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September 18, 2015

EARTHQUAKE SHAKES CHILE

Thousands evacuated, five
Pacific tsunami alert
WORLD, PAGE 8



NO LONGER LOST IN TRANSLATION

We talk to localization experts
ahead of Tokyo's big game
event WEEKEND SCENE, PAGE 16



IN TODAY'S INY
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PAGE 3

TOPIX 1,491.91 ↑ 19.31 | NIKKEI 225 18,432.27 ↑ 260.67 | DOW* 16,739.95 ↑ 140.10 | NASDAQ* 4,889.24 ↑ 28.72 (*Previous trading day close) TOKYO FOREIGN EXCHANGE (Thursday 5 p.m.): ¥/\$ 1

Security bills clear chaotic session

Earlier, the DPJ-led opposition camp resorted to several tactics to delay procedures in the Diet, encouraged by growing public opposition to the

Wednesday night to early Thursday.
“(The government) says it won't change the exclusively defensive posture (of the SDF)





SOUTHERN USA

Produced by: GLOBAL MEDIA POST

State of doing business in Savannah

Savannah's beautiful preserved history has long been its signature trait. The city's storied past will always make it distinct, but it is Savannah's business future that is gaining attention from industries worldwide.

"Our region is incredibly connected, offering extensive infrastructure via the Port of Savannah, two Class One railroads and an international airport that is a 30-minute flight away from Atlanta, Georgia," said **Savannah Economic Development Authority (SEDA) President and CEO Trip Tollison**.

The Port of Savannah is the fourth largest in the U.S. and has been the fastest growing in the country over the last decade. It is also the only port to partner with all Asian members of the G6 Alliance, made up of the world's largest shipping companies.

Japan is the seventh-largest export market for Georgia and is ranked sixth among Georgia's top import countries.

Savannah's economy is diverse with five major pillars: advanced manufacturing, logistics and warehousing, tourism, healthcare and military.

Savannah is also known for being an incubator for emerging industries, a filming location for movies, and the headquarters to major companies such as Gulfstream Aerospace and Colonial Oil.

And with a skilled workforce, available property and a community committed to everyone's success, Savannah has everything to propel business in the region.

"With incredible assets and a diverse economy, it's no wonder that Savannah is located in the number one state for doing business," said Tollison. Both Site Selection magazine and CNBC have named Georgia No. 1 for doing business.

SEDA's mission is to attract jobs and investment to the region. Whether a business is looking to relocate or an existing business is ready to expand, SEDA is the centrifuge of a propeller, making the connections, to help propel the business to success.

Through its business attraction, business retention and expansion and its World Trade Center Savannah, SEDA offers customized services, connecting companies to the resources needed, including workforce programs, infrastructure, available properties, incentives and more. ■

→ www.seda.org



Internationally renowned Gulfstream Aerospace is headquartered in Savannah, Georgia and employs more than 10,000 people.

Everything is looking up down South

The Southern United States began this year very strongly. Despite the global slump in petroleum prices, the region's oil-producing states, such as Texas and Louisiana, have lessened their dependency on the commodity and diversified their investment bases. Georgia and Florida, for instance, are positioning themselves as logistics hubs and are building industrial parks to accommodate high-tech manufacturers.

"In the South, Japanese companies are growing in number and increasing the value of their investment and employment. Many Japanese manufacturers have decided to come here," said **Consul General of Japan in Atlanta Kazuo Sunaga**.

Japan has a very high profile in the Southern United States as each state deepens that bilateral relationship based on their unique strengths. Over time, the region has attracted investment in the automotive, manufacturing, oil and gas, energy, petrochemicals, technology, aerospace, agriculture and logistics sectors.



Consul General of Japan in Atlanta Kazuo Sunaga

"As of December 2014, we cover five states — Alabama, Georgia, North Carolina, South Carolina and Virginia. There are roughly 1,500 Japanese companies in these five states. In Alabama, the number of Japanese companies almost tripled in the last 12 years, while in Georgia, it doubled," said **Consul General of Japan in Nashville Motohiko Kato**.

From Nashville, Tennessee, the consulate general of Japan attends to another five southern states that have intensified efforts to lure more Japanese investments to their respective regions.

"Our consulate covers Arkansas, Kentucky, Louisiana, Mississippi and Tennessee. Every state is providing great incentives, a good geographical location, great taxation systems and the right to work," explained the former Consul General of Japan in Nashville Motohiko Kato.

Among its many advantages, the region is a valuable transpor-

tation and logistics hub, given its proximity to the Panama Canal, which is increasing its capacity next year, and to Cuba, which will see an end to the long trade embargo with the United States.



Consul General of Japan in Miami Shinji Nagashima

From Nov. 14 to 17, the city of Birmingham, Alabama will host the 38th Annual Joint Meeting of the Southeast U.S./Japan and Japan-U.S. Southeast Associations (SEUS Japan), which will bring together business leaders from the two countries.

Florida: The prefect location
In 2013, Gov. Rick Scott led a local delegation to Japan to invite companies to invest in the state. Currently, there are more than 200 Japanese companies in Florida employing more than 20,000 people.

"Florida has a lot of advantages. Many Japanese companies have established their Latin American headquarters in Miami because of the access to Central and Latin America," said **Consul General of Japan in Miami Shinji Nagashima**.

"We were one of the earlier manufacturing-focused companies that chose to locate in Florida. The state government of Florida supported us coming here. Looking at our success, Florida remains keen on increasing high-tech and basic manufacturing," said **Mitsubishi Hitachi Power Systems America President and CEO David Walsh**.

Japanese companies aside, the state is also the preferred base of operations for many other American and international investors because of that geographical advantage.

Florida has become an essential springboard to Latin America, thanks to its world-class ports and international airports.

"Florida has become a more cosmopolitan state, where the international community has come to invest. Florida's economy continues to grow at a very high rate. It has an unbeatable quality of life, low taxes, a great pro-business environment and a governor very keen on helping businesses," said **Dave Woodward, executive director of the Florida delegation**

and **the Southeast U.S.-Japan Association**.

Georgia: Expanding its base

Two years since his first trade mission to Japan, **Gov. Nathan Deal** has seen his efforts pay off. Regarded as the center of Japanese industry in the Southeast United States, Georgia is working to diversify its economy and improve its infrastructure to attract more Japanese capital, which has reached \$10.4 billion to date.

With 547 Japanese-affiliated companies providing jobs to more than 20,000 Georgians, the Asian giant has become an important partner to the growth of the state economy.

"Georgia's world-class infrastructure, top-notch workforce and accessible resources provide an ideal business climate for international companies looking to relocate or expand. We work hard to advance partnerships and improve existing ties with successful international markets," Gov. Deal said.

Georgia's Department of Economic Development has identified new areas of growth (international trade, tourism, film, arts



Georgia Gov. Nathan Deal

attracting foreign direct investment, and Japanese companies have emerged as important pillars in that development.

With 42 Japanese companies operating more than 160 facilities in Louisiana, Japan represents more than half of all Asian foreign direct investment projects in the state.

"There are a number of Japanese companies that have started their operations here, especially in the petrochemical and manufacturing industries. It's a growing list," said Baton Rouge-based construction firm **Turner Industries Group CEO Roland M. Toups**.

In 2014, **Gov. Bobby Jindal** traveled to Japan to meet with some of the country's top business leaders and invite them to invest in Louisiana.

"As the gateway to North America, through the Gulf of Mexico and the Mississippi River, Louisiana's extensive infrastructure of ports, pipelines, Class I railroads and interstate highways is unrivaled," Gov. Jindal said.

"We look forward to deepening and strengthening the relationship between our cultures and



In a highly globalized economy and amid stiff competition at home and abroad, the Southern U.S. states have had to expand their economic bases and improve the investment climate without abandoning the sectors that have traditionally become reliable sources of growth.

the bonds that keep our economies strong," he added.

Tennessee: Focused on Japan

Accounting for 60 percent of total foreign investment, Japan has poured in more than \$15 billion into Tennessee's economy, which has resulted in more than 40,000 jobs for local residents.

"Japan is Tennessee's number one source of foreign direct investment, and no other country comes close. We feel that we are the Japanese epicenter for this region in the United States," said **Nashville Area Chamber of Commerce President and CEO Ralph Schulz**.

As the first Japanese carmaker to set up shop in Tennessee and the Southeast in the 1970s, Nissan blazed a trail for Japanese businesses and other companies as it attracted a host of automotive-related manufacturers and suppliers.

"We have a really strong base in the automotive sector with more than 900 suppliers and manufacturers. One of the things we would like to do with our existing partners is to help them expand their research and development capabilities in this state. We are creating the infrastructure to make that happen through the investments in education," said **Commissioner Randy Boyd of the Tennessee Department of Economic and Community Development**.

"Japan is our number one partner in the world today. We want to continue building on that relationship. We look forward to welcoming new businesses and helping our existing partners expand their operations here. We are committed to creating the infrastructure and ecosystem to be able to do so," Boyd also said.



Texas Gov. Greg Abbott

Takaoka elaborated on the state's attractiveness: "As the geographic center of America, Texas has become one of the premiere destinations for Japanese investment in the United States. Last year, Latin America opened up its energy sector to foreign investment. With the Panama Canal increasing its capacity by 2016, Texas has become a very strategic location for Japanese energy companies."

As a leader in the aerospace, aviation, biotechnology and life sciences, energy and agriculture industries, Texas has also built one of the country's largest IT and communications centers.

With the influx of Japanese investment into Texas, there is much anticipation for greater collaboration, particularly in the game-changing high-speed rail link, which will be the country's first ever when inaugurated, that will connect Dallas and Houston.

"The Lone Star State offers a



Consul General of Japan in Houston Nozomu Takaoka

chance to thrive in an economic environment free of over-regulation and overtaxation that limits success. In Texas, we are cutting the burdensome business franchise tax by 25 percent, freeing businesses to invest more in new jobs, higher wages and stimulating the Texas economy," said **Gov. Greg Abbott**.

"And with Texas already offering one of the lowest overall tax burdens in the nation, with no corporate income tax, no individual income tax and no property tax at the state level, I welcome the opportunity to meet with any company considering a move to our great state to explore what Texas has to offer," the governor added. ■

Louisiana: A strategic location for investment

Building on a strong record of Japanese investment, the State of Louisiana has become one of the top U.S. states for economic development, according to independent ranking organizations. New projects and expansions of existing companies are welcome.

Japanese companies have found increased production efficiencies in Louisiana, which is home to an exceptionally well-trained workforce and the No. 1 state workforce training program in the U.S., LED FastStart®.

One strategic asset is the Mississippi River, which provides access to 38 interior U.S. states and Canada. Louisiana's expansive logistics network includes six deep-water ports and the largest port by tonnage in the Western Hemisphere.

The Louisiana Advantage in-

cludes a one-permit system (NSR/Title V), with a permit issued within 180 days. This expedited approach saves up to one year of project time compared to other states.

Louisiana Economic Development employs a "centralized project management approach" that creates even more efficiencies for investors. Site Selection magazine ranked the agency number 2 in the U.S. for economic development performance in 2014.

Japanese companies are invited to learn more about Louisiana's advantages during a seminar in Tokyo on **Sept. 29**. Details are available from Masao Kumori, Chief Representative of the State of Louisiana at Masao.Kumori@LA.GOV. ■

→ www.opportunitylouisiana.com



With access to 38 of the 48 states in the continental United States, Louisiana has served as the perfect port linking the country and the rest of the world.

kuraray
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1.800.423.9762
www.kuraray.us.com

From the boardroom: How committed are Japanese businesses to the South?

"The Southeast continues to grow in attractiveness for existing and new companies due to the relatively lower costs of living, labor and operating costs, investment incentive programs and strong logistics."

Norikazu Mori, Chief Executive Director, JETRO Atlanta

"We've been in the South for around 35 years. With our Smyrna and Canton plants, our investments total around \$10 billion. These are long-term investments. We want to build on our success."

José Muñoz, Chairman, Nissan North America, Inc.

"We were one of the first Japanese companies to build a manufacturing operation in Georgia. There are now hundreds of Japanese companies in the Southeast, and we are happy to have played a role in facilitating that."

Alex Gregory, Chairman & CEO, YKK Corporation of America

"We will continue to improve our performance and expand our facilities in the region to meet our current and future customers' expectations and requirements."

Masaki Sugisawa, President & CEO, M-Tek, Inc.

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Richardson, Texas
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Texas: Going high tech

During former Gov. Rick Perry's visit to Japan in September 2014, he highlighted the importance of his state's relationship with the country and urged businesses from both sides to further expand their collaboration.

Later that year, at an event hosted by the Japan-America Society, the **Consul General of Japan in Houston Nozomu Takaoka** issued a similar call: "It's very important for Texas and Japan to strengthen their relationship. Those ties are the cornerstones of U.S.-Japanese relations."

Arguably the flagship Japanese investment in Texas, global car giant Toyota will move its U.S. headquarters from Southern California to the city of Plano. The carmaker plans to build a \$300 million campus that will employ nearly 4,000 people by 2017. Kubota Tractor Corp., announcing relocation of its U.S. headquarters earlier this year, followed this move.

Aside from a low tax system, flexible regulatory environment and highly competitive business climate, the state's central location and proximity to Mexico and other Latin American markets have encouraged other Japanese companies to invest in Texas.

SOUTHERN USA

www.gnipost.com

Kuraray finds winning formula in America

When natural gas prices declined in 2008, companies around the world didn't realize the impact of shale gas on the global economy. Since 2004, the costs to produce specialty materials in the United States has more than doubled, making it difficult for most chemical companies to keep up with the rise in cost.

When raw material and energy costs collapsed in 2009, many assumed the global recession was the cause, instead of attributing the sharp fall to the transformation of the shale gas industry.

Faced with this opportunity, the CEO of Kuraray America, George Avdey, urged global leadership in Japan to set up manufacturing sites in the U.S. that could source abundant ethane and propane-derived products.

With approval from Tokyo, construction of a polyvinyl alcohol (PVOH) plant began in mid-2012. The plant is due to open in October and will make Kuraray among the world's largest PVOH producers.

"Kuraray had to transform itself from an innovative fibers company to a specialty materials company with a wide range of products. Kuraray understands



Kuraray America CEO George Avdey

that its product markets are global. They've created training programs to globalize their business," said Avdey.

In 2013, when DuPont announced the sale of its glass laminating solutions businesses, Kuraray acquired three facilities in the U.S. In four years, Kuraray America's workforce has grown from 200 employees to 715 as it acquired technology and production sites.

"I am humbled that Kuraray has given me the responsibility to manage their business here in the U.S.," added Avdey, who started with Kuraray in 2000. www.kuraray.us.com

Strength in the power of one

Just months after fully integrating their American operations, Mitsubishi Heavy Industries Ltd. (MHI) and Hitachi Ltd. have already seen their merger last year generate successful results as the two Japanese giants are expanding their presence in the Western Hemisphere power generation industry.

"Before the merger, we had 1,450 people. Now, we have 2,300 people. The total investment footprint is around \$700 million. We have seen rapid growth as most of our significant investments were done in the last 11 years," said Mitsubishi Hitachi Power Systems Americas (MHPSA) President and CEO David Walsh.

Based in Lake Mary, MHPSA is committed to grow with Florida's economy. As one of the larger manufacturers in the state, the company, which designs and builds thermal power generation systems, encouraged other companies to establish operations in the Sunshine State.

MHPSA's J-Series turbines are the most efficient large-frame gas turbines in commercial operation globally and have garnered exceptional satisfaction from custom-



Mitsubishi Hitachi Power Systems Americas President and CEO David Walsh

ers. This fleet of turbines has logged more than 156,000 actual operating hours with 17 units operating around the world. In the early 1990s, MHI set the standard for large, high temperature gas turbines for base load generation.

"We're the big player in this market. Reliability and availability is our hallmark," stressed Walsh.

"The merger brings in a lot of complementary activity. Our goal now is to tap into each other's specialty centers of excellence and cross-utilize those effectively," he added. www.mhpsystems.com

Orlando International Airport

Growing to meet increasing global demand

A vision for the future has always been a driving force in the development of Orlando International Airport (MCO). As the gateway to the third-fastest growing U.S. metropolitan area and the world's No. 1 family destination, MCO is experiencing unprecedented passenger growth.

Central Florida is a premier destination for leisure, business and conventions. Forbes Magazine named Orlando one of the best U.S. cities for future job growth in 2015. More than \$7 billion in community investments in tourism, medical research, sports, business and education are stimulating air travel demand.

"Supporting Central Florida's dynamic growth and sharing in

the momentum generated by development provides a catalyst for job creation and economic vitality," said Greater Orlando Aviation Authority Chairman Frank Kruppenbacher.

Paralleling the community's efforts, MCO has begun a \$1.1 billion capital improvement program, which includes an Intermodal Terminal Facility that will incorporate the nation's first intercity rail service from an airport. Expansion plans will increase passenger capacity, operational efficiency and emphasize greater convenience and access for international travelers.

Passenger growth has MCO on pace to surpass its annual traffic record of 36.4 million passengers. Driving this is record-breaking

growth in international traffic.

Increased service from the U.K., Canada, Central and South America, and the new Dubai and Iceland services are contributing to the international success that now represents 12 percent of the airport's total traffic.

"Providing access to the world's travelers further reinforces our position as the most visited destination in the United States," said Greater Orlando Aviation Authority Executive Director Phil Brown.

With projected increases in international travel and new additions planned at all the major tourist attractions the region is renowned for, Orlando International Airport is well positioned to respond to the needs of the



Greater Orlando Aviation Authority Chairman Frank Kruppenbacher global traveling public. www.orlandoairports.net

Fujitsu edges out the competition from Texas

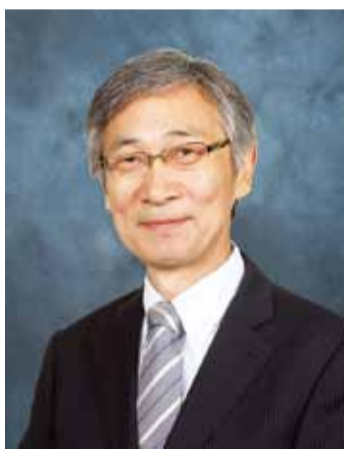
When Fujitsu Network Communications established its North American operations in 1980, the company initially imported its products for distribution in the United States. But to meet growing demand and ensure long-term success, Fujitsu set up full operations and a manufacturing plant in Richardson, Texas.

"Our operations here include research and development, manufacturing and customer service. This allows us to respond rapidly to our North American customers," said Fujitsu Executive Advisor Makoto Hamada, who previously served as president and CEO of the company.

A provider of networking solutions to telecommunications carriers, large enterprises, public utilities and government offices, Fujitsu has established itself as an industry leader in the U.S., where it holds the top position in metro optical networking.

"As we look to the future, we see networks getting more virtualized and software-controlled. Our focus is to enable our customers and provide them with faster, on-demand, more agile products and solutions," said Executive Vice President and COO Doug Moore.

Keeping up with the rapid growth of technology, Fujitsu's biggest priority is to adapt to a



Fujitsu President and CEO Minoru Sakata

shift in the industry — transforming from a hardware-based to a solutions-based business model. With 1,500 employees, the company is confident it can adjust its focus swiftly and smoothly.

Fujitsu President and CEO Minoru Sakata, who assumed the position in May, has reaffirmed his commitment to adapt to the fast-evolving market and to ensure the company reaches its full potential in the region.

"We're focused on the North American market. It's an important market for us," said Sakata, who is mindful also of the company's global mission to improve people's lives through social infrastructure. [www.fujitsu.com/telecom](http://us.fujitsu.com/telecom)

Texan city builds for the future

The city of Richardson, Texas is showing the world how to attract foreign investment and build a dynamic urban center that meets the current benchmarks of sustainability as one of the world's most livable cities.

Home of the Telecom Corridor®, so named because of the high concentration of telecommunications and related companies from the industry, Richardson also attracts foreign companies from other technology and financial service industry sectors because of "soft-landing" services designed to make the move to the city easy and hassle free.

For its initiatives and efforts, Richardson received the No. 1 ranking as the "Small Cities for FDI Strategy" award in the "American Cities of the Future 2015-16" list compiled by fDi Magazine, which evaluates cities across North, Central and South America on their attractiveness for foreign direct investment.

"We are proud to have been recognized by fDi Magazine for our strategy in identifying and attracting investors from around the world that have similar industries to Richardson," said Michael Skelton, Director, Mayor's Office of International Business for the Richardson Economic Development Partnership.

Working closely with local foreign chambers of commerce, Richardson is stepping up efforts at home and abroad to highlight



Michael Skelton, Director of International Business for the Richardson Economic Development Partnership

and promote the economic advantages, highly skilled workforce, cost effectiveness and connectivity of the city and its surrounding areas to attract companies from around the globe. "We're also working hard to create partnerships with foreign and local organizations that know of companies from their homeland that need to globalize to maximize their business opportunities," added Skelton.

In September, Skelton traveled to Japan to head a trade mission that promoted the city to potential investors and met with head office officials of Japanese companies already located in Richardson to discuss additional investments. www.telecomcorridor.com/international



Kaneka Nutrients – Deep in the heart of Texas

Kaneka Corp., which began producing yeast-fermented CoQ10 in 1977, established its American home — Kaneka Nutrients — in Pasadena, Texas in 2006. By doing so, the Japanese group became the first company in the U.S. to manufacture ubiquinone, the oxidized form of CoQ10.

Following years of extensive research and development, Kaneka became pioneers in the field again in 2008 when it made the active, antioxidant form of CoQ10, known as ubiquinol, which is superior to its predecessor because it is the predominant form of CoQ10 produced by a healthy body.

Ubiquinol is a vitamin-like substance that contributes to the production of over 90 percent of the cellular energy utilized by the heart and other organs to operate at their optimum levels. The

body's ability to naturally produce ubiquinol diminishes with age and declining health.

Kaneka Ubiquinol™ can be found in hundreds of dietary supplements available to health-conscious consumers in many health food stores, grocers and pharmacies marketed under numerous well-known, high-quality brands.

Manufacturers of those supplements look for and trust Kaneka ingredients because they know that the company adheres to the strictest quality control at the Texas facility.

"As the American market for CoQ10 grew, we wanted to show our customers how committed we were to delivering CoQ10 and in particular ubiquinol, which was the next generation of CoQ10," said Kaneka North America President Kazuhiko Fujii.

In clinical studies, ubiquinol has been shown to be more bioavail-

able than conventional CoQ10 and effectively replace depleted levels of CoQ10/ubiquinol associated with statin drug use. Also, because ubiquinol is the preferred

form of CoQ10 in the body, studies have shown it is better for the heart and vascular health than conventional CoQ10. www.kanekanutrients.com



For almost 10 years now, Kaneka Nutrients has been producing top quality ingredients in Pasadena, Texas for the nutritional supplement and food and beverage industries.

Georgia's newest investment magnet

Established in 1962 to create new jobs and capital investment, the Griffin-Spalding Development Authority has created the first "eco" industrial park in Georgia with The Lakes at Green Valley.

Owned by the development authority, the industrial park focuses on sustainability standards for site development and building construction, creating a beautiful campus setting while helping to preserve the planet.

The park provides rough graded sites with infrastructure to the property lines of each of the sites. There are seven lakes on the property that serve as retention and/or detention ponds for each of the sites, all of which are ready for occupation.

"The Lakes at Green Valley is our newest park. Although it is mostly industrial it is a mixed-use park with sites for retail, commercial, recreational and industrial purposes," explained Griffin-Spalding Authority Executive Director David Luckie.

Attracting international attention, several Japanese companies, such as Otsuka, Toppan and Marukan, have already established operations in The Lakes at Green Valley.

"We've done all the testing and the development you can do before actually starting construction of a building, along with utilities noted above and that is at no extra cost. Each site is sold at a very attractive price," Luckie said. Backed by a very appealing incentive package, The Lakes at Green Valley provides amenities to accommodate a wide variety of industries.

Japan is certainly at the top of our target market. They are extremely great to work with. We want to continue working to attract more Japanese businesses and offer assistance to make them feel comfortable here," Luckie said. www.gsda.net



The Lakes at Green Valley in Georgia's Griffin-Spalding area has aroused interest among many foreign investors, particularly Otsuka, Toppan, and Marukan of Japan.

CalsonicKansei goes on the road to success in the Americas

Japanese automotive parts and systems manufacturer CalsonicKansei marks its 30th anniversary in North America with fresh confidence to expand operations, buoyed by its impressive performance in the region.

Its territory surpassing that of its headquarters in Japan, CK North America, which also has operations in Mexico and Brazil, accounts for the largest share of the company's global revenues at 40 percent.

"Globally, 80 percent of our business is with Nissan and

in this region it is higher than 90 percent. Nissan has a good position here and is focused on expanding in the Americas. We are looking at how we can continue to develop the business with Nissan and grow with their expansion," explained CK North America Chairman and CEO Shingo Yamamoto.

As part of a midterm plan, CK North America has four objectives: to become a "growing, green, global and great" company. By 2016, the Japanese giant hopes to become one of the 10 largest automotive parts

manufacturers in the world, with vital support from its North American subsidiary.

But while it remains the largest automotive supplier for Nissan, CK North America also realizes the importance of diversifying its customer base.

"As a tier-one supplier, we have to be experts on specific products. In knowing other trends and technologies from other OEMs, it will enhance our ability to provide better solutions that will create win-win situations in our customer relationships," Yamamoto said.

"For this reason, we have to consider how we can expand our business to other OEMs. That is our next challenge after 2016. We're already starting to compete with other suppliers to expand our business," he added.

Gradually expanding its research and development capabilities in Mexico and Tennessee, Yamamoto is laying the foundation for stronger growth as CalsonicKansei designs and



CK North America Chairman and CEO Shingo Yamamoto

unveils new high-tech products. "Our manufacturing operations are key to providing high-quality and prompt delivery to our customers. I'm working to create true operational excellence with world-class quality over here," Yamamoto said. www.calsonic.com

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