

World Eye Reports

Austria



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Model of stability at the heart of Europe

The relationship between Japan and Austria had an unassuming beginning 140 years ago. But what is not surprising is that a common affinity for



Japanese Ambassador to Austria Akio Tanaka

classical music first brought the two countries together in the late 19th century. "1869 was when Japanese-Austrian relations first started. At this time, the Habsburg Emperor gave Mutsuhito Meiji, the Japanese Emperor, a Bösendorfer piano," says Yoshichika Sakai, CEO of the world-famous Austrian piano maker now owned by Japanese company Yamaha. Since then, relations between the two countries have survived two major wars and trade has grown significantly. Now Austria's third-largest trading partner, Japan exported around 138.8 billion yen worth of prod-

ucts, consisting mostly of automobiles and video cameras, to the European country in 2006 while imports from Austria of automobiles, lumber and wood amounted to 179.2 billion yen.

Located at a meeting point of three cultures (Slavic, Austro-German and Italian), Austria has embraced diverse cultural influences to create a unique sociopolitical structure. The distinctive personality and central location ensures that the country will continue playing a vital role in the expanded European Union.

A member of the EU since 1995, Austria has grown to become one of the wealthiest and most stable members of this massive market.

"The economic crisis is affecting the whole world, but Austria's banking sector has always been very conservative. The crisis will



Vienna Stock Exchange Director Dr. Michael Buhl

affect the country, but Austria will not be as badly hit as the United States or the rest of Western Europe," says Austrian Central Bank Gov. Ewald Nowotny.



JETRO Vienna Deputy Director Shigeru Hayashi

The country has also served as an effective bridge between Western Europe and former Warsaw Pact nations.

"For the past four to five years, we have been trying to consolidate the stock exchanges of Eastern Europe. We currently have shares in the stock exchanges of Budapest, Prague and Ljubljana, and have outperformed many of the major Western markets over the long term," says Dr. Michael Buhl, director of the Vienna Stock Exchange.

Because of Austria's ideal location, around 1,000 foreign companies have chosen to establish their headquarters in the country.

"Many Japanese companies want to do business in Eastern Europe and understand that it will be difficult. So most Japanese businessmen use Austria as their headquarters before setting up in Eastern Europe," explains JETRO Vienna Deputy Director Shigeru Hayashi.

Investment incentives in Austria include having low corporate tax and zero property tax.

Aside from boasting a highly developed infrastructure, highly qualified and motivated workforce, and the lowest strike rate in Europe, Austria has also implemented investment incentives, such as a top rate of 25 percent for corporate tax, and zero-rated trade and property tax.

Meanwhile, it also consistently increased expenditure on R&D to maintain competitiveness. From 2000 to 2007, R&D spending grew 70 percent to 6.8 billion euros, the largest rise seen in the EU, which positions Austria as an ideal center for the mechanical engineering, automotive, medical technology, biotechnology and ICT sectors.

Austria has also led the world, including its EU neighbors, in the development of environmental technologies and environmental solutions since the 1980s. Among those pioneering companies was Backhausen, a nearly 200-year-old textile and fabric manufacturer based in Vienna.

"We've introduced a new line of textiles called the Returnity-fabric,



Compared to other EU members and its European neighbors, Austria has weathered the global recession thanks to its strong economic fundamentals. The state-owned Austrian Mint serves as a fitting symbol of the country's financial stability.

which is 100 percent recyclable," year and since 2009 is a special year for us. I plan to increase this to 250,000," says Japanese Ambassador to Austria Akio Tanaka.

Among the most popular destinations in Vienna are the Belvedere Palace, the Hofburg Imperial Palace and the Vienna Secession.

"Everyone knows Vienna for the classics, such as Mozart, Strauss and Haydn. But Vienna was the birthplace of modernism too as seen in the works of Schiele and Klimt," says Vienna Tourist Board Managing Director Norbert Kettner.

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A sparkling success story with its roots in the Austrian Alps

Our world today has never been more connected and never more fast moving. Stories about successful international companies and particularly ones that have remained steadfastly family owned are rare.

But the story of Swarovski is one of tradition, longevity and pure passion for perfection.

This is a story of one family, driven by the spirit of the company founder, Daniel Swarovski I. It spans more than a century, and has led to Swarovski becoming the brand synonymous with ingenuity, poetry and technology.

By developing its supreme mastery of precision cutting and constantly pursuing the spirit of innovation, Swarovski has become the world's leading producer of cut crystal, genuine gemstones and created stones.



Helmut Swarovski, head of Swarovski's management board

Uniting humanist ideals with creativity and innovation. What is now a company that

spans the globe and is active in 120 countries, sprang from the ideas and passion of its founder - a man committed to strong humanist principles.

Born in Bohemia, Daniel Swarovski I had a staunch entrepreneurial and innovative spirit with a desire to set the world of fashion and jewelry alight by producing perfect, precision-cut crystals. He developed the first machine for polishing crystal, which he brought to the small, idyllic Austrian Alpine town of Wattens, near Innsbruck, where the company headquarters is still located.

All that happened in 1895. More than a century later, Swarovski continues to thrive on Daniel Swarovski I's spirit as it is run by his fourth- and fifth-generation descendants.

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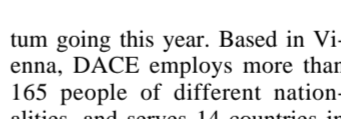
Swarovski offers a variety of top-quality colored crystals (top) and white crystals (above).

Daikin retains expertise in Europe

Any company that can successfully operate in a single market of nearly 100 million consumers who speak 10 different languages certainly possesses a competitive edge that many other large businesses have yet to reach.

That adaptability is why Daikin Air Conditioning Central Europe boosted sales by 40 percent in 2008 and will keep that momentum going this year. Based in Vienna, DACE employs more than 165 people of different nationalities, and serves 14 countries in Central and Southeastern Europe.

"We are dealing with a territory that is experiencing remarkable investment from Western companies. This gives us the opportunity to offer our wide range of products through a well-developed network of local distributors,"

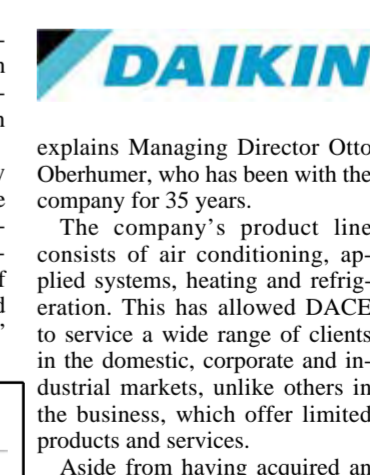


explains Managing Director Otto Oberhumer, who has been with the company for 35 years. The company's product line consists of air conditioning, applied systems, heating and refrigeration. This has allowed DACE to service a wide range of clients in the domestic, corporate and industrial markets, unlike others in the business, which offer limited products and services.

Aside from having acquired an extensive knowledge of the vast and diverse European market, Daikin also brings world-renowned Japanese technology to its customers through its local plants.

"While competitors manufacture overseas, more than 70 percent of our products are produced in Daikin's European factories. So we can adapt to the customer and this is a very important success factor," Oberhumer says.

Meanwhile, the company has also invested heavily in its personnel by opening the Daikin Sales



Daikin Air Conditioning Central Europe Managing Director Otto Oberhumer

Academy, which opened in 2006 and offers training courses for future employees. "Educating the younger generation of engineers, dealers and consultants from the countries in which we do business establishes loyalty, and an emotional link to our company," Oberhumer points out.



www.austrian-mint.at www.austrianmint-jp.com

Telekom Austria Group connects Austria to world

Compared to its other international markets, the fixed-net and domestic mobile communications segments of Telekom Austria Group face fierce competition in Austria. But despite this challenge, the company has remained the market leader in the country.

To expand its business, Telekom Austria



Telekom Austria CEO Hannes Ametsreiter

Group looked beyond the country's borders and set up business in Belarus, Bulgaria, Croatia, Liechtenstein, the Republic of Macedonia, the Republic of Serbia and Slovenia, raising the group's customer base to around 18 million.

As a midsize European telecommunications company, and a well-positioned player in Southeastern and Eastern Europe, Telekom Austria Group boasts a solid management team with a first-rate workforce.

This year, CEO Boris Nemsic handed over the top post to longtime colleague Hannes Ametsreiter, the former chief marketing officer of mobilkom Austria and CEO of Telekom Austria TA.

Competing with three other mobile communications providers in a country of only about 8 million people and a mobile penetration rate of 126.6 percent as of last year, Telekom Austria Group has strengthened its nationwide network by investing in more technology and infrastructure to preserve its leading position.

"If you consider the size of the Austrian market, Telekom Austria Group has a very strong footprint. With our leading market position, we have 4.5 million mobile and 2.3

million fixed-line subscribers in Austria, and have expanded operations throughout the region," says Ametsreiter.

As Austrians remain very receptive to new technologies, 69 percent of households in the country now have Internet access.

By offering customers high-quality products and services, Telekom Austria Group has achieved great success. Its fixed-net segment offers attractive product bundles that merge mobile telephony, broadband Internet, mobile broadband and TV. Mobile broadband has also become big business in Austria, with Telekom Austria Group's domestic mobile subsidiary attracting 400,000 mobile broadband customers as of 2008.

"We benefit from the fact that telecom services are indispensable in everyday life. In today's world, people will continue to use our services due to the fundamental need for human communication. A clearly defined vision and strategy is of key importance to be successful in the long term, and a wide range of quality products and innovative services tailor-made to the needs of our existing, and future customers provide us with a competitive edge," says Ametsreiter. ♦

www.telekomautsria.com

Sony DADC strikes just the correct note in European capital of music

It was a logical decision when Sony DADC (which originally stood for Sony Digital Audio Disc Corp.) established its operations in Salzburg 22 years ago.

"Sony DADC was set up here not only because of the good infrastructure in the heart of Europe and the highly skilled staff resources, but also because of a close friendship between Maestro Herbert von Karajan, Akio Morita and Norio Ohga (then chairman and president of Sony Corp. respectively)," recalls Dieter Daum, president of Sony Disc and Digital Solutions, and CEO of Sony DADC.

"The friends' passion for innovative technologies, music and Salzburg's fame as the city of music back in 1981 led to the global launch of the new audio disc format here in Salzburg," adds Daum.

Starting out as an audio CD manufacturer, the company has grown steadily and now employs about 1,300 people in Salzburg alone. It not only manufactures CDs but also DVDs, Blu-ray Discs and other optical media formats, and also serves as service partner for digital content distribution.

Today, Sony DADC is part of Sony Disc and Digital Solutions, which consists of 28 facilities around the world. The European sites, and sister companies in India, China and Australia are administered from Salzburg.

"We understand that through the development of technology, the demand for audio CDs and CD-ROMs has lessened. So the DVD was introduced. And since 2006, we have even gone past the DVD and developed Blu-ray. In addition, we have also produced recordable discs, and discs for PlayStation consoles and handhelds," Daum explains.

"Our main strength is that we know this business is not just about manufacturing. It is mainly about being a service provider. Technology is very important, but if you don't have the right products at the right time or the right quantity at the right place, then just having technology won't work. It is really about working for and meeting the demands of our customers," he adds.

Being a one-stop shop, Sony DADC offers its customers trouble-free service such as digital content services, authoring, disc replication, packaging, and even handling logistics and cash collection for the finished product.



Sony DADC's Blu-ray Disc manufacturing facility in Salzburg

"This truly benefits our customers because it saves them time and energy, and allows them to focus on their business, which is creating the content and its marketing," says Daum.

Meanwhile, Sony DADC has also significantly reduced its "carbon footprint" through the use of renewable energy resources for production, closed-loop recycling and offers its customers an eco-friendly packaging line called "Bend-it Green."

In the next few years, the company will focus on expanding its supply chain and supporting its customers' digital distribution strategies.

"We are constantly expanding our full services by establishing local authoring studios, digital service centers and distribution sites. To support our customers' needs, we will not hesitate to make major investments around the world," explains Daum.

Given its achievements and objectives, Sony DADC has become the leading disc and digital solutions provider for the entertainment, education and information industries. ♦

www.sonydadc.com



Sony DADC delivers content to online stores such as Sony Ericsson's PlayNow™ arena.

For Austrian Mint, business remains untarnished

The Austrian Mint has seen business grow steadily as precious metals become safer investments amid a global economic crisis that greatly diminished the value of company shares and bank-issued instruments.

With more than 800 years of experience in producing coins, medals and related products, the company has grown consistently since it played a main role in the issuance of the euro in 2002. It also manufactures coins and semi-finished products for 38 countries.

"In 2002, our annual turnover was 543 million euros. Last year, it was 1.208 billion euros," says President and CEO Kurt Meyer.

Among its most sought-after coins is the "Vienna Philharmonic," a beautifully designed 24-karat gold coin issued in four different weights. Sales of this coin surged from 137,500 ounces (3.85 million grams) in 2007 to 795,000 ounces (22.26 million grams) last

year. In February 2008, the Austrian Mint issued a 1-ounce (28-gram) silver version of the Philharmonic, which proved to be just as popular.

"The sales were incredible. We expected to produce 2.5 million ounces (70 million grams) for the year, but by the end of 2008, we had sold 7.8 million ounces (218.4 million grams). That is about 230 tons of silver," says Meyer.

One of the biggest markets for the Austrian Mint is Japan, where it regularly holds a more than 65 percent share of the gold coin market through its longtime partner Tanaka K.K. In 2008, its market share surged to 85 percent.

To mark 140 years of Japanese-Austrian relations and the 20th anniversary of the gold Philharmonic coin this year, the Austrian Mint will issue special 20-ounce (560-gram) pieces to commemorate these milestones. ♦

www.austrian-mint.at



Austrian Mint President and CEO Kurt Meyer

THE ART OF CRYSTAL FICTION

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Amada Austria offers unmatched service



Amada Austria Managing Director Katsuhiko Kawabata

From its production site in the town of Ternitz in the state of Lower Austria, Amada Austria has maintained its lead in the cutting and bending technology industry for more than 20 years due mostly to a service-centered growth strategy.

"Usually service means customer care through face to face dealings. We want this to mean more. Service to customers means excellent service in the production process as well. Everyone at Amada Austria - from the production floor worker to the managing director - is involved in creating and delivering the highest-quality products to our customers," stresses Managing Director Katsuhiko Kawabata.

Amada Austria has also attributed its success to recent strides in product development.

"Before we only had manufacturing here. We would relay information from customers to Japan and they would come up with new products. Nowadays, this is not fast enough to keep up with in-

creasingly demanding customers," explains Kawabata.

Since 2007, Amada addressed that situation by investing heavily in on-site product development, which has paid off because the company is able to produce highly customized solutions that competitors cannot.

Taking the lead in pioneering new technologies, Amada has also developed more modern, more advanced and more durable carbide-tipped blades that are setting the standards for cutting tools.

After more than 20 years of operations in Austria, Amada is committed to keep production in the country due to its central location and the high level of expertise found in the industry.

"Austria is located in the heart of Europe, allowing easy delivery everywhere. There are also many high-quality steel manufacturers in Austria. Knowledge in metallurgy is high, which allows us access to the highest-quality research and know-how," says Kawabata. ♦ www.amada.at

'Service to customers means excellent service in the production process as well. Everyone at Amada Austria is involved in creating and delivering the highest-quality products'

HOERBIGER leads the way in challenging times

"HOERBIGER Compression Technology was the first Austrian company to open a subsidiary in Japan back in 1970 and was, in fact, the first Asian country that HOERBIGER invested in. It took some years to establish ourselves among compressor manufacturers, and in the refining and petrochemical industry, but we approached the market in a Japanese way - building personal relationships, and gaining the confidence of our customers by the performance and the reliability of our products, and our company," recalls Johann Hipfl, chairman of HOERBIGER SBU Compression Technology.

"Japan continues to be a major market for HOERBIGER and we appreciate our long-standing relationship with all our customers. Their continuous challenge helps us to develop new products and opportunities to grow. I'm proud to say that last year our turnover reached 25 million euros," the company chief adds.

On a global scale, the HOERBIGER Group has posted double-digit growth over the past 15 years and employs 6,400 people all over the world.

"Our key strength is that we are always innovative. We always aim to diversify. As a company, we are diversified in terms of our key markets, which include the oil, gas and process industry, machinery, plant construction and the automotive industry," Hipfl says.

"We have high-quality products based upon innovation and technical excellence, a strong service unit as well as a fundamental business backbone to provide customer value on all levels. We will continue to be flexible and adaptable to what the market needs," he also says.

As every company in the world deals with the prevailing economic crisis, HOERBIGER is confident that it will weather the extended downturn.



Johann Hipfl, chairman of supervisory board of HOERBIGER SBU Compression Technology

"We work hard to provide products and services that deliver a value proposition that our customers recognize. Our roots go back to 1894, and our corporation has always been optimistic despite difficulties and setbacks. We've survived two world wars and many economic crises in the past," Hipfl says.

"HOERBIGER appreciates the continued and trustful relationship with our customers, and is truly grateful to all our clients. We work hard to continuously provide new technical solutions to our customers and to further strengthen our customer relationships," he adds. ♦

www.hoerbiger.com

A reliable partnership for over 30 years



(From left to right) Mitsubishi Motors Corp. President Osamu Masuko, Denzel CEO Alfred Stadler and Denzel General Manager Gregor Strassl during the visit of the Mitsubishi Motors chief

Having signed its first contract to distribute Mitsubishi vehicles in 1978, Denzel became one of the first contemporary Austrian companies to work with the Japanese. And just over 30 years later, Denzel has remained a strong local partner of the Japanese automotive giant.

Highlighting the importance of that partnership, Mitsubishi Corp. President Osamu Masuko flew to Vienna to attend an anniversary celebration organized by the two companies.

The largest Austrian retailer of Mitsubishi vehicles, Denzel employs 1,200 people, generates an average annual turnover of 514 million euros and oversees a network of 80 well-trained dealers.

"We handle over 30,000 vehicles per year in 14 retail outlets in all major cities of Austria. The business has grown significantly over the past three years as Denzel's Mitsubishi business has grown positively and we just appointed 10 new dealers," says

Denzel General Manager Gregor Strassl.

Consolidating its commanding lead in the Austrian market, Denzel has secured the No. 1 position for Mitsubishi pickups in the segment.

Denzel backs up these numbers by providing value in all aspects of the automotive business.

"Our distribution, retail and wholesale financing, vehicle rental and after-sales services continue to lead the way in the Austrian market," says Strassl.

Proving its commitment to the Mitsubishi brand, the company is also an active partner of Mitsubishi RalliArt by cooperating with Austrian driver Andreas Aigner, who won the Production World Rally Championship title in 2008 in a Mitsubishi Lancer Evolution.

Based on its close 30-year-old partnership, Denzel is highly optimistic of more years of growth with Mitsubishi Motors. ♦ www.denzel.at



Mitsubishi Motors Europe Vice President Naoya Nakamura (right) hands over the trophy of Mitsubishi RalliArt to Andreas Aigner, 2008 Production World Rally champion in the Mitsubishi Lancer Evolution.

More than a century later, Austria seeks even deeper ties with Japan

Austria and Japan commemorate the 140th anniversary of diplomatic relations in 2009, with both countries recognizing the importance of increasing bilateral trade and deepening cultural ties. To mark the milestone, the two nations organized a yearlong celebration that consists of various economic and cultural events.

World Eye Reports recently interviewed Austrian Minister of Finance Josef Pröll to discuss the state of the country's economy, the challenges that have emerged from the financial downturn and steps to further strengthen ties with Japan.

WER: Given the economic crisis, Austria is not as badly hit as its European neighbors. What factors contributed to this?

Pröll: It boils down to three factors. First, Austria has made good use of the economic opportunities in Eastern Europe. Second, Austria has pursued a sound fiscal and budgetary policy in recent years. And third, our labor market, due to reforms made in the last couple of years, is very flexible. So our economy can adapt quickly.

How would you describe the banking and finance sector in Austria? What trends do you see and how will you keep up with them?

seen a very dynamic development in recent years. Our banks and insurance companies are big investors in CEE (Central and Eastern European) countries, where there are huge opportunities for growth in the next decades.

We now see a certain degree of uncertainty in the markets with regards to the economic situation in the CEE. But we think this is exaggerated. Many countries in Eastern Europe still see growth rates that we in the West can only dream of. Just one example: Retail finance is so profitable in the CEE that the banks never really had the need to invest in CDOs (collateralized debt obligations) and similar products. The consequence is that they are now free of toxic assets.

How important is Japanese business in Austria and which industries would be best for investment?

It could be a lot more important. Most of our foreign trade is with EU members. Imports from Japan account for only around 2 percent of total imports while exports to Japan account for only less than 1 percent of total exports.

But of course, Japanese brands are very well known in Austria, be it in the field of consumer electronics or cars, and have a reputation for good quality at low prices. As far as investment opportunities are concerned, I can only stress that Austria is a top location for

foreign investment. The tourist industry is, of course, very important, but there are so many promising industries that it is a little hard to name them all.

2009 marks the 140th anniversary of Austrian-Japanese diplomatic ties. What kind of future do you envision for this relationship?

In spite of the fundamental social and political transitions that Austria and Japan have gone through in the past 140 years, our relations have always been very cordial and dynamic. Austria consistently works on establishing ever closer ties with Japan. Our countries are closely connected politically, economically and culturally, and we aim to further deepen our relations.

Do you have any message for our international readers?

On a personal level, I would say: Do come to Austria. It is well worth a visit. You will not be disappointed.

On a political level, I would have the following message: Let us start and focus on youth programs as a long-term investment to stimulate a more intense, and lasting exchange of views and ideas between young Austrians and Japanese. We should aim at including our civil societies in order to create durable platforms for the encounter of our next generation. ♦ www.austria-japan2009.org

A sparkling success story with its roots in the Austrian Alps

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Quality, reliability and service

"In our business, we give our clients not only the product but also the quality, the reliability and the service. We will continuously adapt our offering to suit anything our clients need," says Helmut Swarovski, head of the executive board, as he defines what the company represents today.

That flexibility and Swarovski's tradition of creative cooperation with leading designers has led to its endlessly versatile crystals. Marketed under the brand name CRYSTALLIZED™ Swarovski Elements, they are used by artists, artisans and designers all over the world.

Every single precision-cut CRYSTALLIZED™ element represents the scintillating soul of design, and brings radiance, emotion and desire to the product it adorns.

An eye to the future

What started as an enterprise aimed at providing the jewelry and fashion industry with radiant crystals of exceptional quality is now highly diversified.

Thanks to Swarovski's constant dedication to discovering new and exciting applications, these crystals adorn everything from the finest lingerie, swimwear and leather hides all the way through to astonishing architectural and interior applications.

Swarovski also engages in unique projects like Crystal Palace, the brainchild of Nadja, daughter of Helmut Swarovski and one of the shining lights of the fifth generation.

Crystal Palace brilliance

Every year, Crystal Palace invites selected designers to reinterpret the chandelier in modern format. These works of lighting design art, many of which have become design icons in their own right, are then internationally exhibited in leading fairs in cities

like Milan, Shanghai and Dubai.

Crystal Palace is just one of the projects that illustrates the unique role Swarovski plays in inspiring the best in contemporary design.

"My daughter, Nadja, is active in the fashion industry, and she has worked with the likes of Giorgio Armani and Missoni. She has also developed Crystal Palace, Swarovski's chandelier line, and has created a wonderful portfolio of amazing Swarovski chandeliers," Helmut Swarovski says.



Daniel Swarovski I, the founder of the world-famous crystal manufacturer

New markets, new challenges

Swarovski has responded quickly to the challenges of new and exciting international markets, particularly in China, Japan and India, where it is dedicated to supporting its partners and distributors as it enhances its reputation as one of the most important names in the fashion and luxury goods industry.

The company is also active in other businesses that capitalize on its expertise for creativity, innovation and product excellence. These include the genuine and cre-

ated gemstones marketed as ENLIGHTENED™ - Swarovski Elements, the high-precision optical instruments made by Swarovski Optik, Tyrolit cutting and grinding tools, and reflectors for road safety equipment and electronic guidance systems made by Swareflex.

Ginza flagship store

Swarovski also designs and manufactures finished crystal products, jewelry, fashion accessories, home décor objects and collectors' items, including the company's couture line, the Daniel Swarovski collection, which represents the epitome of Swarovski creative dynamism.

Swarovski's finished crystal goods are retailed in the company's flagship stores and boutiques around the world, including one at a prestigious address in Tokyo's Ginza, which opened in November.

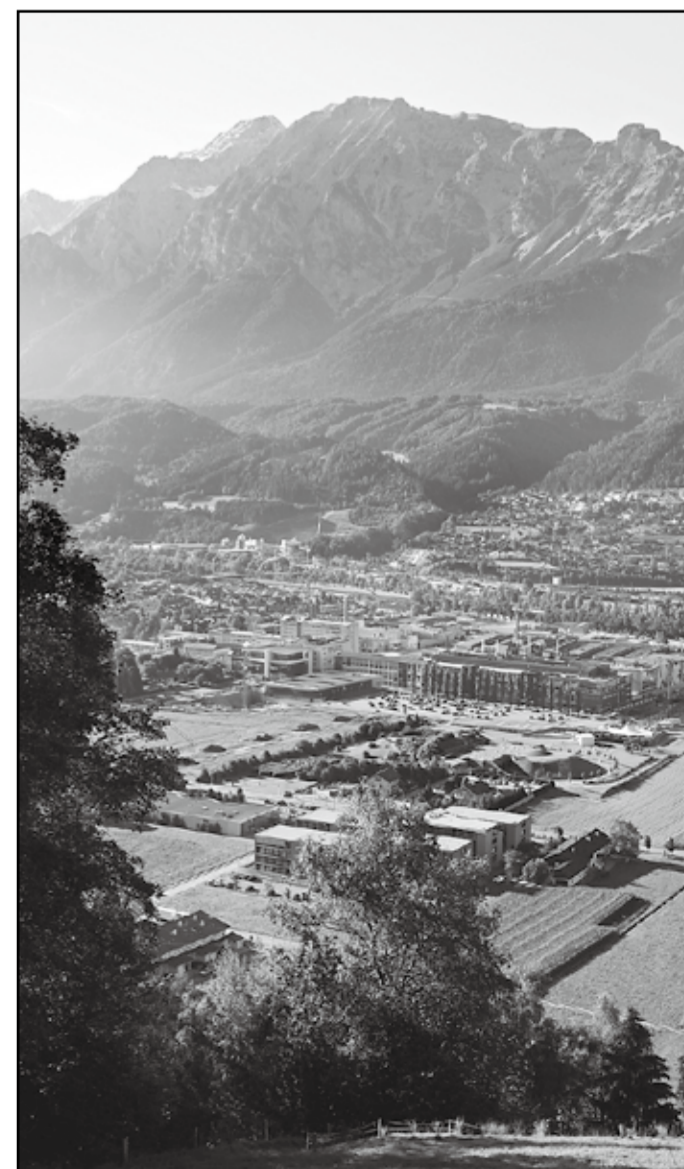
"We know that Ginza is one of the most important locations in Tokyo. So we chose to open there because Tokyo is one of the most important cities in the world. Japanese culture and technology are very much admired by Swarovski. We share a belief in the best quality and the highest precision. I value our long-standing friendship with our Japanese clients and look forward to the future," Swarovski says.

Swarovski and leading Japanese designer Tokujin Yoshioka

The décor for the Swarovski Ginza store is the work of acclaimed designer Tokujin Yoshioka, who created a multisensory experience in this sparkling new retail architecture.

His "Crystal Forest" vision unites multimedia with light and crystal to form an atmosphere totally in tune with Swarovski's brand identity.

As multimedia screens present customers with abstract lyrical



A view of Wattens, the Austrian town where Swarovski was founded more than 100 years ago and where its central operations remain.

images and information, crystal masterpieces are displayed in the windows and on "floating stages" throughout the boutique.

The result is a harmonious fusion of the poetry of precision, reflecting a myriad of rainbows with every moment.

Swarovski's work with Yoshioka also indicates the value the company places on its creative cooperation with inspired designers. It is also a clear indication of how the company will continue to operate in the future. ♦ www.brand.swarovski.com