

Published By



# Summer-Fall 2015 Edition

### Condoleezza Rice to be Keynote Speaker at the 38th Annual SEUS/Japan Joint Meeting



The Honorable Condoleezza Rice, Professor in Global Business, the Economy and Political Science, Stanford University & the 66th U.S. Secretary of State

Joint Meeting this coming November 15-17 in Birmingham, Alabama.

The format of this year's conference will be similar to previous joint meetings hosted by other SEUS/Japan member

The

U.S.

of

n

at the upcom-

ing 38th An-

SEUS/Japan

u а 1

Hon. states, beginning on Sunday Nov. 15 Condoleezza with sight seeing tours, a golf tourna-Rice, the 66th ment, and welcome dinner. The main Secre- conference day will be Monday Nov. 16

tary of State with an opening cereand a native mony, plenary session, Birming- followed by a luncheon ham is conwith a keynote guest firmed to despeaker, then an afterliver the key- noon breakout session. note address

In addition. His Excellency. Ambassador Kenichiro Sasae, Ambassador Extraordinary and Plenipotentiary of  $\frac{Ambassador}{V}$ Japan to the U.S. will Ambassador deliver the keynote re- Extraordinary marks at the luncheon and Plenipotenon November 16 and tiary of Japan to the Honorable Andrew



Kenichiro Sasae, the U.S.

Young, Former United States Ambassador to the U.N. will serve as the capstone speaker on November 17.

SEUS/Japan The Joint Meeting pro- The Honorable gram offers Florida Andrew Young, delegates an oppor- Former U.S. Ambastunity to meet with sador to the U.N. top government



and business leaders from Japan and the other six Southeast U.S. member states. Regular Registration ends Oct. 23, to pre-register and request a registration packet <u>click here</u>. Special promotional rates available for firsttime delegates.

Florida Delegation Holds 12th Annual Florida-Japan Summit at FIU This Past Sept. 2

Florida Delegation, SEUS/Japan successfully planned and conducted its tion's mid-year annual gathering of 12th Annual Florida-Japan Summit Florida-Japan business, education, on the afternoon of September 2 tourism, and cultural leaders from 2:00-5:15 pm at Florida International University in Miami. FL. This year's Florida-Japan Summit, which was hosted by FIU's Asian

#### Inside This Issue:

Florida Delegation Holds 12th Annual Florida-	2
Japan Summit at FIU This Past Sept. 2	
Japan Celebrates 70 years of Friendly	3
Relations with the U.S.	
Southern U.SJapan Regional News	3
SEUS/Japan Participates in Interview with the	4
Japan Times	
Florida Celebrates 20th Anniversary of Sister	4
State Relationship with Wakayama	
Corporate Japan Looks for Outside View/ Subaru	5
Upcoming Events/ Save the Dates	6

Studies Institute, is Florida Delega-

For info existing or develop new friendship ties, was presented in partnership with and hosted by Florida International University's Asian Studies Institute.

Mr. Manny Mencia, Senior Vice President of International Trade and Business Development for Enterprise Florida delivered the opening remarks and introduced The Honorable Masahiro Ogino, Acting Consul General of Japan in Miami, who delivered the keynote remarks followed by



The Honorable Masahiro Ogino, Acting Consul General of Japan in Miami, delivering keynote remarks at the 12th Annual Florida-Japan Summit on September 2, 2015 at Florida International University in Miami.

sequential panels on Florida-Japan business, education, tourism and cultural ties, and a Q & A session.

(Continued on page 2)

#### FLORIDA/JAPAN REPORT

# Florida Delegation Holds 12th Annual Florida-Japan Summit at FIU This Past Sept. 2 (Continued from page 1)



Mr. Hiroyuki Tsui, Executive Director, International Affairs, Wakayama Prefecture, speaking at the 12th Annual Florida-Japan Summit on September 2, 2015 at Florida International University in Miami.

A networking reception immediately followed the summit program from 5:15-6:30 pm which featured Special Remarks by Mr. Hiroyuki Tsui, Executive Director, International Affairs, Wakayama Prefecture in celebration of the 20th Anniversary of Florida-Wakayama Sister State Relationship.

The summit was presented with the support of the Florida Department of Economic Opportunity and Enterprise Florida, Inc. Additional supporting organizations included by the Consulate General of Japan in Miami, Wakayama Prefectural Government, and the Association of Florida Teachers of Japanese. Representatives of the Miami-Dade Beacon Council. Miami-Dade County Government, the Greater Ft. Lauderdale Broward Alliance. Broward County Government, Florida International University's faculty, staff and students and two key Japanese companies in Florida, Pilot Pen of Jacksonville and Sato Global Solutions of Ft. Lauderdale also participated.



12th Annual Florida-Japan Summit Speakers above from left: Mr. Hiroyuki Tsui, Executive Director, International Affairs, Wakayama Prefectural Government; The Honorable Masahiro Ogino, Acting Consul General of Japan in Miami; Prof. Steven Heine, Professor of Religious Studies and History/ Director, Asian Studies Program, Florida International University; Mr. Dave Woodward, Executive Director, Florida Delegation, SEUS/Japan Assoc.; Ms. Gabriela Romeu, International Program Coordinator, College of Pharmacy, Nova Southeastern University; Ms. Wendy Lo, Curator of Education, Morikami Japanese Museum and Gardens; Mr. Norikazu Mori, Chief Executive Director, Japan External Trade Organization (JETRO) and (front, center) Ms. Gigi Ross of Florida International University, winner of the Japanese Speech Contest and the Omar K. Carrion Scholarship, which advances FIU's Asian Studies Program and awards one scholarship to one undergraduate student per academic year.



Mr. Sean McWilliams (far right), International Relations Manager, Pilot Corporation of America, pictured with a Japanese Speech Contest Contestant (second from right) and Members of the Association of Florida Teachers of Japanese.

Editor's Note: The venue and dates for next year's Annual Florida-Japan Summit have not yet been decided. We will announce more details as they become available.



10:00 – 11:30 am <u>Florida Statewide Japanese</u> <u>Speech Contest</u> (Optional event held in conjunction with 12<sup>th</sup> Annual Florida-Japan Summit) Organized by the Association of Florida Teachers of Japanese (AFTJ), FIU Asian Studies Institute & SEUS/Japan Assoc. Grand Prize sponsored by Wakayama Prefecture.

#### Florida-Japan Summit Program Agenda

2:00 – 2:10 pm <u>Welcoming Remarks:</u> Prof. John F. Stack, Dean Designate, Steven J. Green School of International and Public Affairs, Florida International University

2:10 - 2:20 pm <u>Opening Remarks & Introduction of</u> <u>Keynote Speaker:</u> Mr. Manny Mencia, Senior Vice President-International Trade and Business Development, Enterprise Florida, Inc.

2:20 - 2:45 pm <u>Keynote Remarks:</u> The Honorable Masahiro Ogino, Acting Consul General, Consulate General of Japan in Miami

2:45 – 3:45 pm <u>Business & Tourism Panel:</u> <u>Moderator:</u> Mr. Dave Woodward, Exec. Director, Southeast U.S./Japan Association <u>Panelists:</u> -Mr. Norikazu Mori, Chief Executive

<u>Panensts:</u> - wr. Norkazu wor, Chief Executive Director, Japan External Trade Organization (JETRO)

-Mr. Sean McWilliams, Int'l Relations Manager, Pilot Corporation of America

-Prof. Tadayuki Hara, Associate Dean for Administration & Finance, Rosen College of Hospitality Management, University of Central Florida -special Announcement & Introduction: Ms. Yasuko Fumuro, Director of Global Communications, SATO Global Solutions, on the recent opening of the SATO Global Solutions Headquarters in Ft. Lauderdale

4:00 – 5:00 pm Education & Culture Panel: <u>Moderator</u>: Prof. Steven Heine, Professor of Religious Studies & History, Director of Asian Studies, Florida International University <u>Panelists</u>: -Prof. Yasuo Uotate, University of Florida, AFTJ President-Elect.

-Ms. Wendy Lo, Curator of Education, Morikami Japanese Museum and Gardens

-Ms. Gabriela Romeu, International Program Coordinator, College of Pharmacy, NOVA Southeastern University/ JET Program Alumni Special Announcement by Prof. Steven Heine of the winner of the Omar K. Carrion Scholarship, which advances FIU's Asian Studies Program and awards one scholarship to one undergraduate student per academic year.

Special Announcement by Mr. Hiroyuki Tsui, International Affairs, Wakayama Prefecture of the winner of the Florida Statewide Japanese Speech Contest (Free Trip to Wakayama, Japan courtesy of Wakayama Prefectural Government).

5:00 - 5:10 pm <u>Q & A Session/ Closing Remarks:</u> Mr. Dave Woodward, Exec. Director, Southeast U.S./ Japan Association, Inc.

5:15 – 6:30 pm Networking Reception for all Participants

Special Remarks by Mr. Hiroyuki Tsui, Executive Director, International Affairs, Wakayama Prefecture .

#### FLORIDA/JAPAN REPORT

# Japan Celebrates 70th Anniversary of Friendly Relations with United States

. ago,

then

on

Seventy

on August

15, Japan's

ended World

War II, and

Japan and the United

States have

developed a

relationship

friendship and

trust that has

surrender

vears

since

based



The Honorable Shinji Nagashima, Consul General of Japan in Miami

resulted, according to former US Ambassador to Japan Mike Mansfield, in "the most important bilateral relationship in the world."

In April, to mark the seventieth anniversary of the U.S.-Japan relationship, Prime Minister Shinzo Abe was honored to address a Joint Session of Congress. He spoke about many things, focusing on the close ties between our two countries. That closeness applies to the Florida-Japan relationship as well.

The two major pillars in Florida-Japan relations are people to people exchanges and trade and investment. Japanese citizens came to Florida more than 100 years ago to participate in the opening up of Southeast Florida by Henry Flagler's railroad, and today 13,000 Japanese reside in Florida.

In addition, 13 universities and at least 10 high schools provide Japanese language courses, where Japanese is taught by dedicated teachers. Hundreds of American youth travel to Japan every year to teach English at Japanese schools. Under the Japan Exchange and Teaching Program (JET Program), which began in 1987, more than 30,000 US youth have participated in JET, 500 from Florida. This year,46 additional Florida youth left for Japan to teach English.

Additionally, there are 11 active Sister-Cities relationships where Mayors, students and citizens from the cities of both sides have been visiting each other for more than half a century. This year also marks the 20th anniversary of Florida's Sister-State relationship with Wakayama Prefecture, to be celebrated during the next Florida-Japan Summit this coming September 2 at FIU in Miami.

Military veterans are no exception. There are a large number of ex-servicemen in Florida who were stationed in Japan who treasure and share their experiences, going back decades. On September 4 in Pensacola there will be a reception in their honor at the Naval Aviation Museum.

Culturally, we have to mention the significant role played by the Morikami Museum and Japanese Gardens in Delray Beach. The Museum has organized numerous authentic cultural exhibits, courses and events for millions of visitors over the last four decades while maintaining Japanese gardens that measure up to any gardens found in Japan, physical evidence of the commitment of Floridians to Japan.

In terms of economic relations with Japan, some 200 Japanese companies invested, directly or indirectly in Florida, employing over 20,000 Floridians. The investment amounts to well over \$4 billion, making Japan one of the top foreign investors in the State. Japan is currently Florida's fifth largest overall trading partner. There are many Florida-based companies with operations in Japan including Disney, Universal Studios, Burger King, and Office Depot. The number one export market for Florida's grapefruit is Japan, with the second largest market far behind.

Tourism is another important aspect of the Florida -Japan relationship. From 2008 to 2012, the number of Japanese tourists annually visiting Florida increased from 150,000 to 278,000, and that number is currently around 300,000 per year.

In 1976, Florida Delegation, Southeast US./Japan Association, Inc. (SEUS/Japan) was founded. Since then, the Association has become the only statewide organization in Florida working with Florida State government that is dedicated to promoting ties with Japan in the areas of business, education, tourism, culture and friendship. SEUS/Japan and Japan/SEUS Associations will hold their 38th Annual Joint Meeting in Birmingham, Alabama November 15-17.

Enterprise Florida, Inc. (EFI), together with its Tokyo Office are also active in promoting economic ties with Japan. With the support of both EFI and SEUS/Japan, in 2013 Governor Rick Scott travelled to Japan to foster business ties.

Finally, we wish to recognize two Floridians who helped lay the foundation for the Florida-Japan relationship. They are former Florida Governor Reubin Askew who was key in strengthening our relationship, and led the effort to partner with other Southeast states to form SEUS/Japan, and Dr. Mark T. Orr, a long time Professor at the USF, President of Japan America Society in Central Florida and a former member of General Douglas MacArthur's staff who helped with rebuilding the Japanese educational system.

As we have seen, Florida and Japan have been enjoying a steadily growing and wide ranging constructive relationship. Many important individuals helped build this relationship and we are so thankful to each and every one of them. May we all enjoy the continued partnership as we together move forward addressing the issues and opportunities of the 21<sup>st</sup> Century.

Editor's Note: The above article was jointly authored by The Honorable Shinji Nagashima., Consul General of Japan in Miami; Dave Woodward, Executive Director, Florida Delegation, SEUS/Japan Assoc.; & Frank Schnidman, Professor, Florida Atlantic University. The article appeared in the Aug 7th edition the Op-Ed section of the Miami Herald. Subsequently, Consul General Nagashima completed his term of service; his successor will be announced soon and is expected to arrive next month. Please join us in thanking Consul General Nagashima for his outstanding service during his tenure in Florida. We will announce more details of his successor as they become available.

# Southern U.S.-Japan Regional News

Alabama: Honda Opens High-Tech Engine Assembly Line in Alabama In April, Honda's Alabama plant opened a new engine assembly line, making it Honda's most automated assembly line in the world. In the last 3 years, Honda has invested \$510 million in Alabama and added over 450 jobs. Click <u>here</u> for the full article.

**Mississippi:** Yokohama Tires to Open Mississippi Plant October 2015

We are pleased to announce that Yokohama Tire Corporation has selected West Point, Mississippi, as the location of its new U.S. commercial truck tire manufacturing plant, which is set to open in October 2015 and manufacture one million commercial tires annually. Click <u>here</u> for the complete article.

**Tennessee:** Japanese Auto Parts Supplier M-Tek Breaks Ground on North American HQ in Tennessee

M-TEK executives, government leaders and others gathered for the groundbreaking ceremony Wednesday morning at 1225 Garrison Drive in Murfreesboro.

The company's new headquarters will be on 10 acres in the Gateway area on the corner of Garrison Drive and Gateway Boulevard. The 63,800square-foot facility is expected to be completed in August 2016. Click <u>here</u> for the complete article.

One-on-One with Nissan North America's Chairman: What's Next for Tennessee?

Nissan's plant in Smyrna, Tennessee produced more vehicles than any other auto plant in North America in 2014. This year, the plant is projected to produce 660,000 vehicles. Click <u>here</u> for the complete article.

# **Texas:** Toyota Moving Corporate Headquarters to Texas

Toyota is moving its corporate headquarters from Southern California to Plano, Texas. The headquarters, located near Dallas, will create about 4,000 jobs. Construction of the campus is expected to be completed in early 2017. Click <u>here</u> for the complete article.

# SEUS/Japan Participates in Interview with *The Japan Times* for Special Feature on the SEUS Region

This past July 7, Florida Delegation, SEUS/Japan's executive director, Mr. Dave Woodward, participated in an interview with Global Media, which produces promotional advertorial reports for The Japan Times, Japan's oldest and largest English-language daily newspaper read by senior government officials and top executives in the country and in more than 100 countries around the world. Their report will focus on Japanese business interest in our Southeast region. This information will be compiled in a special regional report by Global Media.

The Japan Times, Japan's largest English-language newspaper by circulation, was founded in 1897 with the support of elder statesman Hirobumi Ito and educator and philosopher Yukichi Fukuzawa. It was the first English-language paper in Japan to be edited and managed by Japanese. The Japan Times has the largest circulation of all Japanese English-language newspapers and reaches by far the largest number of non-Japanese readers living in Japan.

The Japan Times Special Report on the Southern United States will be published this coming September and will focus on the current status of Japanese firms established in our region as well as local companies with an interest in doing business with Japan. Covering the southern U.S., the planned report will feature the heads of some of the most dynamic American and Japanese companies from both the public and private sectors. It also serves to promote the robust trade and investment environment in the country and highlight the primary role of Japan and the United States in trans-Pacific trade.

During the interview with Global Media, Mr. Woodward provided general information on and an overview of the Association as well as our annual Joint Meeting and the opportunities it presents our U.S. and Japanese delegates. He also recommended that Global Media consider meeting with some of SEUS/ Japan's key members and partners. Accordingly, Global Media will meet with



(from left to right) Mr. Dave Woodward, Executive Director, Florida-Delegation, SEUS/Japan Assoc.; Ms. Elizabeth Arcega, Project Director, Global Media; and Mr. Brian Banta, Project Director, Global Media

many business and economic development officials during their visit to Florida. The report was published on September 18, 2015, with the Florida portion containing quotes from The Hon. Shinji Nagashima, Consul General of Japan in Miami, Mr. Dave Walsh, President and CEO of Mitsubishi Hitachi Power Systems America, Inc. and Dave Woodward, Florida Delegation's executive director. Please click <u>here</u> to read the report in its entirety.

### Florida Celebrates 20th Anniversary of Sister State Relationship with Wakayama



Florida Delegation helped celebrate the 20th Anniversary of the Florida-Wakayama official sister state relationship this past September 2nd, just prior to the 12th Annual Florida-Japan Summit at Florida International University in Miami, by leading efforts to hold a Japanese speech contest with a free trip to Wakayama, provided by Wakayama Prefectural Government, for college and high school students. As part of the celebrations, The Association of Florida Teachers of Japanese hosted a Japanese Language Speech Contest, in partnership with Wakayama Prefecture, Florida Delegation, SEUS/Japan Assoc., International University's Florida Asian Studies Institute and the University of Florida. The grand prize

was a free trip to Wakayama, Japan provided by the Wakayama Prefectural Government.

The State of Florida and Wakayama prefecture signed a sister-state relationship agreement on October 4, 1995 with commitments of strengthening friendship and mutual understanding while increasing economic, trade, social and cultural development. The Sister State agreement was signed at the Wakayama Prefecture Government Office. Wakayama Prefecture faces the Pacific Ocean located on the Kii Peninsula, Japan's largest peninsula. It is located south of Osaka, and it is about a 30 minute drive from the prefectural capital, Wakavama City, to Kansai International Airport.

Wakayama Prefecture Pottery and Paintings were on display at the Division of Cultural Affairs Building in

Tallahassee through August 31st. The exhibit included photos of Wakavama, which is rich in historical treasures and natural beauty. Sacred Sites and Pilgrimage Routes in the Kii Mountain Range were registered as World Heritage Sites by UNESCO in July 2004. The sites included Kovasan in northern Wakayama and Kumano Sanzan in southern Wakayama. In addition to the photographs, the exhibit featured pottery by Japan's Masayoshi Shimizu and Florida's Gulf Coast Kiln Walk Society.

This exhibition was hosted by the Florida Department of State| Division of Cultural Affairs. Photos loaned by the Japan Center, University of West Florida. Pottery and paintings loaned by Masayoshi Shimizu and the Gulf Coast Kiln Walk Society.

Sources: Florida Department of State & Consulate General of Japan in Miami

### **Corporate Japan Looks for Outside View**

Japan Inc. is posting a "help wanted" sign. Japanese companies are scrambling to fill thousands of board seats after a new corporate governance code went into effect this month, calling on publicly traded firms to name at least two independent directors within half a year of their next shareholders' meetings. It is a big change for Japan, where boards have largely been composed of male executives from the companies themselves.

The corporate shake-up, a centerpiece of Prime Minister Shinzo Abe's economicrevival plan, aims to make company bosses more accountable to shareholders, whose interests have often been ignored in the past. Overseas investors have taken notice, helping to lift Tokyo share prices to the highest levels in 15 years. Mr. Abe has also been pushing to increase the number of women in senior positions, but his plan stops short of requiring companies to have female board members.

Until a few years ago, even many global companies such as Toyota Motor Corp. and Canon Inc. had no outsiders on their boards. Japan's top business lobby long opposed the independent-director quota, arguing that outsiders often don't know enough about company operations to serve effectively. The new governance code stops well short of U.S. rules, which require outsiders to hold a majority of board seats. The Japanese code is nonbinding but requires companies to provide a written explanation if they don't comply.

Most Japanese companies are gamely trying to keep up with the times, scouring the globe for directors who could make their boards look fresher--and less male. Japan isn't alone in its efforts to diversify boards. More than half a dozen European countries--including Germany, where legislation was approved in March--have stipulated that a set percentage of board seats must be filled by women. As of April 1, listed companies in India were required to have at least one female board

member, a rule some companies were fulfilling by tapping wives or relatives of executives. In Japan, about three-quarters of the roughly 1,800 companies listed on the first section of the Tokyo Stock Exchange had at least one outside director by last June, up from fewer than one-third a decade earlier, according to the Japan Association of Corporate Directors. Fewer than 3% of Japanese board seats were held by women, according to Spencer Stuart, an executive search consulting firm. That compares with 16% at Standard & Poor's 1500 companies in the U.S., according to proxy advisory firm Institutional Shareholder Services.

With about 3,500 listed companies, Japan ought to have an ample pool of top executives who could serve as outside directors at other firms. But unlike U.S. companies, which often view duty on another firm's board as useful experience, Japanese companies frown on this kind of moonlighting. Executives generally stay at one company their entire careers, and often serve as paid advisers to their former employers after they retire.

So some companies are tapping people with no board experience, who are attending director-training classes to get up to speed. About two dozen newly named directors, including four women, gathered in a boardroom in Tokyo last week for a training session run by the directors' association. Minoru Sawaguchi, a partner at law firm Mori, Hamada & Matsumoto, summarized the history of Japanese company law, the new governance code and compliance issues.

"There is a huge gap between the governance code and what is practiced now," he told the new recruits, referring to the traditionally cozy relations between boards and management. "You somehow need to fill it." The latest nominations, subject to approval at shareholder meetings this month, include people with vastly different levels of corporate or financial experience. Arthur Mitchell, senior

counselor at law firm White & Case and former general counsel of the Asian Development Bank, was tapped by Sumitomo Mitsui Financial Group Inc. Lixil Corp., a provider of bathroom fixtures and building supplies, named Barbara Judge, a former commissioner of the U.S. Securities and Exchange Commission. Electronics giant Fujitsu Ltd.named Chiaki Mukai, Japan's first female astronaut. Gourmet Kineya Co., a restaurant chain, picked Yuko Ezure, a television and radio journalist.

Ms. Ezure said she was recruited by a former boss who is now an executive at Gourmet Kineya. "At first I hesitated to take his offer, because I don't have knowledge of the restaurant industry," she said. "But after I was told they were looking for someone who could talk from the perspective of a consumer and a woman, I accepted it." The new directors will be busy. While U.S. boards concentrate on strategic issues and meet quarterly, Japanese boards delve into day-today matters and gather more often. In the financial year ended March 2014, electronics retailer Yamada Denki Co. held 58 board meetings, though it reduced the total to 20 the following vear.

Masako Egawa, an executive vice president at the University of Tokyo who serves as a director at Asahi Glass Co., said women could be the most effective outside voices, because "they are not part of the boys' network." Ms. Egawa is set to join the boards of two more companies, Tokio Marine Holdings Inc. and Mitsui Fudosan Co., this month, pending shareholder approval.

Kiyomi Saito, a former executive of Sony Corp. and Morgan Stanley who now runs her own financial data firm, serves on the boards of three companies, including Toshiba, and has been named to a fourth. She said she was surprised by the lack of debate over corporate strategy at many board meetings.

Source: Wall Street Journal 6-9-15

### Subaru Maker's Profit Soars as Margin Grows

One of the auto industry's little guys is quietly emerging as one of its biggest when it comes to profit margins.

Fuji Heavy FUJHY 1.31 % Industries Ltd., the maker of Subaru all-wheel-drive wagons, on Friday posted a 17.5% operating margin for its latest quarter, far exceeding larger Japanese auto makers and widely outpacing German luxury brands. The company, which also makes airplane components, said net profit rose 61% from a year earlier as its

strategy to stay relatively small and limit most of its production to its home market paid off.

"We want to be an auto maker that dominates with profit margins and quality rather than quantity," Chief Financial Officer Mitsuru Takahashi said at an earnings briefing. He said the company, in which <u>Toyota Motor</u> Corp. <u>TM -2.79 %</u> holds a 16.5% stake, aims to keep margins above 10%, though he acknowledged that the current level is unsustain-

able. Subaru's performance for its fiscal first quarter was aided by continued momentum in the U.S., slim labor costs and the weak yen.

Fuji Heavy had a net profit of ¥84.2 billion for the period on revenue of ¥765.3 billion, up 29%.

Click here for the full article.

Source: Wall Street Journal 7-31-15

#### FLORIDA/JAPAN REPORT

SUMMER-FALL 2015



Department of Economic Opportunity