



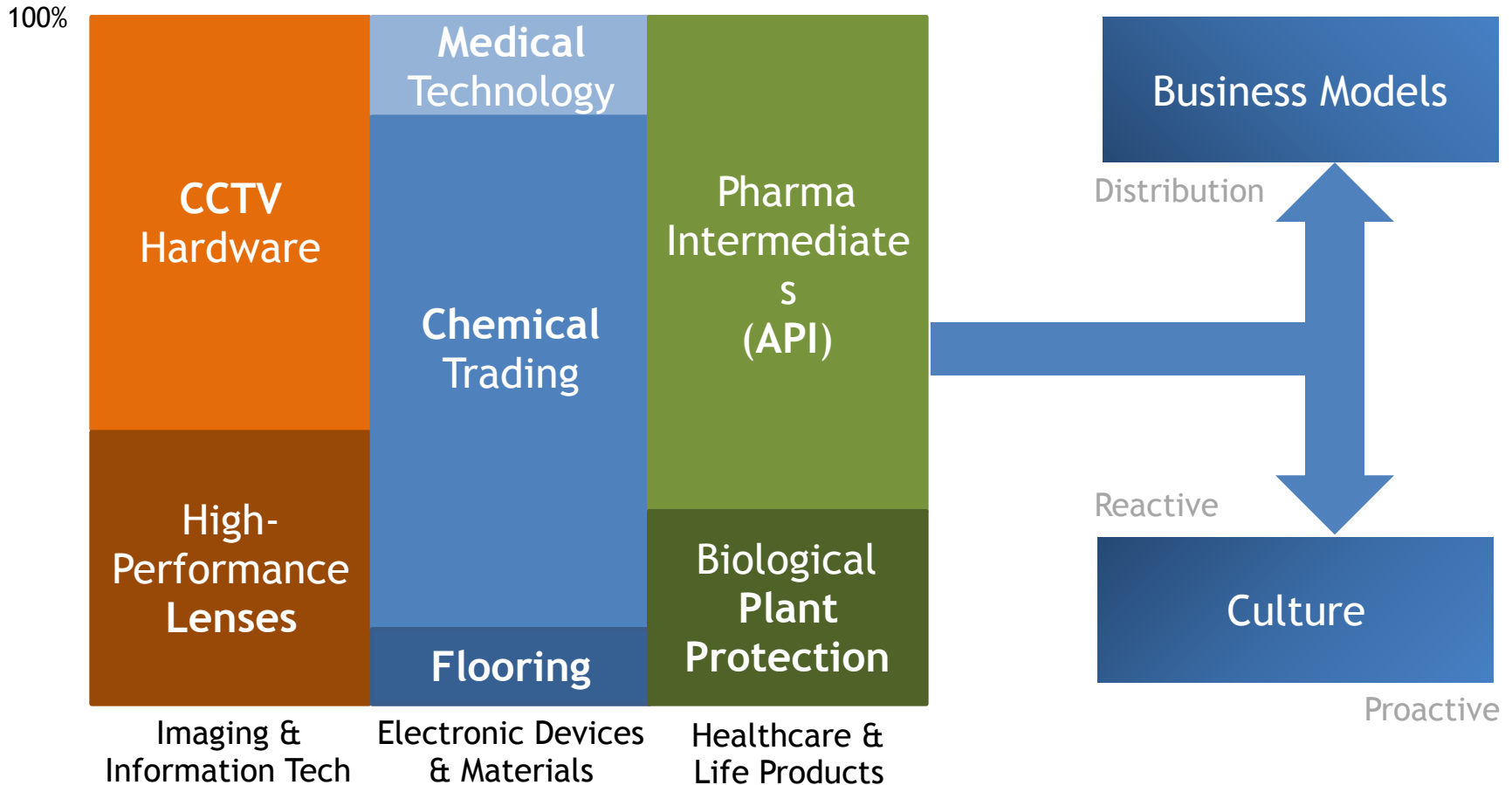
**Japan and Germany - hand in hand:**  
Transformation of a family-owned Japanese corporation  
by investment into German Innovation for the global market



# Starting Situation - Matured Portfolio

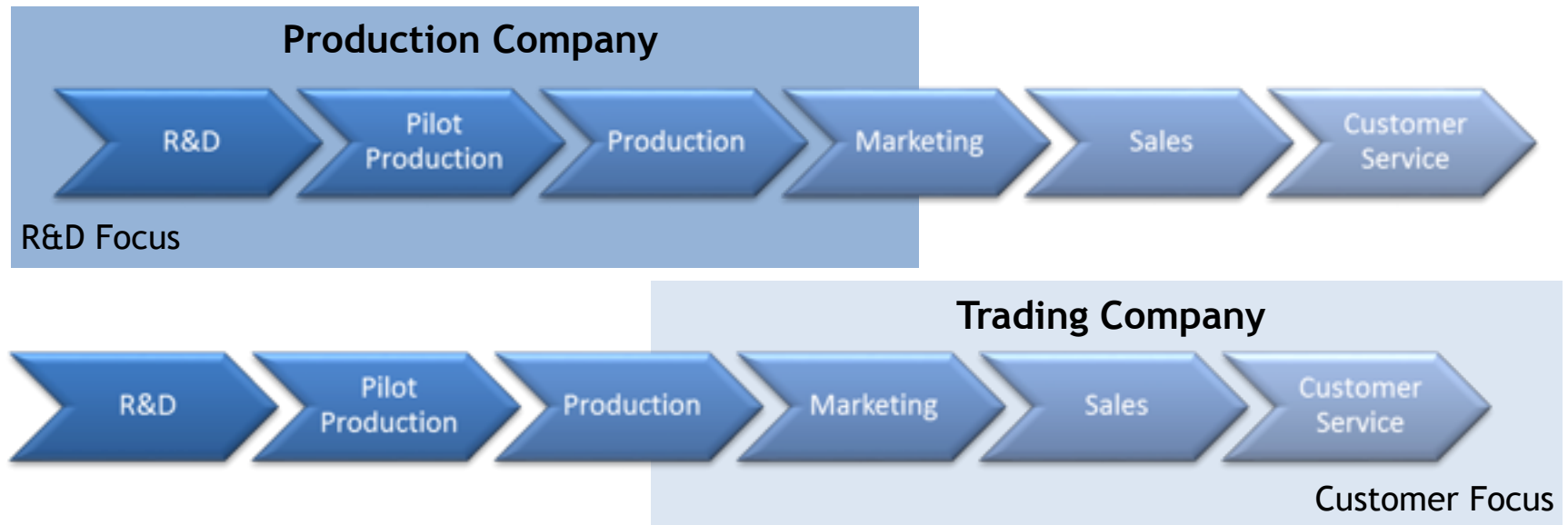
- CBC Europe had a constant portfolio over many years

Net Sales EU: 220 Mio. US\$



# DNA of a Trading Company - Consolidation of Market

- Due to increased market transparency, the Business Model of Trading Companies needs to change from Market Focus to Customer Focus



## Sales and Marketing Company

- External Research and Development
- Customer-centric organisation for cross-selling
- Agile - fast decision making
- Investment-driven



# Sales & Marketing Company

- Key Success Factors

**P** Partnership  
Investments

**A** Agile  
Organisation

**C** Customer  
Focus

**E** External  
Technology



# Portfolio Rejuvenation

Hardware Distribution  
Sales

- System Design
- IT Service Solutions



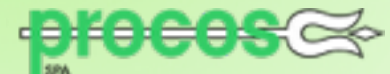
Technology Product  
Sales

- Service Fee Models
- New Technologies



Active Pharmaceutical Ingredients  
High-Integrated Sales

- Innovative Products
- Grow with Market





# Summary

- **CBC Europe GmbH is a company in transformation from Hardware to Software and Product to Service business models**
- **Innovation needs to involve Inventions and Market Models**
- **Global Markets improve German Technologies**
  - Adaption to Asian market requirements
  - Faster growth of small companies allows for higher survival rate
- **Japan and German are markets with similar technology requirements - let's innovate together!**