

ANNUAL REPORT

2015



CONTENTS

3	MESSAGE FROM THE CHAIR OF AMCHAM EU
4	OUR MISSION, VISION AND VALUES
5	AMCHAM EU BOARD OF DIRECTORS
6	COMMITTEE CHAIRS
7	TASK FORCE & SPECIALISED GROUP CHAIRS
8	2015 HIGHLIGHTS
14	ADVOCACY HIGHLIGHTS
	14 DRIVE INTEGRATION TO CREATE AN ATTRACTIVE INTERNAL MARKET
	18 EMBRACE REVOLUTIONARY CHANGE FOR INDUSTRIAL LEADERSHIP
	19 DEVELOP NEW MODELS OF INNOVATION AND ENTREPRENEURSHIP
	21 LEAD BY EXAMPLE TOWARDS GLOBAL INTEGRATION
25	EU PRESIDENCY OUTREACH
26	AMCHAM EU'S EXECUTIVE COUNCIL
	26 SPRING PLENARY
	27 LAUNCH OF THE <i>AGENDA FOR ACTION SCORECARD 2015</i>
28	AMCHAMS IN EUROPE
30	COMMUNICATIONS
31	AMCHAM EU IN NUMBERS
33	AMCHAM EU SECRETARIAT
34	2015 IN PHOTOS

MESSAGE FROM THE CHAIR OF AMCHAM EU



I am delighted to present the AmCham EU Annual Report for 2015. It was my first full year as Chair of the Board and it was a significant one, reaching a record-high 166 members, and pursuing an ambitious work programme to support the jobs, growth and investment agenda.

Such an effort is needed more than ever to address the various challenges facing Europe. The continuing Eurozone crisis, unfolding migration drama, fears of an unravelling Schengen zone and uncertainty with respect to the UK's future relationship with the EU marked a difficult year. Nonetheless and, indeed, because of these challenges, we not only continued to advocate pro-growth policies over the course of 2015, but also launched a number of new initiatives.

AmCham EU continued its work in key areas. The completion of a Single Market including the Digital Single Market and Banking Union, vital elements for ensuring Europe's economic strength, continued to be a priority. Following a busy year on climate-related initiatives, we were pleased to see a historic agreement on climate change signed at COP21.

Negotiations continued on the Transatlantic Trade and Investment Partnership (TTIP) and AmCham EU worked to bolster efforts supporting the conclusion of an agreement. As a driving force behind the Business Alliance for TTIP, AmCham EU worked with partners to launch the Alliance's social media presence on Twitter. Coupled with this, AmCham EU also hosted several press briefings, events and contributed to the debate throughout the year.

AmCham EU saw the creation of two new task forces: the European Parliament Outreach Task Force and the Gender Initiatives Task Force. Both groups play a vital role in ensuring stronger, more targeted interaction with some of our most vital stakeholders.

AmCham EU was very proud of several accomplishments that reinforced the fact that AmCham EU is a great place to work, for interns and staff alike. In the autumn of 2015, AmCham EU was awarded InternsGoPro's 'excellent rating' for the quality of its internships. Three members of our staff also celebrated significant anniversaries. Susan Danger, Managing Director, celebrated 20 years and Conny Dekens, Office Manager, and Rosaria Sciacaluga, Office Assistant, both celebrated 25 years.

2016 is an important year to continue to strengthen the transatlantic relationship and AmCham EU remains committed to fostering a growth-orientated business and investment climate in Europe. We thank you for your continued support and engagement in our work.

A handwritten signature in black ink, appearing to read 'Karl Cox', written in a cursive style.

Karl Cox
Chair, AmCham EU

OUR MISSION, VISION AND VALUES

For over 50 years, the American Chamber of Commerce to the EU (AmCham EU) has represented American companies investing in Europe and has been committed to making the EU competitive on the global stage. As a member-driven organisation, AmCham EU draws on the expertise of its members to identify ways to grow the economy, create more jobs, and improve the lives of Europeans. Through its publications, networking events and position papers, it creates a forum for discussion with policy partners in Brussels on big issues facing Europe.

AmCham EU supports a strong transatlantic relationship as one of the key drivers of the economies of both regions. Aggregate US investment in Europe totalled more than €2 trillion in 2015 and directly supports more than 4.3 million jobs in Europe.

AmCham EU's vision is to be:

- The most trusted and valued advocacy voice in the EU;
- The primary representation body for US business in the EU; and
- A key discussion partner for European institutions and governments.

AmCham EU is committed to delivering the highest quality service and value to its members, which includes the following:

Relationships

- Networking and forum events bringing together US investors in Europe and other key stakeholders for informed debate;
- Access to the decision-makers who impact EU policy and promote Europe as an innovative and outstanding place to do business; and
- Collaborates closely with other US-EU organisations including the U.S. Mission to the European Union and the European Council of American Chambers of Commerce (AmChams in Europe), which includes 45 AmChams in Europe and Eurasia.

Advocacy and influence

- Influences EU policy and legislation affecting member company operations and investment in the EU market;
- Offers the only transatlantic, cross-sectoral platform to exchange views and engage in dialogue with business colleagues on a range of transatlantic trade, investment and

regulatory issues to develop and deliver influential position papers;

- Offers members opportunities to share knowledge and exert influence in policy areas important to their business; proposes a wide range of committees, working groups and task forces in which members can participate;
- Advocates on cross-sectoral, 'horizontal' issues impacting business investment that sectoral associations may not address; and
- Uses the credibility of the AmCham EU brand to support policies of special interest to each member company industry or service sector.

Intelligence

- Provides information on current issues through the members-only section of the website, offering fast and extensive access to important information including position statements, press releases and other reports;
- Gathers intelligence on EU institutional changes and new policy initiatives; and
- Provides access to its renowned specialist publications and highly-rated practical guides to the EU institutions explaining the key EU policies and their impact on business.

Corporate branding

- Offers sponsorship and other opportunities to enhance and profile member companies' corporate brands.

AmCham EU is a unique organisation that:

- Comprises over 160 companies from a broad range of sectors;
- Is member-led and member-driven;
- Offers expertise from over 750 active professionals;
- Publishes a wide range of studies and reports; and
- Covers a wide range of issues of concern to business and advocates over 50 positions annually.

AMCHAM EU BOARD OF DIRECTORS



Karl Cox
Chair of the Board
Oracle



Salomé
Cignal de Ugarte
Vice-Chair
Crowell & Moring LLP



Karim Lesina
Vice-Chair
AT&T



Liam Benham
Chair, Policy Group
IBM



Melanie Faithfull Kent
Chair, Communications &
Marketing Group
Hill+Knowlton Strategies
Since June 2015



Patrick Xhonneux
Chair, Operations Group
SAS



Louise Harvey
Member-at-Large
FTI Consulting



Nikolaus Tacke
Member-at-Large
The Coca-Cola Company
Since March 2015



Susan Danger
Managing Director
AmCham EU

AmCham EU's Board of Directors is responsible for the overall governance and strategic management of the organisation. Board members serve as AmCham EU brand ambassadors, not only externally, but also internally to all member companies and their representatives. The Board also determines appropriate resources and organisational structure and oversees the management of AmCham EU. The Board represents all facets of AmCham EU members and strives to maintain transparency and authenticity in the steering of the organisation.

Listing reflects the status for the majority of 2015.

COMMITTEE CHAIRS



Agriculture & Food
Chair: Nikolaus Tacke



Competition Policy
Co-Chairs:
Gabriel McGann
& Mathew Heim



Consumer Affairs
Chair: Imelda Vital



Customs & Trade Facilitation
Chair: Walter Van der Meiren



Digital Economy
Chair: Pastora Valero



Employment & Social Affairs
Chair: Elke Duden



Environment
Chair: Meglena Mihova



EU Tax
Chair: William Morris



Financial Services
Chair: Richard Kaye



Healthcare
Chair: Alexander Roediger



Institutional Affairs
Chair: Renato Addis



Intellectual Property
Chair: Vincent Jamois



Security & Defence
Chair: Thomas Reynaert
Until October 2015



Trade & External Affairs
Chair: Mark van der Horst



Transport, Energy & Climate
Chair: Jérôme Bandry

Listing reflects the status for the majority of 2015.

TASK FORCE & SPECIALISED GROUP CHAIRS

Task Forces



Gender Initiatives
Chair: Beatrice Flammini
Since October 2015



European Parliament Outreach
Chair: Maxime Bureau
Since March 2015



Legal Affairs*
Chair: Kaarli Eichhorn



TTIP
Chair: Hendrik Bourgeois

Executive Council



Chair: Christian Morales
Since March 2015



Chief Sherpa: Kirsty Macdonald
Since March 2015

*Legal Affairs Task Force disbanded in May 2015.

Listing reflects the status for the majority of 2015.

2015 HIGHLIGHTS

February

Reception with Commissioner Cecilia Malmström

AmCham EU was pleased to co-organise with the Business Alliance for TTIP, a reception with **Cecilia Malmström**, European Commissioner for Trade. The reception took place at the beginning of the week of the eighth round of negotiations for TTIP. In her speech, Commissioner Malmström outlined her views on the negotiations already underway.



March



Transatlantic Reception

AmCham EU held a reception ahead of its Transatlantic Conference, which featured a speech by **Jean-Luc Demarty**, Director-General, DG Trade, who stressed the significance of EU-US trading relations to the European economy. **Joseph Quinlan**, Senior Fellow, Center for Transatlantic Relations, Johns Hopkins University, also presented the findings of *The Transatlantic Economy 2015* report.

Transatlantic Conference

The annual Transatlantic Conference launched *The Transatlantic Economy 2015* report, surveying jobs, trade and investment between the United States and Europe. Keynote addresses were delivered by **The Honorable Anthony L. Gardner**, U.S. Ambassador to the EU, and **Dara Murphy TD**, Irish Minister for European Affairs and Data Protection. Thought-provoking and productive debates were then held on key issues related to the transatlantic economy: the digital market, energy cooperation and energy security, the case for TTIP in healthcare and financial services. Panellists and participants discussed the gains and opportunities that TTIP in particular could offer to boost the transatlantic economy.



Plenary meeting on the Energy Union

The March Plenary meeting focused on the recent adoption of an Energy Union framework strategy and featured a keynote address delivered by **Dominique Ristori**, Director-General, DG Energy. The meeting also included a panel with representatives from government, think tank and business to discuss the opportunities and challenges that lay ahead of the European Energy Union.



May



AmCham EU Executive Council Plenary

The AmCham EU Executive Council convened in Brussels for a number of high-level meetings with key EU stakeholders including **Karmenu Vella**, European Commissioner for Environment, Maritime Affairs and Fisheries; **Carlos Moedas**, European Commissioner for Research, Science and Innovation; **Pierre Moscovici**, European Commissioner for Economic and Financial Affairs, Taxation and Customs Union; **Wilhelm Molterer**, Vice President, European Investment Bank; **Xavier Prats Monné**, Director-General, DG Education and Culture; and **Joao Aguiar Machado**, Director-General, DG Mobility and Transport. A number of the Executive Council members also participated on panels at the European Business Summit, which took place simultaneously.

Building a More Competitive Europe reception

AmCham EU hosted **Jeffrey Immelt**, GE Chairman and CEO, who addressed an audience of members and EU stakeholders. He outlined his perspective on what Europe needs to do to reignite growth, build competitiveness and create more jobs in the coming decade. During his address he detailed the contribution which GE is making to the European economy and spoke about the company's investments in Europe.



Annual General Meeting

The Annual General Meeting (AGM) assembled members to look back at the successes of 2014 and to plan the year ahead, as well as to approve the 2015 annual budget and the new Board. The meeting was organised in a new interactive format featuring a dinner with **The Honorable Anthony L. Gardner**, U.S. Ambassador to the EU, who solicited feedback from members on coming challenges US businesses in Europe will face and how the U.S. Mission can be of greater assistance in addressing them.



June



Gala

The annual Gala took place at the Concert Noble in Brussels and was attended by over 250 guests. The Gala featured performances by two laureates, the winner and runner-up of the Queen Elisabeth International Music Competition of Belgium. The violinists performed two pieces each, and the performance was followed by a networking gourmet dinner and dessert buffet. The evening concluded on a lively note with music and dancing courtesy of the SHAPE International Band.

The Case for Investing in Europe Conference

The conference brought together stakeholders, including AmCham EU's Executive Council (ExCo), and served as a platform to launch the *The Case for Investing in Europe 2015* report by **Joseph Quinlan**, Senior Fellow, Center for Transatlantic Relations, Johns Hopkins University. **Aongus Hegarty**, President of Europe, Middle East and Africa, Dell, gave an overview of the economic state of play across Europe. Two panels on international perspectives of the investment attractiveness of Europe, as well as the importance of infrastructure to investment followed. The event concluded with a keynote by **Elżbieta Bieńkowska**, European Commissioner for the Internal Market, Industry, Entrepreneurship and SMEs.



July

Washington Doorknock

A delegation of members travelled to Washington, DC to meet with various stakeholders in the US government, including **Nancy Pelosi**, Minority Leader of the United States House of Representatives. Topics of discussion included cross-sectoral issues such as TTIP and wider transatlantic economic relations including energy, agriculture, trade and financial services. The visit coincided with Transatlantic Week in Washington, organised by the Transatlantic Policy Network (TPN).



September



Welcome Reception for U.S. Mission to the EU

AmCham EU hosted a reception to welcome new staff members of the U.S. Mission to the EU and in honour of the visit of senior U.S. Commercial Service representatives from across Europe. Participating in the reception were invited guests from the EU institutions, members and the Secretariat. **The Honorable Anthony L. Gardner**, U.S. Ambassador to the EU, introduced the new structure of the U.S. Mission and the incoming staff.

Launch of AmCham EU's Gender Initiatives Task Force

The Gender Initiatives Task Force was launched to position AmCham EU in the gender issues debate. Its goals include showing support for the Commission's work on gender balance; raising awareness among member companies; and providing a networking platform for senior decision makers and members.



October



Plenary meeting on EU trade strategy

The October Plenary meeting featured a panel on the new EU trade and investment strategy and included participants representing intergovernmental, governmental, consumer group and business entities. The Plenary luncheon keynote address was made by **Jean-Luc Demarty**, Director-General, DG Trade. The Plenary also served as a platform for the release of AmCham EU's latest position paper on the EU trade strategy.

November

Launch of *Agenda for Action Scorecard 2015*

AmCham EU launched its annual *Agenda for Action Scorecard 2015*, measuring the economic performance of Europe against AmCham EU's key action areas for economic growth. The event brought together business leaders, senior policymakers, academics and entrepreneurs and featured panels on fostering innovation and growth. A keynote was provided by **Lowri Evans**, Director-General, DG Internal Market, Industry, Entrepreneurship and SMEs. The AmCham EU Youth Entrepreneurship Award was also presented at the event.



December

Transatlantic Digital Economy Conference

AmCham EU's third annual Transatlantic Digital Economy Conference brought together stakeholders to discuss ways to stimulate the global data-driven economy and complete the Digital Single Market. The event featured keynote addresses by **Alexander De Croo**, Deputy Prime Minister and Minister for Development Cooperation, Digital Agenda and Telco, Belgium; **Andrus Ansip**, Vice-President, Digital Single Market, European Commission; and **The Honorable Anthony L. Gardner**, U.S. Ambassador to the EU.



Plenary meeting on better regulation in environmental policy

AmCham EU was pleased to welcome **Daniel Calleja Crespo**, Director-General, DG Environment, as keynote speaker at its December Plenary attended by government and business representatives. The meeting also included a panel discussion on how the better regulation agenda can deliver on more coherent and efficient environmental policies. Key environment dossiers including on the circular economy, EU chemical policies and the COP21 agreement were also discussed.

ADVOCACY HIGHLIGHTS

AmCham EU's key action areas for economic growth, as outlined in our Agenda for Action.

DRIVE INTEGRATION TO CREATE AN ATTRACTIVE INTERNAL MARKET

If Europe is to compete in an ever-changing global environment, policies need to be in place to ensure its citizens are well-equipped to meet the needs of the future marketplace. This will require investment in training and skills development at every stage of workers' lives to remain relevant to the needs of society and the economy.

EU Common Consolidated Corporate Tax Base (CCCTB)

Issue: While AmCham EU recognises that the proposed relaunch of the CCCTB would provide some benefits, it is not without its drawbacks. AmCham EU is concerned that the forthcoming proposals will postpone consolidation to a second phase and make the CCCTB mandatory, which will undermine the benefits sought, such as simplifying practices for European business and strengthening the Single Market.

Action and result: AmCham EU continued to monitor the file over the course of 2015. The EU Tax Committee prepared a response to the Commission's public consultation on the re-launch of the CCCTB and also issued a press release in response to the Commission Action Plan for Corporate Taxation. The Committee discussed the file with **Valère Moutarlier**, Director for Direct Taxation, Tax Coordination, Economic Analysis and Evaluation, DG Taxation and Customs Union, and **Luděk Niedermayer**, MEP (EPP, CZ) and rapporteur for a report on transparency, coordination and convergence for corporate tax policies.

Aggressive Tax Planning and Double Non-Taxation

Issue: The EU Tax Committee is concerned with policy-makers' proposed EU legislation on double non-taxation, given legislation on the member state level already exists. The EU Tax Committee urges policy-makers to refrain from further legislating at the EU level, as national regulation already addresses the issue.

Action and result: AmCham EU continued to participate as one of 15 non-governmental associations in the Commission's Platform for Tax Good Governance. The Platform assists the Commission in developing initiatives to promote good governance in tax matters in third countries, to tackle aggressive tax planning and to identify and address double taxation. The Committee also met with **Gert-Jan Koopman**, Deputy Director-General, DG Competition, to discuss its concerns with state aid investigation procedures.

Country-By-Country Reporting (CBCR)

Issue: The EU Tax Committee believes that implementing public Country-By-Country tax reporting would impose substantial extra costs on businesses operating in Europe, which could potentially negatively impact European competitiveness and economic growth. AmCham EU encourages the EU institutions to adhere to internationally-agreed standards set out by the Organisation for Economic Co-operation and Development (OECD) and the G20 – but not to go beyond them, to avoid negatively impacting the EU's attractiveness for investment from both EU and non-EU companies.

Action and result: The Committee continued to monitor attempts to introduce CBCR in different legislation and conveyed its views to the EU institutions. Notably, the EU Tax Committee met with **Valère Moutarlier**, Director for Direct Taxation, Tax Coordination, Economic Analysis and Evaluation, DG Taxation and Customs Union. The Committee also responded to the Commission's public consultation on further corporate tax transparency.

Value-Added Tax (VAT)

Issue: An efficient VAT system which is neutral towards business and is as robust and fraud-proof as possible is a key priority of the EU Tax Committee. An efficient system would avoid burdening taxpayers, but would still achieve greater legal certainty and simplify VAT administration within the EU.

Action and result: AmCham EU continued its participation in the Commission's VAT Expert Group and established a constructive dialogue with the Commission on this matter. The Committee also responded to the Commission's public consultation on modernising VAT for cross-border e-commerce.

Economic and Monetary Union and the Banking Union

Issue: The Financial Services Committee monitors the state of the EU's economic governance under the Economic and Monetary Union. The Committee promotes economic growth and stability whilst preserving the capacity of businesses operating in Europe to provide innovative and flexible financial services.

Action and result: Committee members articulated AmCham EU's priorities and concerns to key stakeholders through delegation visits to the European Insurance and Occupational Pensions Authority (EIOPA), European Parliament and French Treasury. The Committee encouraged policy-makers to continue to further develop the EU Single Market to nurture global convergence around high regulatory standards as part of their long-term strategy for the Economic and Monetary Union. The Committee also met with the Luxembourgish and Dutch Council Presidencies and held follow-up meetings with key MEPs on bank structural reform.

Better Regulation and Implementation of Existing Regulation

Issue: AmCham EU seeks to promote the development of better regulation and encourage more effective implementation of existing regulation in an effort to ease bureaucratic demands on the transatlantic business community.

Action and result: In a letter to **Jean-Claude Juncker**, President of the European Commission, AmCham EU outlined its concerns about the threat to ensuring objective decision-making, with the possible discontinuation of the Commission's Chief Scientific Adviser (CSA) position. The Institutional Affairs Committee also issued a press release welcoming the Commission's Better Regulation Package. Additionally, the Committee hosted **Norbert Sagstetter**, Deputy Head of Unit, Evaluation, Regulatory Fitness and Performance, Secretariat-General, European Commission as a guest speaker on the relaunch of REFIT.

DRIVE INTEGRATION TO CREATE AN ATTRACTIVE INTERNAL MARKET (CONT'D)

Transparency

Issue: The Institutional Affairs Committee worked to promote a fair, workable joint Transparency Register without undue bureaucratic requirements and with sufficient incentives for industry participation. The Committee also worked to encourage the EU to increase transparency of the impact assessment process.

Action and result: The Committee organised a seminar for members on the re-launched Joint Transparency Register with representatives from the Joint Transparency Register Secretariat. The Committee also hosted representatives from Transparency International, as well as **Martin Kröger**, Head of Unit, Transparency, Secretariat-General, European Commission, to discuss EU transparency issues.

Data Protection

Issue: The Digital Economy Committee has long been an advocate of data protection, and the completion of the Commission's General Data Protection Regulation (GDPR). AmCham EU believes that regulations which provide consistency with the laws of the Single Market, as well as provide simplified and business-friendly rules are crucial to ensuring an easy flow of data and are key to the EU remaining competitive and innovative.

Action and result: AmCham EU monitored the developments in the Commission's GDPR file and was pleased to see a political agreement at the end of the year. Throughout the year, AmCham EU pursued a comprehensive advocacy and outreach campaign, working closely with other associations through the Industry Coalition on Data Protection (ICDP), issuing papers, press releases and co-organising events.

Digital Single Market (DSM)

Issue: AmCham EU supports the broad goals and objectives of the Digital Single Market (DSM) Strategy and the removal of regulatory barriers, as well as the merging of 28 national markets into a single EU market. The digital sector is key to unlocking growth and recognising that a digital transformation of the economy is taking place is crucial in effectively addressing the various obstacles the economy faces, including fragmentation.

Action and result: AmCham EU continued to monitor and engage proactively on DSM discussions, emphasising its importance to various sectors, as well as the European economy. Throughout 2015 AmCham EU published two position papers outlining its priorities on and reactions to the Strategy, responded to two consultations and engaged with stakeholders to convey the importance of achieving a comprehensive Single Market.

Coherence of Environmental Policy

Issue: AmCham EU represents a large number of companies with different positions in the supply chain, but all concerned with EU environmental policies such as the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) regulation, as well as the Restriction of Hazardous Substances (RoHS) directive. Members have a wealth of experience in working with these regulations, and are invested in making them more efficient, effective and coherent.

Action and result: The Environment Committee organised a number of outreach meetings with various Member States' Competent Authorities to discuss the implementation of REACH and other chemical files. AmCham EU met with eight MEPs in Strasbourg to discuss REACH and RoHS. Additionally, the Committee met with relevant officers and heads of unit in DG Internal Market, Industry, Entrepreneurship and SMEs, as well as DG Environment. AmCham EU's December Plenary meeting focused on better regulation in environmental policy, and featured a keynote by **Daniel Calleja Crespo**, Director-General, DG Environment. Committee leadership also held an additional meeting with Calleja Crespo following the Plenary. AmCham EU released two position papers on environmental policy and REACH, as well as two letters to the European Chemicals Agency (ECHA) to provide feedback on the REACH procedure. Furthermore, AmCham EU was a signatory and active member of a cross-industry initiative which outlined recommendations for better regulation in EU chemicals management. It met with the Commission's Secretariat General, and the cabinet of Marianne Thyssen, Commissioner for Employment, Social Affairs, Skills and Labour Mobility.

Energy Union

Issue: AmCham EU supports the goal of the Commission's Energy Union Framework Strategy of ensuring that Europe has secure, affordable and climate-friendly energy. Such an environment is critical to the success of businesses operating in Europe, as well as ensuring that competitiveness and investment can continue to flourish.

Action and result: The Transport, Energy and Climate Committee monitored ongoing efforts to develop the Energy Union, and engaged with key stakeholders. The Committee welcomed **Mechthild Worsdorfer**, Director for Energy Policy, DG Energy, to discuss the Energy Union Framework Strategy. AmCham EU hosted a Plenary meeting on the Energy Union and the opportunities and challenges it presents, with keynote speaker **Dominique Ristori**, Director-General, DG Energy. Additionally, the Committee released a position paper on the Strategy, calling on the EU to place equal emphasis on ensuring security of supply, sustainability and competitiveness in order to transition to a low-carbon economy at the lowest possible cost.

EMBRACE REVOLUTIONARY CHANGE FOR INDUSTRIAL LEADERSHIP

Europe has built a strong industrial foundation and now is the time to capitalise on its expertise across all sectors including pharmaceuticals, healthcare, energy, transport, aerospace, security, chemicals, biotech and digital technologies. The objective should be to establish policies to keep European industry at the cutting edge to ensure sustainable economic growth.

Fostering Development of Sustainable Health Systems Through Use of Innovative Medicines

Issue: AmCham EU members believe sustainable health systems need to be cultivated to deliver affordable and resilient healthcare systems in Europe. In order for sustainable systems to take shape, health policies in line with the Commission and Council's focus on healthcare systems should be developed. The creation and use of innovative medicines play an important role in contributing to the development of more efficiently-managed health systems.

Action and result: The Healthcare Committee met with a number of stakeholders including representatives of the Member States, including **Egita Pole**, Deputy Secretary of State on Health Policy Matters in Latvia. The Committee also met with representatives of DG Health and Food Safety and DG Communications Networks, Content and Technology to discuss the significance of innovative medicines' role in ensuring sustainable healthcare systems in the EU. During these exchanges, the Committee referenced its flagship report entitled *Forever Healthy*, its new position paper on public procurement in the health sector, and its responses to the Commission's staff working document (SWD) on the pharmaceutical industry and consultation on access to health services. The Committee also organised a breakfast seminar on access to healthcare which brought together AmCham EU members and MEP assistants.

Defining a Regulatory Framework for Medical Devices and eHealth

Issue: AmCham EU recognises that the ongoing revision of the regulatory framework for medical devices and eHealth provides an opportunity to both reinforce patients' confidence in health systems in the EU and encourage sector innovation and investment. Both are crucial to ensuring the continued success and strength of healthcare in the EU.

Action and result: The Healthcare Committee developed cross-sectorial positioning on the negotiations on the regulatory framework for medical devices and eHealth. AmCham EU communicated these positions through a number of meetings with DG Health and Food Safety and DG Communications Networks, Content and Technology. The Committee also met with a number of MEP assistants, group advisers and MEPs in Strasbourg and spoke at the eHealth week in Latvia. Additionally, a Plenary meeting was organised on this topic and featured speakers from DG Health and DG Internal Market, Industry, Entrepreneurship & SMEs.

Merger Control

Issue: AmCham EU supports the efforts of the Commission to make the EU Merger Regulation (EUMR) more efficient, remove unnecessary red tape and focus scarce resources on merger transactions that truly merit analysis. While AmCham EU supports several suggestions made by the Commission in its recent consultation on the Regulation, AmCham EU is concerned with the desire to expand the EU merger control system to cover minority shareholdings, as it would not simplify existing procedures.

Action and result: The Competition Committee met with **Julia Brockhoff**, Deputy Head of Unit for Merger Case Support and Policy, DG Competition, as well as a number of unit colleagues, to raise concerns in relation to the control of minority shareholdings in the EU merger control reform. These concerns had previously been outlined in a 2014 position paper and 2013 response to the Commission's public consultation, *Towards More Effective EU Merger Control*, and were provided verbally during the meeting in response to a new questionnaire compiled by the Commission. The Commission was responsive to the Committee's comments, and described AmCham EU as a leading and valued stakeholder in the debate.

DEVELOP NEW MODELS OF INNOVATION AND ENTREPRENEURSHIP

Innovation and entrepreneurship have been hailed as great drivers of growth. The next generation of entrepreneurs needs to be supported and encouraged through incentive programmes. At the same time, fresh models of partnership between governments, businesses and the wider civil society need to be developed and promoted. The objective should be to foster dynamic and flexible thinking to generate economic opportunities for the future.

Reform of Financial Markets and Products

Issue: The Financial Services Committee supports legislative measures that seek to strengthen market efficiency and transparency, increase competition and consumer choice, enhance investor protection and bolster investor confidence in European financial markets. In so doing, the Committee is committed to providing legislators with constructive messaging on regulatory proposals that seek to govern the products and services offered by member companies and determine the functioning of the markets in which they are traded.

Action and result: A delegation of Committee members travelled to Frankfurt and Strasbourg for meetings with the European Central Bank (ECB), the European Insurance and Occupational Pensions Authority (EIOPA), and MEPs. Among the topics of discussion were the Capital Markets Union (CMU), Markets in Financial Instruments Directive (MiFID), and pensions and insurance issues. Members also travelled to Paris and Strasbourg for meetings with the French Treasury, MEPs and assistants to convey the Committee's messaging in relation to European Market Infrastructure Regulation (EMIR), MiFID and benchmarks.

Cybersecurity – Network and Information Security (NIS) Directive

Issue: AmCham EU monitors the developments on the NIS Directive file, whose objective is to bolster the EU's capacity to deal with cyber-attacks and further harmonise security policies across Member States. Of particular importance to AmCham EU members was ensuring that the Directive's scope be clear and focused with an emphasis on a clear definition of criticality.

Action and result: The Digital Economy Committee published two letters on the issue, emphasising the importance of crafting a directive that avoids a one-size-fits all approach, but provides a clear and harmonised definition of criticality. Members were very pleased to see a political agreement on the text of the Directive at the end of the year.

Circular Economy

Issue: AmCham EU represents companies throughout the value chain and supports the principles behind the circular economy. Work is being done to ensure that the package released at the end of 2015 focuses on the proportionate sharing of costs and responsibilities along the value chain, taking into account existing legislation and global supply chains.

Action and result: Throughout the year, AmCham EU was in frequent contact with the Commission as it prepared the Circular Economy Package. The Environment Committee welcomed representatives from the Commission as guest speakers at its committee meetings. AmCham EU also held a productive meeting to discuss cooperation on several issues with members of the cabinets of Frans Timmermans, First Vice-President of the European Commission, as well as several commissioners. Additionally, AmCham EU released a position paper and responded to a public consultation by the Commission.

DEVELOP NEW MODELS OF INNOVATION AND ENTREPRENEURSHIP (CONT'D)

Value of Intellectual Property (IP)

Issue: The Intellectual Property Committee is committed to working with the EU institutions to further develop a strong, cost effective system for obtaining, licensing and enforcing IP rights for all parties involved. IP issues lie at the heart of any debate concerning innovation and competitiveness in a global economy. AmCham EU strives to educate policy-makers on the value of IP for fostering innovation and creativity.

Action and result: AmCham EU held successful meetings with a number of policymakers including **Shira Perlmutter**, Director of International Affairs at the United States Patent and Trade Office (USPTO) to discuss a broad range of IP issues important to the Committee. AmCham EU also met with DG Communications, Networks, Content and Technology representatives to discuss text and data mining. It also organised an industry briefing on economic espionage in collaboration with the Federal Bureau of Investigation (FBI).

Capital Markets Union (CMU)

Issue: The Financial Services Committee monitors the development of and provides constructive input on the development of the CMU. This initiative's goal to mobilise capital in Europe to create growth is crucial to Europe's economic well-being, and runs parallel to the financial services sector's contribution to stimulating economic growth and job creation.

Action and result: The Committee established a dialogue with the Commission and MEPs on this key project. It also organised a Plenary meeting on CMU with **Matthew Baldwin**, Head of Cabinet to Jonathan Hill, EU Commissioner for Financial Stability, Financial Services and Capital Markets Union. The Committee responded to the Commission's Green Paper on CMU and prepared a response to the call for evidence on EU's regulatory framework for financial services.

LEAD BY EXAMPLE TOWARDS GLOBAL INTEGRATION

Europe needs to remain a global hub for trade, investment and ideas, while taking advantage of the global economic landscape more systematically. The objective is to ensure that European industries can compete successfully in an increasingly integrated global economy. The TTIP agreement offers the opportunity to enhance cooperation between the EU and the US and the possibility of establishing regulatory standards which will have a profound impact on the way business is conducted globally for decades to come.

Promote Value of Global and Free Trade

Issue: AmCham EU actively promotes the value of global and free trade and aims to highlight the societal benefits of a robust, rules-based global trading system. Trade agreements are a means of introducing legal and regulatory principles, which are critical in an evolving world.

Action and result: The Trade and External Affairs Committee has long been engaged in an active dialogue on the value of global and free trade, and the EU's role in trade policy. In 2015 the Committee promoted its recommendations on how to strengthen trade through meetings with officials from the Commission, Parliament and the World Trade Association (WTO) as well as provided a platform for discussion between different stakeholders in Geneva and Brussels. AmCham EU was very pleased to see that the Commission's new trade and investment strategy was very much in line with its priorities.

Support Effective Conclusion of Ongoing Trade Talks

Issue: AmCham EU supports the early and effective conclusion of discussions on free trade agreements. It is imperative to members that the agreements are WTO-compatible, ambitious in coverage, balanced, capable of strengthening and complementing the multilateral trading system, as well as contribute to the development of trade and investment-friendly standards.

Action and result: The Trade and External Affairs Committee monitored a wide range of trade negotiations during 2015 and was actively involved in communicating with stakeholders of the most active and promising negotiations, including TTIP, EU-Japan Free Trade Agreement, the Trade in Services Agreement (TiSA), and the Trade Facilitation Agreement (TFA). The Committee worked closely with the TTIP Task Force and supported many of its initiatives, especially related to investment policy in TTIP and the ongoing discussion on a new Investment Court System.

Transatlantic Trade and Investment Partnership (TTIP)

Issue: AmCham EU actively supports a timely conclusion of a comprehensive TTIP. It has been estimated that eliminating tariffs between the EU and the US could boost business production by €107 billion in the EU and up to €71 billion in the US. If agreements on nontariff measures (NTMs) such as regulatory differences and trade restrictions are also included, the annual gross domestic product of the EU could increase by as much as €122 billion by 2018.

Action and result: The TTIP Task Force was the driving force of AmCham EU's outreach, advocacy and communication regarding the EU-US trade deal. The Task Force advocated through its position papers, meetings, events, speaking opportunities, and delegation visits. As the TTIP debate moved from technical discussions to a wider public debate on transparency issues, AmCham EU bolstered its advocacy efforts by spearheading a joint communication campaign with the Transatlantic-Atlantic Business Council (TABC) and the European Roundtable of Industrialists (ERT). A key milestone of the year was the release of the Parliament's report on the TTIP negotiations, which included an updated investment chapter that was in line with AmCham EU's recommendations.

LEAD BY EXAMPLE TOWARDS GLOBAL INTEGRATION (CONT'D)

Maintaining Strong Transatlantic Relations

Issue: The EU-US relationship represents the largest bilateral trade and most integrated economic relationship in the world. Maintaining a strong economic relationship between the EU and US is vital to the health of world trade, as the transatlantic relationship defines the shape of the global economy and sets the bar for global trading system schemes. AmCham EU members are fervent supporters of a strong transatlantic relationship and the promotion of a comprehensive transatlantic agenda.

Action and result: The TTIP Task Force organised AmCham EU's Transatlantic Conference, bringing together 300 participants and featuring key EU and US stakeholders to discuss various transatlantic issues. The Conference also saw the launch of AmCham EU's newly updated *Transatlantic Economy Report 2015*, a key communication tool that demonstrates the significant trade and investment links between the EU and the US. Additionally, the Task Force organised the annual Washington Doorknock visit, where members met with US government leaders to discuss issues such as TTIP and wider transatlantic economic relations including energy, agriculture, trade and financial services.

Conflict Minerals

Issue: AmCham EU represents a number of industries which have experience with existing schemes related to the area of conflict minerals, with the most notable being the US Dodd-Frank Act (Section 1502). This complex issue has far-reaching implications across the globe and across industries, and AmCham EU works to ensure that proposed EU regulatory measures in this area are effective and fully incorporate lessons learned from existing initiatives, while avoiding overlap or duplication.

Action and result: AmCham EU held an extensive series of meetings with sixteen member state permanent representations to discuss national, as well as the Parliament's position on conflict minerals. The Committee organised a workshop on the Dodd-Frank Act featuring experts from the US government and companies with strong experience in responsible sourcing, as well as a workshop on OECD's Due Diligence Guidance with a representative from the OECD. In the autumn, the Environment Committee met with representatives from the Commission, member state permanent representations, as well as MEPs and political advisors to discuss the upcoming trilogues on conflict minerals.

Climate

Issue: As large companies operating across Europe, AmCham EU members closely follow developments in climate policy. The year 2015 was a particularly pivotal one for climate with the 2015 United Nations Climate Change Conference (COP21) having taken place and the subsequent approval of a historic pact to roll back global warming and take measures to counter its impacts.

Action and result: AmCham EU's July Plenary meeting focused on climate change and the COP21 negotiations. Keynote addresses were delivered by **John Sammis**, Deputy Chief of Mission, U.S. Mission to the EU, and **Artur Runge-Metzger**, Director of International & Climate Strategy, DG Climate Action. A panel of experts discussed the challenges, as well as the opportunities that lay ahead of COP21. AmCham EU was present at COP21 and attended several briefings and events. Additionally, the Committee hosted a representative of the Pew Research Center who delivered a presentation on the findings of Pew's survey on global concern about climate change.

Union Customs Code (UCC)

Issue: The year 2015 was an important one for EU customs, as the UCC, the new framework regulation on the rules and procedures for customs throughout the EU, will soon replace the 1992 Customs Community Code. The Customs and Trade Facilitation Committee has strongly advocated for an effective partnership between customs, traders and third parties to facilitate the safe and smooth movement of goods, and has been keenly engaged in the development of the UCC's implementing provisions to promote efficient customs procedures.

Action and result: The Committee, in collaboration with other industry stakeholders, released a letter outlining its concerns on several facets of the UCC implementing provisions. The letter was shared with key stakeholders and later cited during a meeting of the Parliament's Internal Market and Consumer Protection (IMCO) Committee by the Chair **Vicky Ford**, MEP (ECR,UK), who then shared it with Pierre Moscovici, Commissioner for Economic and Financial Affairs, Taxation and Customs. The Committee also authored a brochure which offers a number of recommendations on ways in which EU customs processes - framed by the UCC - could be made more efficient. The brochure will be released in early 2016. Additionally, AmCham EU continued to engage regularly with the Commission, Parliament and Member States, and published a number of position papers and business coalition statements.

Customs-Related Issues

Issue: AmCham EU monitors and advocates on customs-related issues affecting legitimate, safe and smooth trade, elements which are critical to the successful operation of our member companies. The Customs and Trade Facilitation Committee follows issues which include Intellectual Property Right (IPR) enforcement, cargo security, customs penalties, mutual recognition of Authorised Economic Operators (AEOs), e-customs and trade facilitation.

Action and result: AmCham EU published a position paper ahead of the eleventh round of TTIP negotiations highlighting the Committee's priorities for customs and trade facilitation in TTIP. The paper was subsequently used as a basis for a presentation delivered on behalf of AmCham EU at the TTIP stakeholder forum in Miami, Florida. *EurActiv* subsequently published an interview with Chair Walter Van der Meiren, highlighting key points from the paper. AmCham EU also welcomed Commission representatives from DG Trade and DG Taxation and Customs Union to discuss the points outlined in the paper.

LEAD BY EXAMPLE TOWARDS GLOBAL INTEGRATION (CONT'D)

Defence, Industrial and Procurement Issues

Issue: The Security and Defence Committee gathers companies that are both producers and users in the field of defence, promoting cooperation on research, interoperability and common technical standards across the Atlantic as well as the adoption of the best available technologies, irrespective of their origins. AmCham EU strongly supports an open and competitive transatlantic defence marketplace as well as efforts to foster increased transatlantic defence industrial cooperation and faster logistic supply chain processes.

Action and result: The Committee hosted a successful breakfast briefing on transatlantic defence cooperation featuring **Maciej Popowski**, Deputy Secretary General of the European External Action Service (EEAS); **Ioan Mircea Pascu**, MEP (S&D, RO); and **Rini Goos**, Deputy Chief Executive of the European Defence Agency. **The Honorable Anthony L. Gardner**, U.S. Ambassador to the EU, requested a meeting with the Committee to discuss the latest developments regarding defence industrial and procurement issues and areas for transatlantic cooperation. The Committee also held a series of meetings with MEPs to discuss transatlantic defence cooperation in light of the June European Council summit on defence. Ahead of the summit, a letter was sent to various EU and Political and Security Committee (PSC) ambassadors highlighting the importance of transatlantic defence cooperation, which received positive feedback.

Transatlantic Convergence and Extraterritoriality of Financial Services Regulation

Issue: The Financial Services Committee seeks to raise awareness at the EU institutional level on the importance of transatlantic cooperation in financial services regulatory reform. The Committee works to effectively highlight various key issues, including the areas of divergence which threaten to hinder the efficient provision of financial services across international borders, as well as encourage a diversification of regulatory tools and greater stakeholder engagement. The Committee works to highlight extraterritorial provisions which emerge in proposed EU legislation, and provides constructive input to policy makers regarding potential effects and possible alternatives.

Action and result: Several delegations visits were organised throughout the year, including a visit to Frankfurt to meet with the European Central Bank (ECB) and the European Insurance and Occupational Pensions Authority (EIPOA); Strasbourg to speak with key MEPs and assistants; and Paris to meet with the French Treasury, to raise awareness of third-country regimes and provisions in proposed financial services legislation. Several Committee members participated in the Washington Doorknock and met with US financial regulators. Additionally, AmCham EU was chosen as a venue for the U.S. Treasury to brief European industry on the Financial Markets Regulatory Dialogue (FMRD). The Committee also met with **Timothy Massad**, Chairman of the Commodity Futures Trading Commission (CFTC).

EU PRESIDENCY OUTREACH

EU Presidency outreach works to influence the agenda of the European Council. It initiates substantive policy dialogues with national officials charged with the upcoming Presidency of the Council of the European Union, which is accomplished through preliminary meetings with the appropriate permanent representation in Brussels. This is followed by a delegation visit to the member state capital, during which a report with recommendations to the presidency is presented.

Delegation to Luxembourg City, Luxembourg

A delegation of members was in Luxembourg City from 10-12 June 2015, to meet with representatives of the Luxembourgish government. Meetings were organised in coordination with AmCham Luxembourg. Members met with several ministries including Foreign Affairs, Health, Economy, Agriculture and Finance to discuss the upcoming Luxembourgish presidency of the EU and to relay AmCham EU's recommendations on various policy areas. The visit was also an opportunity to learn more about Luxembourg's presidency priority files such as better regulation and deepening the Single Market.

The stakeholders with whom the delegation met included **Pierre Gramegna**, Minister of Finance; **Ambassador Gaston Stronck**, Director of International Economic Relations and European Affairs; and **Tom Theves**, Chef de Cabinet, First Counsellor of Government, Ministry of the Economy.



Delegation to The Hague, the Netherlands

From 8-9 December 2015, a delegation of members travelled to The Hague, the Netherlands for a series of meetings with representatives from the Dutch government to discuss the preparations and priorities of the Dutch presidency. Meetings were also organised in coordination with AmCham Netherlands. The delegation met with several ministries and discussed issues related to trade, digital, energy, environment, financial services and social affairs. Members also participated in a reception with the AmCham Netherlands Board and members. Overall the visit made clear the country's priorities of the many legislative files that remain open, including those that will strengthen the Single Market, stimulating economic growth and job creation.

The delegation met with several key figures including **Michiel Boots**, Senior Adviser to the Prime Minister – Economics, Business Policy, Innovation and Higher Education; **Wilm Geurts**, Advisor to the Prime Minister – European Affairs; **Pieter de Jonge**, Adviser, Ministry of Economic Affairs; and **Thijs van der Plas**, Deputy Director General for European Cooperation.

AMCHAM EU'S EXECUTIVE COUNCIL

The Executive Council (ExCo) is a forum of senior executives responsible for the European operations of some of AmCham EU's largest member companies. The mission of ExCo is to drive for the continuous improvement of European global competitiveness through targeted dialogue at the highest levels between its members and senior policy-makers of the EU institutions, Member States, and international organisations.

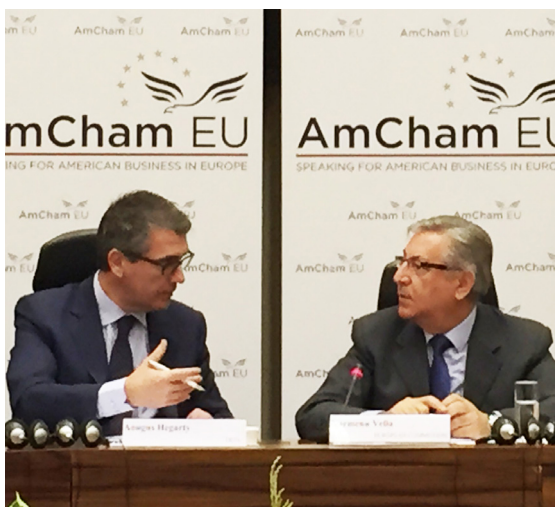
The group was chaired by **Christian Morales**, Intel, along with Vice-Chairs **Harry van Dorenmalen**, IBM; **Aongus Hegarty**, Dell; **Cindy Miller**, UPS; and **Julian Nebreda**, AES. ExCo holds bi-annual plenary meetings, in addition to a host of other activities. ExCo's priorities for 2015 included: building skills for the future; driving integration to create an attractive internal market; embracing revolutionary change for industrial leadership; developing new models of innovation and entrepreneurship; and leading by example towards global integration. Highlights for 2015 included the Spring Plenary, a June dinner with **Werner Hoyer**, President, European Investment Bank, participation in the Case for Investing in Europe conference, and the launch of the *Agenda for Action Scorecard 2015* in November.



Spring Plenary

The first ExCo Plenary for 2015 took place in May. The two-day programme consisted of participation on panels at the European Business Summit, as well as a number of meetings with key EU decision-makers including:

- **Richard Bruton TD**, Irish Minister for Jobs, Enterprise and Innovation
- **Pieter de Gooijer**, Dutch Ambassador to the EU
- **Declan Kelleher**, Irish Ambassador to the EU
- **Joao Aguiar Machado**, Director-General, DG Mobility and Transport
- **Carlos Moedas**, European Commissioner for Research, Science and Innovation
- **Wilhelm Molterer**, Vice-President, European Investment Bank
- **Xavier Prats Monné**, Director-General, DG Education and Culture
- **Pierre Moscovici**, European Commissioner for Economic and Financial Affairs, Taxation and Customs Union
- **Karmenu Vella**, European Commissioner for Environment, Maritime Affairs and Fisheries
- **Thomas Wieser**, Chairman of the Eurogroup Working Group, European Council

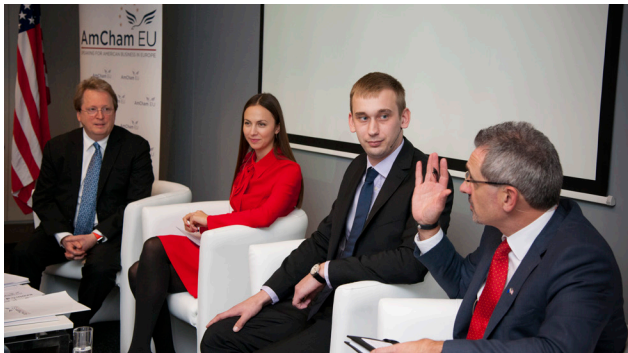


Launch of the *Agenda for Action Scorecard 2015*

November saw the launch of the *Agenda for Action Scorecard 2015*, an annual assessment of AmCham EU's key action areas that, if implemented, will accelerate economic growth and vitality in the European Union over the course of the next five years.

The Agenda for Action conference took place alongside high-level outreach meetings with key EU decision-makers including:

- **Jyrki Katainen**, Vice-President, Jobs, Growth, Investment and Competitiveness, European Commission
- **Robert Madelin**, Senior Innovation Advisor, European Political Strategy Centre, European Commission
- **Ann Mettler**, Head of European Political Strategy Centre, European Commission
- **Tibor Navracsics**, European Commissioner for Education, Culture, Youth and Sport
- **Pierre Sellal**, French Ambassador to the EU



Presentation of 2015 AmCham EU Youth Entrepreneurship Award

The launch event featured **Daniel Buhl Nielsen**, co-founder of COOL4SEA and winner of the 2015 AmCham EU Youth Entrepreneurship Award, an annual award, sponsored by ExCo. The award is a symbol of AmCham EU's support for jobs, growth and innovation. It was presented by **Lowri Evans**, Director-General, DG Internal Market, Industry, Entrepreneurship and SMEs, and **Christian Morales**, Corporate Vice President and General Manager EMEA, Intel. The award jury was composed of **John Breidenstine**, Minister Counselor for Commercial Affairs and Senior Commercial Officer for Europe, U.S. Mission to the EU; **Daniel Calleja Crespo**, Director-General, DG Environment; **Susan Danger**, Managing Director, AmCham EU; **Ryan Heath**, Senior EU Correspondent, Associate Editor, *Politico*; and **Julian Nebreda**, AES Corporation. Five ExCo members committed to a one-year mentorship programme for the winner of the award. These members included **Bert Boers**, SAS Institute; **Marco Comastri**, CA Technologies; **Aongus Hegarty**, Dell; **Eric Peeters**, Dow Corning; and **Reiner Roghmann**, Dow Chemical.

AMCHAMS IN EUROPE

AmChams in Europe (ACE) is the umbrella body for American Chambers in Europe and Eurasia. Representatives meet two to three times per year to exchange best practices, share information on key issues facing US businesses operating in Europe and discuss opportunities for policy cooperation. Highlights for 2015 include the Brussels Briefing, the delegation to California and Washington, DC and the European Best Practices Conference in Milan, Italy.

Brussels Briefing

In March, AmCham EU hosted its twelfth Brussels Briefing for AmChams in Europe. The three-day event, which began with the Transatlantic Reception at the AmCham EU offices, saw over 30 representatives from 25 AmChams in Europe gather to discuss EU issues impacting business and to explore areas with the potential for future cooperation. The Briefing included sessions on TTIP, Digital Single Market, healthcare, investment, transport, energy, climate and environment, emphasising collaboration and joint advocacy over the coming months.

Invited speakers included representatives from the Commission and AmCham EU members. Participants also visited and toured the Google Europe office, which provided an opportunity to learn more about Google's policy priorities in Europe. The Briefing concluded with a networking luncheon with **Matthew Kaminski**, Executive Editor, *Politico*, who outlined his views on current affairs and also provided a preview of the coming launch of the European arm of *Politico*.

Policy coordination

AmCham EU leads policy coordination on various issues of interest to a number of members of the AmChams in Europe network. In 2015, this work was accomplished through regular policy calls and policy updates, as well as support to the organisation of national AmCham events in key policy areas. This allows for strong cooperation, greater visibility and more efficient messaging on important policy issues across Europe.





AmChams in Europe delegation: California and Washington, DC

In May, AmCham EU participated in an annual ACE delegation visit to the US, which included two stops in California and Washington DC. With over 40 participants representing 30 AmChams from across Europe and wider Europe, it provided fantastic profiling for the network.

The delegation's main stops in California were in San Francisco and in Silicon Valley. The delegation visited and met with CalChamber, Tesla Motors, Genentech, HP, PARC and AirBnB. Discussions focused on the perceptions of TTIP and in particular how the digital industry sees it. The visit also served as the launch of *The Case for Investing in Europe 2015* report, which aims to promote US investment in the EU.



CalChamber hosted a special event with local stakeholders on TTIP which provided a platform to discuss the findings of *The Case for Investing in Europe 2015* report, presented by **Susan Danger**, Managing Director, AmCham EU. Participants included **David O'Sullivan**, EU Ambassador to the U.S.; **Marjorie Chorlins**, Vice President for European Affairs, U.S. Chamber of Commerce; and **Kurt Tong**, Principal Deputy Assistant Secretary, Bureau of Economic and Business Affairs, U.S. Department of State.

In Washington, DC delegates received briefings from the U.S. Chamber of Commerce and were welcomed by its president, **Tom Donohue**. The meeting was an opportunity to receive updates on the US economy and upcoming presidential elections as well as on the Chamber's priorities, both domestically and internationally. The delegation also had a series of meetings at the U.S. Department of Commerce, with discussions focusing on the investment climate in Europe.

European Best Practices Conference

In September, AmCham Italy hosted the annual Best Practices Conference in Milan, which saw 27 representatives from national AmChams in attendance for a comprehensive two-day programme.

Programme highlights included a welcome reception at the residence of **Ambassador Philip T. Reeker**, United States Consul General in Milan hosted by the U.S. Commercial Service in Milan. Best practice sessions focused on membership retention and growth, ensuring effectiveness in associations, utilising new technologies to engage members and measuring organisational success. Additionally, **Susan Danger**, Managing Director, AmCham EU, briefed the AmCham EU Italy Board on top EU issues.

The conference concluded with a visit to the USA Pavilion at EXPO Milano 2015, where the delegation was welcomed by **Ambassador Douglas T. Hickey**, Commissioner General of the USA Pavilion at Expo Milano 2015.



COMMUNICATIONS

2015 was an important year for TTIP negotiations and AmCham EU continued to build on its ambitious communications and advocacy strategy on the topic. Throughout the year, AmCham EU organised a number of press briefings and hosted several high-level events to promote the benefits of a TTIP agreement. An active member of the Business Alliance for TTIP, AmCham EU worked with partners to launch the Alliance's social media presence on Twitter.

AmCham EU published several reports and studies including:

- *The Transatlantic Economy 2015*
- *Agenda for Action Scorecard 2015*
- *Recommendations to the Luxembourgish Presidency of the Council of the European Union*
- *Recommendations to the Dutch Presidency of the Council of the European Union*
- *The Case for Investing in Europe 2015*

AmCham EU also launched a new website featuring a Customer Relationship Management (CRM) system which provides many practical benefits, including the ability to choose which committees members would like to access information, when logged into the website, but also through emails.

AmCham EU's video library included interviews with high-level stakeholders throughout the year, including **Andrus Ansip**, Vice-President for the Digital Single Market, European Commission; **Jeff Immelt**, Chairman and CEO, GE; **Jyrki Katainen**, Vice-President for Jobs, Growth, Investment and Competitiveness, European Commission; **David O'Sullivan**, EU Ambassador to the U.S.; **Timothy G. Massad**, Chairman of the Commodity Futures Trading Commission; **Ambassador Georges Friden**, Deputy Permanent Representative of Luxembourg to the EU; **Aongus Hegarty**, Dell, EMEA President; **Jean-Luc Demarty**, Director-General, DG Trade; **The Honorable Anthony L. Gardner**, U.S. Ambassador to the EU; **Matthew Murray**, Deputy Assistant Secretary for Europe, the Middle East, and Africa, U.S. Department of Commerce, International Trade Administration; and **Heinz Zourek**, Director-General, DG Taxation and Customs Union.



AmCham EU was particularly active on Twitter throughout the year, resulting in a 27% increase in followership. Twitter continued to be used at events, where event participants were invited to participate in the online discussion by using dedicated event hashtags. This initiative enjoyed a great participation rate.

Media outreach continued to be a priority over the course of the year. As a result, AmCham EU was mentioned and quoted in 300 pieces of press coverage. Among media outlets AmCham EU was featured in include *Arte TV, BBC, Bloomberg, The Financial Times, The Guardian, Politico, The New York Times, The Wall Street Journal, and The Washington Post.*



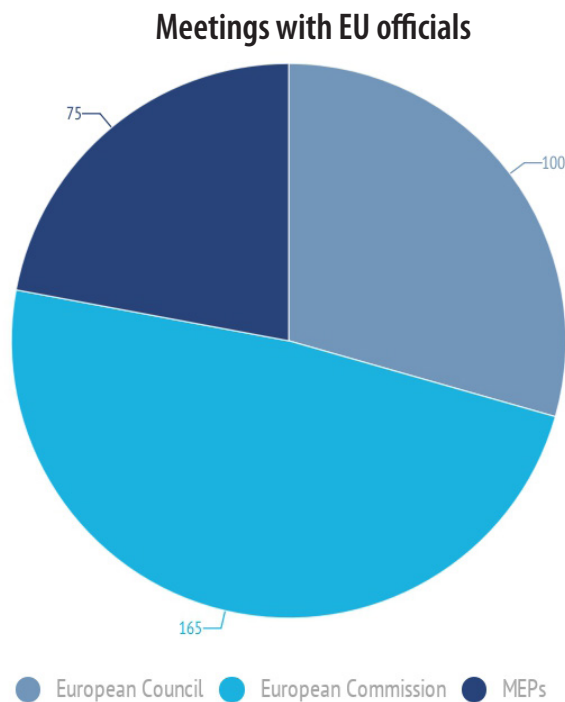
Information in this report, including titles of officials, reflects their status for the majority of 2015.

AMCHAM EU IN NUMBERS

in 2015...

357

TOTAL NUMBER OF MEETINGS, EVENTS AND PLENARIES



176 COMMITTEE MEETINGS

SPEAKING ENGAGEMENTS **35+**

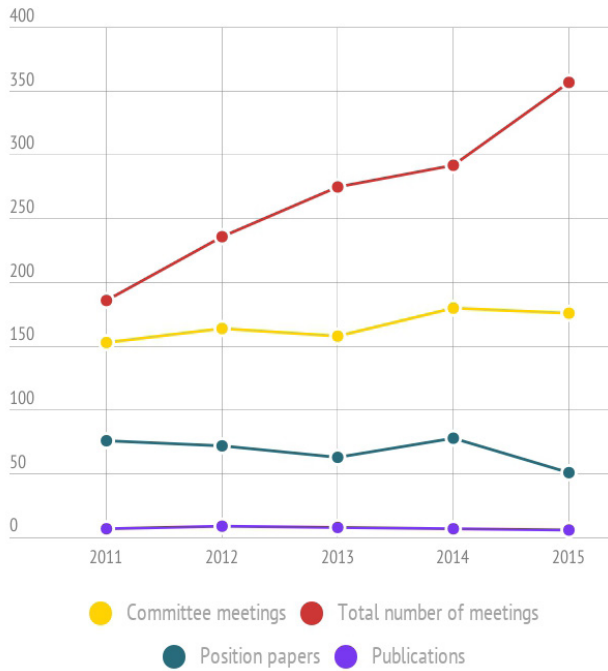
9 DELEGATION VISITS

PUBLICATIONS **5**

POSITION PAPERS **51**

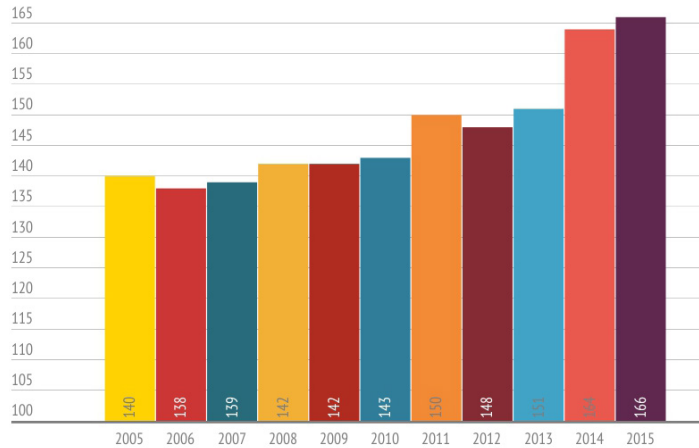
AMCHAM EU IN NUMBERS (CONT'D)


AmCham EU activity



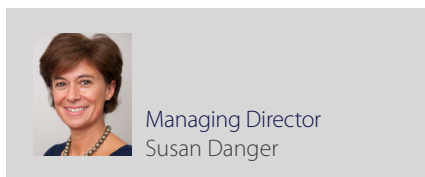
MEMBER COMPANIES **166**
AT THE END OF 2015

Number of member companies



27% 
INCREASE IN TWITTER FOLLOWERS

AMCHAM EU SECRETARIAT



Managing Director
Susan Danger



Senior Member Relations Officer
Stephanie Schretlen



Executive Assistant to the
Managing Director
Thibaut L'Ortye

Communications & Marketing



Communications Director
Anna McNally



Events & PR Manager
Maggy Peeters



Communications Officer
Marykate Collins



Communications Officer
Elizabeth Hartman

Policy



Policy Director
Andreas Galanakis



Policy Manager
Roger Coelho



Senior Policy Officer
Pierre Bouygues



Senior Policy Officer
Adriaan Scheiris



Policy Officer
Stéphanie Brochard
Since March 2015



Policy Officer
David Hastings
Until August 2015



Policy Officer
Ava Lloyd



TTIP Research Specialist
Tim Adamson
Since March 2015

Operations



Operations Director
Maximiliano Santy



Office Manager
Conny Dekens



Operations Assistant
Anne Lair



Operations Assistant
Rosaria Sciacaluga



Operations Assistant
John Weemaels



Information Systems
Coordinator
Carine Pauly

The Secretariat coordinates and works on behalf of AmCham EU members' interests and is responsible for the day-to-day activities of the chamber.

Listing reflects the status for the majority of 2015.

2015 IN PHOTOS



AmCham EU speaks for American companies committed to Europe on trade, investment and competitiveness issues. It aims to ensure a growth-orientated business and investment climate in Europe. AmCham EU facilitates the resolution of transatlantic issues that impact business and plays a role in creating better understanding of EU and US positions on business matters. Aggregate US investment in Europe totalled more than €2 trillion in 2015, directly supports more than 4.3 million jobs in Europe, and generates billions of euros annually in income, trade and research and development.

AmCham EU

Avenue des Arts/ Kunstlaan 53
1000 Brussels, Belgium

T: +32 (0)2 513 68 92

F: +32 (0)2 513 79 28

E: info@amchameu.eu

www.amchameu.eu





3M ★ ABBVIE ★ ACCENTURE ★ ADM ★ ADOBE ★ AFORE CONSULTING SPRL ★ ALBEMARLE EUROPE SPRL ★ ALCOA EUROPE ★ AMAZON
★ AMERICAN AIRLINES ★ AMERICAN EXPRESS ★ AMGEN ★ AMWAY ★ APCO WORLDWIDE ★ APPLE ★ APPLIED MATERIALS, INC. ★
ARNOLD & PORTER LLP ★ AT&T INC. ★ AVON PRODUCTS ★ BAKER BOTTS LLP ★ BANK OF AMERICA/MERRILL LYNCH ★ BARCLAYS ★
BAXALTA ★ BAXTER WORLD TRADE CORPORATION ★ BDO INTERNATIONAL ★ BELL HELICOPTER ★ BIOGEN ★ BRISTOL-MYERS SQUIBB
COMPANY ★ BRITISH AMERICAN TOBACCO ★ BRUNSWICK GROUP LLP ★ BURSON-MARSTELLER ★ CA TECHNOLOGIES ★ CABINET DN
★ CARGILL EUROPE ★ CATERPILLAR ★ CHARLES SCHWAB & CO., INC. ★ CHEVRON ★ CHUBB INSURANCE COMPANY OF EUROPE SE ★
CICERO CONSULTING ★ CISCO ★ CITI ★ CLEARY GOTTlieb STEEN & HAMILTON LLP ★ CNH INDUSTRIAL ★ COGNIZANT ★ COVINGTON
★ CROWELL & MORING LLP ★ DAIMLER ★ DELL ★ DIAGEO ★ DLA PIPER UK LLP ★ DOW CHEMICAL ★ DOW CORNING ★ DUPONT DE
NEMOURS INTERNATIONAL S.A. ★ ECOLAB ★ ELI LILLY & COMPANY ★ EPPA SA/NV ★ EXXONMOBIL PETROLEUM & CHEMICAL ★ EY ★
FACEBOOK ★ FEDEX EXPRESS ★ FIDELITY INVESTMENTS ★ FIRST DATA ★ FIRST SOLAR ★ FLEISHMANHILLARD ★ FOLEY & LARDNER
LLP ★ FORD MOTOR COMPANY ★ FRESHFIELDS BRUCKHAUS DERINGER LLP ★ FTI CONSULTING ★ GE ★ GENERAL MOTORS EUROPE ★
GLAXOSMITHKLINE ★ GOLDMAN SACHS INTERNATIONAL ★ GOODYEAR DUNLOP ★ GOOGLE ★ GOWAN GROUP ★ HASBRO EUROPEAN
SERVICES ★ HERBALIFE INTERNATIONAL INC. ★ HEWLETT-PACKARD ENTREPRISE ★ HILL+KNOWLTON STRATEGIES ★ HOGAN LOVELLS
★ HONEYWELL EUROPE N.V. ★ HP INC. ★ HUME BOPHY ★ IBM ★ INTEL CORPORATION ★ INTEREL ★ INTERNATIONAL PAPER ★ J.P.
MORGAN CHASE & CO ★ JOHN DEERE GMBH & CO. KG. ★ JOHN WILEY & SONS ★ JOHNSON & JOHNSON ★ JOHNSON CONTROLS ★
KELLER AND HECKMAN LLP ★ KREAB ★ LATHAM & WATKINS LLP ★ LEVI STRAUSS & CO. ★ LIBERTY GLOBAL EUROPE ★ LINKLATERS
LLP ★ LVMH ★ LYONDELLBASELL ★ MARS ★ MARSH & MCLENNAN COMPANIES, INC. ★ MASTERCARD EUROPE ★ MATTEL EUROPE
★ MAYER BROWN EUROPE-BRUSSELS LLP ★ MCDONALD'S EUROPE ★ MCGUIREWOODS LLP ★ MCKINSEY & COMPANY ★ METLIFE
★ MICHELIN NORTH AMERICA INC. ★ MICROSOFT ★ MONSANTO ★ MORGAN STANLEY INT. ★ MORGAN, LEWIS & BOCKIUS, LLP ★
MOTOROLA SOLUTIONS ★ MSD ★ NIKE EMEA ★ NORTON ROSE FULBRIGHT LLP ★ O'MELVENY & MYERS LLP ★ ORACLE ★ PARTYLITE ★
PFIZER ★ PHILIP MORRIS INTERNATIONAL ★ PITNEY BOWES LTD. ★ PROCTER & GAMBLE ★ QUALCOMM ★ QUINN EMANUEL URQUHART
& SULLIVAN LLP ★ RELX GROUP ★ S.W.I.F.T. SCRL ★ SAS ★ SHEPPARD MULLIN RICHTER & HAMPTON LLP ★ SHIRE ★ SIDLEY AUSTIN
LLP ★ SKADDEN, ARPS, SLATE, MEAGHER & FLOM ★ SKY ★ ST. JUDE MEDICAL ★ STANDARD & POOR'S ★ STANLEY BLACK & DECKER
★ STEPTOE & JOHNSON LLP ★ SYMANTEC ★ SYNGENTA ★ SYNOPSIS ★ TE CONNECTIVITY ★ TENNECO ★ TEXAS INSTRUMENTS ★
THE AES CORPORATION ★ THE BOEING COMPANY ★ THE CARLYLE GROUP ★ THE COCA-COLA COMPANY ★ THE NIELSEN COMPANY
★ THE WALT DISNEY COMPANY ★ THOMSON REUTERS ★ TIME WARNER EUROPE ★ TYCO ★ UNITED TECHNOLOGIES CORPORATION
★ UPS ★ VAN BAELE & BELLIS ★ VERIZON ★ W.L. GORE & ASSOCIATES ★ WEBER SHANDWICK ★ WESTROCK ★ WHITE & CASE LLP ★
WILMER, CUTLER PICKERING HALE & DORR LLP ★ WRAGGE LAWRENCE GRAHAM & CO LLP ★ YAHOO! ★ ZURICH INSURANCE COMPANY ★

List accurate as of December 2015

www.amchameu.eu

American Chamber of Commerce to the European Union (AmCham EU)

Avenue des Arts/Kunstlaan 53 | 1000 Brussels | Belgium | T: +32 (0)2 513 68 92 | F: +32 (0)2 513 79 28 | E: info@amchameu.eu