting (Paris-London-Copenhagen)

Samuel holds the French, Belgian and Syrian nationalities; has graduated from Solvay Business School (ULB -Brussels), and speaks French, English, Dutch, Italian, and Arabic with notions of Spanish.



ANDREA GUERZONI
EMEIA Transaction Advisory Services
Leader
EY

Andrea Guerzoni has led TAS in Europe, Middle East, India and Africa (EMEIA) since 2014, guiding thousands of transaction professionals in three continents and 99 countries. Andrea joined EY as an auditor in Milan in 1995. In 2004 he became Global Leader for the Transaction Support function as part of TAS, and in 2012 was appointed Head of TAS for the Mediterranean Region. Andrea graduated with a bachelor's degree in Business Administration and Finance from the University of Modena, and has been a Registered Auditor since 1999 and an EY Partner since 2005. As a business advisor and transaction practitioner himself, Andrea has advised corporate boards and private equity firms across the globe on a large range of transactional and transformational situations including M&A, post-deal integrations, strategic portfolio reviews, Initial Public Offerings, reorganizations and restructuring processes.



FUKUNARI KIMURA PHD
Chief Economist
Economic Research Institute For Asean
And East Asia (ERIA)

Fukunari Kimura has been Professor at the Faculty of Economics of Keio University, Tokyo, since 2000, former Dean, Graduate School of Economics, Keio University, and Chief Economist at the Economic Research Institute for ASEAN and East Asia (ERIA), since 2008. He received his Bachelor of Laws from the Faculty of Law, University of Tokyo in 1982 and PhD from the Department of Economics, University of Wisconsin-Madison in 1991. He worked for the Department of Economics, State University of New York at Albany as Assistant Professor in 1991-1994 and joined Keio in 1994.

He was also the President of the Japan Society of International Economics in 2010-2012 and the Representative Director of the Tokyo Center for Economic Research (TCER) in 2012-2014. His research focus is in international trade and development economics.



TAKESHI HAJIRO
Executive Vice President
Mitsui & Co Europe plc

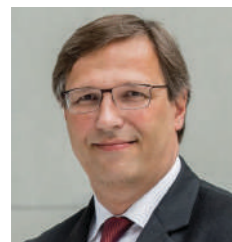
After graduating from University of London (Bedford College) where he read Geography and Economics, he joined Mitsui & Co., Ltd in 1980. He was assigned to Natural Gas Division of Energy Business Unit where he spent the majority of his working life. He was involved in establishing many Liquefied Natural Gas (LNG) projects Mitsui is participating in as a shareholder, where he accumulated experience in international negotiation, overseas investment and managing mega-scale energy projects.

After 2006, he was heavily involved in the HR operation of the Energy Business Unit and he was elected to be the president of Mitsui HR Development Institute during 2013-2017. In April 2017, he was appointed as the lead staffer for ABAC (APEC Business Advisory Committee) assisting Mitsui management. In October 2018, he was appointed as the Executive Vice President and Executive Coordinator of Mitsui & Co. Europe at London Headquarters looking after government and external affairs.



MARCO PROTTI
Research and Safety Management
Vice President Advanced Research
Leonardo S.P.A.

Mr Marco Protti has matured 30 years in the research applied to the Aeronautical sector, covering roles of increasing complexity and responsibilities and currently primary duties are the management of the research in the Leonardo Aircraft Division, including overseeing the Division Innovation process, the Research Projects definition and management as well as the industrial exploitation of the developed technologies. He covers several roles including vice chairman of the Governing Board of the Clean Sky JU, the European Public Private Partnership addressing the Greening of the European Aviation. He is the chairman of the Advisory Council for Aeronautics Research in Italy (ACARE-Italia) and he is member of the ACARE General Assembly, member of the Technical Committee of the Italian Aerospace Technological Cluster. He is also member of the ASD R&T Commission, member of the European Materials Modelling Council - Industrial Advisory Board (EMMC-IAB). In the past he covered several positions including membership of the SESAR JU Administrative Board, member of the DITECH (High Technology Cluster) Board of Directors.



DR. STEFAN MAIR
Executive Board Member,
Head of International Affairs
The Federation of German Industries (BDI)

Dr. Stefan Mair was born in Munich in 1963. He is married with two children.

Dr. Stefan Mair studied Political Sciences, Economics and Sociology at the Ludwig Maximilians University in Munich. From 1989 to 1991 he held a scholarship from the ifo-Institute for Economic Research. He was subsequently awarded his doctorate in Political Sciences by the Ludwig Maximilians University in Munich. In the following years he worked as an advisor on Africa at the Foundation for Science and Politics (SWP), becoming head of the research group Africa and Middle East at the SWP in 1997.

From 2002 to 2010 he was a member of the management of the SWP and from 2007 to 2009 he also held the post of director of research. In 2010 Dr. Stefan Mair moved from the SWP to the Federation of German Industries (BDI). From May to October he was head of the Department of International Markets.

Since November 2010 he has been a member of the Executive Board of the BDI.



STEFANO GIUDICI
Managing Director,
Head of Italian Investment Banking
NOMURA

Stefano Giudici, Managing Director, Head of Italian Investment Banking. Stefano holds a degree cum laude in Business Administration from Bocconi University.

Stefano joined Nomura in February 2017. Prior to Nomura, he worked for 12 years at HSBC in Milan, where he was Head of Corporate and Investment Banking. Before HSBC, Stefano worked for 11 years at Lazard in London and Milan.



LORENA DELLAGIOVANNA
Country Manager, Italy
Hitachi Group

Lorena Dellagiovanna is Hitachi's Country Manager for Italy and a member of the Board of Directors of a number of Hitachi Group Companies in Italy operating mainly in the field of energy, water, transportation, healthcare and IoT.

Since joining Hitachi, she has been given the opportunity to work in a multi-business environment, gaining experience in different fields and business schemes. Growing from an Italian to an international role, initially she was appointed Finance Director of the Group for Southern Europe in 2007, and then in 2010 she became the inaugural Director of the Shared Services business of the Group for Europe, based in UK in the Hitachi European HQ.

In 2015, because of the increasing strategic importance of Italy to the Hitachi Group, she has been appointed Country Manager and moved back to Italy. In 2016 and 2017 Hitachi acquired Ansaldo STS; Ansaldo Breda, now Hitachi Rail Italy; FIAMM, now FIAMM Energy Technology, in addition to smaller acquisitions in the IT, automation and engineering fields.



IOANA SURPATEANU
Co-Head of European Government Affairs-
Innovation Strategy and Advocacy
Citi

Ioana Surpateanu is Co-Head of European Government Affairs in Citi's government affairs team for Europe, Middle East and Africa. She is in charge of designing and implementing the team's strategy on Innovation and leads EU-level policy and regulatory engagement on technology with focus on distributed ledger technologies (DLT) /digital assets and artificial intelligence (AI). She is also supporting Citi's markets infrastructure investments team in their blockchain-related projects.

She holds leadership roles in the American Chamber of Commerce to the European Union. Ioana joined Citi in 2017, from the European Parliament.

Prior to joining Citi, she was Senior Political Adviser responsible for the Working Group on Budget and Structural Policies in the Cabinet of the Vice-Chairman of the European People's Party (EPP) Group in the European Parliament. She was in charge of parliamentary work related to the EU budget, Digital Agenda and Research & Innovation. Before joining the European Parliament, she worked as a Communication specialist for the political and economic departments of the Israeli Embassy in Bucharest.

Her professional portfolio includes collaborations with various companies from Europe and the Middle East. Ioana received two Master's degrees from the University of Bucharest and the University of Tel Aviv. She speaks five languages (RO, EN, FR, ES, HE). She appears on the Innovate Finance's Women in Fintech Powerlist 2018



ADRIAAN SCHEIRIS
EU Public Affairs Manager
UPS Europe

Adriaan works as EU Public Affairs Manager at UPS Europe in Brussels. His work focuses on international trade, emerging technologies, and healthcare. UPS, as the world's largest package delivery company, has long been committed to breaking down barriers and encouraging the economic growth, prosperity and jobs that come with increased trade. Over his 8-year career, Adriaan has worked on EU trade policy, transatlantic relations, and highly-regulated industries such as healthcare and toys. Previously, Adriaan worked for AbbVie (biopharmaceuticals), the European Commission (internship), and Brussels-based trade associations representing U.S. companies in Europe (AmCham EU) and toy manufacturers (Toy Industries of Europe).

Adriaan holds a masters' degree in Political Science and a masters' degree in EU Economics, and spent a year studying abroad in Norway.



DR. KOEN BERDEN
Executive Director International Affairs
**EFPIA - European Federation of
Pharmaceutical Industries and
Associations**

Dr. Koen Berden is the Executive Director International Affairs for EFPIA. He is part of the EFPIA Senior Leadership Team and provides his services in the execution of the International Affairs strategy of the Association, including coordinating EFPIA global responsibility countries like Russia and Turkey and also focusing on supporting Japan and China.

Before joining EFPIA, Koen served as Director of Outreach and Member of the Board of Directors at the World Trade Institute in Bern, Switzerland, from 2015-2018, where he was responsible for the WTI project portfolio, strategic alliances, and for strategic outreach of the WTI. From 2006 – 2015, he worked at Ecorys, the oldest and one of the largest public-sector consulting firms in Europe, in Rotterdam, The Netherlands, where he was first Partner and Commercial Director and later served as Senior Partner and its Managing Director. For the Ecorys Group, Koen was EU Market Director, Chief Innovation Officer, and Chief Economist. He has over 20 years of experience in the fields of international trade and (sectoral and industrial) competitiveness. In particular, he has worked on large mega-regional trade agreements like TTIP, CETA, EU-Japan, One Belt One Road, and TPP – looking at Intellectual Property Rights and market access provisions. He has also studied the competitiveness of the EU pharmaceutical industry on the global stage, and lectured on Intellectual Property Rights and the WTO TRIPS agreement. He has worked in close cooperation with both public (e.g. European Commission – DG Trade, DG ENTR, DG ECFIN, European Parliament, various national governments) and private sector (e.g. Chambers of Commerce, NGOs, sector associations, large companies) stakeholders on many different angles to trade and investment agreements. As assistant professor at Erasmus University from 1998 onwards, Koen does research, lectures, and supervises students.



DR. OLE MØLSKOV BECH
Senior Vice President, Japan and Korea
Novo Nordisk

Dr. Ole Mølskov Bech is currently the Senior Vice President, Japan and Korea, Novo Nordisk and has since January 2017 served as the Chairman of EFPIA Japan (The European Federation of Pharmaceutical Industries and Associations).

During his over 25 years tenure with Novo Nordisk, Dr Mølskov Bech has held numerous management positions, most recently as Corporate Vice President of Novo Nordisk's Business Area Near East (BANE), which includes Iran. He has broad international experience and worked in the Asia Pacific region for a 10-year period from 2002–2012 on Novo Nordisk's expansion of its clinical development activities in China.

Dr Mølskov Bech graduated from the Medical Faculty, University of Copenhagen in 1985. In 2002, Dr Mølskov Bech obtained an eMBA from the Scandinavian International Management Institute, Copenhagen.



JOCHEN BOHNER
SVP Global Commercial Finance
Astellas Pharma Europe

Jochen Bohner is currently the Head of Global Commercial Finance at Astellas in Europe. He started his Finance career 1997 in the Novartis Headquarters in Basel. He worked for 13 years at Novartis and in his last assignment was the Country Head of Finance of Novartis Brazil until 2010. From then until 2012 he was Group CFO of the dental company Ivoclar Vivadent in Liechtenstein with sales and manufacturing in the five continents. From 2013 to 2018, he held senior Finance positions at Nestle Skin Health, like for example the CFO of the Latin America Region.

1 year ago, Jochen joined Astellas and actively participates in the globalization of Finance, which is transforming from a regional to a functional set-up. This approach allows harmonizing processes globally and becoming more efficient and agile. It gives transparency in order to shift resources and investments globally between regions and therapeutic areas.

These experiences provided Jochen knowledge and understanding of life science industries such as pharmaceuticals, medical devices and consumer health in different regions and cultures.

Jochen studied business administration and finance at the University of Stuttgart and has an MBA from the University of Kansas. In his diploma thesis, he examined how economic theories of the 19th and early 20th century have found their way into modern management and governance of enterprises. Jochen is married, has two children, lives in Bern, Switzerland, and enjoys skiing and hiking.



PATRIK GRANDITS
Vice President & General Manager,
Nordic Region
Daiichi-Sankyo Europe

Recently, Patrik Grandits has been assigned the position of Vice President & General Manager for the Nordic Region at Daiichi Sankyo. Before this he was working as Head of Commercial Operations Oncology Europe and was responsible for the build out of the company's oncology business unit in the areas of breast cancer and haematology (AML) across Europe. He was not only innovation lead and helped develop and implement a new key account business model called "The Account Engine Model" but also was involved in the set-up of new oncology subsidiaries in France and the Nordics.

Prior to joining Daiichi Sankyo, Patrik held the position as Global Head of Product & Portfolio Strategy Oncology at Sandoz, driving global projects and B&L activities for the global franchise Oncology Injectables. Other important milestones in his career have been positions at Hospira, Allergan and AstraZeneca.



THOMAS MAGNUSSON
President
European Agri-Cooperatives

Thomas Magnusson is President of Cogeca, the voice of European Agri-Cooperatives.

He farms a mixed dairy farm with forestry outside the city of Växjö in south-central Sweden together with his son. He is Board member of the Lantmännen group since 2005 and previously was first vice president of the Federation of Swedish Farmers (LRF). In his role of President of Cogeca, he represents the interest of 22.000 agricultural and forestry cooperatives that employ over 600.000 peoples. Cogeca aims to ensure that the EU agriculture and agri-food sector is sustainable, market oriented, innovative and competitive so that agri-cooperatives can provide over half a billion people with quality food supplies at reasonable prices.

The Federation of Swedish Farmers – LRF – is an interest and business organisation for the green industry with approximately 150 000 individual members. Together they represent some 90 000 enterprises, which makes LRF the largest organisation for small enterprises in Sweden.

Almost all cooperatives within Swedish agriculture and forestry are also members. LRF, and its seven subsidiaries, promote development of the green industry and its farmers of agricultural and forest land, growers and entrepreneurs so that they can fulfil their vision of growth, profitability and power of attraction.



NAOKI KANEHISA
Partner,
Head of London Office
Atsumi & Sakai

Naoki Kanehisa is a Japanese qualified attorney (Bengoshi) and a partner in the full-service Japanese law firm Atsumi & Sakai; he is currently based in the UK where he heads the firm's London office. Mr. Kanehisa advises Japanese and non-Japanese clients on Japanese law, with a focus on banking and finance, securities regulation, joint ventures and M&A; he holds a law degree from Tokyo University, a J.D. from Keio University and an LL.M. from Columbia University.

Atsumi & Sakai's London office was established in January 2015 and enables Atsumi & Sakai to provide real-time advice on Japanese law to its clients in Europe, the Middle East and Africa, as well as providing a more convenient service to its clients in the Americas.



GIUSEPPE PERRONE
Blockchain HUB Mediterranean Leader
EY

Giuseppe heads the Blockchain Center of Excellence for the Mediterranean Region of EY (Italy, Spain and Portugal). One of his key innovations has been the introduction of blockchain to enable traceability across food supply chains with numerous applications for the food and beverage industry. He graduated in Management Engineering from Università di Roma Tor Vergata and has been working at EY since 2009. Giuseppe is a consultant with extensive experience in strategy, technological innovation and performance improvement and optimization programs across a wide range of industry sectors.



ANNIBALE PANCRAZIO
CEO
Pancrazio S.p.A

The Company dates back to 1930 when its founder, started to process and produce peeled tomatoes and tomato purée, as well as manufacturing the tins used in the canning process. Nowadays, some 80 years later, PANCRAZIO is still located in Cava de' Tirreni, Italy and is one of the oldest food processors of tomatoes and its derivatives, of boiled legumes both natural and prepared as well as of a range of special products.

PANCRAZIO operates a modern, highly technologically advanced cannery covering some 25,000 sq.m., employing highly specialised staff, and continues to operate with the same passion and respect for traditional methods that have been handed down from generation to generation.



DR. TERESA BABUSCIO
Director Agricultural and
Cross Divisional Affairs
Bayer Crop Science

Teresa joined Bayer's Liaison Office in March 2018 as Director of Agricultural Affairs and Deputy Head of Office, responsible, amongst others, for: Transparency (General Food Law), REFIT evaluation of the EU legislation of Plant protection products and pesticides residues, Import Tolerances and related trade aspects; Plant Breeding Innovation and GMOs asynchronous approvals.

In the immediate past ten years, she has worked in the agricultural commodities trading sector, both at EU and global level, as Managing Director of the related EU lobbying group (COCERAL) and Vice President of the International Grain Trade Coalition (IGTC). Before working in in the European landscape, Teresa was a university lecturer in Rome and in the USA on food law. She also served the European Commission, DG SANCO (Legal Unit) as blue book trainee.

Teresa is Italian and holds a Ph.D. in Food, Agriculture and Environmental Law together with an Executive Education diploma from the Melbourne Business School.

She speaks English, French and Spanish. Passive in German. Teresa is a salsa dancer and enjoys travelling, cooking and reading.



DR. MINAKO MORITA-JAEGER
UK Trade Policy Observatory

Minako MORITA-JAEGER is an international trade policy consultant (2010-) and Associate Fellow of the UK Trade Policy Observatory, University of Sussex (2018-), working for national governments and international organisations. Prior to her research consultancy work, she served as trade analyst at the Keidanren Japan, trade negotiator at the Japanese Delegation to the WTO in Geneva, and economic affairs officer at the UNCTAD, Geneva for 15 years. Her areas of expertise include: Free Trade Agreements; WTO; services trade; trade and development; non-tariff barriers; trade policy in Asia; Asia-EU trade relations; and BREXIT.

She holds a Ph.D in International Political Economy from the London School of Economics, an MA in European Economic Studies from the College of Europe in Belgium, an MA in International Law and Economics from the World Trade Institute in Switzerland, and a BA in economics from Keio University in Japan.



ALEXANDRE EBTEDAEI
Partner
FTP A Avocats

Alexandre Ebtedaei is a partner at the French business law firm FTPA. As the head of FTPA's Employment Department, and an expert in corporate restructurings, Alexandre advises international companies in their implementation projects in France. Alexandre has a significant experience in contentious and non-contentious matters related to French employment Law, pensions and social security law.

Alexandre is a lecturer in comparative administrative law and European employment law at the prestigious French Grande Ecole, Sciences Po Paris, and the business school HEC Paris.

Alexandre Ebtedaei speaks French, Persian and English.



PATRYCJA NIEMCZYK-FAVARO
Head of Polish Foreign Trade, Milan Office
Polish Investment and Trade Agency
(PAIH)

Patrycja Niemczyk-Favaro' is the Milan Bureau Chief of the Polish Investment and Trade Agency (PFR Group).

Diplomat and civil servant within Polish government. Ms Niemczyk-Favaro' has an academic background in Law (Jagiellonian University in Cracow) and Public Administration (National School of Public Administration in Warsaw) with professional focus on economic diplomacy, international trade and international relations.

She is the Director of the Polish Investment and Trade Office in Italy, after having previously served for the Polish government in several locations since 2007.



MARIA PIA QUAGLIA
Senior Correspondent
Reuters

Maria Pia Quaglia has been a Reuters journalist for 18 years. She started as a trainee for the domestic general news service in 2001 and moved to the financial news service a year later. Ever since she covers real time corporate and financial markets news with a focus on the Italian asset management industry. She graduated in Semiotics in Milan after earning an international diploma in Political and Social Science in Paris. Italian mother tongue, she is fluent in English and French.



FUMIKO OIKAWA
Senior Partner
Atsumi & Sakai

Fumiko Oikawa is a Japanese qualified attorney (Bengoshi) and a partner in the full-service Japanese law firm Atsumi & Sakai; she has over 15 years' experience advising on finance and general corporate law and her practice covers international trade matters including EU matters. She serves as a key partner in a matter relating to EU government-level talks on an Economic Partnership Agreement (EPA).

Ms. Oikawa is a co-head of the International Trade Team, and she is a member of the Japan Association of International Economic Law.

Ms. Oikawa holds a law degree and an LL.M. from Gakushuin University, and an LL.M. from the University of Michigan Law School. She worked in the Planning and Coordination Bureau of the Financial Services Agency in 2005/7, assisting with revisions to financial regulations, including the Banking Act and the Trust Business Act.



JOHN FERGUSON
Director of Global Forecasting and Country
Analysis
The Economist Intelligence Unit

Country expertise: Global, Asia-Pacific, US, Canada

Specialist subjects: Macroeconomics, Trade, Geopolitics, Global economy, Monetary policy, Productivity, Labour markets, Technology

As the Director of Global Forecasting at The Economist Intelligence Unit, John is responsible for providing leadership and oversight for the EIU's global economic analysis and forecasting. He is a leading voice on the global economy, geopolitics and the future of globalisation.

John has more than 15 years' experience in policy and economic analysis. He joined the EIU in 2010 and, most recently, he was a Senior Economist in the EIU's Public Policy, Economics and Politics practice. This time involved research into many of the major factors impacting the global economy: climate change; shifting patterns of geopolitics; foreign direct investment flows; global employment patterns; artificial intelligence; cyber-crime; and trade protectionism. He has also covered global trade for the EIU's Global Forecasting team for the past 5 years.

John holds a Master's degree in International Economics from Sussex University where he specialized in macroeconomics and trade, and an Honours degree in Psychology from the Australian National University.



PIROUZAN PARVINE
Partner - Corporate,
Manufacturing Sector Leader Europe
Dentons

Piroouzan Parvine is an M&A and Corporate Partner at the Paris office, leading the Manufacturing Sector Group and the India Desk of Dentons Europe.

As a transactional lawyer, Piroouzan has focused on markets in transition for more than 19 years. He has advised clients in Central Europe, Africa, India and Iran in a range of sectors as varied as manufacturing, automotive, hotel and leisure, retail, agro-industry, real estate and consumer goods.

Piroouzan is regularly ranked as a top M&A lawyer in Chambers & Partners and other legal guides. A graduate of Paris Sorbonne University (France), he holds an LL.M. degree from Duke Law School (USA). Piroouzan is a Fulbright Scholar.

Piroouzan speaks French, English, Persian and Polish.



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Event Director, EU-Japan EPA Forum
Nordstrom International

The 2nd EU-Japan EPA Forum organized by Nordstrom International, will mark the foremost international business conference bringing together key policy stakeholders and business leaders with a vested interest in the finalized Economic Partnership Agreement (EPA), considered to be the most important trade agreement concluded by the EU and Japan.

The EU-Japan Forum aims to support the global business community in leveraging the market opportunities in view of the EPA within an improved landscape for cross-border trade and investment. Through high-level stakeholder engagements and cooperation with renowned strategic partner organizations, supporting organizations, corporate leaders as well as international media partners, we aim to deliver a world-class business conference.

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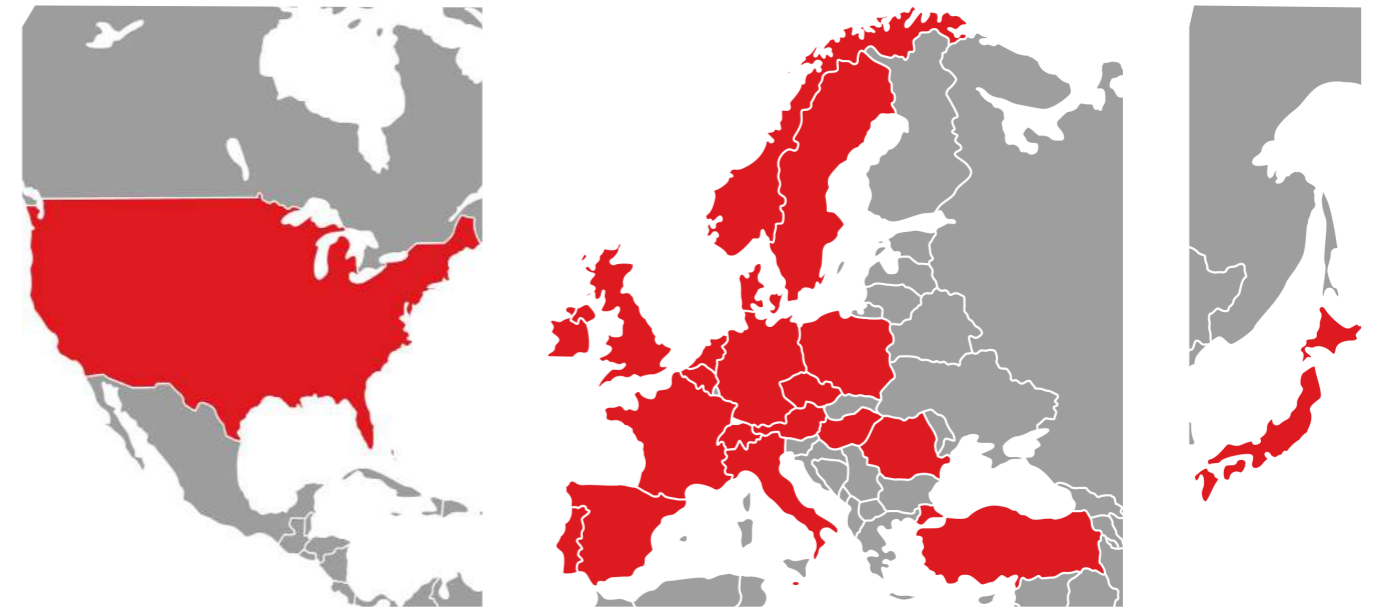
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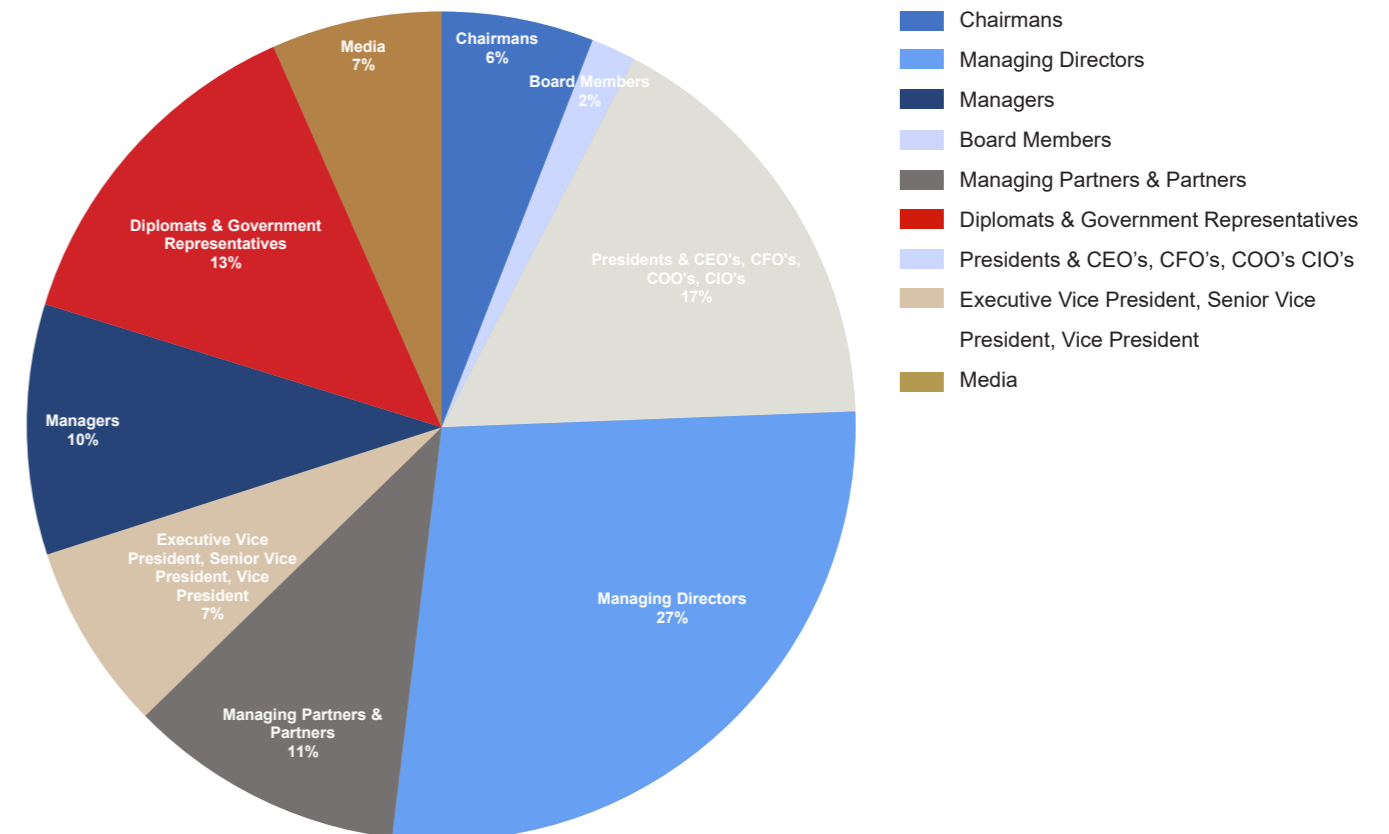


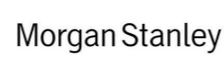
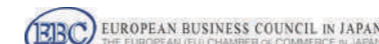
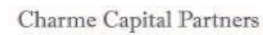
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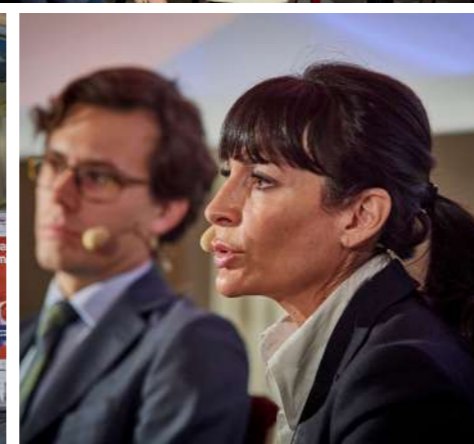


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Eurozone companies take charge of their destinies with help from M&A



Andrea Guerzoni
EY EMEA Transaction Advisory Services Leader

Despite a downbeat outlook from economists, Eurozone companies express confidence in their double-digit growth and M&A ambitions.

In April 2019, for the fourth time in 12 months, the International Monetary Fund (IMF) cut its outlook for global growth. The IMF then went one step further, suggesting that 2019 would see the weakest growth rate since the financial crisis in 2009. The IMF report compounds other economic and analyst forecasts that have captured headlines lately, painting a gloomy picture of economic times to come.

Yet Eurozone executives are choosing to embrace another, more proactive view that reflects their positive perspective on key market fundamentals. Overall, Eurozone executives are looking to build resilience into current operations and create a foundation for future growth that doesn't rely on economic tailwinds. In doing so, Eurozone executives are taking charge of their own destinies to achieve their double-digit-growth ambitions.

Eurozone executives power ahead with aggressive growth plans

According to the EY *Global Capital Confidence Barometer*^{*}, 95% of Eurozone executives expect global economic growth to improve, an increase of 15 points from a year ago. The rise in confidence for growth in local economies is even greater, jumping from 70% in April 2018 to 96% in April 2019. If these were the only positive numbers, we could dismiss them as anomalies. Instead, Eurozone executives express increasing confidence across a spectrum of market fundamentals, with more than 80% anticipating global improvements in corporate earnings, short-term market stability and credit availability. Within the Eurozone, optimism in these areas rises above 90%.

Based on their strong confidence, Eurozone companies are powering ahead with aggressive growth plans. More than half (55%) anticipate double-digit top-line growth in the year ahead. While nearly three-quarters (72%) expect growth to come from within, a little more than a quarter (28%) are looking at inorganic opportunities to help them reach their growth targets.

Although Eurozone executives are proactively optimistic, they are not blind to downside risks

Despite increasing confidence in their growth ambitions, Eurozone executives are aware that there are a range of issues that could put their growth plans at risk. One-third see slowing economic activity (the very issue being predicted by economists and analysts) as the greatest external risk to the growth of their business. Internally, increasing production costs, exacerbated by an ever-tightening labor market, which is creating challenges in identifying and hiring talent and forcing up wage bills, are the top challenges that could hamper growth plans.

To address their labor challenges, one-third (33%) are looking to hire more contractors and freelance staff. This strategy offers the triple benefit of enabling organizations to fill labor gaps (at least in the short term), remain agile in a constantly evolving landscape and reduce overhead and administrative costs — a primary focus for nearly half (47%) of executives who are looking to build resilience into their organization's cash flow. A quarter (26%) are planning on maintaining current staffing levels.

Eurozone executives are also turning to technology, automation and artificial intelligence (AI) for routine processes that can help to free up existing resources to focus on more strategic issues, which is consistent, if slightly behind, the global executive perspective.

Eurozone companies have picked up the pace in assessing their portfolios, but they lag behind their global peers

The speed of disruption is compelling Eurozone executives to examine their portfolios for risks and opportunities more frequently than previously. However, they should be asking themselves: are we moving fast enough?

Company portfolios are the foundation upon which executives make their strategic decisions. Building agility and resilience into their strategy is therefore shifting the frequency with which executives review their portfolios and determine whether they need to change course immediately. However, where more global companies are assessing their portfolios quarterly (41%) rather than every six months (31%), Eurozone companies are lagging, with 32% reporting quarterly assessments, while more (38%) are satisfied with semiannual reviews.

If active portfolio reshaping allows executives to increase value creation by identifying areas of potential underperformance or opportunities to get ahead of their competitors, Eurozone executives may want to consider picking up the pace of their portfolio reviews.

Buoyed by an enthusiastic outlook, M&A intentions reach a record high

Although many Eurozone companies are predominantly focused on organic growth, 71% say their companies are actively pursuing M&A in the next 12 months — a record high since the *Global Capital Confidence Barometer* began 10 years ago. For more than 90%, their enthusiasm is supported by a confidence that the M&A markets, globally and locally, will improve in the next year.

71% of Eurozone executives expect to actively pursue M&A in the next year - a record high

With strategic priorities spread almost evenly across expanding their business into adjacent sectors, developing new products and services, and expanding their existing business within their domestic market, Eurozone executives expect deal pipelines to increase in the months ahead. Additionally, as timelines for identifying and buying assets have become compressed by rising competition for the most sought-after assets, active pipeline management is now a must-have for executives.

Geographically, as their strategic priorities suggest, Eurozone executives are looking close to home for the right M&A opportunity. Four of the top five destinations are in Europe, with the UK their number one choice, possibly prompted by the imminent departure of the UK from the European Union. Ranking fourth, the US is the one outlying destination Eurozone executives have in their sights.

Eurozone executives are also bullish on deal completions, with 85% expecting to close more deals in the next 12 months, up from 70% a year ago. However, they remain conscious that one of their biggest risks remains the integration of operations and people — a particularly delicate part of the transaction they need to get right given the need to find and retain scarce talent.

The future looks bright

While Eurozone executives are aware of the economic risks, they are choosing to pay more attention to performance within their markets, which is markedly more optimistic. They are also choosing not to rely on economic growth for their own growth. Instead, they are looking to chart their own destinies, proactively strengthening their current operations while preparing to seize the upside of disruption so that they can thrive well into the future.



**The EY Global Capital Confidence Barometer is a regular survey of more than 2,600 senior executives from large companies around the world, including from 470 Eurozone companies. It gauges corporate confidence in the economic outlook, and identifies boardroom trends and practices in the way companies manage their Capital Agendas — EY framework for strategically managing capital. Read more at www.ey.com/ccb.*



Freshfields Bruckhaus Deringer

Artificial intelligence – managing the risks

AI is big news - but it raises big legal questions. Here we consider: how can businesses protect their rights in content created by AI? And how can we ensure that AI systems are used responsibly? By Giles Pratt, Emily Rich and Prudence Buckland

Who owns the output of AI?

Businesses using AI will often want to ensure that they own anything the AI creates. IP law is of course capable of offering a solution, typically through the law of copyright, but does copyright exist in AI-generated content?

Under UK law, in order for a work to get copyright protection it must be 'original'. The courts have interpreted this to mean that the author must have created the work through their own skill, judgement and effort. Similar concepts apply at the EU level. This suggests that work created by a non-human author may not be protected by copyright.

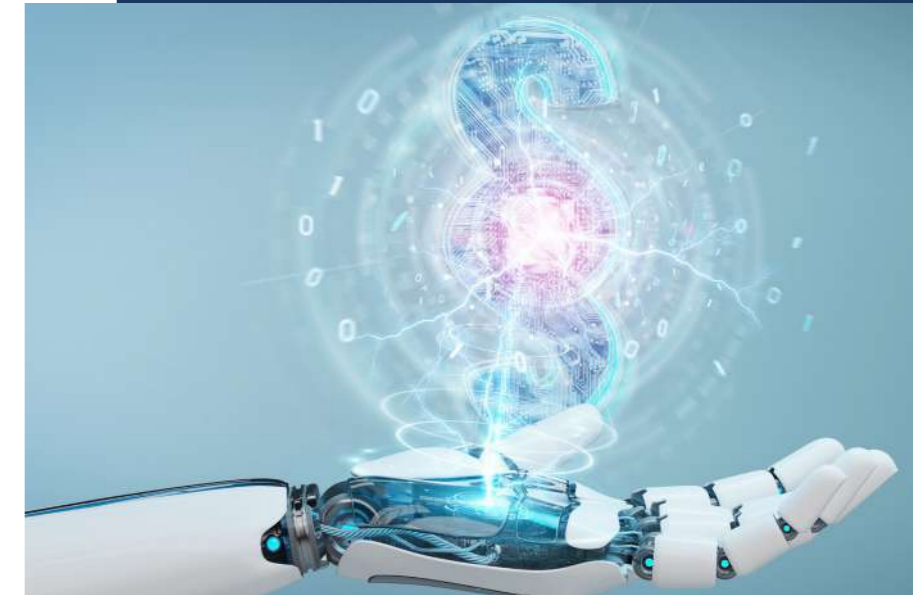
Even if copyright does arise in an AI-generated work, there is then the question of who owns it. Under UK law, ownership of a computer-generated work lies with the person who makes the arrangements necessary to create it. Traditionally, this has meant the human author who used the software. But when the role of the computer is upgraded from assistant to producer, the position is less clear. In cases of 'simple' AI it seems likely that the human using or directing the software would own the copyright. But in a world where AI that can make unsupervised decisions based on 'deep learning' from previous data sets, things become more complex.

The EU Commission has identified the need to tackle these new legal challenges, so we might get some clarity in the future.

In the meantime, businesses that own or license AI should bolster their position using contractual protections. On a licensing deal, the parties should specify who owns the rights (if any) in the AI output – and also in any 'learning' enhancements to the AI itself that are generated by its analysis of the licensee's own data sets.



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How can we ensure AI is used responsibly?

Licences also provide a route to managing other risks of using AI. One risk that has provoked intense debate is the potential for AI systems to amplify bias – machine-learning algorithms are only as good as the data they are 'trained' on and, if they are applied to scenarios for which they weren't designed, that risk increases. There's also the risk of AI being used for nefarious purposes.

At present there are no laws to mitigate these risks - but a partial solution might be the Responsible AI Licences initiative (RAIL), which was set up by researchers from Google, Microsoft and IBM. RAIL's objective is to ensure that AI developers retain enough control to ensure their AI is not used in an 'irresponsible and harmful' manner.

So far, RAIL has developed two licences: an end-user licence and a source code licence. The terms of the end-user licence prohibit the AI software from being used for hacking or criminal profiling, among other things. The source code licence prevents AI code from being used for surveillance, computer-generated 'deepfakes', healthcare services (including insurance premiums) and criminal profiling. The licence terms are incorporated into any source code modules before they are released, and anyone using the software or the underlying code will be contractually obliged to comply.

The licences are not mandated by law and therefore their take-up rate is likely to hinge on their perceived effectiveness. It's also unclear whether developers will have the resources and technical ability to monitor compliance with the licence terms, and whether the licences are appropriate for all jurisdictions.

Perhaps RAIL, or another independent organisation, will support monitoring and compliance in a similar way to the Open Source Institute.

We might also see new laws to encourage or mandate RAIL licences - although governments so far have focused on promoting AI investment and innovation, rather than prescribing how it should be commercialised.

Giles Pratt / Emily Rich / Prudence Buckland
Freshfields Bruckhaus Deringer

For more information on the legal issues around AI, please see our AI hub.

ALLEN & OVERY

Japan and the EU – Latest cross-border M&A trends and outlook

The increasingly unpredictable political, regulatory and economic environment faced by investors has led commentators to suggest that 2019 may see a downturn in global M&A activity. But while uncertainty will definitely present significant challenges for investors, we believe there will be just as many opportunities for those who remain agile and ambitious.

Uncertainty in China – Opportunity for Japanese investors

Geo-political turmoil will inevitably continue to be a significant factor for investors this year. The China-U.S. trade war is having a clear impact, coming on top of tighter domestic controls on outbound investment by the China government and growing protectionism against Chinese investments in key markets, notably the U.S., but also in certain parts of Europe. Although we expect that in 2019 Chinese companies will be targeting more friendly regulatory markets such as parts of Europe, South East Asia and markets covered by the “Belt and Road Initiative”, Chinese companies are no longer the dominant force they were at the

heights of the outbound investment boom in 2016. This has opened the way for other investors, notably from Japan.

Japanese companies continue to look outwards for three main reasons - an ageing and shrinking domestic market, huge reserves of corporate cash (estimated to be worth some USD900bn) and cheap debt, and a steely belief - which has paid dividends in the past – that good, attractively priced assets become available at times of greatest uncertainty.

Choosing markets and targets is becoming more tactical, too, with attention increasingly switching from the Asia Pacific region to opportunities in Europe and the U.S., with a focus on mature, well-run companies in these markets. The financial services, automotive and life sciences sectors are slated to be particularly active this year. In Europe, whilst Japanese companies still see opportunities in the UK in certain sectors, the UK, thanks to Brexit, is no longer seen as a bridgehead into the EU, spurring investment directly into Continental Europe.

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Proliferation of national interest tests

The growth of antitrust and other regulatory interventions in an increasing number of jurisdictions will be a challenge for deal completion in 2019 and ahead. When these are purely rules-based, investors know where they stand and what remedial action to take. When political considerations are driving interventions – as we see with the proliferation of national interest screening across the world, including in Europe – the risk becomes much harder to read and to manage.

While risks are often characterised as threats to ‘national security’, increasingly, governments are taking a broader view on what exactly that means: it’s no longer just about the defence sector; now sensitive technologies, utilities, media and ‘critical infrastructure’ are equally under the spotlight.

New EU foreign investment legislation adopted in March 2019 marks the first time that the EU has taken a co-ordinated approach to the vetting of investment from outside the EU on security and public order grounds across EU Member States.

The EU’s move is part of a wider global picture, with investors facing a rapid proliferation of national interest screening across a growing number of jurisdictions around the world. The UK is looking to replace the existing public interest screening regime with a significantly expanded national interest regime. Other jurisdictions, such as the U.S., France and Germany, have also been strengthening their existing review mechanisms.

As new initiatives, like those from the EU and the UK, roll out, the risks and complexities for investors are only likely to increase.

Technology disruption

Technology disruption is boosting activity in two senses. The big tech companies continue to aggregate technologies on their expanding platforms, investing heavily and at great speed. At the same time traditional industry players are investing in technology, often through acquisition or joint ventures, not just to stave off disruption impinging on their operations but also to embrace more efficient business models.

The car industry is a classic example. Leading car manufacturers in both Japan and Europe are adopting wide-ranging digital strategies that will transform them from being car manufacturers to providers of tech-enabled mobility services.

Significant deal activity by the tech companies is driving up asset prices and changing the way deals are done. Traditional investors are being forced to relinquish their conservative approach to deal-making to deal with the super-quick, “buy first, fix it later” tactics of the tech companies.

Transactions supporting this activity are by their nature complex. But the need to stay in touch with customers and ahead of rivals in



a fiercely competitive environment requires heavy investment – an investment many companies, new and established, are clearly willing to make.

That, we think, makes it highly likely that disruption will increasingly become a significant catalyst for ventures, partnerships and, increasingly, full M&A transactions in the era of digitalisation.

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EU-Japan EPA and Geographical Indications



1 Overview of the GI System

A system for Japan and the EU to mutually protect names that connect certain agricultural products, etc. with the place of their production as geographical indications (GI) was introduced on February 1, 2019 with the coming into force of the EU-Japan EPA. "Geographical indication" is a distinctive sign used on a product or in its advertising, etc. to identify the product as one whose quality, reputation or other characteristic is linked to its geographical origin.

2 GI Protection System in Japan

GI protection was introduced in Japan June 2015, making it possible to register a product together with its name, place of production and standards of quality, etc. As of April 18, 2019, 76 products, 75 domestic and one overseas (Prosciutto di Parma) have been registered with GIs in Japan.

3 Mutual protection under the EU-Japan EPA

71 products from the EU and 48 products from Japan are now protected under the EU-Japan GI protection regime; for example, the name "Kobe Beef" cannot be for any EU products and can only be used in the EU for uniquely branded Japanese beef products.

Determining whether a GI has been infringed requires careful judgment and expert advice. For example, although "Gouda" is a generic term and not subject to GI protection, selling cheese in Japan with the name "Gouda cheese" with the flag of the Netherlands or something similar would likely constitute an infringement of the GI "Gouda Holland". In addition, for a product to use a GI it must conform to all the registered GI specifications (e.g. place of production, quality or production method) so even if a product is manufactured in a GI-protected place of production and the packaging identifies that place of production the use of qualifying expressions such as "kind," "type" or "style"

"...even if a product is manufactured in a GI-protected place of production and the packaging identifies that place of production the use of qualifying expressions such as "kind," "type" or "style" would not be enough to save it from infringement of the GI if other characteristics of the GI were not satisfied."



4 Conclusion

The EU-Japan EPA represents a significant landmark in EU-Japan trading relations and the mutual protection of GIs between Japan and the EU under the new regime will enhance the protections for both Japanese and EU agricultural, forestry and fishery brands, hopefully significantly enhancing trade in such products.

would not be enough to save it from infringement of the GI if other characteristics of the GI were not satisfied. For example, hard Italian cheese is often imported into Japan in blocks and then processed to powder in Japan and even if correctly labeled as made in the designated GI area and "processed in Japan", marketing it as "Parmigiano-Reggiano" would breach the GI protection for "Parmigiano-Reggiano" (unless the seven-year exception mentioned below applies).

The use of names that are identical or similar to a protected GI is permitted for up to seven years from the date the EU-Japan EPA came into force if the name was used before that date, provided that there was no intention of gaining illicit profits or otherwise through the use of the name and the continuity or repetitive nature of the underlying business can be shown.

If a GI is used illegally in Japan, the Minister of Agriculture, Forestry and Fisheries will issue an order for action; if the order is not complied with, a person responsible for the failure would be liable to a jail term of up to five years or a fine of not more than JPY 5 million; a company, etc. responsible would be liable to a fine of up to JPY 300 million.



Naoki Kanehisa
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Fumiko Oikawa
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Atsumi & Sakai is a multi-award-winning independent full-service Tokyo law firm, and the first major independent Tokyo law firm with foreign partners. In addition to lawyers admitted in Japan, our Firm includes Registered Foreign Lawyers licensed in Japan to advise on the laws of the US States of New York and California, the People's Republic of China, England and Wales, India, the States of Queensland and Victoria (Australia), United States and Australian Federal law, and the laws of the Federal Republic of Germany (in collaboration with Janssen Foreign Law Office). Operating as an integrated international team, Atsumi & Sakai advises a wide range of international and domestic companies and financial institutions on all aspects of finance and business law utilizing our Japanese expertise and the international know-how of our foreign partners.

Evolving approaches of Japanese MNCs to global management: implications for European subsidiaries and JV partners

Japan is increasingly looking to European companies to take a leading role in globalising their companies' operations and enhancing global competitiveness. While in many sectors, such as automotive, Europe lags other key markets such as North American and Asia in the mindset of Japanese business executives, Japanese companies are beginning to understand and appreciate the unique characteristics of European companies. It is becoming increasingly obvious that in an era of rapid technological change and intensifying global competition that relying on the traditional 'all-Japan' solution has its limitations. Attracted particularly by the innovative qualities and global outlook of European companies, the Japanese are turning to Europe for solutions.

During the past two years, I have been carrying out research, along with a colleague from Meiji University, of the activities of Japanese multinationals in Europe. We have carried out a large number of interviews with senior Japanese executives in Japan and in Europe, as well as senior local European managers. It is clear from our research that the Japanese are shifting away from greenfield operations, which have been the traditional way Japanese firms have expanded overseas. While some industries, particularly automotive, will continue broadly with the 'copy and paste' formula, whereby manufacturing processes of a 'mother factory' and key elements of the supply chain back in Japan are faithfully replicated overseas, there has been an increasing emphasis on acquisition as the preferred mode of entry.

What is more noteworthy, however, is the way Japanese are managing the acquisitions. Whereas in the past, Japanese firms have tended to keep acquired firms and their management at arm's length, the rapidly growing contribution of overseas operations relative to a shrinking domestic market and the need to acquire global know-how means that they can no longer afford to keep non-Japanese management teams at such a distance.

M&A has given Japanese firms platforms not just to promote more independent manufacturing practices but to build entire business strategies for global business. Nippon Sheet Glass, on whose board I served between 2008 and 2014, transformed itself completely from a predominantly domestic glass manufacturer into a global player through the acquisition of the British firm Pilkington in 2006. Instead of keeping the firms separate, the Japanese management bravely decided to integrate the two operations completely. While the CEO is Japanese, the senior management of the firm is predominantly European. This process has not been easy, but it is made NSG a viable global competitor.

Another formerly domestic-only company that has transformed itself is Japan Tobacco (JT). JT's international business, which now accounts for roughly two-thirds of total company revenues, is run by JTI, a Geneva-based subsidiary. The senior management of JTI, which is almost entirely non-Japanese, consisting largely of executives from the UK firm Gallaher and the non-US operations of RJ Reynolds, acquired by JT earlier, has turned JT into one of the top three global tobacco companies in a relatively short space of time.

Finally, Hitachi Ltd has moved the global rolling stock HQ away from Japan to London. Recognising that there will be few new rail projects in Japan, and given that there is limited scope for a 'copy and paste' manufacturing strategy in rolling stock (owing to the very different ways in which Japanese rail operators manage relationships with their suppliers), this is a totally logical move, but one which Japanese companies in the past have been reluctant to make. Through the acquisition of the rolling stock and signalling operations of the Italian firm Ansaldo, Hitachi has also built a solid European manufacturing base and although the CEO of Hitachi's rail business is British, many of the senior management team are Italian.



The proportion of Japanese FDI stock in the EU resulting from M&A is increasing year by year. Without exception, managers of acquired European firms note the long-term orientation of the Japanese management towards new markets, including strong commitments to research and development. The fact that the European operations of Japanese firms are playing a wider strategic role is therefore a welcome development. However, enhancing the potential for European managers to contribute will require a much higher level in both the quantity and quality of communication between headquarters and subsidiaries. There will be a premium on European executives who not only understand their businesses, but who are capable of communicating effectively with the Japanese. They may be expected to spend some part of their lives in Japan as part of overall career development, to forge effective networks in headquarters and to gain a deeper understanding of the company's culture. Japanese companies, in turn, must make their headquarters a more welcoming environment where non-Japanese can feel part of the team and make a genuine contribution. More Japanese firms need to understand the potential of European operations to make wider contributions, and to build expectations among European managers accordingly. European managers must also be ready to speak out on wider global strategic issues.

As we have seen in the cases of NSG, JT and Hitachi, Japanese firms are starting to understand that their European operations can and should make a much wider contribution to their global strategic ambitions. We can expect European firms and European managers to play an increasingly important role in the globalisation of Japanese firms.



Dr. George Olcott
Board Member,
Dai-ichi Life Holding
Denso Corporation
Hitachi Chemical
J.P. Morgan Japanese Investment Trust

Japan is awake to the potential of the EPA

The European Business Council in Japan (EBC), as the trade policy wing of 17 European national chambers of commerce, is the voice of European business and industry in Japan. It was the first business organisation to call for an economic agreement between the EU and Japan, back in 2006.

Eurobiz Japan, the EBC's official magazine, is the bullhorn for the organisation, highlighting advocacy issues in more than two dozen industry sectors and reporting on topics of relevance — including extensive coverage of the EU–Japan Economic Partnership Agreement (EPA) — to both European and Japanese business leaders. In the very first issue of the magazine, published in January 2010, then-Chairman of the EBC Tommy Kullberg declared his goal of seeing a closer economic relationship between the EU and Japan.

“What we need is an economic integration agreement to let people, products and services move freely over our borders,” he said. “Just think about the dynamic developments we could see in Japan.”

Since negotiations on the EPA began in 2013, Japan has emerged as a leading proponent of global trade.

At the EU Delegation on 1 February, the day the EPA came into effect, Minister of State for Economic and Fiscal Policy Toshimitsu Motegi affirmed that Japan has embraced this new stance in his speech to ambassadors of EU member states and the media. He also emphasised that the agreement was about far more than trade.

“Japan and the EU are global partners, sharing fundamental values, such as democracy, the rule of law and basic human rights,” he said, adding that they had a responsibility to promote “free and fair common rules — that are suitable for the 21st century — around the world.”

Japan is truly waking up to the idea that the EPA is not exclusively for businesses and will bring benefits far beyond the bottom line. One little-discussed, but important example concerns chapter 16 on trade and sustainable development, which sets high standards for labour, safety, the environment and consumer protection. An article in this section requires committees on both sides to engage with civil society organisations.

At the European Economic and Social Committee's high-level conference, held in Tokyo in mid-November, representatives of several Japanese organisations spoke about the benefits of giving civil



“Japan and the EU are global partners sharing fundamental values, such as democracy, the rule of law and basic human rights ... [We have a responsibility to promote] free and fair common rules — that are suitable for the 21st century — around the world”

society a stronger voice in Japan. With an official platform from which they can be heard, Japan's trade unions could help to improve the nation's labour standards. Currently, Japan has yet to ratify two of the eight labour conventions of the International Labour Organization (ILO) — on forced labour and discrimination.

“We are seeking not only economic growth, but sustainable, inclusive economic growth,” said Chihiro Kawashima, executive director at the Japanese Trade Union Confederation's Department of Economic and Social Policy. “In the context of ... joint dialogue with civil society, we want to benefit from this monitoring mechanism to make sure that the ILO's core standards — irrespective of whether they have been officially ratified or not — are fully implemented here in Japan.”

The EBC is confident that the EPA, together with the Strategic Partnership Agreement, can bring closer cooperation in areas such as innovation, people exchange and security policy, as well as joint investments and projects in third countries.

“We are firm believers that all aspects of EU–Japan relations will be positively affected by these agreements,” says Michael Mroczek, chairman of the EBC. “We, as the EBC, will stay actively involved in the monitoring process as the EPA is implemented, and we are learning to be flexible as we fit into this new role.”



Text by Andrew Howitt, Editor-in-chief at Eurobiz Japan

EUROBIZ JAPAN
A selection of articles from our monthly print magazine

The Netherlands and Japan: Vibrant and Valued Ties

Did you know the Netherlands and Japan share a unique and longstanding relationship? But yes, we do. Our close ties are deep-rooted in a rich history of culture, innovation and enterprise, dating back centuries to when the Netherlands was Japan's trading partner at Deshima. This unique relationship continues to flourish today and shows bright promise for tomorrow.

Sharing inspiration

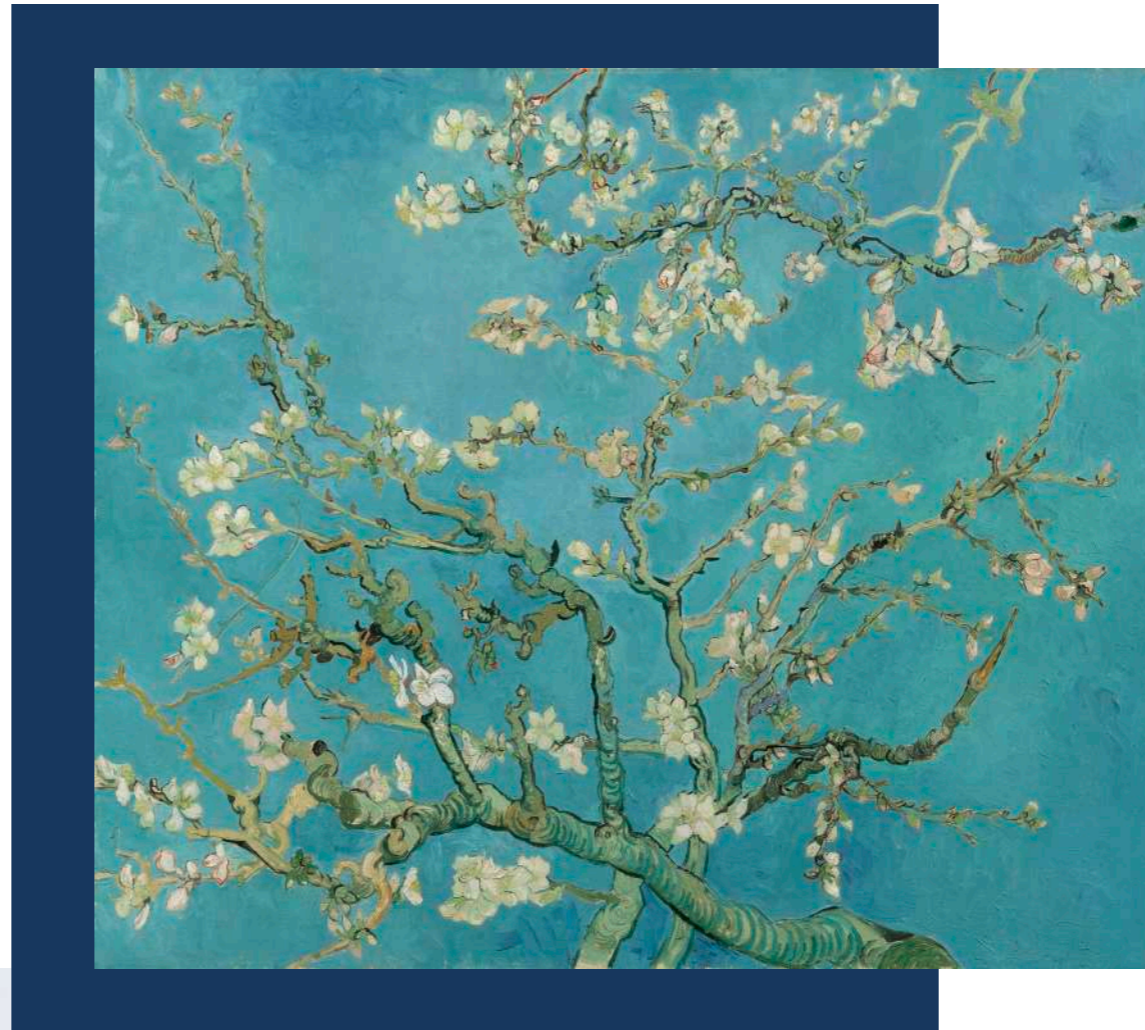
Always looking beyond boundaries and open to collaboration, the Dutch connect with the Japanese to co-create solutions to local and global challenges. This mutual mindset led to the exchange of knowledge early on. The Dutch brought significant contributions to the fields of medical, chemical and natural sciences in Japan. These are areas in which the countries still actively collaborate today. Besides science, the Netherlands has also brought inspiration in the creative arts: classical music, ballet, painting and artisanry, to name a few.

However, on the other side, Japan influences the Netherlands as well: world-famous Delft Blue porcelain has its origins in Japanese craftsmanship. And when looking at the work of Vincent Van Gogh, it's clear he was inspired by the print craftsmanship of the Japanese. Today, the Dutch painter continues to be enormously popular among the Japanese.

The strong ties between both faraway lands is even evident in the fact that there are many Dutch loan words in the Japanese language such as 'koffie' (coffee) and 'biiru' ('bier' (beer).

Robust business connections

The familiarity between the two countries has laid the groundwork for vibrant business connections. Today, many of Japan's leading companies are located in the Netherlands. They represent a wide range of industries: from chemicals to electronics and from creative to financial. These companies deploy a vast array of activities in the Netherlands, from R&D



The future looks bright

As Japanese businesses continue to look to the Netherlands as a place to realize their business ambitions, the Netherlands strives to provide international investors with a welcoming and stable environment in which to work and live. In times of international uncertainty, such as around Brexit, the Netherlands is Japan's best start as a Gateway to Europe. Together we are the successful model for sustainable international business ties. Building on each other's strengths to create a bright tomorrow.

During the EU-Japan EPA Forum, I look forward to meeting you to hear more about your specific background and history. And to look for the

to manufacturing, and from marketing and sales to European headquarters. Not to mention logistics and distribution. Just some of the Japanese companies that call the Netherlands home are: Kikkoman, Mitsui, Norinchukin, Fujifilm, Sekisui, Yusen Logistics, Grolsch-Asahi and Unicharm. Japanese enterprises are proactive contributors to the Dutch business ecosystem.

Flourishing cultural bonds

On both business and cultural fronts, there is a flourishing Japanese community in the Netherlands. There are many common Dutch-Japanese activities in the Netherlands such as the annual Japan festivals in Leiden and Amstelveen. There is a Japanese Chamber of Commerce (JCC) and active clubs such as the Rotterdam-Japan Club. Leiden is home to the Japan Museum SieboldHuis and the oldest Japanology faculty in the world at Leiden University. Indeed, Japan plays a significant role in the Dutch cultural fabric.



Jeroen Nijland
Commissioner of the Netherlands Foreign Investment Agency (NFIA)



The Dutch government readily provides guidance to foreign companies seeking to do business in the Netherlands as a base to serve Europe. The Netherlands Foreign Investment Agency, and their regional partners, offer free, confidential and customized services to help your company and employees to locate smoothly and successfully in the Netherlands. Contact us at info@nfia.com or visit www.investinholland.com.



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NIKKEI ASIAN REVIEW

Nikkei Asian Review published by Nikkei Inc., is providing unparalleled coverage of Japan's economy, industries and markets.

The group's business portfolio includes publishing, broadcasting and the Nikkei 225 stock index. Its flagship newspaper, The Nikkei, has a circulation of approximately 3 million daily.

With 24 bureaus across the region and over 1,300 correspondents worldwide, Nikkei is ideally positioned to provide Asian news and analysis to a truly global audience.

Nikkei Asian Review who would like to offer EU-Japan EPA Forum attendees and their colleagues a free corporate trial of the Nikkei Asian Review. The Financial Times is working in partnership with Nikkei to offer Nikkei Asian Review to organisations located within the EMEA region. To discuss setting up your free trial please email: pam.badwal@ft.com

Il Sole 24 ORE

Il Sole 24 ORE, is Italy's most popular and best-selling business newspaper with the highest circulation in Europe. The 24 ORE Group is a multimedia publishing organization specialized in business, financial, professional and cultural information and it is owned by Confindustria, the main organization representing Italian manufacturing and services companies founded in 1910.

The newspaper is organized in a single section and the pages of "Finance & Markets" are in continuity with those of "Economics & Business", which contributes to strengthening the relationship between finance and the economy, the banking system and the business world.



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MODERATOR

John Ferguson
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The Economist (EIU).



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Osamu is a Japanese qualified lawyer with over 26 years' experience advising Japanese and international clients on inbound and outbound matters. Osamu specialises M&A, joint ventures and general corporate, including advising international clients on various corporate law compliance matters in Japan relating to regulatory, employment and data protection.

Giovanni Gazzaniga has more than 29 years of experience in M&A – both domestic and cross-border – assisting primary Italian and foreign operators in a variety of deals, including private equity transactions, public takeovers, mergers and spin-offs, as well as joint ventures. His broad experience spans various industry sectors, including financial services, energy, transport, telecoms, food, industrial and the fashion industry.

Paolo has more than ten years of experience in corporate and M&A deals, assisting a variety of clients (private equity funds, listed and unlisted companies and financial institutions) across a range of transactions, including mergers, acquisitions and joint-ventures in different industry sectors, with special focus on industrial and manufacturing, real estate, energy and infrastructure. Since joining A&O, Paolo has also gained significant experience in cross-border transactions providing advice to international companies on various Italian law aspects related to their projects in Italy.

Tokutaka has both inbound and outbound corporate experience for Japanese and international clients. He focuses on cross-border M&A transactions, joint ventures, restructurings and general corporate across a range of sectors. Having previously worked as an investment banker at a major international investment bank in Tokyo, Tokutaka specialises in the financial services sector.

Tokutaka is qualified in Japan and New York and is fluent in Japanese and English.

At a time of significant change for the winds of global trade, we are determined to continue leading the market as the most trusted legal advisor on transactions globally. A&O advised on 31% more deals than any other law firm in the world in 2018 according to the league tables. We see more of the global economy than any other firm.

As we have done throughout our 88-year history, we continue to always challenge ourselves to bring new and original ways of thinking to the complex legal challenges our clients face. In 2018 we were named the 'Most Innovative Law Firm in Europe' for a record sixth time at the Financial Times Innovative Lawyer Awards. This is the second time A&O has won the accolade in consecutive years.

A&O has been on the ground in Japan for over 30 years and has a long track record of advising Japanese industry leaders with their investments into Europe, including Mitsubishi Corporation, MS&AD, NTT Communications, NEC and Asahi Group Holdings, to name a few. In recent years the firm has represented leading Japanese companies on strategic matters across key sectors including TMT, Automotive, Food & Beverage, Textile, and Financial Institutions, in a variety of jurisdictions throughout Western and Eastern Europe.

To support our clients' international strategies, we have built a truly global network now spanning 44 offices in 31 countries. We have also developed strong ties with relationship law firms in over 100 countries where we do not have a physical presence. This network makes us one of the largest and most connected law firms in the world with a global reach and local depth that is simply unrivalled.



Freshfields Bruckhaus Deringer



TAKESHI NAKAO
Managing Partner Tokyo,
Corporate and M&A
Freshfields Bruckhaus Deringer

Takeshi is the managing partner of our Tokyo office and the head of our Japan practice. He specialises in cross-border M&A, private equity, joint ventures and general corporate matters.

Takeshi advises corporates on both outbound and inbound transactions. He has advised companies wanting to move into Europe, US, Asia and into countries as far flung as Africa.

He also has extensive experience advising on various antitrust law issues in relation to M&A activities, including merger-control filings and analysis, and various commercial arrangements.



GILES PRATT
Partner,
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Giles heads our intellectual property and technology group. He also leads our data practice in London, and co-heads the firm's digitization initiatives including our Freshfields Digital platform.

He is particularly active in the consumer, retail, technology, media, automotive and financial institutions sectors, and specialises in cross-border IP, data privacy and cyber security, commercial and e-commerce law.

He regularly advises on transactions involving valuable brands, technology, content and data, particularly in the context of international M&A, IP/tech-heavy carve-outs and JVs, restructuring, financing, licensing and other complex commercial and IP agreements. He also advises on IP disputes and risk management, including multi-jurisdictional brand protection, copyright and design right infringement, and IP and antitrust issues.



DR. BARBARA KEIL
Partner,
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Barbara is a head of our general industries sector group.

Barbara has strong expertise in multijurisdictional M&A transactions and joint ventures. She also brings specific sector knowledge – in particular, chemicals, automotive, Industry 4.0 and digital – to the table.

Barbara leads multijurisdictional deals and group wide reorganisations and helps her clients to navigate the dynamics of difficult deal scenarios and complex negotiations with the speed and sensitivity the deal requires. Barbara also advises on joint ventures and critical commercial contracts such as feedstock supply agreements and co-operation agreements, which often hold the key to a successful merger or joint venture.

She speaks German, English, French and Spanish.



CLAIRE WILLIS
Partner,
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Claire is a corporate partner and managing partner of our London office. She is also joint head of our global financial institutions sector group.

Claire works mainly with financial institutions including insurance companies, banks, asset managers as well as a number of clients in the retail and consumer sector. Her expertise covers mergers and acquisitions, complex restructurings, joint ventures and governance projects. Claire's ability to lead a team delivering complex mandates is particularly valued.

An experienced relationship partner, Claire regularly advises a number of our key clients including Barclays, HSBC, J.P. Morgan, the Prudential and Tesco.

Freshfields Bruckhaus Deringer is a global law firm with a long-standing track record of successfully supporting the world's leading national and multinational corporations, financial institutions and governments on ground-breaking and business-critical mandates. Our 2,800 plus lawyers deliver results worldwide through our own offices and alongside leading local firms. Our commitment, local and multi-national expertise and business know-how means our clients rely on us when it matters most.



Japan External Trade Organization

JETRO, or the Japan External Trade Organization, is a government-related organization that works to promote mutual trade and investment between Japan and the rest of the world. Originally established in 1958 to promote Japanese exports abroad, JETRO's core focus in the 21st century has shifted toward promoting foreign direct investment into Japan and helping small to medium size Japanese firms maximize their global export potential.

www.jetro.go.jp/en/



The European Commission is an institution of the European Union, responsible for proposing legislation, implementing decisions, upholding the EU treaties and managing the day-to-day business of the EU.

The European Commission plays an active role in developing the EU's overall strategy and in designing and implementing EU policies. It evaluates and reports on its policies on a regular basis. Along with the other main EU institutions, the European Commission develops the overall strategy and political direction of the EU. Every five years, at the beginning of a new Commission term, the president of the Commission also determines the political priorities for its upcoming term of office. The Commission turns these priorities into concrete actions on a yearly basis through an annual work programme, which sets out a plan of action for the next twelve months.

The European Commission develops and implements EU policies by:

- proposing laws to the European Parliament and Council of the European Union
- helping EU countries implement EU legislation
- managing the EU's budget and allocating funding
- ensuring that EU law is complied with together with the Court of Justice
- representing the EU outside Europe together with the EU's diplomatic service, the European External Action Service

EU policies are designed to bring benefits to citizens, businesses and other stakeholders in the EU. Commission initiatives for new policies have to be agreed on internally according to a set procedure. Better regulation tools ensure that each new policy is based on evidence and best available practice. The European Commission plans and reports on its work in a yearly cycle known as the strategic planning and programming cycle. The reports resulting from each cycle are published regularly by the European Commission. The Commission continuously evaluates whether EU policies have met the needs of European business and citizens.

www.ec.europa.eu



ITA - Italian Trade Agency is the Governmental agency that supports the business development of our companies abroad and promotes the attraction of foreign investment in Italy.

With a motivated and modern organization and a widespread network of overseas offices, ITA provides information, assistance, consulting, promotion and training to Italian small and medium-sized businesses. Using the most modern multi-channel promotion and communication tools, it acts to assert the excellence of Made in Italy in the world.

<https://www.ice.it/en/>



Japan Business Council in Europe Founded in 1999, the Japan Business Council in Europe (JBCE) is a leading European organisation representing the interests of more than 80 multinational companies of Japanese parentage active in Europe.

Our members operate across a wide range of sectors, including information and communication technology, electronics, chemicals, automotive, machinery, wholesale trade, precision instruments, pharmaceutical, railway, textiles, glass products and financial services. In 2013, our member companies represented global sales of 1.4 trillion euros.

Building a new era of cooperation between the European Union (EU) and Japan is the core of our activities, which we pursue in the framework of several committees focused on: Trade Policy, Environment, Corporate Social Responsibility(CSR), Standards and Conformity, Corporate Policy, and Digital Innovation.

www.jbce.org



The European Business Council in Japan (EBC) is the trade policy arm of 17 European National Chamber of Commerce and Business Associations in Japan and has been working to improve the trade and investment environment for European companies in Japan since 1972. The EBC was registered with the Ministry of Economy, Trade and Industry (METI) in 2008 as the European (EU) Chamber of Commerce in Japan.

The EBC currently works for around 2,500 local European corporate and individual members through fees paid via their respective national chamber of commerce. Some 350 companies participate directly in one or more of the EBC's 24 industry committees, whose work covers a wide variety of economic sectors.

In a nutshell, EBC committees identify the issues keeping the companies from achieving their full potential in Japan and use the vast array of EBC's lobbying tools, including the annual EBC Report on the Business Environment, to bring change by eliminating the problems.

The EBC works closely with the Delegation of the European Commission in Japan, the national European Embassies, and other business organisations to co-ordinate policy proposals and make suggestions to the Japanese Government on how to create an open environment for trade and investment in Japan.

www.ebc-jp.com



Confindustria is the main association representing manufacturing and service companies in Italy, with a voluntary membership of more than 150,000 companies of all sizes, employing a total of 5,440,125 people.

The association's activities are aimed at guaranteeing the central importance of companies, the driver's of Italy's economic, social and civil development. By representing companies and their values at institutions of all levels, Confindustria contributes to social well-being and progress, and from this standpoint guarantees increasingly diversified, efficient and modern services.

Confindustria's added value stems from its network: a headquarters in Rome, 217 local and trade associations and since 1958 a delegation in Brussels, which has seen its strategic importance grow over the years and is now a benchmark for the entire Italian economic system at the European Union.

<https://www.confindustria.it>



Comité d'échanges Franco Japonais has provided exchanges and opportunities for your business development since 1997. The Franco-Japanese Exchange Committee has been one of the most important bicultural professional networks of the CCI Paris-Ile de France. Its assets are based on a dynamic network of more than 150 companies in France and Japan from all sectors of activity.

The CEFJ organizes multiple professional meetings. Their purpose is to inform and encourage exchanges within the Franco-Japanese business community.

The CEFJ is a unique business community at the crossroads of economic news thanks to its close ties with its partners such as the CCI France Japan, the Japanese CCI in France, the French and Japanese embassies, the JETRO and the ministries of both countries.

<https://cefj.org>



Aice is an independent entrepreneurial association which represents and supports Italian companies dealing with international trade activities (both import and export) and interested in growing on foreign markets. Founded in 1946, Aice is a member of Confcommercio Imprese per l'Italia and Confcommercio Imprese per l'Italia Milano, Lodi, Monza e Brianza. Thanks to years of accrued experience and to its consistently up-to-date organizational structure, Aice is a strategic gateway for foreign companies interested in either exporting their products to Italy or importing Italian products.

Aice represents Italian companies that are committed predominantly to commercial activities abroad: trading, export, import, countertrade, buying-offices, export management, small and medium enterprises, etc; as well as the services related to such activities. On the other hand, Aice supports foreign companies interested in the Italian market by assisting them in the search for potential Italian business partners, (suppliers, buyers, distributors, agents and so on), offering a consolidated wealth of professionalism, contacts and knowledge.

<http://www.aicebiz.com/it/associazioni/categoria/aice/en/>



BusinessEurope is the leading advocate for growth and competitiveness at European level, standing up for companies across the continent and campaigning on the issues that most influence their performance. A recognised social partner, we speak for all-sized enterprises in 35 European countries whose national business federations are our direct members.

The organisation is headquartered in Brussels at the heart of the EU institutions. We work on behalf of our member federations to ensure that the voice of business is heard in European policy-making. We interact regularly with the European Parliament, Commission and Council as well as other stakeholders in the policy community. We also represent European business in the international arena, ensuring that Europe remains globally competitive.

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



The Italy-Japan Business Group is a body created by the Italian and Japanese business communities, with the sponsorship of the respective Ministries of Economic Development (MiSE and METI), to promote greater industrial cooperation between the two countries, favouring a permanent dialogue between the two business communities, with the support of their respective institutions. A body characterized by a constant evolution that, year by year, has grown in terms of operations, developing debates and comparisons on diversified themes of bilateral collaboration. The IJBG has launched a fruitful activity of promoting business relations between Italian and Japanese companies, acting as a forum for meetings and dialogue to foster in-depth and direct mutual knowledge.

Each year, alternatively in Italy and Japan, the IJBG organizes its General Assembly, in which Italian and Japanese members participate, but which is also open to all companies interested in relations between our two countries.

<https://www.ijbg.it/#SOCI>



The EU-Japan Centre for Industrial Cooperation is a unique venture between the European Commission and the Japanese Government. It promotes all forms of industrial, trade and investment cooperation and organises activities to improve competitiveness and cooperation through exchanges of experience and know-how between EU and Japanese businesses.

The Centre's activities include preparing the annual meeting of the EU-Japan Business Round Table. The BRT brings together leading EU and Japanese companies to discuss issues of common concern and to submit practical recommendations to the EU and Japanese Authorities.

The Business Round Table has been a long-term advocate of formalised EU-Japan cooperation. Having previously advocated common rules and a form of regulatory cooperation and an EU-Japan FDI Enhancement Agreement, in 2007, it called on the EU and Japanese Authorities to give due consideration to exploring the feasibility of an enriched economic agreement. Since then, the BRT has consistently supported and encouraged the efforts the Authorities have made to negotiate the EPA. The BRT looks forward to a swift implementation of the EPA.

www.eu-japan.eu and www.eu-japan-brt.eu



The German Chamber of Commerce and Industry in Japan, the AHK Japan for short, is the key institution of Germany's foreign trade promotion in Japan, representing the interests of German business in Japan.

Since 1962 the German Chamber of Commerce and Industry in Japan (AHK Japan) has supported companies, which want to start off or further expand their international business. Whether they are a start-up or an established company, we offer a wide range of professional services to help them along the road to success. As a membership organisation, we make it possible to build a strong network. We also represent the interests of German business in Japan as the official arm of Germany's foreign trade promotion.

<https://japan.ahk.de/en/>



EuroCommerce is the voice for six million retail, wholesale, and other trading companies. Our members include national commerce federations in 31 countries, Europe's 27 leading retail and wholesale companies, and federations representing specific sectors of commerce.

www.eurocommerce.eu



BDI - The Federation of German Industries The BDI conveys the interests of German industry to the political decision-makers and in the process it provides support for business enterprises engaged in global competition. The BDI has at its disposal a widely branching network in Germany and Europe, in all important markets and in international organizations. The BDI takes care of the political flanking of international market opening. And it offers information and economic policy consultations for all topics related to industry.

Industry plays an outstanding role for Germany's prosperity. Almost a quarter of Germany's gross domestic product (GDP) is generated by German industry. If industry-related services are included, this figure rises still further to around a third of GDP. Germany is and remains an industrial nation. Together with industry-related services, industry is the core driver of growth in our economy.

www.english.bdi.eu



CLEPA is the voice of European automotive suppliers, representing over 3.000 companies which employ 5.000.000 employees, invest over €20 billion yearly in R&I and provide solutions for safe, smart and sustainable mobility.

CLEPA brings together well over 100 of the world's most prominent suppliers for car parts, systems and modules and more than 20 national trade associations and European sector associations.

Founded in 1959 and based in Brussels, CLEPA is recognised as the natural discussion partner by international organisations and fellow associations.

<https://clepa.eu/>



Founded in 1967, SERNAUTO, the Spanish Association of Automotive Suppliers, is:

The voice of the sector representing the interests of its member companies before public administrations and public and private institutions, both Spanish and international.

The main liaison for discussing and defining industrial policies and strategies.

The meeting and networking point for all types of member companies. Large Spanish and international groups, Midcaps and SMEs.

<http://www.sernauto.es/en/la-asociacion/que-es>



The European Services Forum (ESF) is a network of representatives from the European services sector committed to actively promoting the liberalisation of international trade and investment in services. ESF's main field of activity are the WTO GATS negotiations, the Plurilateral Trade in Services Agreement (TiSA) negotiations and the EU's bilateral trade negotiations on services and investments.

<http://www.esf.be/>



EUROCHAMBRES is the Association of European Chambers of Commerce and Industry and a key representative of businesses to the European institutions.

EUROCHAMBRES voices the interests of over 20 million member businesses in 44 European countries through a network of 1700 regional and local Chambers represented by 44 national and 2 transnational organisations. More than 98% of these businesses are small or medium sized enterprises.

EUROCHAMBRES is the only European body that serves the interests of every sector and every size of European business.

www.eurochambres.eu



The IHK Frankfurt am Main is a public corporation. It works on the basis of the IHK Act of 1956, which is valid today in the version of 31 August 2015. The IHK Frankfurt am Main represents the interests of all traders in their district.

The spectrum of the IHK activity fields goes far: From the consultation of the public administration and the legislative bodies up to reports for the courts, from the responsibility for the commercial and commercial vocational training as well as the further education up to the individual company care. The IHK Frankfurt am Main currently has around 111,000 member companies.

<https://www.frankfurt-main.ihk.de/>



SMEUnited, formally known as UEAPME, is the association of crafts and SMEs in Europe with around 70 member organisations from over 30 European countries. SMEUnited is a recognised employers' organisation and European Social Partner and acts on behalf of crafts and SMEs in the European Social Dialogue and in discussions with the EU institutions.

They represent national cross-sectoral Craft and SME federations, European SME branch organisations and associate members. We speak on behalf of the 24 million SMEs in Europe which employ almost 95 million people. We are a non-profit seeking and non-partisan organisation.

<https://smeunited.eu/>



The FISITA vision promotes excellence in mobility engineering whilst the FISITA Mission is to promote knowledge sharing among stakeholders in a way that positively contributes to the development of safe, sustainable and affordable mobility solutions and helps guide the future direction of the global automotive engineering profession.

Established in 1948, FISITA is the international network for automotive engineers, representing over 210,000 engineers in 37 countries. FISITA membership is comprised of 38 Member Societies and 57 Corporate Members. FISITA provides a global platform for knowledge exchange between industry and academia, helping to guide the future direction of the automotive engineering profession. FISITA organises a number of global events, including EuroBrake, the world's largest braking conference and exhibition.

FISITA is also a leading advocate for the education of young engineers, creating pathways for future talent through its established links with the industry. The FISITA Council, led by President Frank Zhao, is the governing body of the organisation, composed of delegates from each member society, plus members of the Executive Board and Past Presidents. The work of FISITA is supported by a staff based in Stansted, UK and led by the Chief Executive Officer Chris Mason.

<https://www.fisita.com>



The Netherlands Chamber of Commerce in Japan is an independent, non-profit organisation representing companies of all sizes who have business interests in Japan.

Currently the NCCJ has 52 member companies that are either Dutch companies or companies that seek business and/or friendship relationships with the Netherlands in general or with Dutch companies in Japan in particular.

The Chamber was officially established in 1978 and has as her primary objective to expand professional and personal networks that facilitate the pursuit of business activities in Japan or the promotion of trade between the Netherlands and Japan. Furthermore the Chamber strives to increase members' understanding of Japanese business and relevant market practices in Japan to strengthen Netherlands industry, technology and management in Japan.

<http://www.nccj.jp/>



COPA's purpose is the defence and development of the European model of multifunctional and sustainable agriculture. The objectives of COPA are to examine any matters related to the development of the Common Agricultural Policy, to represent the interests of the agricultural sector as a whole, to seek solutions which are of common interest, and to maintain and develop relations with the Community authorities and with any other representative organisations or social partners established at European level.

In line with the recent European Union enlargements, COPA and COGECA have together further reinforced their position as Europe's strongest farming representative organisations. COPA and COGECA have jointly welcomed 38 national farmer and cooperative organisations from the new Member States.

Overall membership of both organisations has thus risen to 76 organisations from the EU Member States. COGECA, now called the "General Confederation of Agricultural Cooperatives in the European Union", currently represents the general and specific interests of some 40,000 farmers' cooperatives employing some 660,000 people and with a global annual turnover in excess of three hundred billion euros throughout the enlarged Europe. Since its creation, COGECA has been recognised by the European Institutions as the main representative body and indeed the spokesman for the entire agricultural and fisheries cooperative sector.

<https://copa-cogeca.eu>



The high degree of the integration of the economies, globalization and the intensity of the international financial and commercial flow mean a challenge for enterprises in different countries

Indispensable in this environment are capable of leading and managing business with a global perspective and with advanced and precise know-how with which to interpret the international context, the business opportunities, the threats and the implications of all actions over the different areas of the company.

For more than 20 years ICEX-CECO has been a leading contributor in matters of Spanish internationalization with the governments of over 70 countries in the training of their top managers. These are foreign professionals who wish to have a wider knowledge of Spain's financial and business systems and, hence, Europe.

Further training for specialists in the internationalization of their countries and enterprises; deep research into the main tendencies in the economy; learning about the tools for exporting their goods and services; the attraction of direct foreign investment. All this, academically focused but, above all, eminently practical, including visits to the main Spanish companies and institutions with experience in these matters has been the formula for success in this area of training in ICEX-CECO.

<https://www.icex-ceco.es/portal/>



The European Federation of Pharmaceutical Industries and Associations (EFPIA) represents the pharmaceutical industry operating in Europe. Through its direct membership of 36 national associations and 40 leading pharmaceutical companies, EFPIA's mission is to create a collaborative environment that enables our members to innovate, discover, develop and deliver new therapies and vaccines for people across Europe, as well as contribute to the European economy. Our vision is for a healthier future for Europe. A future based on prevention, innovation, access to new treatments and better outcomes for patients.

<https://www.efpia.eu/>



The Italian Chamber of Commerce in Japan (ICCJ) is an association of companies and entrepreneurs established in Tokyo in 1972 to help promote commercial exchanges and relations between Italy and Japan. The Chamber was officially recognized by the Italian Ministry of Foreign Trade in 1986.

The ICCJ is a member of Assocamerestero (Association of Italian Chambers of Commerce Abroad), taking part in its activities at an institutional level as well as actively entertaining business relations and collaborations with 79 Italian Chambers in 54 Countries.

Our main purpose is to promote and develop business relations between Italy and Japan. We regularly organize events and seminars throughout the year providing information, knowledge and hints to help our Members gain a better understanding of both economic environments or enhance their marketing strategy.

We provide tailor-made assistance on how to start and develop businesses both in Japan and in Italy through every step of the process: from studying feasibility to identifying the best partner and the most appropriate approach, to a full logistic support within mission organization, creation of partnerships, promotional campaigns and legal assistance. We also provide a business center service located at the ICCJ premises in the heart of the Tokyo business district.

<http://iccj.or.jp/en>



The DCCJ's mission is to promote and support the business development between Denmark and Japan.

To promote the interests of DCCJ Members, improve and strengthen the business environment between Denmark and Japan.

DCCJ is a member of the European Business Community in Japan and supports the JMEC (Japan Market Entry Competition) as arranged in co-operation with other Chambers of Commerce.

<https://www.dccj.org/>



The Belgian-Luxembourg Chamber of Commerce in Japan (BLCCJ) promotes business in the Japanese market by supporting the Belgian-Luxembourg business community and creating a more favorable market environment for its member companies.

Since its foundation in 1978, The Belgian-Luxembourg Chamber of Commerce in Japan has been promoting the development of commercial activities between Belgium, Luxembourg and Japan. Led by a board of 12 directors from various backgrounds and experiences, and a permanent office with multilingual staff, the BLCCJ offers a wide range of tailor-made services aimed at helping to succeed in the world's third largest economy. BLCCJ's close and longstanding cooperation with the embassies of Belgium and Luxembourg as well as our excellent relations with key Japanese business- and governmental organizations give the necessary prerequisites to be your ideal partner. Furthermore, as a founding and active member of the European Business Council in Japan (EBC), BLCCJ support the development of an increasingly favourable trade and investment environment for foreign companies.

<http://blccj.or.jp/>



ADVANTAGE AUSTRIA, with its about 110 offices in over 70 countries, provides a broad range of intelligence and business development services for both Austrian companies and their international business partners. Around 800 employees and 35 consultants around the world can assist you in locating Austrian suppliers and business partners. We organize about 1,200 events every year to bring business contacts together. Other services provided by ADVANTAGE AUSTRIA offices range from introductions to Austrian companies looking for importers, distributors or agents to providing in-depth information on Austria as a business location and assistance in entering the Austrian market.

www.advantageaustria.org



Food and drink represent some of our society's greatest traditions and pleasures. Today we have access to an impressive variety and quality of food and drinks. Our sector is an indelible part of Europe's social, economic and cultural fabric. But like most progress, this comes with challenges.

The food and drink industry wants to play its part as an active partner in addressing these challenges. To ensure that Europe continues to have the highest quality and safest food in the world. To drive prosperity and ensure quality jobs. FoodDrinkEurope's role is to help the industry, policy-makers and civil society work together towards these goals.



CEEV aims at promoting a social, economic and legal environment that favours the sustainable and responsible development of a competitive EU Wine sector, and enhance the legitimate place of Wine and its culture, in Europe and in the world. CEEV is a key European professional platform which leads the dialogue and coordination in the combined European and international wine sector.

CEEV is the voice of the EU Wine Companies and leads successful dialogue and advocacy of the EU Wine sector towards the European and international institutions in all policy areas affecting the Wine business.

<https://ceev.eu/>



The Spanish Chamber of Commerce in Japan was established in April in 2017 to provide a unified voice and strengthen business relations between Spain and Japan. The Spanish Chamber of Commerce in Japan (SpCCJ) is officially recognized by both the Japanese Ministry of Economy, Trade and Industry and the Spanish Ministry of Economy, Industry and Competitiveness. The SpCCJ provides speaker events, networking opportunities, and unique guests throughout the year, hoping to help increase the Spanish-Japanese ties in business.

SpCCJ provide services to its members, which include referrals, exposure in their online directory, social media, events and other communications, special discount on events, possibility to join our sectorial committees, recruitment services, possibility to be part of the Board of Directors and basic consultancy.

<http://spanishchamber.or.jp/>



aicep Portugal Global

aicep Portugal Global - Trade & Investment Agency (AICEP) is a government business entity, focused in encouraging the best foreign companies to invest in Portugal and contribute to the success of Portuguese companies abroad in their internationalization processes or export activities.

AICEP help you to find the business partner that best matches your request for Portuguese products or services and have a global network at your service to better understand and help you to identify the Portuguese brand, sector, product or service that you are looking for.

<http://www.portugalglobal.pt>



The Swedish Chamber of Commerce and Industry in Japan (SCCJ) was established in 1992 to promote Sweden-related business in Japan. We actively support the Swedish business community by helping them build long-lasting business relationships in Japan and by advocating Swedish industry, technology and management culture. Through participation in the European Business Council in Japan and other channels, we also strive to improve the business environment for our member companies from Sweden, Japan and other countries by supporting deregulation and harmonization in the Japanese market.

<http://smtp.sccj.org/>



Founded in 1988, CER's role is to represent the interests of its members on the EU policy-making scene, in particular to support an improved business and regulatory environment for European railway operators and railway infrastructure companies.

CER's vision for the European Rail Sector is a competitive and viable first-choice transport mode in terms of price and service quality for both passengers and freight customers. They provide the backbone of a seamless and integrated transport system – in close cooperation with the other transport modes and are an enabling factor for the competitiveness of the European economy, supporting economic growth and job creation, and contributing to an inclusive society. CER are central to the delivery of Europe's goals of cutting greenhouse gas emissions, achieving energy security, and relieving congestion.

<http://www.cer.be/>



CONFCOMMERCIO-Imprese per l'Italia, Italian General Confederation of Enterprises, Professions and Self-Employment, is the largest business association in Italy.

Confcommercio-Imprese per l'Italia was established for this very reason: to give voice to people and enterprises, which today count more than 700,000, with almost 2,700,000 employees, making it the largest business association in Italy. With its well-developed and extensive network of associations, divided by region, profession and industry, Confcommercio protects and represents its members in dealings with institutions, promoting the role of market services, which is, within a services economy, with a contribution of 41% of added value and 43.7% of employment in Italy, the real engine of national economy.

Four areas that Confcommercio-Imprese per l'Italia represents are Commerce, Tourism, Services and Transport.

Confcommercio-Imprese per l'Italia conducts three institutional activities: its signs national contracts in the tertiary, distribution and services, tourism, transport and logistics sectors, and other important collective bargaining agreements, which, in total, apply to almost five million workers; it protects and represents the economic and social interests of enterprises and entrepreneurs in dealings with institutions, political and economic organisations and trade unions; it promotes important management and professional training initiatives, technical assistance to enterprises, complementary social security and integrated healthcare tools covering more than 1.5 million workers, and credit consortia to facilitate access to credit.

<https://www.confcommercio.it>

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Nordstrom International is a London-based global boutique advisory firm focused on unlocking trade and investment opportunities in frontier markets and discovering new growth and expansion potential in developed markets for leading Nordic and European institutions and private sector businesses.

Nordstrom International seeks to build strong partnerships and global bridges – enhancing connectivity and leverage for key stakeholders and business leaders across the globe.

Through high-level multi-stakeholder engagements and event platforms, we are able to support clients to realize their full business potential by reaching new heights in international markets.

www.nordstrominternational.com

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