



Belgium-Japan Association  
Chamber of Commerce  
日白協会兼商工会議所



# TRADE FLOWS & CULTURAL NEWS

Number 109 - December 2015



# 150 YEARS OF DIPLOMATIC RELATIONS

*Let us celebrate this  
together and strengthen  
the bonds*

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### Advertising rates

4 issues (March, June, September & December)

1 page ..... € 3.500  
 1/2 page ..... € 1.600

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BJA REPORT

The 11<sup>th</sup> BJA Golf Cup and Golf Initiation  
第11回BJAゴルフコンペとゴルフイニシエーション

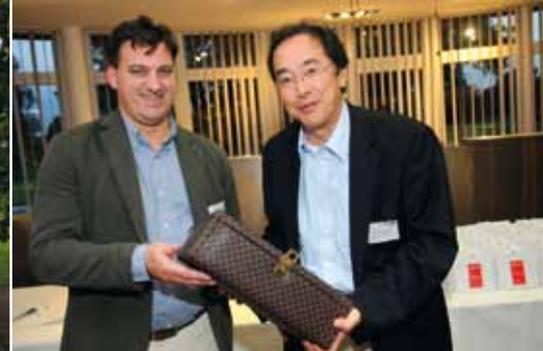
Saturday, 19 September 2015 - Millennium Golf Club



Mr Turna, Partner of Ernst & Young and the Captain of the EU team, sharing a moment of joy as a winner together with Mr Yamada, Minister of Embassy of Japan and the Captain of the Japan team.



Golf Initiation participants, challenging for a putting competition while looking at a very nice Mitsubishi 'Outlander' exhibited just on the green.



Mr Van Hoof, Partner of Ernst & Young, presenting a special prize to a lucky winner Mr Kawachi, Managing Director of Nippon Express Europe.

Thanks to generous sponsorship by a number of BJA company members, BJA had a great pleasure to organize the 11<sup>th</sup> BJA Golf Cup and Golf Initiation once again at the Millennium Golf Club in Beringen on Saturday, 19 September 2015.

Despite a short but fierce rain shower, all participants could appreciate not only an initiation into the game of golf or playing on the green with pleasant partners but also a delicious buffet lunch and refreshments. These were then followed by cocktails, high cuisine and fantastic prizes to take home with them. To mention one of the highlights, the Captain of the EU team,

Mr Ömer Turna, Partner of Ernst & Young, was over the moon for the fourth consecutive victory of the EU team over Japan for the team competition. In the meantime, the Captain of the Japan team, Minister Yoichiro Yamada of the Embassy of Japan, showed his sorrow for losing this 'revenge 2014' match, while applauding the EU team's great triumph.

BJA would like to thank once more the participants and great-hearted sponsors who make this BJA Golf event every year a great success.

*The pictures are by courtesy of Mr Françoise Demeter of E. & H. De Beukelaer & Co.*





# 150 YEARS OF FRIENDSHIP BETWEEN JAPAN • BELGIUM EVENT CALENDAR

**Note:** All details are subject to change. Many more events are to be held throughout the year 2016.

Please visit the 150<sup>th</sup> anniversary website ([www.be.emb-japan.go.jp/150jb/en/index.html](http://www.be.emb-japan.go.jp/150jb/en/index.html)) for updates and contact organizers for further information.

DATES	EVENT	VENUE
26 November 2015 - 8 January 2016	"The Spirit of Budo" Exhibition - The History of Japan's Martial Arts	JICC (Japan Information and Cultural Centre of the Embassy of Japan in Belgium)
19 January 2016	150 Years of Friendship between Japan and Belgium Official Opening Ceremony	Egmont Palace
21 January 2016	Ohara School of Ikebana Demonstration - Fifth Headmaster Hiroki Ohara	JICC
22 January 2016	Ohara School of Ikebana demonstration and workshop - Fifth Headmaster Hiroki Ohara	Botanical Garden Meise
23 January 2016	Miyabi Gagaku Concert	BOZAR
25 January 2016	"Eat Japan" food symposium and food events	JICC and others
28 Jan - 26 Feb 2016	Haiku Paintings exhibition	JICC
29 January 2016	Art Seminar with Music	JICC
4-8 February 2016	Salon des Vacances	Brussels Expo
12, 13, 19, 26, 27, 29 Feb, 4 March 2016	Bonten Taiko Concert	Liege, Antwerp, Gent, Bruges, Hasselt, Brussels, Charleroi
23 February 2016	Sarugakukai Kyogen Performance	Brussels
early March 2016	Doll making lecture	Brussels
10-25 March 2016	Invisible Needs of Life - Reconstruction 5 years after 311 tsunami (exhibition & symposium)	JICC
11 March 2016	Fukko concert	Flagey
11-13 March 2016	East Japan Great Earthquake 5 <sup>th</sup> Commemorative Event	Hasselt Japanese Garden
11-13 March 2016	Made in Asia	Brussels Expo
mid March 2016	Bunraku lecture and demonstration	JICC
24-25 March 2016	"Matsuri" Festival	BOZAR, KUL
22 April - 1 May 2016	FLORALIËN Gent	Bijloke
23-24 April 2016	Meiji Shrine Gagaku Concert and Martial Arts Performance	Brussels, Ghent
25 April 2016	Bi Japon fashion show	JICC
May-September 2016	Japanese mask exhibition by the Mask Museum	JICC
1 or 2 June 2016	Urasenke tea ceremony lecture and demonstration	JICC
24-26 June 2016	Brugge Japan Day	Brugge
30 June 2016	Opera singer's concert	JICC
July 2016	Tokyo Chuteiiki saxophone concert	JICC
12-15 August 2016	Brussels Flower Carpet	Grand Place
September 2016	Comic Strip Festival	Parc Royal & Place des Palais
October 2016	"The Feverish Era" contemporary art exhibition	BOZAR
8-13 October 2016	Japan Week	BOZAR etc
October 2016	Itchiku Kubota Kimono exhibition	JICC, Hasselt
22-23 October 2016	The International Aikido Celebration-Brussels	Tour & Taxi
12 November 2016	Noh Play by Kyutaro Hashioka	BOZAR
Nov 2016 - June 2017	Japanese Mask Exhibition	Mask Museum
12-27 November 2016	Ars Musica	Brussels (BOZAR etc), Liege, Mons, Namur, Charleroi, Brugge
December 2016	Closing Ceremony	Brussels

## Executive Committee

The Executive Committee is composed of Chair(wo)men of other BJA Committees as well as officials from Belgium (at federal and regional levels) and Japan. The Committee ensures coordination and cooperation amongst all other BJA Committees. It has the overall purpose to promote business and cultural relationship between Belgium, Europe and Japan. The Executive Committee

meets at least four times a year, reviewing projects carried out by other BJA Committees, proposing and handling new initiatives with a view to fostering export to Japan, encouraging Japanese companies to invest in Belgium and, in general, enhancing the BJA's visibility and reputation for the benefit of its members.

*Chairman: Tanguy Van Overstraeten*

### ANN BLONDÉ

I am the chairwoman of the Yes Committee since the 4<sup>th</sup> edition of the program. In 2016, the 10<sup>th</sup> edition of the program will be organized. As a Chair it is always a pleasure to see the efficiency of the program: only 1 week in Japan and participants end up with concrete business results and this thanks to a careful preparation. I am Managing Director at zeal, a company that specializes in touch screen marketing.



### CATHERINE COLLET

I am a Project Manager at the Asia Pacific Desk of Awex, Wallonia Export and Investment Agency since 15 years. Japan, South Korea and Australia have always been my main focus, although I have been travelling in more Asian countries these last few years. I first discovered Asia through Japan. Japan is an amazing country. Even after so many years, it keeps surprising me.

### EDWARD DE BEUKELAER

Together with my son Stefaan I am managing a family owned company with large experience in the distribution of high quality Japanese opto-electronics in the photographic and medical area. This experience made me understand the large opportunities a better mutual understanding of the Japanese and Belgian culture offers to the development of both countries. I trust the BJA will keep developing such relations and further stimulate economic and political cooperation between the two countries. Together with a most dynamic team, I am responsible for the Editorial Committee, taking mainly care for the publication you are now kindly reading.



### ARNAUD JAMAR

Chairman of the Friendship Committee, Member of the Executive Committee. Born in the year of the Snake, my love for Japan started very early by attending a Japanese interracial marriage in Belgium. Honoring the bloodtype O, I am outgoing, energetic and social. After EU-Japan Centre, I arrived at BJA in spring 2012 and took over the Friendship Committee. Currently I'm working at ANA where preparing the direct flight to Belgium is a priority.

### WIM EYNATTEN

Wim Eynatten is an International Tax Partner with Deloitte in Brussels, Chairman of the BJA Legal and Tax Committee and Member of the BJA Executive Committee. He is a member of Deloitte's Japanese Business Taxation Europe (JBTE) team and leads the JBT practice in Belgium. He has many Japanese clients in various industries and assists them with their Belgian domestic and cross-border tax issues. He has significant experience in corporate tax law, international tax planning and restructurings, R&D and IP tax structures, holding structures, finance structures, M&A, EC tax law and transfer pricing. He has spoken at various seminars and conferences and is the author of various publications in the field of taxation. During his free time Wim enjoys traveling, playing field hockey and cycling.



## KOH ICHI MASAKI

Chairman of Cultural Committee, BJA Board Director and member of the Membership Committee. Head of European Affairs and Agency, Brussels Office at Japan Management Association Group – JMA. Major responsibilities for JMA: to provide advice and solution in the automotive distribution and retail network through its consulting wing and to promote multiple business exhibitions hosted by JMA, e.g. Foodex through its industries development centre. Over 27 years living outside Japan with various international assignments at different global organizations.



## MASATOMO NOMURA

Masatomo Nomura is the founder of Nomura Consulting Europe and is a leading consultant on the EU business affairs for Japanese businesses. He is also a veteran in the Belgian business scene with more than 20 years of experience. For relaxation, he rides his beloved horse Reykjavik in the Forêt de Soignes.

## HARUHIKO OKADA

Brussels, where I reside since 2011, is my third foreign post after Lyon and Paris. JETRO Brussels, where I am the Director-General, covers EU issues, FDI to Japan, market expansion of Japanese products, support for Japanese companies, etc. I am also Vice President of Nihonjinkai. I am happy to work in Brussels full of green, nice food and people. For my free time, I work out to get off weight from Belgian beer and fries.



## NICOLAS SEPULCHRE

Since 1989, I have been working in B2B services as a founder and executive. I cover all the corporate challenges from fixing operation practices to developing new activities, surviving a competitive turmoil and crafting sustainable long term strategies. I directly manage transition projects across EMEA. At Graebel, I am accountable for identifying long term strategies that are aimed at exceeding Graebel's customers expectations in EMEA. Graebel helps Fortune 500 companies mobilize their talents all over the world. Graebel offers a variety of solutions including assignment cost projections, assignee expense tracking and reporting, visa and immigration, relocation, cross cultural,...

## DIDIER STEVENS

Didier Stevens (52) is Senior Manager European & Government Affairs at Toyota Motor Europe in Brussels. He is in charge of coordinating and leading all lobbying activities in Europe for the Japanese company. He represents Toyota in different industrial associations and federations. He is also Chairman of the BJA EU Committee. Didier is married and has 2 grown-up daughters. He likes cooking and enjoys walking his dog.



## CLAIRE TILLEKAERTS

Since October 2006, Claire Tillekaerts has been the general manager of Flanders Investment & Trade. From May 1st 2012 on, she was appointed CEO of FIT by the government of Flanders. Claire Tillekaerts has been an independent barrister at the Ghent Court of Law for 2 decades, along with various academic teaching commissions at Ghent University. In 2001, she was commissioned to establish the law department at the Hogeschool Gent, in a bid to bring about the merger with other centres of higher education, an assignment combined with that of advisor at the creation of the Ghent University Association and with establishing international research fundings. Mr Claire Tillekaerts was born in Ghent, Flanders on 16 February 1957. She holds a Master's degree in law and a postgraduate degree in Management Studies. Her main interests are languages and music.

## RÉGINE VANDRIESSCHE

Hajimemashite ! My name is Régine Vandriessche and I represent the Federal Public Service Foreign Affairs, External Trade and Development Cooperation in the Executive Committee. On September 1, 2015 I have taken up the position of Director for Asia and the Pacific. My job is to lead a team of 9 dedicated diplomats and civil servants in charge of shaping up and implementing the Belgian foreign policy towards Asia. Joining the BJA is just coming home. Japan has become very dear to my heart as I had the chance to spend 4 wonderful years in Japan in the nineties. I was then posted at the Belgian Embassy and used every opportunity to try to better know Japan and its nice people. I discovered a lot of less known features of the country, through homestay and frequent hiking Sundays. I am particularly happy to be able once again to work together with Belgians and Japanese to enhance the relations and friendship between our two countries.



## TANGUY VAN OVERSTRAETEN

I started to be active in our Association immediately after I returned from Japan where I worked and studied Japanese in 1991-1992. With the support of our members, I launched the BJA Legal and Tax Committee in March 2001. I am Vice-President of the Association and Chair of its Executive Committee. I graduated from the Law School of the Brussels University (ULB) and hold a Master in Law from the University of Chicago. I started my professional career in 1987 at Linklaters (formerly De Bandt van Hecke & Lagae) where I became a partner in 1998. My practice is highly international, across the European Union and beyond (I have worked extensively in Africa and the Middle East). Japanese corporations are a significant part of my client portfolio. Over the years, I have been involved in many areas of the law and today I am heading Linklaters TMT (technology, media & telecoms) practice in Brussels and I am Global Head of Data Protection and Privacy. Besides my passion for law, my heart is very close to Japan, both professionally and personally. This is why I am so glad to contribute to the Marilo Fund and to the organisation of the Fukko concerts. In my leisure, I am a dedicated film watcher and a comics collector.



## DIRK VAN STEERTEGHEM

Dirk Van Steerteghem is Director for Trade at Flanders Investment & Trade, the government agency supporting home-based companies doing business abroad and foreign companies looking to set up or expand operations in Flanders. After graduation and military service, Dirk held positions in a logistic company and in the financial sector. He has served in his current position since 2003, in which he is responsible for strategy development and operational planning in order to develop sustainable international business, in the interest of Flanders-based companies. Dirk holds a Master of Science in Chemistry from Ghent University, a Master in Far Eastern Business Studies and a Master in International Business Management, from EHSAL Management School Brussels. Born in 1963, Dirk is married and has one son. He is living in Antwerp.



## BENEDICTE WILDERS

Bénédicte Wilders is currently chief executive director of Brussels Invest & Export since March 2014, after more than 9 years as a counsellor and then deputy chief of staff of the Brussels Minister of Economy, Employment, Scientific Research and Foreign Trade. Graduated in Political Sciences and International Relations, with 2 years more for a specialisation in International Law, she also has a large experience in territorial development, urbanism, mobility and national heritage. Since a travel in Tokyo in 1993, at the invitation of a Japanese friend met in London, she's always been curious about the Japanese culture and highly appreciates Japanese antiques, contemporary architects or literature (just to list a few topics).



## YOICHIRO YAMADA

I am Yoichiro Yamada, deputy chief of mission of the Japanese Embassy. Serving my second assignment in Brussels means I have lived in Belgium for 5 years, and am feeling very comfortable in this open, relaxed country with so much to offer (inspiration, chocolates, beer, golf...)! Really happy and excited to be able to work on the 150th anniversary and promote exchanges in all fields. Let's have a great year.



Japanese tea and sushi workshop  
日本茶と寿司ワークショップ

Tuesday, 20 October 2015 - Antwerp



The participants eagerly listening to a thorough presentation on Japanese tea given by Mr Van den Putte, a tea specialist of Azumaya.



Mr Lambrechts, Director and Specialist Human Capital of Ichiban Consult, taking 'matcha' tea from the tea master, witnessed by Mr Popelier, Managing Director of MPF Management Consulting, Baron and Baronne Moorkens, Honorary Vice-President of BJA, and Mr Jamar, Sales and Marketing Benelux of ANA (left to right).



Award winning Chef Mr Kawada of Ko'uzi, instructing the participants how to make 'maki' sushi.

Thanks to the generous support of ANA, the BJA had the pleasure to invite the members to an exclusive workshop and tasting of Japanese tea and sushi at Azumaya and Ko'uzi in Antwerp on 20 October 2015.

The participants were firstly welcomed by HE Mr Ishii, Ambassador of Japan to Belgium who kindly extended welcome words. Mr Matsumoto, Managing Director of Cast Inc and owner of Azumaya, gave a brief presentation on Japan and its food culture as an introduction. The participants were then divided into two groups to enjoy both workshops.

During the 'Tea' workshop, Ms Kieckens, an advanced student from the 'Ura-Senke' tea school, performed the tea ceremony and prepared exquisite 'matcha' tea for the guests. Following, Mr Van den Putte, Japanese tea specialist Azumaya, presented different kinds of Japanese tea and explained how to make and serve them properly. The participants could also enjoy fine Japanese sweets while tasting the tea varieties.

During the 'Sushi' workshop, award winning Chef Mr Kawada

explained and showed all the steps to prepare delicious 'maki' and 'nigiri' sushi, from the preparation of the sushi rice to the cutting of the fish and the making of the sushi. Participants could then try their skills and make maki and nigiri themselves. Degustation was also part of the workshop of course!



(left to right) Ms Helena Kieckens, a student of 'Ura-Senke' tea school, Mr Wolters, Food Consultant, Mr Daxhelet, General Manager of Galler Chocolatiers, HE Ambassador Masafumi Ishii of the Embassy of Japan, and Mr Yoshikazu Matsumoto, Managing Director at Cast Inc and owner of Azumaya.



# Feel inspired



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Of **UNIVERSITIES**  
and **HIGH SCHOOLS**

**6** COMPETITIVENESS  
\_\_\_\_\_ CLUSTERS in  
LEADING-EDGE sectors

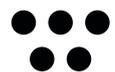
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turnover comes  
from **EXPORTS**



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## YES X 2016 - October 2016 in Japan

By Mr Ann Blondé, Chairwoman BJA YES Committee, and Managing Director zeal

In 2016 the Belgium-Japan Association & Chamber of Commerce will co-organise the 10th edition of the YES program.

YES, Young Executive Stay, is an export program program under the auspices of His Majesty King Philip, organised every two years together with the Belgium-Luxemburg Chamber of Commerce in Japan.

The YES program aims to send out 10 young Executives from small and medium sized Belgian companies, wanting to export to Japan.

The program starts with 2 training sessions in Belgium, informing the candidates on the main focus of the program and introducing them to Japanese business etiquette and various topics related to business in Japan.

Before the actual stay in Japan, Japanese students will come and visit the candidates to prepare the visit to Japan and execute the necessary market research.

In October 2016 the selected candidates will spend 1 week in Japan, mainly visiting prospective clients, and this under the guidance of experienced business (wo)men, explaining the do's and don'ts of Japanese business practices, resulting in concrete sales results.

After the organisation of earlier 9 editions of YES, we can say that the program has proved to be highly effective. The Japanese market, considered as one of the most difficult markets to start business, becomes accessible thanks to YES.

Japanese companies are eager to find reliable Belgian business partners - Belgian companies, having an extreme good reputation in view of the quality of their products. And then we are no longer only speaking about food delicacies, but also sectors such as Automotive, Bio technology, Environmental technology, Pharmacy, Energy ....

Every past edition, concrete sales were realised, following business participation to the YES Program.

That is why I address myself to **all young executives, owning or working at a SME, having a nice product with a distinguishable USP. Your product might be the next to conquer the Japanese market!**

**Apply for YES X!** The number of places is limited to 10.

Looking forward to talking to you!

**In 2016 we celebrate 150 years of diplomatic relations Belgium-Japan. The timing to export to Japan could not have been more auspicious.**

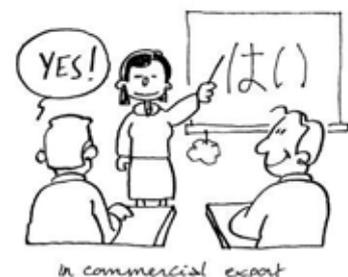
### FOR MORE INFORMATION

please consult [www.bja.be](http://www.bja.be)

Candidates interested to apply for the program should send the necessary files to the Belgium Japan Association & Chamber of Commerce on-line by 30 March 2016.

Criteria to apply:

- > Being a Young executive
- > Working in a SME
- > Have a nice, attractive product, with a distinguishable USP
- > Have the motivation to start up business with Japan and be prepared to do efforts to make your product sell.
- > Have the motivation to work on a long term based business relationship
- > etc.



## EU-Japan news

**DEVELOPING EXPERTS FOR FUTURE EU-JAPAN RELATIONS**

The EU-JAMM (EU-Japan Advanced Multidisciplinary Master Studies) Double Degree Master Programme has been in place since 2013 and involves ten top universities from Japan and Europe with financial support from the EU and Japan.

EU-JAMM is designed to foster multidisciplinary competencies by focusing on knowledge, understanding and comparative perspectives related to EU-Japan relations. During the four-year programme, 43 exchange students (20 from the EU and 23 from Japan) will be hosted at one of the universities in the EU or in Japan to pursue a second master's degree at the host university. Students will master varieties of disciplines under the EU-JAMM consortium, from humanities, area studies, history and social science to engineering, and will share the experience of studying in the EU and Japan regardless of their major fields.

So far, 12 students have been sent from Japan to the universities in Europe, and 17 students have been sent from Europe to Japan. Some European students have found jobs in Japan, and some Japanese students envision their future role as acting as a bridge between the EU and Japan and pursuing their jobs in Europe. Thus the ultimate aim of EU-JAMM, which is to produce students who are capable of tackling the complex and global issues of the 21st century with multifaceted views, has been successful and is on the right track. In addition, ten

universities in the EU-JAMM consortium have shared their learnings and best practices to improve current curricula in both regions and have succeeded in developing a system for continued improvement in quality education.

On 17 November, the second general meeting of EU-JAMM will be held at the University of Leuven, where all consortium universities will meet to discuss the progress of EU-JAMM and develop its future plan. In addition, current and candidate students for the EU-JAMM Double Degree programme will join the meeting to voice their opinions and experiences for the programme's improvement. Prior to the meeting, all of them will join the 18<sup>th</sup> Japan-EU Conference held in Brussels where all experts will come together to discuss and formulate ideas to strengthen the EU-Japan relationship. Through this two days session, EU-JAMM students will strengthen their bonds and are expected to envision their future to act as a bridge between the EU and Japan in variety of fields.

For more information, please contact Prof. Dimitri Vanoverbeke at: [dimitri.vanoverbeke@arts.kuleuven.be](mailto:dimitri.vanoverbeke@arts.kuleuven.be)  
[ghum.kuleuven.be/ces/EU-JAMMDoubleDegrees](http://ghum.kuleuven.be/ces/EU-JAMMDoubleDegrees)

*Source:*  
EU-Japan Center for Industrial Cooperation  
[www.eu-japan.eu/sites/eu-japan.eu/files/october15.pdf](http://www.eu-japan.eu/sites/eu-japan.eu/files/october15.pdf)

**FORMER EUROPEAN COUNCIL PRESIDENT VAN ROMPUY AWARDED THE GRAND CORDON OF THE ORDER OF THE RISING SUN**

The government of Japan announced on November 3rd that it would bestow the Grand Cordon of the Order of the Rising Sun to former European Council President Herman Van Rompuy in recognition of his efforts to strengthen relations between Japan and Europe, and to promote mutual understanding.

Mr Van Rompuy, who served as the first permanent president of the European Council from December 2009 to November 2014, is also well known for his love of haiku, publishing his works in multiple languages. In June this year, Japan's Foreign Ministry appointed him 'haiku ambassador' for the role he has played in helping enhance relations between the European Union and Japan through this poetry form.

Upon learning that he was to receive the decoration, Mr Van Rompuy said, 'I feel very honoured because it is a very high distinction. It is a recognition of the mutual trust we had, the

EU and Japan, during my mandate'. On the future of EU-Japan relations, he noted how the two partners share not only common interests, but common values, such as democracy and market economies.

'The relationship is full of untapped potential. We can do much more', he said. 'I hope the negotiations toward a free trade agreement and a strategic partnership agreement will be finished soon. This will bring our relationship to the level it deserves'.

Mr Mario Monti, who served as European Commissioner from 1995 to 2004, and Mr Jacques Santer, president of the European Commission from 1995 to 1999, also received the same honour.

*Source:* [www.euinjapan.jp/en/resources/news-from-the-eu/news2015/20151103/150114/](http://www.euinjapan.jp/en/resources/news-from-the-eu/news2015/20151103/150114/)

## EU AND JAPAN CONTINUE WORKING TOWARDS OPEN TRADE

The 12<sup>th</sup> round of EU-Japan talks for a free trade agreement ended on 18 September in Tokyo. The negotiators discussed all areas of the future agreement with the exception of the investment chapter. A separate session will be organised on that topic at the end of the month.

In the negotiations, the EU aims at going beyond trade in goods, even though market access, in particular for cars and agricultural goods, remains of key importance respectively for Japan and for the EU. For Europe, it is important for the success of the overall negotiations that Japan addresses issues of concerns, such as non-tariff measures that impede bilateral

trade, public procurement constraints, including in the field of railways and public transport, and other issues, such as services, investment, intellectual property and geographical indications.

The EU-Japan Summit of May 2015 gave a strong impulse to advance the negotiations further with the aim to conclude a highly comprehensive and ambitious agreement preferably by the end of 2015. The next full round of talks is planned for the end of October in Brussels.

Source: <http://trade.ec.europa.eu/doclib/press/index.cfm?id=1366>

## news from the members

### ANA OPENS DAILY NONSTOP BRUSSELS-TOKYO SERVICE

On 25 October, All Nippon Airways, the largest airline in Japan, launched a daily nonstop service between Tokyo and Brussels: this is the first direct connection between the two countries in nearly 15 years.

The new route was officially opened in the presence of Deputy Prime Minister Kris Peeters and Transport Minister Jacqueline Galant.

ANA is using a Boeing 787 Dreamliner on the new route. The plane was given a warm welcome with an escort in forma-

tion by the airport services and a traditional water salute.

The passengers on the first flight from and to Japan were treated to Belgian chocolates.

During an official ceremony the Chairman and CEO of ANA Holdings Shinya Katanozaka and Brussels Airport CEO Arnaud Feist celebrated the new partnership.

“Brussels Airport is honoured to be able to welcome such a prestigious airline

as ANA. Both our companies share the values of customer intimacy, perfection and service. The direct flight creates hundreds of new direct and indirect jobs in and around our airport, stimulates tourism between both our countries, and gives Belgian companies an important new transport link for Belgian export goods such as chocolate and pharmaceutical products”, said Arnaud Feist, CEO of Brussels Airport.

Source:  
ANA, Brussels Airport [http://www.brusselsairport.be/en/blog\\_bru/october15/65413/](http://www.brusselsairport.be/en/blog_bru/october15/65413/)



**ANA**  
Inspiration of JAPAN

HE Mr Ishii, Japanese Ambassador to Belgium, Mr Katanozaka, CEO ANA, Brussels Airport CEO Feist, Deputy PM Peeters & Minister Galant performing Kagami-biraki: the opening of a cask of sake to bring good luck to and celebrate the new direct Brussels - Tokyo route.

## WHEN COMPETITORS BECOME PARTNERS

### Cooperation between Belgium and Japan at the micro level provides macro benefits for companies operating globally

The year 2016 will celebrate the 150<sup>th</sup> anniversary of the signing of the Belgium-Japan Treaty of Amity, Commerce and Navigation, which was signed in Yokohama on 1 August 1866. It will also mark the third year of the unique partnership between Blondé and Navix.

Originally Blondé and Navix were competitors in the fiercely competitive business sector of delivering market content. Although the two companies were based in countries at the opposite side of the globe – Blondé in Belgium and Navix in Japan – their activities constantly clashed as they frequently competed in the same markets.

Blondé was looking for ways to expand its business activities in Japan, and one way it considered was to form a relationship with a Japanese company that was also looking to expand in Europe.

At the same time, Navix was trying to find a way into the European markets, but this was proving difficult. When one of the company's Japanese clients asked for Navix to handle its rapidly increasing documentation projects for the European markets, Navix realized that it needed a European partner.

One of Blondé's directors, Mr Emiel De Schepper, founder of Trisoft, who had heard about Navix, thought that the two companies could work together and suggested an approach to Navix. After the initial approach, both companies realized that competition between them was eroding their ability to provide their clients with the best possible service. Consequently, they started tentative discussions aimed at finding common ground in which they could cooperate to provide their clients with the utmost in service.

There was one area in particular in which

they soon realized that everyone – the two companies and all their clients – would benefit from a partnership between the two companies. This was in the production of multilingual marketing and technical documentation for Japanese companies operating internationally. The core strengths of the two companies were perfectly suited for this cooperation. While Navix has a history of turning Japanese language materials into English offerings, mostly in Japan, one of Blondé's strengths is taking English language materials and delivering them smoothly in any European language required by the client.

The cooperation between Blondé and Navix started in 2014 and it functions so well because both companies have so much in common. From their very beginning, both companies have demonstrated their respect for their clients by their non-aggressive approach to business. This means that they listen to what clients or potential clients need and want, then they make proposals for solutions based on the needs. Moreover, their group-oriented culture features teamwork to provide the solutions and service for their clients, which means that they can quickly establish cross-company teams tailored to the needs of individual clients.

As Japan strives to expand its international presence and European companies, particularly Belgian ones, are looking for opportunities in the Japanese market, the Blondé-Navix partnership is well placed to help companies interested in these opportunities.

The partnership provides existing clients with global solutions to their needs, especially for technical documentation, and it ensures quality, cost efficiency and time to market. While it offers new or potential clients the combined expertise of the two companies in the markets they are seeking to enter.

Since the partnership started, the two companies have been working on a num-



ber of projects together, and a Blondé employee has been based at Navix in Tokyo to facilitate the communication between the team members in the two companies.

The first stage of the cooperation has been remarkably successful in assimilating the corporate cultures of the two companies and reducing cultural differences between the countries in which we operate. In the second stage, we are offering a global approach that respects local trends, preferences and cultural differences.

Our cooperation is ideal for our clients because it enables them to realize quality, cost efficiency and time to market. The continuation of the collaboration is essential so that we can offer total global solutions for our clients. It proves that although both companies offer the same solutions, by cooperating as partners rather than competing as rivals, we offer the best possible arrangements for our clients.

We recently made a joint presentation at a technical communication symposium in Tokyo. Participants included not only manufactures but also other documentation vendors and printing companies, and many Japanese companies attended our presentation. Consequently, we were able to get our message across to a large potential client base, which we hope will bear fruit in the near future.

A Japanese client is now considering using our partnership, with Blondé handling the European side of the project and Navix the Japan side, so we are jointly planning the project for this client.

To meet the needs and desires of our present and potential clients, we aim to continue working together towards one goal: to be the Global Content Meister!

Source: Blondé Navix



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## OECD TAX DEVELOPMENTS – ARE YOU FAMILIAR WITH “BEPS” ?

The Base Erosion and Profit Shifting (BEPS) project, a G20-led initiative, is designed to address government concerns about the potential for multinational corporations to locate profits where they are subject to favorable tax treatment. The Organization for Economic Co-operation and Development (OECD) is developing recommendations for changes in international tax laws and treaties that governments can implement to reduce the potential for base erosion and profit shifting activity. Both OECD and non-OECD countries are participating in the BEPS project.

On 5 October 2015, the OECD released final reports on all 15 focus areas. Below is a very high level overview of each of the BEPS Final Reports on the 15-point action plan. These final reports represent the culmination of work on the BEPS project and include recommendations for significant changes in key elements of the international tax architecture. Such changes are reflected in revisions to the OECD Transfer Pricing Guidelines and the OECD Model Tax Convention and in recommended domestic law provisions.

With the release of the OECD final reports, attention will now turn to countries, which must determine whether, when and how to implement the various recommendations. Countries have already begun taking action in anticipation of the OECD recommendations, and there has been significant BEPS-driven legislative and tax administration activity around the world since the OECD issued its Action Plan on BEPS in July 2013. Moreover, the G20 Finance Ministers have asked the OECD to develop an inclusive framework for monitoring the implementation by countries of the BEPS recommendations. That framework is to be developed by early 2016. At the same time, the OECD will be completing follow-on technical work related to several of the BEPS focus areas, including interest limitations under Action 4, treaty abuse under Action 6, permanent establishment under Action 7 and transfer pricing under Actions 8-10.

Companies must evaluate the implications of the recommendations contained in the final reports for their business models and operating structures. Companies also need to closely monitor legislative and tax administrative developments in the countries where they operate or are considering investing. In addition, companies should focus on the new reporting requirements, including the requirement for CbC reporting, in order to assess whether the necessary data is available, what must be done to gain access to such data in the required form, and how tax administrations are likely to interpret such data. Now is the time for companies to be preparing for significant potential changes in the international tax environment.

### **ACTION 1**

#### **Addressing the tax challenges of the digital economy**

The report acknowledges that special rules designed exclusively for the digital economy would prove unworkable, broadly stating that the digital economy “cannot be ring-fenced as it is increasingly the economy itself.” Therefore the final report recommends changes that are included in other report, such as the revised PE definition (Action 7), updated OECD Transfer Pricing Guidelines (Actions 8-10); and changes to controlled foreign company (CFC) (action 3).

### **ACTION 3**

#### **Neutralizing the effects of hybrid mismatch arrangements**

The report consists of two parts. Part I contains recommendations on domestic law rules to address hybrid mismatch arrangements and achieve alignment between those laws and their intended tax policy outcomes. The Hybrid Mismatch Rules are linking rules aimed at neutralizing one of the following three mismatches in tax outcomes arising out of certain hybrid mismatch arrangements: (i) Payments that give rise to a deduction with no taxable inclusion arising from a hybrid financial instrument, a disregarded payment made by a hybrid entity or a payment made to a reverse hybrid (ii) Payments that give rise to a double deduction arising from a deductible payment made by a hybrid entity or a dual resident (iii) Payments that give rise to an indirect deduction with no inclusion arising from an imported mismatch. Part II contains recommended changes to the OECD Model Tax Convention to deal with dual resident entities and fiscally transparent entities.

### **ACTION 3**

#### **Strengthening CFC rules**

The report provides recommendations in the form of “building blocks” with respect to the constituent elements that are necessary for effective CFC rules and notes that the recommendations are not minimum standards, but instead are designed to ensure that jurisdictions that choose to implement them will have rules that effectively prevent taxpayers from shifting income into foreign subsidiaries. The six building blocks for the design of effective CFC rules are: (i) Definition of a CFC (including the definition of control); (ii) CFC exemptions and threshold requirements (iii) Definition of CFC income (iv) Computation of income (v) Attribution of income (vi) Prevention and elimination of double taxation.

## ACTION 4

### Limiting base erosion via interest deductions and other financial payments

The report recommends that countries implement a “fixed ratio” rule that would limit net interest deductions claimed by an entity (or a group of entities operating in the same country) to a fixed percentage of earnings before interest, taxes, depreciation and amortization (EBITDA). This ratio should be somewhere between 10% and 30% of applicable EBITDA. The final report further recommends that countries may adopt an alternative “group ratio” rule to supplement (but not replace) the fixed ratio rule, and to provide additional flexibility for highly-leveraged groups or industry sectors.

## ACTION 5

### Countering harmful tax practices

The report covers two main areas, (i) defining a “substantial activity” criterion to be applied when determining whether tax regimes are harmful; and (ii) improving transparency.

In first instance, the final report defines the substantial activity requirement in relation to IP regimes by presenting the “nexus approach”, whereby the application of an IP regime should be dependent on the level of research and development (R&D) activities carried out by the taxpayer itself. A phase out and grandfathering has been determined for IP regimes that were found not to meet the nexus approach. The second priority area is improving transparency through a framework for the compulsory spontaneous exchange of information on certain rulings, both new and certain existing rulings.

## ACTION 6

### Preventing the granting of treaty benefits in inappropriate circumstances

The report is organized in three sections. Section A includes anti-abuse provisions. Under the minimum standard, countries would implement: (i) the combined approach of a principal purpose test (PPT) rule and Limitations on Benefit (“LOB”) rule; (ii) a PPT rule alone; or, (iii) an LOB rule, supplemented by specific rules targeting conduit financing arrangements. Section B contains revisions to the title and preamble of the OECD Model Tax Convention so that it is clear that the intention is to eliminate double taxation without creating opportunities for non-taxation or reduced taxation through tax evasion and avoidance, including through treaty shopping arrangements. Section C identifies tax policy considerations relevant to the decision to enter into a tax treaty with another country.

## ACTION 7

### Preventing the artificial avoidance of PE status

The report proposes changes to the PE definition in Article 5 of the OECD Model Tax Convention to prevent the use of the following arrangements and strategies that are considered to enable a foreign enterprise to operate in another country without creating a PE:

- › Commissionaire arrangements and similar strategies
- › the use of specific preparatory or auxiliary activity exemptions, including the artificial fragmentation of so-called “cohesive” business activities into several smaller operations such that each part is able to benefit from the use of such specific activity exemptions
- › the use of a principal purpose test to deal with strategies involving the splitting-up of contracts between closely related enterprises in the context of construction contracts.

## ACTION 8-10

### Transfer pricing aspects

The OECD has included its updated transfer pricing guidance in one report under Actions 8-10, covering:

- › Amended guidance on applying the arm’s length principle, providing guidance on the identification of the actual transaction undertaken, on what is meant by control of a risk, and on the circumstances in which the actual transaction undertaken may be disregarded for transfer pricing purposes.
- › Guidance on comparability factors in transfer pricing, including location savings, assembled workforce, and MNE group synergies. This guidance remains unchanged from the guidance issued as part of the 2014 report on transfer pricing for intangibles
- › New guidance on transfer pricing for commodity transactions and on low-value adding intragroup services
- › A new version of chapter VI of the OECD Transfer Pricing Guidelines addressing intangibles, including new guidance on the return to funding activities and on hard-to-value intangibles
- › An entirely new version of chapter VIII of the OECD Transfer Pricing Guidelines, covering cost contribution arrangements

In addition, the Actions 8-10 package describes additional work to be conducted by the OECD to produce new guidance on the application of the transactional profit split method. The aim is to produce a discussion draft in 2016 and final guidance during the first half of 2017.

**ACTION 11****Collecting and analyzing data on BEPS**

Action 11 is intended to estimate the size of BEPS, identify indicators of BEPS, and provide recommendations for improving the measurement of BEPS with six key indicators. The report recommends greater cooperation between the OECD and taxing authorities in the collection and sharing of data.

**ACTION 12****Disclosing aggressive tax planning arrangements**

The final report makes a series of recommendations about the design of mandatory disclosure regimes. The objectives of such a regime are to increase transparency through providing early information to tax authorities, deter the implementation of potentially aggressive schemes and early identification of promoters and taxpayers associated with abusive schemes which are considered to pose BEPS-related tax risks. Countries are free to choose whether or not to adopt a mandatory disclosure regime and the recommendations set out within the Action 12 final report do not constitute a minimum standard.

**ACTION 13****Guidance on transfer pricing documentation and country-by-country reporting**

The final report sets out a three-tiered standardized approach to transfer pricing documentation and country-by-country (CbC) reporting which consists of:

- › A “master file” that provides tax administrations with high-level information regarding a multinational enterprise’s (MNE’s) global business operations and transfer pricing policies.
- › A specific “local file” that provides a local tax administration with information regarding material related party transactions, the amounts involved, and the company’s analysis of the transfer pricing determinations they have made with regard to those transactions.
- › A CbC reporting template that requires large MNEs to report the amount of revenue (related and unrelated party), profits, income tax paid and taxes accrued, employees, stated capital and retained earnings, and tangible assets annually for each tax jurisdiction in which they do business. In addition, MNEs are required to identify each entity within the group doing business in a particular tax jurisdiction and to provide an indication of the business activities each entity conducts.

The new CbC reporting requirements are to be implemented for fiscal years beginning on or after 1 January 2016 and apply to MNEs with annual consolidated group revenue equal to or exceeding €750 million.

**ACTION 14****Making dispute resolution mechanisms more effective**

The main objectives of the measures in this report are (i) to allow taxpayers access to the Mutual Agreement Procedure (MAP) process when the requirements for taxpayers to access the MAP process are met; (ii) to ensure that domestic administrative procedures don’t block access to the MAP process; and (iii) to ensure that countries implement Article 25 of the OECD Model Tax Convention in good faith.

**ACTION 15****Developing a multilateral instrument to modify bilateral tax treaties**

Drawing on the expertise of public international law and tax experts, the report explores the technical feasibility and desirability of a multilateral instrument and its consequences on the current tax system. This report considered that such an instrument is desirable as it would achieve swift and consistent implementation of the measures developed during the course of BEPS by avoiding the need to individually renegotiate existing bilateral tax treaties. A special group began developing such an instrument in May 2015, with the aim to finalize the multilateral instrument and to open it for signature by 31 December 2016.

Peter Moreau,  
Partner International Tax Services, EY Belgium

*Source:*  
EY Global Tax Alert | 6 October 2015:  
OECD releases final reports on BEPS Action Plan

### ISSEY MIYAKE (JAPAN) OPENS 1<sup>ST</sup> BOUTIQUE IN FLANDERS

Japanese fashion house Issey Miyake recently opened its first store in Belgium, more specifically in Flanders. Following cities like Tokyo, Osaka, Paris, New York and London, the prestigious brand opened an outlet in Flanders'

fashion capital Antwerp. The Issey Miyake boutique is located in the Eiermarkt street, which is part of Antwerp's main fashion district. The outlet will offer all lines of the Issey Miyake brand.

As an internationally renowned designer, Issey Miyake is noted for his idiosyncratic clothing collections for men and women, ever since 1971.

Source: [www.investinlanders.be/EN/news/](http://www.investinlanders.be/EN/news/)

### UNIQLO (JAPAN) OPENS SHOP IN ANTWERP

Japanese retailer group Fast Retail opened a new Uniqlo shop in Antwerp (Flanders) in October 2015. The group was persuaded by the city's excellent reputation as a renowned fashion capital and popular shopping destination.

"Antwerp is the beating heart of the Belgian fashion industry and home to the MoMu," says Berndt Hauptkorn. "Uniqlo stands for high quality, versatile and affordable clothes for

people of all ages. We believe both residents and visitors to Antwerp will truly appreciate our product offering."

With a global turnover of ca. USD 13.3 billion, Fast Retailing is one of the biggest clothing shops in the world. In Europe, there are about 23 Uniqlo shops, dotted across the UK, France, Russia and Germany.

Source: [www.madeinantwerpen.be](http://www.madeinantwerpen.be)

### THE GOVERNMENT OF JAPAN ANNOUNCED THE NAMES OF FOREIGN RECIPIENTS OF THE 2015 AUTUMN IMPERIAL DECORATIONS

On 3 November 2015, the Government of Japan announced the names of foreign recipients of the 2015 Autumn Imperial Decorations. Among the 100 foreign recipients are two Belgian nationals. Mr Thomas André Leysen, President of Umicore N.V. / S.A., Former President of the Belgium-Japan Association and Chamber of Commerce, will receive the Order of the Rising Sun, Gold and Silver Star for his contribution to the enhancement of economic relations and mutual understanding between Japan

and Belgium. Mr Daniel Ost, a Flower artist, will receive the Order of the Rising Sun, Gold Rays with Rosette for his contribution to the promotion of cultural

exchanges and mutual understanding between Japan and Belgium.

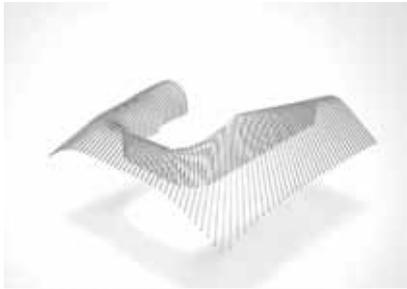
Source: [Embassy of Japan in Belgium](http://Embassy of Japan in Belgium)

*The Belgium-Japan Association & Chamber of Commerce would like to congratulate all the bestowed, but especially Mr Thomas Leysen, former BJA President, on the conferment of decoration "Order of the Rising Sun, Gold and Silver Star" to him by the Government of Japan.*

*The BJA is honoured to have him as BJA Honorary President, and indebted to his expertise and wisdom he gladly shares to the benefit of Belgium-Japan relations. His continued efforts to strengthen the bonds of the community will lead us to take example in contributing to the friendship between our two nations.*

news from the members

**SAMURAI RAMEN TOISON D'OR**



**ARCHITECTURE + SCENOGRAPHY**

**Samurai Ramen Toison d'Or**

From a local residential area in Japan to the heart of the commercial district in Brussels, the dislocation of a popular Japanese noodle restaurant needs to meet totally different criterias to satisfy the European customers.

Located in an exceptional small building with the most beautiful public terrace on the Toison d'Or Avenue, this Japanese noodle restaurant is following the spirit of the prestigious main restaurant Samurai in Brussels, literally translated as a warrior aristocracy of medieval and early-modern Japan. Samurai Ramen continues to develop the cuisine worn for 45 years by Samurai, but focusing exclusively on ramen (noodles).

Four different public spaces are taken into account: the street, the entrance garden, the indoor restaurant and the terrace. Each place is thought to bring a different taste

and atmosphere, open to all kind of events. Keeping the kitchen as the main space of the restaurant, the performance of the cooking procedure is open to the public. The compact restaurant has a round shape counter where guests can see how the ramen are prepared. The overall dark space is covered by light wooden lattices evoking floating noodles in an elaborated broth.

Developed as an experimental interdisciplinary design between scenographic intervention and interior design, the restaurant chains are aimed to be designed within a variation of the morphologic study of the lattice in accordance with the specificity of each space hosting the restaurant. As a result, the space is a unique encounter of the new culture between Ramen and abstract space.

Source: SHSH  
[www.shsh.be/en/home/o/128/Samurai-Ramen-Toison-dOr](http://www.shsh.be/en/home/o/128/Samurai-Ramen-Toison-dOr)

**NEW BOOK AVAILABLE**

**BASIC JAPANESE: SUSHI, TEPPANYAKI AND OTHER JAPANESE SPECIALTIES YOU CAN MAKE AT HOME**

- › An accessible introduction to the Japanese cuisine by restaurant Tanuki's top chef Ivan Verhelle
- › With practical step-by-step photography by Kris Vlegels
- › The first book in a new series about international food

Japanese food is healthy, simple and – most importantly – very tasty. Ivan Verhelle is known from his television work for Njam and as the chef of the Japanese restaurant Tanuki. Immediately following his graduation this ambitious chef traded Belgium for Japan and immersed himself in the Japanese culinary culture. After having worked for chef Tanzawa Taminori in Tokyo, he returned to Bruges and opened his own restaurant Tanuki.

With more than 25 years of experience, this chef now shares his knowledge. Step by step he prepares the most delicious sushi, sashimi, soup, tempura and teppanyaki dishes. Anyone can try these dishes out at home by using the clear instructions and photographs of the book. Without too much of an effort, even the most inexperienced can present very tasty Japanese food.

Kris Vlegels' photography and the Japanese calligraphy immediately evoke an eastern atmosphere.

Tanuki is a renowned Japanese restaurant in Bruges' city centre. Chef Ivan Verhelle and his sous chef Akihisa Kawakami specialised in the Japanese cuisine and serve homemade sashimi, sushi, tempura and teppanyaki dishes.

**BASIC JAPANESE**

Ivan Verhelle | Foto's: Kris Vlegels | 144 pagina's | € 19,99

Source: [www.lannoo.com](http://www.lannoo.com)



### GILBERT DECLERCK INTERNATIONAL FELLOW OF THE JSAP

The Japan Society of Applied Physics (JSAP) established JSAP Fellow Awards in 2006, to honor its research members who have contributed greatly to the progress of applied physics through their continuous activities in JSAP.

The nominations for the JSAP Fellow and the JSAP Fellow International were solicited in *Oyo Buturi* (Vol. 83, No. 9), the Japanese language journal of the society. 25 candidates for the JSAP Fellow and 4 candidates for JSAP Fellow International were nominated by JSAP

members. Each candidate was carefully screened on the basis of their accomplishments in research, technological development, and educational and public-interest activities. After two meetings convened by the Fellow Awards Candidate Selection Committee, the number of candidates was finally narrowed down to 21. Additional review on the contribution to the society was done to select the final 4 candidates of the JSAP Fellow International. This selection results were approved by the Board of JSAP on 8 May, 2015.

The 9<sup>th</sup> JSAP Fellow Award Ceremony was held on 13 September 2015, during the 2015 JSAP Autumn Meeting in Nagoya. The commemorative talks by the JSAP Fellow International recipients were also given on 13 September.

The International Fellow Award was presented to Prof. Gilbert Declerck with following nomination: 'For contributions to collaborations between Japan and Europe in semiconductor physics through imec'.

*Source: JSAP*



### SONY ACQUIRES BELGIAN INNOVATOR OF RANGE IMAGE SENSOR TECHNOLOGY, SOFTKINETIC SYSTEMS S.A., IN ITS PUSH TOWARD NEXT-GENERATION RANGE IMAGE SENSORS AND SOLUTIONS

Tokyo, Japan - Sony Corporation ("Sony") is announcing that it has completed the acquisition of Softkinetic Systems S.A. ("Softkinetic"), after reaching an agreement with the company and its major shareholders. With this acquisition, Softkinetic - which possesses time-of-flight ("ToF") range image sensor technology, as well as related systems and software - has become a wholly-owned subsidiary of Sony.

ToF is a method for resolving the distance to an object. ToF distance measurement pixels, which are laid on top of the sensor in two dimensions, measure the flight time (delay) it takes for light to leave the light source, reflect off the object, and return to the image sensor. Sony will focus on combining Softkinetic's ToF range image sensor technology expertise with its own technologies with the aim of developing the next genera-

tion of range image sensors and solutions, not only in the field of imaging, but for broader sensing-related applications as well.

No material impact is anticipated on Sony's consolidated financial results for the fiscal year ending March 31, 2016 as a result of the acquisition.

*Source: Sony*  
[www.sony.net/SonyInfo/News/Press/201510/15-083E](http://www.sony.net/SonyInfo/News/Press/201510/15-083E)

## news from the members

**AIRPORT OPERATIONS CENTRE,  
THE NEW NERVE CENTRE OF BRUSSELS AIRPORT****Operational services of diverse partners brought together for the first time**

Brussels Airport is innovative in its way of working, and for the first time has brought together the operational services of various partners at the airport within the new 'Airport Operations Centre'. In an increasingly complex environment where the focus is on providing service to the passenger, it was a logical step to centralise the airport operations of diverse partners to allow them to cooperate more closely.

Passengers, baggage, aircraft: these are the basic elements of the operations at the airport. A complex gridwork of systems and partners ensures that, from check-in (with or without baggage) right up to the moment the aircraft departs, everything runs smoothly and efficiently. In order to make the passenger's journey through the airport even more efficient in this increasingly complex environment, Brussels Airport Company has set up the Airport Operations Centre.

"All the partners at the airport have the same objective: to optimise the operations and to guarantee passengers the maximum degree of punctuality. Being together physically at one location will facilitate communication, while problem situations can be anticipated better and information more efficiently shared. This innovative way of working will therefore increase the efficiency

of operations at the airport, which can only benefit the passenger's experience", says Arnaud Feist, CEO of Brussels Airport Company.

All the parties working in the Airport Operations Centre can quickly discuss issues together and take immediate action to prevent or solve potential problems.

**Who is working at the Airport Operations Centre?**

- > Brussels Airport Company: the departments of Airside Inspection, Security, Customer & Passenger Services, Stand & Gate and Control Room
- > Brussels Airlines
- > Swissport
- > Aviapartner
- > G4S

"In due course, we will extend the centre further to include more airport partners and more colleagues from our own services at Brussels Airport Company", says CEO Arnaud Feist. "The Airport Operations Centre should involve a process of continuous improvement. The centre is off to a good start, but the real story of the Airport Operations Centre is only just beginning."

Since the centre is bringing together employees from diverse backgrounds, the employees themselves have agreed some house rules. During vari-

ous training sessions about the Airport Operations Centre, special attention was paid to these standards and rules of conduct, which the employees themselves believe are important in their new workplace. The most important elements are: a positive attitude, order and neatness, efficient communication and the sharing of information.

**Airport Operations Centre location**

The Airport Operations Centre is located in the transit hall of the Old Terminal. In the central control room, employees have a clear overview at all times of the actual situation of the airport processes and of the expectations for the coming hours, thanks to an impressive video wall. This high-tech wall consists of 14 full HD retro projection screens and is over 10 metres long. The wall was made by Barco and is a technological feat of Belgian origin.

Source:  
[www.brusselsairport.be/en/mediaroom/news/61881](http://www.brusselsairport.be/en/mediaroom/news/61881)

**The BJA would like to extend a warm welcome to its newest members:**

#### Corporate Member

### Nomura Nederland N.V.

Nomura Nederland N.V. (former Nomura Europe N.V.) was established in 1972 as Nomura Group's first subsidiary in Europe, providing financial services and investment banking services to the Benelux. This year, Nomura Group will mark its 90<sup>th</sup> anniversary. Established in 1925 with less than 90 staff, Nomura Group today has grown to become one of the largest securities company in Japan with a total of about 29,000 executives and employees in Japan and around the world. Nomura Group has JPY 109 trillion in client assets.



野村オランダ (元野村ヨーロッパ) は野村グループの欧州初の現地法人として1972年に設立され、ベネルクス各国に金融サービスと投資銀行業務を提供しています。野村グループは今年、創立90周年を迎えます。1925年に90名足らずでスタートした野村証券は、今では国内外のグループ全体で従業員2万9千名、顧客資産残高約109兆円の日本国内最大手の証券会社に成長しました。

#### Nomura Nederland N.V.

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Contact: Mr Chris Leon, CEO

#### Associate Member

### Japan Connection

Japan Connection provides intercultural business consulting to support your business entry and expansion into the unique Japanese market. We can facilitate your business matching process so that you get the best out of your business partners in Japan. We also work with Japanese companies expanding into the European market. We conduct trainings to promote diversity & inclusion in your company.

Japan Connection was founded by Saori Nishida, a Japanese entrepreneur living in Brussels. Inspired and fascinated by international environments, Saori has worked in 4 countries

and travelled to 55 more. During these experiences she gained insight into the importance of intercultural understanding and communication as a determining factor in business success.

Interested in discovering how we can assist your company's growth? Contact us to set up an initial meeting.

ジャパンコネクションは、ヨーロッパ企業の日本市場への進出、日系企業のヨーロッパ市場への進出をサポートしています。ビジネスマッチングや商談のお手伝い、現地視察の同行もいたします。また、日本語・英語での異文化や多様性の受容 (D&I) トレーニング、日本人向けヨーロッパ起業セミナーも提供しています。

ジャパンコネクションは、4カ国での就労経験と、58カ国への渡航歴を持つ西田さおりが立ち上げたコンサルティングサービスです。異文化理解とコミュニケーションこそがビジネスの成功を左右すると確信し、異文化をつなぐ架け橋になりたいという夢をかたちにしました。

御社のお力になれるようなことがありましたら、ぜひお気軽にお問い合わせください。

Japan Connection

Tel: +32 474 91 10 92  
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 Contact: Saori Nishida, Intercultural Business Consultant  
 Avenue des Gaulois 22 – 1040 Brussels  
 E-mail: saorinishida@gmail.com  
 Contact: Ms Saori Nishida, Managing Director




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**We would also like to express our appreciation to our BJA Sponsor Members >**







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Focal length: 18mm  
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ISO320  
WB: Auto Handheld



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**Di II** **PZD** **VC**

(i) For SLR camera high-zoom-ratio lenses with 15x magnification capability.  
Current as of December 2010. (Source: Tamron).

- \* The Sony mount does not include the VC (Vibration Compensation) image stabilization functionality, as the body of Sony digital SLR cameras includes image stabilization functionality.
- \* This lens is not designed for use with 35mm film cameras and digital SLR cameras with image sensors larger than 24x16mm.

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