

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



## TRADE FLOWS & CULTURAL NEWS

Number 103 - June 2014

### EDITORIAL

#### Strengthening links

By Professor Gilbert Declerck, Board Member imec International, and BJA President



Professor Gilbert Declerck

When I was asked a few months ago by Mr Thomas Leysen to become the new President of the Belgium-Japan Association & Chamber of Commerce, I was deeply honored. It took me a week of careful considerations before I accepted the invitation and I finally did so mainly because of my warm feelings towards Japan, towards its people and companies, and towards its culture. During my professional career I traveled to Japan roughly twice or three times a year, over a period of more than 30 years. Arriving at Narita and getting by train or bus into Tokyo is a bit like coming home. I love the Ueno, Shibuya, Meiji, Asakusa and Akasaka areas; I love the city of Kyoto with its many beautiful temples and shrines, the cities of Kamakura, Nara and Nikko. I was impressed and also emotionally shocked by the peace park in Hiroshima.

I was born in Oostende in 1946 and I got my masters degree in electrical engineering in 1969 from the KULeuven and my Ph.D. in 1972 from the same university. From 1973 to 1974 I spent one year as a post-doctoral researcher in the field of microelectronics in Palo Alto at the Stanford University in the US. Back in Leuven, I became assistant professor and later on, in 1983, visiting professor. In 1984 I was member of the founding team of imec under the leadership of Prof. Roger Van Overstraeten who unfortunately passed away in 1999. At that very sad moment, I was asked to take the leadership of imec and I became President and CEO for ten years. In 2009 I retired as CEO and moved to the Board of Directors of imec International. During the last eight years I was also a member of the Flemish Science and Innovation Council. In 2012 I became professor emeritus at the Leuven University.

Just a few words about imec. Imec, one of the Strategic Research Centers in the Flanders region in Belgium, is a not-for-profit research organization, with headquarters in Leuven and with branches and representations in The Netherlands, Taiwan, India, China, the US and Japan. Imec has evolved into one of the leading research organizations in the world in the field of nanoelectronics technology and its applications in health care, communication and energy, mainly through its excellent research and business model of open innovation.

Today imec has more than 2100 coworkers; the 2014 budget is 330 Meuro with 80 % industrial funding, 15 % governmental funding in Flanders for imec vzw and in The Netherlands for the Holst center in which imec participates. Imec also receives about 5% funding via competitive European projects. In the Leuven laboratories we have researchers from over 70 countries, including more than 60 people from Japan. Over the last years we had partnerships with 70 Japanese companies and the research funding through companies in Japan this year is more than 22% of our total industrial revenue. Since 2002 imec is organizing a yearly executive seminar and technology forum in Tokyo; the last seminar took place in The New Otani Hotel and was attended by over 500 industrial executives, professors and leading Japanese scientists. The event was concluded, as we did every year, by a highly appreciated networking reception at the Belgian Embassy.

As the new chairman of the BJA my hope is to contribute to the warm friendship and business relations between Belgium and Japan. We have a lot to offer to each other and to learn from each other.

*keep reading on p.7 »*

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## Annual General Assembly of the BJA

Monday, 31 March 2014 – Umicore, Brussels



Outgoing BJA President, Mr Thomas Leysen - our gratitude goes beyond words.



Over 60 members attentively listened to the AGM Reports.



The members enjoyed listening to a special duo performance by flutist Mrs Kubo and guitarist, Mr Selhorst.

On 31 March, the Annual General Assembly was once more kindly hosted by BJA President, Mr Thomas Leysen, Chairman of Umicore, at its premises.

An audience of over 60 members, including HE Ambassador Sakaba of the Japanese Embassy to Belgium, were present. Mr. Van Overstraeten, Partner Linklaters LLP and Vice-President of the BJA, reported on the financial results of 2013, followed by Mrs. Oto-Kellens, BJA Executive Director, who presented the 2014 budget and a complete report of the membership situation for 2013 – 2014.

Mr Van Overstraeten continued to report on the activities of the Executive Committee, representing all business committees, followed by Mr Masaki, Head of European Office of JMAC and Chairman of the Cultural Committee, giving a review on all the activities organized by the Cultural and Friendship Committee

in 2013. The statutory nominations were numerous, with the special nomination of a new BJA President. A video message by Professor Declerck, Member of the Board of imec International, was broadcasted. The General Assembly approved all.

Before adjourning to the cocktails, Mr Leysen kindly delivered his speech to bid farewell to the members, expressing his gratitude for the valuable time and friendships he received during his 7 long years as the President of BJA. He also welcomed wholeheartedly the new President of the BJA, Professor Declerck and reassured the members that the BJA will stay in good hands.

The members then enjoyed listening to a special duo performance by flutist Mrs Mayumi Kubo and guitarist, Mr Alain Selhorst, and continued to savour delicious drinks and canapés always present at the BJA events.



## INTERVIEW

# Japanese food culture: a culinary benchmark

Accompanied by three prominent chefs, food journalist Willem Asaert travelled to Japan for a week-long intense introduction to Japanese food culture in Kobe, Osaka and Kyoto at the beginning of this year. The quartet had been invited by the Japanese Ministry of Agriculture, Fishery and Forestry. We asked the journalist about his impressions of the trip in the following interview.

### Did the invitation to visit Japan for an introduction to Japanese food culture come as a surprise to you?

Willem Asaert: "Not only as a surprise. I was especially excited because Japanese food is exceptional and unique to me. At the same time, getting to know and understand this rich culture thoroughly demands an effort. A visit to the country offers unique possibilities to do that, but it is also an attractive challenge. I had already published several articles on Japanese produce and cooking techniques and a visit to the country is always a source of inspiration. Also, my interest in Japanese food culture wasn't a recent development"

### This wasn't your first visit to Japan?

Willem Asaert: "Not at all. Fortunately I had already discovered several parts of the country on a couple of previous visits. These were solo journeys initiatives which haven't always been the easiest trips, considering the language barrier. On this recent visit, an excellent interpreter assisted us, which added a sharper focus to the experience. The visits were meticulously planned by our hosts. Their attention for detail and planning is something which I appreciate highly in my professionally life, and which is characteristic of Japanese society. This short visit was a deep immersion into Japanese food culture. I consider food culture as one of the main components for a better understanding of a region's or country's characteristics, and Japan is no exception to this rule. In Japan, nice, nutritious and healthy food is prominent and present in everyday life."

### What makes this food culture so unique?

Willem Asaert: "This is not an easy question to answer, but I ask myself the same question every time I'm doing

### WILLEM ASAERT

Journalist Willem Asaert (1961) holds a degree in social-economic history from the Free University of Brussels and has been culinary-curious from childhood. Immediately after his graduation, he left to work in a start-up catering company in the US. Two years later, he returned home and worked for fifteen years as a manager in the hotel and restaurant business. During this period, he occasionally contributed as a journalist to newspapers and television programmes. In 2000 he decided to become an independent food journalist. He is the author of a dozen books and wrote hundreds of contributions for, amongst others, KnackWeekend, De Morgen and Gastromania. He is the current editor-in-Chief of the monthly magazine Culinaire Ambiance.

research abroad. I have been very fortunate to have travelled around the globe a couple of times and I have explored over one hundred countries from a culinary and cultural perspective. This has provided me with a broad global frame of reference which I can use to evaluate my experiences. But at the same time, this offers many opportunities to check my own observations against mainly written sources. As a historian and a journalist, I have developed a cautious and critical attitude towards other people's claims and writings. Japanese food culture amazes by its rational and thought-out concept, its sense for purity and aesthetics, its striving for excellence in order to create added-value and its characteristic and distinctive care for detail, whereby concepts as simplicity and austerity are the driving forces. I hope that I'm nuanced enough to catch these many shades which add an exceptionally rich spirit and many dimensions to the charisma of Japanese food culture."

### This is a lot. Could you elaborate on this with an example?

Willem Asaert: "Of course. On our flight back home, 30,000 feet up in the air, I had an experience which



### QUARTET VISITS JAPAN

Three prominent chefs accompanied Willem Asaert on his trip to Japan. Gert De Maneleer (Hertog Jan in Bruges), Viki Geunes ('t Zilte in Antwerp) and David Martin (La Paix in Brussels) participated in a workshop on cutting techniques and the creation of dashi and tempura at the Tsuji Culinary Institute in Osaka. They also visited an artisanal producer of miso, a sake brewery, the Osaka fish auction and, of course, numerous food venues in Kobe, Osaka and Kyoto.



best symbolises this in a simple way. As usual, I had ordered a vegetarian meal, because I like to eat light on long haul flights. Halfway through the long flight, I was offered a onigiri as a snack. The onigiri was wrapped in plastic foil in such a way that an extra foil between the nori and the rice preserved the crispiness of the nori. I had to remove the foil by a simple action and finish the preparation of the onigiri myself. By this inventive procedure, the ready-made onigiri gave

me the crisp experience typically of a fresh roll. This simple snack gave me goose bumps, not only because of its excellent taste but also because of the true ingenuity by which it was designed. Such things move me more emotionally than some chefs' over-the-top inventive dishes which totally ignore the ingredient's original identity. Fortunately, the latter seldom occurs in Japan, because there is a focus on the essence of what a product has to offer. Optimizing these riches is the

leitmotiv in Japanese food culture, where showing respect for the gifts of nature seems to be the mantra."

#### **How did your travelling companions experience the short trip to Japan?**

Willem Asaert: "Their expectations were very high. None of them had ever been in Japan before, but all three show a great interest in Japanese food culture in their kitchen. This is demonstrated by their use of Japanese ingredients and techniques which they fuse together with their own style of cooking and which results in even more refinement and distinction. I suspect that they were selected for this trip on the basis of their affinity with Japanese gastronomy. They were definitely the right choice because all three of them are very enthusiastic ambassadors. In any case, I really enjoyed their positive feedback during the different workshops and visits. Besides a visit to a traditional sake brewery and an artisanal miso producer, we scheduled a visit to a fish auction as part of our programme. The Osaka fish auction is probably lesser known than the hectic auction in Tokyo, but it still offers an impressive experience. We will never forget the exceptional quality of the sushi and sashimi we tasted at a simple stall in the surroundings of the fish halls after our visit around 5.30 am. Of course, we have to take into account the context and the atmosphere, but we



*more on p.6 »*



**GAULT&MILLAU RESTAURANTGUIDE 2015  
LAUNCHES "BEST OF JAPAN" SPECIAL ON NOVEMBER 10TH 2014**

The 2015 edition of the restaurant guide Gault&Millau includes an extra culinary mini guide on the best that Japan has to offer. The guide focuses on the most prominent Japanese chefs in Belgium as well as the unique character of a number of culinary-related products. This Gault&Millau guide and the "Best of Japan" special are launched on a gala dinner in Brussels on 10 November. This initiative is supported by the BJA. Companies who want to participate in this event with their clients and/or want to make use of this unique opportunity to target a business audience with a special interest in Japanese companies and products should get in touch with Dries Tack by mail ([dries@gaultmillau.be](mailto:dries@gaultmillau.be)) or phone (0498/91.80.54). He will be pleased to discuss possibilities for collaboration. The mini guide could, for example, be personalized and serve as a gift for business relations and/or prospects.

were very fortunate to have the opportunity to taste the essence of Japanese food culture. It was a heart-warming experience at the same time, realizing that this exceptionally high quality is not obvious was a wake-up call.

**A wake-up call?**

Willem Asaert: "A wake-up call, exactly. Japanese food is booming worldwide because it is tasty and healthy. But this doesn't mean that it is easy to prepare. The right products as well

as expertise, technical skills, care, feeling and affinity with the patterns of flavour and texture are the key to a successful and right correct result. The more insight one gains in the value of Japanese food culture, the better one understands how demanding it is. In order to meet the highest expectations, a lot of care and patience are needed as well as discipline, values which sometimes get little attention or which are esteemed inadequately in Western cuisine."

**To conclude, something completely different: How do you view Japanese restaurants in our country?**

Willem Asaert: "There are about one hundred venues in our country that serve 'Japanese food', and that's absolutely fine. But there are only a few restaurants which meet the high standards of Japanese food culture in terms of authenticity and purity. I think that a culinary guide like Gault&Millau makes the correct selection. From the very beginning, this guide has paid a lot of attention to the restaurants that represent Japanese food culture in our country. The reason for this is very simple. The guide considers Japanese food culture as one of the most refined in the world. That's why the producers of the guide decided to devote a special section to the representation of Japanese food culture in our country. It is not only a joy to collaborate on this enterprise, it is also a true honour to be able to write about such an extraordinarily exciting, rich and unique food culture."

*» keep reading from p.1*

During my many travels through Japan and my many business negotiations with Japanese executives, I have learned that appreciation for Japanese culture and doing business are tightly linked to each other.

Imec has been a member of the BJA for over a decade and we strongly believe in the value BJA is bringing to its members and to both countries. I have always admired the work done by the BJA committees and the very dynamic role played by the staff at the BJA Office. My sincere thanks and appreciation go to the stimulating role of the former BJA President Mr Leysen. His leadership has been of great value.

I will do my best to help strengthening the links and to build more bridges between Belgium, Europe, and Japan leading into more cultural exchanges and lots of business opportunities. Finally, let me express again my sincere thanks to all former BJA Presidents, to the BJA staff and to all the volunteers who have contributed to the growth and success of the BJA!

*Professor Gilbert Declerck  
Board Member imec International and BJA President*



## The ever-changing landscape of videogame localization

By Joren Claesen – Machine Translation Specialist, Yamagata Europe

When video games cross international borders, they aren't just translated. They are localized or reformed for distribution to countries with varying cultures. Aside from the translation, they are altered for national regulatory boards (e.g. Pan European Gaming Information (PEGI)) and regional software requirements. Design aesthetics, game mechanics, narrative and even the user interface or button mapping are sometimes modified to adapt to the alleged dissimilarities between regional markets. This localization process is influenced by many different factors. The differences between the source and target culture, technical limitations and economical or geopolitical reasons all have an effect on the final product in a target region.

It only stands to reason that the above mentioned factors have changed through time and therefore the localization process has had to evolve as well. When Nintendo conquered the Western markets after the videogame crash of 1983-1985, videogame developers were instructed by Nintendo to tread very lightly and to apply their very strict localization rules that removed most references to their own culture as well as adapt everything that might be considered offensive in the target culture. When Sega and Sony arrived on the market with their own consoles however, video game developers had new platforms to launch their games on and didn't need to apply the strict rules laid out by Nintendo any longer. It's around this time that the national regulatory boards arrived on the scene and took over the role of deciding what wasn't appropriate for their respective markets.

Another factor that has changed through time is the rising popularity of Japanese pop culture in the West. As anime and manga became more popular, the need for adapting design aesthetics has lowered immensely. Where game developers used to adapt their artwork to sell a video game, a specific Japanese art style can now in some cases be considered a selling point in the West.

The last big change I would like to mention is the rise of the success of Western game developers. Japan is no longer the only or even the biggest player on the market. It now has to compete with American and European developers who create video games from a whole other mindset. These games are created for Western preferences from the outset and therefore seem to have the upper hand in their respective regions. Localizing a Japanese video game is no longer a sufficient means to conquer a large share on the Western market. Game developers now have to create video-games that can be successful on a global scale and then localize them for their own region as well as the target region.

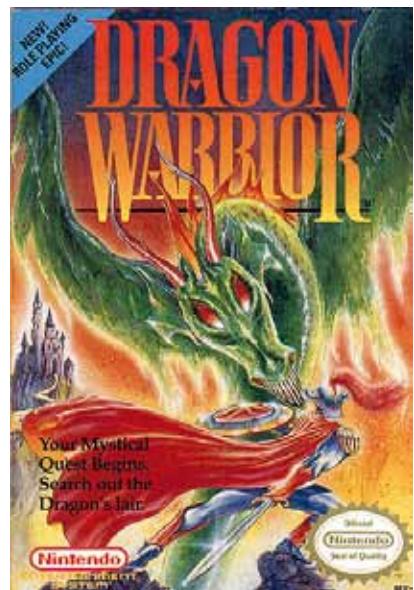
One way to go about this is implementing game mechanics that are popular in the West "as they are" into Japanese video games or copy them altogether. This however can feel forced and the lack of experience with these mechanics sometimes shows in the final product. Another way is drawing inspiration from Western games to improve Japanese games in a Japanese way. (e.g. Dead Rising developed by Capcom) Finally, there's cooperation between Japanese and Western developers. During the development of Metal Gear Solid 4: Guns of the Patriots, Director Hideo Kojima hired an American developer to assist with the shooter mechanics. As a result Metal Gear Solid 4 is considered a lot more accessible gameplay wise when compared to its predecessors.

In this article I've barely scratched the surface of the whole evolution that video game localization has gone through over the past 28 years, but I can definitely say that it will keep adapting to keep up with the ever-changing landscape of video games.

Not only have the aesthetics of the box art changed, there were changes in-game as well. For example, in the graveyard in-game all the crosses were replaced by blank gravestones.



Original box art for Dragon Quest (1986)



New box art after localization for the Western market

THANK YOU

## Farewell Mr President



## BJA REPORT

# Cross Chamber Network Second Young Professionals Networking Night

Wednesday 19 February 2014 – BECI



The Cross Chamber Network is an initiative born out of the wish of several chambers of commerce, including the BJA, to increase their visibility and organize events together in order to expand the networking opportunities of their members, especially the younger generation.



Together with Amcham Belgium, BECI, BCECC and Jong Voka, the BJA invited the young professionals to a thrilling networking night at BECI's premises. After two interventions by Mr Richard Chalks Corriette, President at People to People International and Mr Michael Jordan, CEO Alpha Card, on the benefits of networking, all 200 participants went on to try out their networking skill during the much-appreciated "speed networking session", animated by representatives of each chamber of commerce.

The evening ended with a more informal cocktail reception, where the participants continued to exchange ideas and build their future networks.

Given the great success of this event, the Cross Chamber Network will continue to organize more events in the future.



## JAPAN, EU AGREE TO SPEED UP TRADE TALKS

Prime Minister Shinzo Abe and European Union leaders agreed Wednesday 7 May 2014 to speed up efforts to conclude a free trade agreement and cooperate on countering attacks in cyberspace.

"We will negotiate intensively while aiming to achieve a broad (trade) agreement in 2015," Abe said at a joint press conference after a summit with European Council President Herman Van Rompuy and European Commission President Jose Manuel Barroso at EU headquarters in Brussels. Japanese and EU officials have been negotiating the possible elimination or reduction of tariffs in trade liberalization talks launched in April last year. Japan aims in particular to increase auto and television exports to the 28 nations in the European Union, while the bloc hopes to boost exports of such products as cheese and wine to Japan and is also calling for the removal of nontariff barriers, including domestic safety rules related to motor vehicles and medical equipment.

"We reaffirm the importance of (...) the early conclusion of a highly comprehensive and ambitious" free trade agreement, the leaders said in a joint statement after the meeting. The fifth round of talks ended last month but the two sides have yet to

announce any specific achievements. The leaders apparently want to accelerate the talks by confirming their commitment to an "early conclusion" of an FTA that would link economies that account for 30 percent of the global economy.

"We welcome the fact that market access offers have been exchanged on trade in goods, and that steady progress has been made in other areas as well," the statement said while alluding to the need for further efforts to narrow differences in government procurement, trade in services and investment. The EU nations are studying whether to continue the negotiations by reviewing progress made in getting Tokyo to reduce trade barriers.

"Negotiations have now reached a critical phase," Van Rompuy said in written remarks after the summit. If the one-year review allows, "we must raise the level of ambition and bring these negotiations to a speedy and successful conclusion," he said. Barroso said he expects no particular opposition from EU members to continuing talks with Japan and expressed hope that the talks will accelerate. Abe said Japan will seek free trade accords with major economies as part of efforts to stimulate growth. Japan is also engaged in negotia-

tions with the United States and 10 other countries in pursuit of the Trans-Pacific Partnership free trade pact. On cybersecurity, Japan and the European Union agreed to launch a dialogue to boost cooperation, the statement said.

"Facing more severe, widespread and globalized risks surrounding cyberspace and the need to protect human rights online, protection of a safe, open and secure cyberspace is needed," they said.

The dialogue will follow similar consultations Japan has held with the U.S., Britain and other countries. The move comes as Tokyo aims to proactively contribute to international rule-making over cyberspace. Japan and the EU will also hold an inaugural meeting in the latter half of the year in Tokyo on the stable use of outer space, the statement said. Promoting Japan's role in ensuring global peace and prosperity, Abe agreed with the EU leaders on the Self-Defense Forces and European military forces holding joint drills related to anti-piracy operations off Somalia and to cooperation in controlling exports of weapons or technologies that can be diverted for military use.

### Source:

The Japan Times, Kyodo News

## JOINT PRESS RELEASE FOR "JAPAN-EU OFFICIALS' MEETING ON SCIENCE AND TECHNOLOGY COOPERATION"

On 15 April 2014, H.E. Mr Makoto Katsura, Ambassador for Science and Technology Cooperation of the Ministry of Foreign Affairs of Japan, and Ms Maria Cristina Russo, Director for International Cooperation at the Directorate-General for Research and Innovation of the European Commission, co-chaired an officials' meeting on Science and Technology Cooperation between Japan and the EU, with the participation of several Japanese ministries. This meeting took place in response to the mandate by Japanese and EU Leaders at the EU-Japan Summit of 19 November 2013 'to explore a way forward by the next Summit'. On the occasion of this meeting, participants of Japan and the EU reaffirmed the successful outcomes of the collaborative activities undertaken under the FP7 programme of the EU. They exchanged views for exploring more effective and efficient mechanisms to enhance future research cooperation in the context of the new EU programme Horizon 2020 and the new Japanese 'Comprehensive

STI Strategy', from the perspectives of EU and Japanese front-lines of research and development. Through this meeting, both sides reconfirmed the strategic importance of EU-Japan cooperation in science, technology and innovation. They agreed that Japan-EU partnership is improving steadily and moving forward to unlock the full potential of Japan-EU science and technology cooperation and to promote greater collaboration as partners in the field of research and innovation.

Building on these fruitful discussions, they agreed to report, as requested, to the forthcoming EU-Japan Summit in Brussels, and to pursue this dialogue in order to identify a concrete way forward.

### Source

[www.euinjapan.jp/en/media/news/  
news2014/20140422/170020](http://www.euinjapan.jp/en/media/news/news2014/20140422/170020)

## EU-Japan news



### EU-JAPAN INDUSTRIAL DIALOGUE ON RAILWAYS TO GIVE MOMENTUM TO FTA NEGOTIATIONS

The Community of European Railway and Infrastructure Companies (CER) and the European Rail Industry Association (UNIFE) actively participated in the first meeting of the EU-Japan Industrial Dialogue on Railways, which took place on 27 March in Brussels. The Industrial Dialogue was organised by the European Commission and the Japanese government and facilitated exchanges on critical topics addressed in the EU-Japan Free Trade Agreement (FTA) negotiations, including technical regulations and safety standards, railways markets and market access issues.

The Industrial Dialogue meeting was held at a critical timing, since it will be directly followed by the fifth round of the EU-Japan Free Trade Agreement negotiations (31 March-4 April), which will mark the end of the first year of negotiations. Later in April, the European Commission will take stock of the implementation of the commitments taken by Japan on the elimination of non-tariff barriers, in particular in the railway sector, and decide whether or not negotiations should be pursued.

**CER** and **UNIFE** support setting up an Industrial Dialogue as an additional channel for discussions with both the public and private sector to ensure effective and comparable rail market access conditions between the EU and Japan. Moreover, CER and UNIFE support the involvement of DG MOVE and the European Railway Agency in the discussions and call for further similar exchanges to facilitate the negotiating process.

**UNIFE** emphasised that the first Industrial Dialogue meeting built upon several previous workshops and events; in spite of this, many open points remain with respect to the Japanese regulatory and procurement system. During the workshop on market access, UNIFE called upon the Japanese government to live up to its commitment to ensure a transparent, predictable and non-discriminatory application of the Operational Safety Clause. UNIFE also made concrete recommendations for improvements in procurement procedures (e.g. information on upcoming and past awarded tenders made available on the websites of Japanese operators, etc...).

**CER** stressed that railway and infrastructure managers in Europe are positive towards an EU-Japan FTA provided it opens up opportunities for market players from each side. CER believes there is a need to intensify the level of mutual recognition between the EU and Japan in order to alleviate the process of accessing a market without already being established in it.

#### **UNIFE Director General Philippe Citroën stated:**

*"The Industrial Dialogue should give impetus to the ongoing negotiations in the rail sector as it provides a platform to monitor commitments. In this respect, UNIFE has high expectations for the fifth round of negotiations set to take place next week, and expects a comprehensive set of measures to be agreed upon to achieve a level playing field between the European and Japanese rail markets."*

#### **CER Executive Director Libor Lochman said:**

*"European railway companies are open to a discussion with Japanese enterprises. CER members provide a lot of services of interest to Japanese operators, such as feasibility studies and staff training. I am therefore convinced that the FTA will bring business opportunities for our sector. European railway undertakings are definitely in a position to make use of them."*

#### **Source**

[www.unife.org/news\\_detail.asp?](http://www.unife.org/news_detail.asp?)



## INTRODUCTION TO THE BJA INVESTMENT COMMITTEE

The objective of the BJA Investment Committee is to facilitate investment from Belgium to Japan as well as from Japan to Belgium. As to investment from Japan to Belgium, we have been looking at ways to enhance the attractiveness of Belgium and disseminate such information to the existing and potential investors.

The Investment Committee is composed of more or less equal number of Belgian and Japanese members. The committee members represent the main actors in the promotion of investment such as governmental organisations, investment agencies, financial institutions, investment advisors and investors themselves. Apart from its members, specialists and investors may be invited to meetings. Meetings are held four times a year.

### **Our milestone achievements**

To present the comprehensive views of Japanese investors towards Belgian business environment, we have assembled the stories of Japanese companies that have invested in various sectors in Belgium and published a book, the Experience of Japanese Companies in Belgium, every 6 years. Their testimony shows very honest views on Belgian business environment and presents both positive and negative aspects. The book is highly valued by the existing and potential investors.

We have been looking at issues that affect not only companies but also individuals. We have, for example, provided assistance to Belgian and Japanese governments in the run up to, during and after the negotiation of a social security agreement between the two countries. The agreement, which eliminates the double payment of social security contributions for seconded expatriates and which enables the totalisation of pensions contributed in the two countries for expatriates who are not seconded by their employers, has been in force since 2007. In addition, we have been active in lobbying the Belgian Federal and Regional Governments to improve the procedures for Japanese expatriates to obtain a work permit and visa as well as to register at communes.

### **Our latest publication: BELGIUM AND ITS NEIGHBOURS' BUSINESS CLIMATES COMPARED**

We have just published a booklet which compares the business environment in Belgium and the surrounding countries. As we wanted to be as objective as possible, we opted for a methodology called a 'study of studies' and spent more than a year in the selection of internationally-renowned studies. This booklet looks at four areas: global attractiveness, headquarters and holding companies, logistics, and research and development. Readers will find interesting - even surprising facts in this publication.

While it is well known that Belgium ranks top in Europe when it comes to logistics, it may be less known that Belgium hosts world beating research institutes and has one of the best education systems in the world. According to a study of World Economic Forum, the quality of management schools in Belgium is ranked 2nd in the world, and the quality of mathematics and science education is ranked 3rd in the world after Singapore and Finland.

As many of the surveys in the publication confirm the advantages of this country, we, the members of the Investment Committee, hope that this booklet will help companies to consider Belgium in the short list of the best possible locations in setting up a headquarters, a distribution hub or a research and development centre in Europe.

*Masatomo Nomura, Chairman BJA Investment Committee*

### **投資委員会の紹介**

BJA 投資委員会は、日本からベルギーへの投資とベルギーから日本への投資を促進することを目的としています。日本からベルギーへの投資を促進するために、ベルギーの魅力を高めるための方法を模索し、情報を広めることに努力してまいりました。投資委員会は、投資促進に關係している政府機関、投資公社、金融機関、アドバイザーならびに投資を行っている企業の代表によって構成されています。会合は年4回開催され、通常のメンバーに加え、専門家、企業などがゲスト参加することもあります。

### **投資委員会の活動の主な成果**

ベルギーの事業環境に対する日系企業の総合的な評価を提供するために、ベルギーの多様な分野に投資を行っている日系企業の経験談を集めた、「ベルギー進出日系企業の状況」と題する本を6年おきに出版しています。この本では、ベルギーの事業環境に対するプラスとマイナス両方の面が、本音で語られているため、投資を行う企業から高く評価されています。

当委員会では、企業だけでなく、個人に影響のある事項も重要視しています。たとえば、ベルギーと日本の間の社会保障協定については、交渉開始決定前、交渉中、締結後を通して、日本政府とベルギー政府を多方面から支援いたしました。社会保障協定は2007年に発効し、企業による派遣者の社会保険掛け金二重払いを解消するとともに、派遣者でない人にとっては、年金加入期間の通算を可能にしました。また、ベルギーの連邦政府、地域政府に対し、日本人の労働許可証・長期滞在ビザ取得、コムユーンでの登録を容易円滑にするよう要請を続けています。

さらに、当委員会の発議により、新たに着任した日本人を主たる対象として、ベルギー滞在中の安全対策に関するセミナーを、日本大使館、日本人会、BJA が毎年共催しています。

#### 最新の出版物

ベルギーと周辺国（オランダ、フランス、イタリア）のビジネス環境を比較する小冊子を2014年5月23日に出版いたしました。できるだけ客観的な比較を行うために、「調査の調査」という手法を用い、1年余をかけて国際的評価の高い多数の調査報告書を入念に検討した上で、総合力、本部・持株会社、物流、研究開発の4分野について、ビジネス環境の国際比較を行いました。この小冊子をご覧になると、興味深い事実や、新たな発見があるかも知れません。

物流の分野で、ベルギーが欧州トップの評価を得ていることは、よく知られていますが、ベルギーに世界最先端の研究所があり、またベルギーの教育制度が世界のトップクラスであることは、あまり知られていないのではないでしょうか。世界経済フォーラムの報告書によると、ベルギーの経営大学院の質は、世界第2位に位置づけられており、また、数学と科学教育の質は、シンガポール、フィンランドに続く世界第3位と評価されています。

投資口座開設の選定においては、企業固有の要素が重要な判断材料となることが多く、一般的な評価をそのまま利用することは難しいかもしれません、日系企業が欧州における拠点設立を検討する際に、この小冊子が一助となればと、投資委員会委員一同、願っております。

投資委員会委員長  
野村正智

Born in December 1943, **Charles-Albert Snoy** is graduated in Commercial & Financial Sciences from ICHEC in 1969.

He spent all his professional life in the same group, MARSH & Mc LENNAN (Top world Insurance broker & Consultants).

After nearly three years stay in Brazil, he was based in Brussels and devoted the last thirty years of his professional career in handling and developing insurance portfolio for Japanese companies across Europe.

He was elected member of the board of directors of the BJA on November 1995.

Until his retirement in January 2009, he went 38 times to Japan.

Hobbies: golf, hunting, oenology, Japanese cuisine.



**John Verzeele**, Director Inward Investment at Flanders Investment & Trade (FIT), started in 2004 at FIT with focus on Japanese investments. During his first business trip to Japan in 2004, he experienced the unpredictable circumstances of nature as in one week a typhoon and an earthquake disrupted normal business. Has been awarded the title of Honorary Judge at the Court of Social Affairs having been active for more than 10 years as a judge settling disputes between employers and employees. Cars are a passion owning among others one of the iconic Japanese sports cars of the Honda S 2000 type.



**Emmanuel de Beughem**, Head of Department, Brussels Invest & Export (BIE)  
Emmanuel is responsible for the Foreign Investment team at BIE. BIE is a department of the Regional Public Service of the Brussels Capital Region.

The mission of his team is to organize the support of any foreign investors considering to set up in the Brussels Capital Region. Its services include legal and fiscal advices, search for site location as well as contact with local authorities.

Before joining BIE, Emmanuel was Marketing Manager at Bridgestone Europe. He holds a Master's Degree in Business Administration from the Catholic University of Louvain.



**Mio Maes**

Welcome Office Manager – Japan  
Wallonia Foreign Trade and Investment Agency (AWEX)

The Japan Welcome Office is a one stop shop for Japanese companies considering the development of their activities on the EU market by implementing themselves in Wallonia. We are especially dedicated to help foster R&D collaborations between our Region and Japanese companies. I am a Belgo-Japanese with a degree in Chemistry. I passionately travel throughout Eurasia.



**Colette Vanstraelen**

I am involved in the BJA Investment Committee as head of the unit of the Federal Service for Foreign Investments, the contact point for foreign investors of the Federal Public Service Economy. We give information through different brochures and our website to potential investors. Japan is one of the most important investors in Belgium from outside the EU. Working with Japan, and preparing the yearly meetings between MITI and MINECO in the eighties and nineties has always been a pleasure for me. As an economist linking different issues is important which is necessary dealing with Foreign Investments. My hobbies are cycling and reading.

**Dominique Vanderhaeghen**

Deputy Director at Flanders Investment & Trade (FIT) invest department, providing custom-made information and assistance to foreign companies wishing to establish a business in Flanders.

Dominique holds degrees in japanology and business economics from the universities of Ghent and Louvain, VLEKHO Business School and Kansai University. He started his career as an official at the Belgian Foreign Trade Office in 1995 and moved on to Export Flanders in 2003 (later FIT). He also ran his own business in incoming Japanese tourism and import-export activities. From 2007 till 2011 he held the position of economic & commercial attaché in Jakarta.

Dominique enjoys a busy family life with 3 children and likes playing the piano, reading non-fiction and having a good glass of Belgian specialty beer or (organic) red wine.



**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

**Wahito Yamada**

Second Secretary, Embassy of Japan in Belgium I have been working at the economic section of the Embassy for about three years since my arrival in Belgium in July 2011. The work in my previous post in Gabon was oriented towards official development aid (ODA), and my work here is very different from what I was doing before. In fact, working as part of the economic section here at the Embassy, my task is to seek and contribute to the promotion of Japan-Belgium economic relation. To this end, I visit Japanese and Belgian companies to explore any possible development of our businesses and also to see if there is any room for improving the business environment. Together with the members of the Investment Committee of the BJA, I would like to make every effort to help Japanese and Belgian companies.



My name is **Taku Hiroki** and I am the Director in JETRO Brussels. I have been in Belgium since September 2013 to promote trade and investment between Japan and Belgium. I used to work in Nigeria before coming to this country and am enjoying the big change as well.



My name is **Ann Verrelst** and I'm part of the Investment Committee through my function as an attaché at the Service for Foreign Investments at the Federal Public Service Economy. This service follows up the investment climate in Belgium, promotes foreign investment towards Belgium and acts as a contact point for foreign investors - an ideal professional mix for someone like me with a Master's Degree in Commercial Sciences and Business Communication. During my leisure time, I enjoy jogging and organizing events for members of a youth movement called Chiro.



## news for the members

### EUROPEAN COMMISSION PROPOSES SIMPLIFYING VISA PROCESSES FOR SCHENGEN AREA

The European Commission (EC) has proposed streamlining visa processing for short-term travellers to the Schengen Area. The proposals advance the Commission's new immigration priorities to facilitate the short-term stay and mobility of highly-skilled professionals supplying services within the European Union.

The first proposal would create a new Touring Visa that would enable foreign frequent business travellers to stay throughout the Schengen Area for up to one year, with stays in any individual member state limited to 90 days within any 180-day period and with the option to extend their stays for a total period of up to two years.

The other proposal includes various changes to the Schengen Visa Code, including:

- › Reducing standard visa processing times and an overall simplification of the application process;
- › Creating new benefits for frequent travellers (multiple-entry visas valid for three or five years for travellers who register in the upcoming Visa Information System (expected to be released in 2015));
- › Potentially permitting member states to grant visas on arrival for stays of up to 15 days in the issuing state; and
- › Standardizing the list of visa application document requirements to be used in all Schengen countries; simplifying application forms; and adding online visa application processes;

The EC's other priorities related to business immigration include numerous initiatives towards attracting and retaining international students and researchers; and Engaging in dialogues with member states and businesses about their labour immigration and trade mobility needs.

#### What This Means for Employers

The proposals will not have an immediate impact as they are subject to approval by the European Parliament and Council of the EU (earliest by 2015). If adopted, the new visa regulations will streamline business visa processing for non-EU nationals, enabling them to enter the Schengen Area more quickly and easily, travel within the Area more freely, and stay for longer periods.

Businesses can expect to see the introduction of further proposals in line with the EC's new immigration priorities, including measures that aim to facilitate the entry and mobility of business visitors and highly-skilled workers across the region.

#### Source

[www.fragomen.com](http://www.fragomen.com)

### EXHIBITION “MA, SEI ARIMORI & ANNIE BRASSEUR” IN ANTWERP

From July 5 until 26 September 2014, non-profit organization ANNA3 will enable the Japanese-Belgian artists couple Sei Arimori and Annie Brasseur to expose their monumental art in the Sint-Anna-ten-Drieën church in Antwerp.

Sei Arimori masters the tradition of tempera and gold leaf, combining traditional techniques, but also from the Flemish painters of the Middle Ages and the Italian Renaissance: techniques he learnt from his numerous travels in Europe. His exhibitions in New York, Washington, Paris and Japan proved to be very successful. Tireless creator, in harmony with nature, he reveals his emotions in an abstract and spiritual world.

Sei Arimori's art lets shadow and light freely express themselves, sublimates space, plays with the reflections of gold, this precious symbol of life and spirituality present in every culture.

Annie Brasseur is a Belgian sculptor from Tournai. Her metal sculptures represent a geometric complexity of tension between different metals. In her work she brings together the suppleness of one substance with the extreme durability of another material. One could say that her work looks ‘more Japanese’ than Sei Arimori’s art.

ANNA3, a non-profit organisation that organizes cultural events in the Sint-

Anna-ten-Drieën-church in Antwerp, gives Sei Arimori and Annie Brasseur the opportunity to create together some monumental works specifically tailored for this church: a giant mobile hanging from the ceiling, a monumental tree-sculpture, meters long canvasses on sun and moon, night and day, a stainless steel arch that seems to connect the interior and exterior of the church.

If you have a possibility to sponsor this event, please feel free to contact us (in Dutch, French or English) by phone (0479 81 95 92) or by e-mail ([info@anna3.be](mailto:info@anna3.be)), also if you have any questions concerning the exhibition.

## EU STATES EXPECTED TO HARMONIZE IMMIGRATION RULES FOR INTRACOMPANY TRANSFEREES BY 2016

European lawmakers are expected to adopt a directive that will harmonize immigration rules for intracompany transferees in most EU member states and facilitate the transfer of managers, specialists and graduate trainees both into and within the region. Once the directive is signed into law and enters into force – expected to occur in the coming weeks – EU member states will likely have until the end of 2016 to implement the directive into their domestic laws. Denmark, Ireland and the United Kingdom are not required to implement the directive.

### Benefits of the New Permit

Under the directive, EU states will create a new permit specifically annotated with “intra-corporate transferee” (ICT) status.

ICT permits will be valid for a maximum stay of three years for managers and specialists and one year for graduate trainees. In addition to permitting work in the EU state that initially grants the permit, transferees will be permitted to work for entities of the same multinational company in other EU states for up to 90 days within a six month period. For these intra-EU work stays, member states may require, at a maximum, someone holding an ICT permit to submit a government notification prior to entry for employment in their territory. The ICT permit will be the first European work permit to

allow work in multiple member states for up to 90 days within a six month period. For intra-EU work stays exceeding 90 days, member states may require a separate ICT permit application.

ICT permit holders will be permitted to work at third-party client sites of the multinational host company. Accompanying family members of ICT permit holders will benefit from eased access to local labor markets and should equally benefit from the directive’s intra-EU mobility provisions.

### Requirements

The directive will cover the temporary transfer of non-EU national managers, specialists and graduate trainees from an entity located outside the EU to an EU entity belonging to the same multinational group. The directive does not specify criteria for qualifying corporate relationships, but it contemplates a diverse range of possible business relationships.

EU states will be permitted to set their own requirements for prior qualifying employment, provided that the requirement is within three to twelve months for managers and specialists and three to six months for graduate specialists. There will not be specific educational requirements for managers or special-

ists; graduate trainees will be required to hold a university degree. Applications for the permits will be exempt from labor market testing requirements. Transferees must earn a salary that is at least equal to that of local workers in comparable positions.

The directive even foresees the possibility for member states to create expedited procedures.

### What This Means for Employers

The directive should do much to facilitate the movement of key workers for multinational companies. The impact will likely vary across EU member states, because member states will have considerable latitude to determine how to incorporate the permits into their domestic immigration systems. The adoption of the directive may lead to minor procedural changes in some countries, while in others it could lead to a substantial overhaul of a country’s immigration system.

### Source

[www.fragomen.com](http://www.fragomen.com)

If you have any questions, please do not hesitate to contact the global immigration professional with whom you work at Fragomen Worldwide or send an email to [brusselsinfo@fragomen.com](mailto:brusselsinfo@fragomen.com)

## HANGA EXHIBITION IN SINT-NIKLAAS

The exhibition HANGA - Japanese for the art of printing - is the sequel to the successful Belgo - Japanese graphic art exhibition in Kyoto in 2011. The symbiosis between the artists and their works was so successful that the demand for a sequel exhibition continued to grow on both sides of the globe. Three years after the first exhibition, 50 Belgian and Japanese artists are meeting up again for an artistic encounter. The benchmark chosen for the Belgian counterpart of this exhibition is Sint-Niklaas and its International Exlibris and Graphic Art Centre. Thanks to the large, high-quality proportion of Japanese

pieces in the collections of Sint-Niklaas City Museums and its partners and contacts, the exhibition is rolling out to become a major, city-wide project radiating out supra-regionally across different exhibitions and locations. Between 29 June and 5 October 2014, visitors can immerse themselves in the many facets of contemporary, but also historic Japan.

There are several sponsoring opportunities for this exhibition, so if you are interested, please contact [Lucas.smitsvanwaesberghe@sint-niklaas.be](mailto:Lucas.smitsvanwaesberghe@sint-niklaas.be)

## BJA REPORT

### Shinnenkai (New Year Party) at Japanese restaurant Hinodeya

Saturday, 8 February 2014

新年会ディナー

This year's BJA Friendship Committee New Year's party was the first Friendship Committee event I ever participated in, but even so I had a great time. It gave me the opportunity to meet a lot of new great people who share my interest in Japan, as well as have a delicious meal including sushi, fried rice and many more. I didn't manage to get five in a row in Bingo, but it was a lot of fun and also worked as a catalyst for conversation. I will definitely participate in more events if I get the chance, and I think that people who are in some way interested in Japan, people who like Japanese food, or just people who like to have a good time and meet new people, should attend the events as well!

Vincent Goossens



## Hanami Picnic in the Japanese Garden

23 March 2014 - Hasselt

ハッセルト日本庭園での花見とピクニック



お花見への参加は、今年度が初めてでしたが、大変楽しいひとときを過ごすことができました。

3月下旬の少し肌寒い気候ではありましたが、満開の桜を見ることができ、まるで日本にいるかのような気持ちでした。

ベルギー各地から集まった参加者の方々と、おいしいお弁当とお酒を楽しみながらお話をできたことは、昨年度からベルギー

に住み始めたばかりの私にとって貴重な経験になりました。日本の歌謡曲を数曲、現在音楽院で専攻しているサクソフォンで演奏させていただきましたが、皆さんに喜んでいただけて良かったです。ぜひこれからも様々な行事に参加していきたいです。

高溝祐衣奈



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

#### Corporate Member

#### NYK Benelux Branch (RoRo Division)

Nippon Yusen Kabushiki Kaisha is one of the world's leading transportation companies. At the end of March 2013, the NYK Group was operating 846 major ocean vessels, as well as fleets of planes, trains, and trucks. The company's shipping fleet includes 389 bulk carriers, 126 containerships (including semi-containerships), 120 car carriers, 82 tankers, 51 woodchip carriers, 28 LNG carriers, 18 heavy-load carriers / conventional ships, three cruise ships, and 29 other ships.

NYK's car carrier division was previously centralised in Japan. Manufacturing bases have since moved from Japan to regions around the world and NYK RORO moved to Belgium, opening under the supervision of the NYK RORO London European head office, to develop operations in accordance with customers' needs.

NYK is based in Tokyo and has regional headquarters in London, New York, Singapore, Hong Kong, Shanghai, Sydney, and São Paulo. As a group NYK employs about 55,000 people worldwide.

#### NYK Benelux Branch

Prins Boudewijnlaan 43, 2650 Edegem  
Tel: +32 (0)3 451 09 12  
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Website: [www.nykeurope.com](http://www.nykeurope.com)  
Contact: Mr Hugues Daban, General Manager



#### Peter Guillaume Architecture

Peter Guillaume Architecture is a young architecture office that started its activities late 2012.

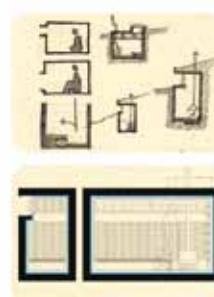
As a one man company I have the liberty to experiment and develop as an architect while discovering new opportunities. From a multidisciplinary approach I work together with specialized people in related fields to successfully complete projects. Being a starting practice I am not restricted to operating within Belgium and am working to expand my field of operations towards Japan.

I have been interested in Japanese culture in general for a long time. Having a broad educational background in Architecture and Interior design, I try to find a balance between the requested program and the spatial qualities a client is



© Peter Guillaume Architect & Interior Designer  
[stand\\_ant@hotmail.com](mailto:stand_ant@hotmail.com) +32 498 155758

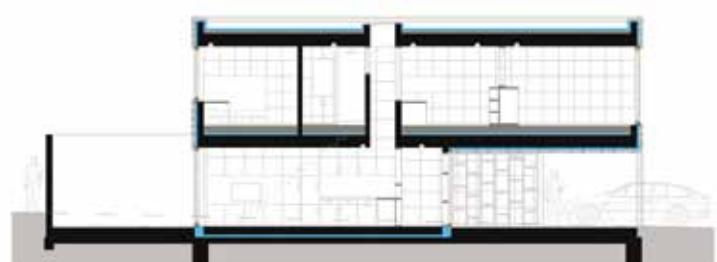
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Hillside 8  
personal retreat



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K-housing  
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## news from the members

### IMEC OPENS NEW TOWER ON 30TH BIRTHDAY

Nanotech research centre imec has celebrated its 30th birthday with the opening of a new tower that will serve as an office for more than 450 employees.

The tower in Heverlee, a district of Leuven, was officially inaugurated after about two-and-a-half years of construction work. To mark the occasion, coloured laser beams were projected from the tower to the city of Diest about 40 kilometres away. The artwork, the "Global Rainbow" by American artist Yvette Mattern, was one of the highlights of the annual art festival Artefact organised by art centre STUK.

From May, new work will start on among other things the installation of a clean room – a highly purified and regulated room for producing equipment sensitive to contamination. Imec's CEO, Luc Vanden hove, announced that the company was focusing more on finding health-care solutions.



The new building has provoked protest from the Historical Society of Leuven because it towers over the Arenberg castle and thus changes the view of this monument.

**Source:**  
[www.flanderstoday.eu/innovation/  
imec-opens-new-tower-30th-birthday](http://www.flanderstoday.eu/innovation/imec-opens-new-tower-30th-birthday)

### NEW TRAFFIC OF NISSAN CARS BRINGS 100,000 EXTRA UNITS TO ZEEBRUGGE

International Car Operators Zeebrugge signed a contract with the Japanese car manufacturer Nissan. Since January Nissan cars are transported from the port of Newcastle to Zeebrugge for distribution to France and the Benelux. This traffic used to go via Le Havre.

This agreement between ICO and Nissan means that annually an extra 100,000 new cars will be handled in Zeebrugge. The cars are imported and exported with the vessels of shipping company EML (European Marine logistics).

The Nissan cars will be handled at the Northern Inlet dock in the

inner port where ICO operates a modern pdi centre. ICO executes value added activities such as storage and light pdi services.

ICO also signed in December a 5 year contract with Mazda, which will distribute its cars via the ports of Antwerp and Zeebrugge. ICO will import the cars for the dealers in Belgium, Denmark, Russia, Finland, Germany and the Netherlands. After sea transport the Mazda cars will be mounted options, which creates 80 jobs both in Anwerp and Zeebrugge.

**Source:**  
[www.portofzeebrugge.be/en/node/1112](http://www.portofzeebrugge.be/en/node/1112)

seeking. Japanese culture has evidently had a significant impact on not only my architectural development.



## Peter Guillaume Architecture ピーター ギヨーム 建築

Having a strong personal and professional interest in Japan, supporting and joining the BJA was an evident decision. In this perspective I would like to thank the entire BJA-Team and its members for their warm welcoming.

### Peter Guillaume Architecture

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E-mail: stand\_art@hotmail.com  
Contact: Mr Peter Guillaume, Architect & Company Director



### Altius

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cost-effective manner.

For all tax related issues, ALTIUS works closely with Tiberghien, a leading independent Belgian firm specialising in tax law and estate planning. At ALTIUS and Tiberghien approximately 120 lawyers serve an impressive list of clients in several countries.

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- › ICT
- › Intellectual Property
- › Real Estate & Regulatory

We are delighted to be a member of BJA. We hope to broaden our understanding and insight of the Japanese market by meeting other members who are willing to share their expertise and experiences.

# ALTIUS

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Altius

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Contact: Mr Johan De Bruycker, Partner



**Associate Member****Agfa Graphics**

Agfa-Gevaert, better known as "Agfa", was founded almost 150 years ago in Antwerp and while the general public knows us from our iconic consumer photo film, a business which was sold in 2004, we are today a global leader in providing imaging and IT solutions to the professional graphics and healthcare industries. Our company is directly represented in all major economies and with 21 R&D and production sites in every corner of the world we are a truly global player. Agfa-Gevaert was one of the first Belgian and even European companies to establish operations in Japan in 1950. Since then it has served Japanese customers continuously for a period of over 60 years. In 2009, Agfa Gevaert Japan was awarded the prestigious Nippon Export Award in recognition of a turnaround strategy based on sustainable growth, technological innovation and cost leadership in the Japanese market.



Agfa Graphics

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Contact: Mr Tim Van den Bossche, Vice President Global Marketing & Strategy, Vice President Asia Pacific



STAY AHEAD. WITH AGFA GRAPHICS.

"アグフア"の名前で知られる"アグフア・ゲ、バルト社は、およそ150年前にアントワープで設立されました。一般的にはカメラ用フィルムで知られていますが、コンシューマー用のフィルム事業部は2004年に売却されました。

今日、アグフアはグラフィック業界とヘルスケア業界でイメージングとIT関連のソリューションの提供をグローバルに展開しており、世界のリーディングカンパニーと言えるでしょう。

世界の主要な経済圏において影響力を持ち、21の研究開発部門と製造拠点を世界の主だった場所に所有していることからも、アグフアは真のグローバル企業と言えます。

わたしたちはベルギー企業としては言うに及ばず、ヨーロッパの企業の中でもいち早く日本で業務展開を始めた企業であり、その歴史は1950年までさかのぼります。以来、日本のお客様に60年以上もの間、途絶えることなくサービスを提供してまいりました。

2009年には日本アグフア・ゲ、バルト社は日本市場での成長、技術革新、そしてコスト・リーダーシップに基づいた戦略が認められ、栄えある日本輸出大賞を受賞しました。

**Individual Members****Regular members**

Mr Tomoyasu Kamo  
Mr Godfried van Geneijgen

**Save the date**

**24 June**

BJA Business Seminar on Cross-cultural communication

**27 September**

BJA Golf Competition & Initiation

We would also like to express our appreciation to our  
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**5 year  
warranty**

(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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